

# GREATER ESSEX COUNTY DISTRICT SCHOOL BOARD

Administrative Office: 451 Park Street West, P. O. Box 210, Windsor, Ontario N9A 6K1

## MEETING OF THE STANDING COMMITTEE ON OPERATIONS AND FINANCE

Tuesday, November 2, 2021

Upon adjournment of Education Committee Meeting  
Via Microsoft Teams

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### AGENDA

#### Pages

- A. CALL TO ORDER
- B. ATTENDANCE
- C. APPROVAL OF AGENDA
  - C.1 Agenda
- D. DECLARATION OF CONFLICT OF INTEREST
- E. APPROVAL OF MINUTES
  - 1 - 7 E.1 Minutes of October 5, 2021 Operations & Finance Committee Meeting Attachment 1
- F. BUSINESS ARISING FROM THE MINUTES
- G. PRESENTATIONS
- H. DELEGATIONS

There were no delegations at the time of agenda preparation.
- I. SPEAKER'S LIST
- J. NEW BUSINESS
  - J.1 Notice of Motion – Trustee Burgess

#### RECOMMENDATION:

THAT A REPORT WITH ITEMIZED ACCOUNTING OF ALL EXPENDITURES ATTRIBUTABLE TO THE BUDGET LINE ITEM NAMED "SPECIAL FUNDING REQUESTS AND EMERGING ISSUES" (AS PER APPENDIX 8 OF THE GECD SB 2021-2022 BUDGET) BE PREPARED AND PRESENTED ON A QUARTERLY BASIS TO THE OPERATIONS AND FINANCE COMMITTEE.

J.2 Notice of Motion – Trustee Qin

RECOMMENDATION:

TO FULFILL THE SCHOOL BOARD'S ACCOUNTABILITY AND THE RESPONSIBILITY AS A TRUSTEE, AND TO PROVIDE TRANSPARENCY TO PUBLIC STAKEHOLDERS, I REQUEST THE GECDSB TO INVESTIGATE THE TENDER PROCEDURE OF 2021-63-P – BOARD WEBSITE RE-DESIGN AND PROVIDE REPORT TO JUSTIFY THE DECISION INCLUDING WHY SEVEN TENDER COMPANIES ARE DISQUALIFIED, HOW MUCH QUOTE THEY BID, AND WHY IT IS AWARDED TO THE COMPANY WHICH QUOTE IS OF MUCH HIGHER RANGE.

K. REPORTS

8 - 11	K.1	Trustee Expenditure Report – Annual (2020-21)	Attachment 2
12	K.2	Accounts Receivable Written off for the Year ended August 31, 2021	Attachment 3
13 - 17	K.3	Resiliency Infrastructure Funding - Update	Attachment 4
18 - 26	K.4	Single-Use Plastics Reduction - Update	Attachment 5

L. TRUSTEE QUESTION PERIOD

M. NOTICES OF MOTION

N. ANNOUNCEMENTS

O. ADJOURNMENT

P. CONVENE INTO PUBLIC BOARD MEETING

NEXT SCHEDULED MEETING

Tuesday, February 1, 2022

MINUTES OF THE MEETING OF THE STANDING COMMITTEE ON OPERATIONS and FINANCE HELD ON OCTOBER 5, 2021 VIA TEAMS.

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PRESENT:

A. Higgison	C. Cooke
J. Burgess	S. Cipkar (Chairperson)
A. Halberstadt	G. Hatfield
R. LeClair	L. Qin (Vice-Chairperson)
A. Omstead	J. Sartori

STUDENT TRUSTEES:

P. Hawkins  
M. Mekawi

ADMINISTRATION:

E. Kelly (Director of Education)	
S. Armstrong	T. Awender
J. Canty	J. Hillman
C. Howitt	V. Houston
C. Mills	S. Querbach
M. Wilcox	

OTHER ADMINISTRATIVE STAFF:

S. Maheux, Manager of Financial Services

RECORDER:

T. Meloche

A. CALL TO ORDER

Chairperson Cipkar called the meeting to order at 10:01 p.m.

**Chairperson Cipkar noted that we are at Timed Items. Consensus from Trustees to continue with the Operations and Finance agenda.**

B. ATTENDANCE

Chairperson Cipkar noted that all Trustees were present.

C. APPROVAL OF AGENDA

C.1 Approval of Agenda  
Moved by Trustee Omstead  
Seconded by Trustee LeClair

THAT THE AGENDA BE APPROVED AS PRESENTED.

The vote was called and it

CARRIED.

D. DECLARATION OF CONFLICT OF INTEREST

Nil

E. APPROVAL OF MINUTES

E.1 Approval of Minutes  
Moved by Trustee LeClair  
Seconded by Trustee Higgison

**THAT E.1 and E.2 BE MOVED TOGETHER**

CARRIED.

Moved by Trustee LeClair  
Seconded by Trustee Higgison

CARRIED.

**THAT THE MINUTES OF THE JUNE 1, 2021 OPERATIONS AND FINANCE MEETING AND THE JUNE 22, 2021 SPECIAL OPERATIONS AND FINANCE MEETING BE APPROVED AS PRESENTED.**

The vote was called and it

CARRIED.

**F. BUSINESS ARISING FROM THE MINUTES**

Nil

**G. PRESENTATIONS**

Nil

**H. DELEGATIONS**

Nil

**I. SPEAKER'S LIST**

**J. NEW BUSINESS**

J.1

Moved by Trustee Sartori  
Seconded by Trustee Cooke

**THAT ADMINISTRATION RESEARCH AND REPORT BACK ON THE BUDGET CONSULTATIONS OF OTHER SCHOOL BOARDS IN ONTARIO AND IDENTIFY BEST PRACTICES AND PROVIDE RECOMMENDATIONS FOR ENHANCED CONSULTATION BY THE GREATER ESSEX COUNTY DISTRICT SCHOOL BOARD.**

Moved by Trustee Sartori  
Seconded by Trustee Cooke

**TO AMEND THE MOTION TO INCLUDE THE WORD "COMMUNITY" BEFORE CONSULTATION BY THE GREATER ESSEX COUNTY DISTRICT SCHOOL BOARD.**

The vote was called and it

CARRIED.

Trustee Sartori noted this motion stems from a request from constituents to have more involvement and input in budget planning.

It was suggested that this report be provided for the February 1, 2022 Operations and Finance Committee meeting. Superintendent Armstrong noted if this report is required before that date, information could be brought to the January 2022 Board meeting.

It was noted it is not clear to the public what areas of the budget may be adjusted. It was questioned if education can be provided to the public regarding budget preparation and feedback to the Board. Superintendent Armstrong noted 80% of the budget is allocated to salaries and benefits. A significant amount of the remaining 20% of the budget is enveloped by the Ministry through the Grants for Student Needs (GSN). The Ministry may be a good place for the public to promote advocacy. It was noted of the 80% budgeted for staff and benefits, there may be areas that can be evaluated in terms of positions that could provide enhanced resources. Administration is encouraged to look outside of Ontario for examples of innovative budget examples.

**THAT ADMINISTRATION RESEARCH AND REPORT BACK ON THE BUDGET CONSULTATIONS OF OTHER SCHOOL BOARDS IN ONTARIO AND IDENTIFY BEST PRACTICES AND PROVIDE RECOMMENDATIONS FOR ENHANCED COMMUNITY CONSULTATION BY THE GREATER ESSEX COUNTY DISTRICT SCHOOL BOARD.**

The vote was called and it

CARRIED AS AMENDED.

**K. REPORTS**

**K.1 Tender and Requests for Proposal Awarded for the Quarter Ended May 1, 2021 and the Quarter Ended August 31, 2021**

Regarding the cost of renovations for Walkerville Collegiate Institute, it was questioned how much a new secondary school would cost in that location? Superintendent Armstrong noted without specifications and with today's construction costs, this would be a difficult question to answer. It was noted there is a significant amount of work to be completed and this is included in the approximately \$10 million renovation cost. These renovations include window replacements, all exterior door replacements, complete masonry restoration, a new music room and dance floor, library renovations, cafeteria renovation, a new theater arts room, a vocal room, an office on the second floor, updating all drainage in the science rooms, custodial room renovations and a new ventilation unit in the gymnasium. Walkerville Collegiate Institute is a great building that has not had extensive renovations in a long period of time.

Are cameras in schools new? Superintendent Armstrong noted the purchase of Web cameras is a preventative measure in the event we need to pivot to virtual learning. Will this come from COVID funding? Superintendent Armstrong noted this expense will be tracked as COVID-19 expenses.

Why was the highest cost for the Board website chosen? Superintendent Armstrong noted the best Proponent does not always equate to the most inexpensive cost. The request for proposal is awarded to the highest ranked Proponent based on several factors. The cumulative score is ranked utilizing criteria such as the profile of the Proponent, experience working with other School Boards, ongoing service and support offered to the Board post implementation. Superintendent Mills noted a team of staff review the criteria. It was noted e-Solutions Group Limited provided the most comprehensive submission. This company has a history of working successfully with multiple School Boards.

Why was someone outside of our area contracted for planning services? Is there a shortage of planners? Superintendent Armstrong noted the Board did have a staff member that provided Planning Services. With that staff member leaving, Administration worked through the hiring process a few times to fill the position however, unique qualifications are required. This led the Board to issue a Request for Proposal (RFP) for Planning Services. This was awarded to Watson and Associates. This company was the only Proponent that applied through the RFP. The Board has worked with Watson and Associates in the past and have comfort and familiarity with the quality of work they provide.

Why was a five-year commitment locked in? Superintendent Armstrong noted a five-year contract provides a sustained relationship and continuity of service. Are we assured this company will have a deep understanding of our community? Superintendent Armstrong noted the Board meets with Watson and Associates every month. They are aware of the activities of the Board and what is important in this area. They are liaising with various Planning and Building departments and municipalities and make every effort to personalize and localize the service that is provided for the Board. Are these amounts budgeted? S. Maheux noted part of the request for proposal is to look at the budget to ensure services can be met within budget constraints

It was noted the RFP for Web Design and Planning Services seems high. Do they meet with the cost that was budgeted for? Superintendent Armstrong noted these costs are within the budget. The Board had previously allocated for a full time Board Planner and this cost has shifted to contracted services which approximates the amount of these services on an annual basis. S. Maheux noted the amount for the website design was budgeted for at the time of revised estimates. The original tender extends to 2029 so this is for an extended time period. Information Technology is planning for this cost accordingly. It was noted this amount is within budget constraints.

It was noted Administration has gone ahead with these contracts and asked if a Trustee such as Trustee Halberstadt, Trustee Qin or Trustee Burgess said we don't support this, would it be too late? Superintendent Armstrong noted that is correct.

**Point of order** - Trustee LeClair noted that these are reports to be received only for Trustee information. These are not action items. Trustees cannot say after the tender is awarded that we oppose this.

**Point of order** - Trustee Burgess noted as she was named in the hypothetical scenario, that she has no intention of not supporting the awarded contracts.

Superintendent Armstrong noted the Request for Proposal for the Web Design and Planning Services followed a structured evaluation and these RFPs were awarded in accordance with criteria of the qualitative evaluation of the proposal. This report has been brought to the board as information only for Trustees.

Are there parameters around the amount of cost associated with projects that Trustees should approve for Request for Proposals? Superintendent Armstrong noted when a new school is built, the approval for design and budget are brought to Trustees. The tender work in these reports are consistent with approval in those circumstances. The Ministry provided funds for specific projects through the Resilience Infrastructure Stream (CVRIS) and this information was also shared with Trustees. Facility Services receives a budget through the

School Renewal Allocation and the School Condition Improvement Allocation. This funding was used to improve science labs at Sandwich Secondary School and Steps / Gains classrooms, roof repairs and window replacement. The Ministry directs how funding is used by ranking projects through the School Condition Improvement Allocation. This work is reported to the Trustees on the Tender and Request for Proposal Report.

It was suggested that more detail regarding dates of when tenders were open and awarded be included on the report.

Are the 8 portables recently purchased for Eastwood Public School replacement portables? When is the new school supposed to be opened? Superintendent Armstrong noted with the construction of the new Parkview Public School, there will a part of the school that will need to be demolished and to address those concerns, portables will be required to accommodate some students until the new school is open for all students in September 2022. Superintendent Awender noted beginning in March of 2022, it will take 4 months for the parking lot to be demolished where the new Parkview Public School / Eastwood Public School will be built. The Parkview Public School students will move to the new portables at Eastwood Public School. It was noted the portables were purchased this year with funding available specific to portables. These new portables will ultimately be used to replace older portables throughout the system as required.

Responding to a question for clarification regarding the operations of the Parkview Public School / Eastwood Public School portables, Superintendent Awender noted while Parkview Public School is being demolished, some students from Parkview Public School will move to the Eastwood Public School site into portables and remain with the same class and Teacher. Once the new school is built, Superintendent Mills will reassess the student population and classes will be reassigned for the two schools.

It was questioned if the Tender and Request for Proposal Report can be expanded to provide more detail? Superintendent Armstrong noted additional details to explain why the project work is tendered can be provided for assist with clarification.

**Point of order** - Trustee Higgison noted it is 11:00 pm.

Moved by Trustee Higgison  
Seconded by Trustee Halberstadt

**TO EXTEND THE TIME OF THE MEETING TO COMPLETE BOTH THE OPERATIONS AND FINANCE AGENDA AND THE PUBLIC BOARD AGENDA.**

It was noted Trustees need to consider that Administrators have been working since early this morning and must return to work again tomorrow and that Trustees re-examine how business is conducted.

The vote was called and it

**CARRIED**  
Opposed: Trustee Hatfield

It was questioned regarding the Web Design Request for Proposal why we would consider a higher cost of a website, how much companies bid and what was the average of the bid? Chairperson Cipkar noted as this question has previously been addressed at this meeting,

that this concern or questions be directed to Administration via email and / or a motion brought to the Board to consider this specific item.

It was questioned if there is a chance to reconsider the Web Design Request for Proposal? Superintendent Armstrong noted this project has been awarded. Administration is more than pleased with the value the Board is receiving from this company for the extensive work that is required.

#### K.2 Interim Financial Expense Report as at May 31, 2021

Manager of Financial Services, S. Maheux noted this is the first opportunity to bring the May 31, 2021 report to Trustees. The first portion of the report reviews the original revised budget. Much has happened since then. The budget was completed on the assumption that schools remain open for the entire year however, schools were closed for 16 weeks and this resulted in savings. Despite the savings, COVID-19 has been expensive. Administration is in the process of finalizing year-end adjustments and significant adjustments still need to be made. Given the additional Ministry funding and savings incurred from restrictions and school closures, the Board will likely not require the additional 1% contingency that was set aside for COVID-19 expenses.

It was questioned if the Education Support Staff (ESS) expense line will be used to support additional new ESS positions? S. Maheux noted any savings incurred in this year will flow through the in-year operating surplus or deficit and the 2021-2022 budget to be revised in the fall, will address the current support staff needs.

#### K.3 Policy/Regulation BA-02 Borrowing and Investing of Funds – Reporting

#### K.4 2021-22 COVID-19 Expense Projection

Superintendent Armstrong noted at the time of budget preparation, the Ministry of Education's re-opening guidance had not been released and many assumptions were made. Based on new information included in the report, is a summary of expense projections and funding gaps. The Board has not received any information if the second half of funding will be provided by the Ministry. Administration will monitor and continue to report to the Board.

Superintendent Armstrong noted the projected enrolment has been provided to the Ministry and Administration.

#### L. TRUSTEE QUESTION PERIOD

- Trustee Burgess – At our last special meeting we had an addition that wasn't in the budget binder that came forward under Appendix 8 – Director's Contingency fund of \$2 million being added to Director's budget. How are we going to account for this? Director Kelly noted \$500,000 has already been allocated for the Human Rights and Equity Officer position and Special Education Support staff. It was noted more students have registered than budgeted for. It will be difficult to predict what will be required the rest of the school year.
- Trustee Halberstadt – does this amount include the salary expense of the Equity Officer? Director Kelly noted that it does.

M. NOTICE OF MOTION

Trustee Burgess would move or cause to be moved

**THAT A REPORT WITH ITEMIZED ACCOUNTING OF ALL EXPENDITURES ATTRIBUTED TO THE BUDGET LINE NAMED "SPECIAL FUNDING REQUESTS AND EMERGING ISSUES" (AS PER APPENDIX 8 OF THE GECDSB 2021-2022 BUDGET) BE PREPARED AND PRESENTED ON A QUARTERLY BASIS TO THE OPERATIONS AND FINANCE COMMITTEE.**

Trustee Chin would move or cause to be moved

**TO FULFILL THE SCHOOL BOARD'S ACCOUNTABILITY AND THE RESPONSIBILITY AS A TRUSTEE, I REQUEST THE GECDSB TO INVESTIGATE THE TENDER PROCEDURE OF 2021-63P-BOARD WEBSITE RE-DESIGN AND PROVIDE REPORT TO JUSTIFY THE DECISION INCLUDING WHY SEVEN TENDER COMPANIES ARE DISQUALIFIED, HOW MUCH THEY BID, AND WHY IT IS AWARDED TO THE COMPANY WHICH QUOTE IS OF MUCH HIGHER PRICE RANGE.**

N. ANNOUNCEMENTS

Trustee Cipkar noted October 2, 2021 was Custodian Appreciation Day. A big shout out to Supervisors, Maintenance and Trade staff who are the behind the scenes employees.

Trustee Cipkar noted Walktober is the International Walking to School month. Sincere thank you to Superintendent Awender for his work on this and the Active Transportation Committee. A grant was received for this committee and work is currently underway to develop an Active Transportation Charter. A big thank you also to Administration and Community Partners for all the good work being done.

O. ADJOURNMENT

There being no further business before the Board, Chairperson Cipkar adjourned the meeting at 11:42 pm.

P. CONVENE INTO PUBLIC BOARD MEETING



# GREATER ESSEX COUNTY DISTRICT SCHOOL BOARD MEMORANDUM

TO: CHAIRPERSON AND TRUSTEES OF THE OPERATIONS AND FINANCE COMMITTEE

FROM: SHELLEY ARMSTRONG, SUPERINTENDENT OF BUSINESS AND TREASURER  
SHAWN MAHEUX, MANAGER OF FINANCIAL SERVICES

SUBJECT: TRUSTEE EXPENDITURE REPORT – ANNUAL

DATE: NOVEMBER 2, 2021



AIM:  
To provide the annual Trustee Expenditure Report for 2020-2021 year to the Board.

PURPOSE:  
As required by Regulation R-BA-28 “Trustee Expenses”, individual Trustee’s annual expenditures will be published in the first quarter following the end of the fiscal year.

CONTEXT:  
The Trustee Expenditure Report for 2020-2021 is attached.

In summary, actual expenses are lower than budgeted expenses by \$58,600. Due to the COVID-19 pandemic and school closures, mileage and professional development expenses were significantly lower than budget and represent most of the budget variance.

- ATTACHMENTS:
- Appendix 1 – Trustee Expenditure Report – For the Year Ended August 31, 2021
  - Appendix 2 – Explanation of Expense Categories

**GREATER ESSEX COUNTY DISTRICT SCHOOL BOARD**  
**TRUSTEE EXPENDITURE REPORT**  
**For the Year Ended August 31, 2021**

	Honouraria	Mileage	Professional Development	Miscellaneous	Total
<b>Categorized by Trustee</b>					
Trustee Julia Burgess (County)	12,927.20	-	428.27	2,038.17	15,393.64
Trustee Sarah Cipkar (City)	13,019.06	-	-	797.72	13,816.78
Trustee Cathy Cooke (City)	16,393.16	-	-	565.63	16,958.79
Trustee Alan Halberstadt (City)	13,337.61	-	-	600.71	13,938.32
Trustee Alicia Higgison (County)	18,126.31	-	428.27	564.84	19,119.42
Trustee Ron Le Clair (County)	14,711.21	-	-	-	14,711.21
Trustee Aimee Omstead (County)	13,110.21	-	-	647.47	13,757.68
Trustee Linda Qin (City)	12,457.32	81.23	909.66	1,417.84	14,866.05
Trustee Jessica Sartori (City)	12,927.20	-	-	-	12,927.20
Trustee Gale Hatfield (City)	13,254.97	-	-	1,238.22	14,493.19
Student Trustee (City)	2,548.80	-	-	-	2,548.80
Student Trustee (County)	2,548.80	-	-	-	2,548.80
<b>Uncategorized – Central Items</b>					
Professional Development – Chair Discretion	-	-	-	-	-
Office Supplies	-	-	-	4,470.70	4,470.70
Trustee Organization Fees	-	-	-	116,559.61	116,559.61
Official Representative at OPSBA	-	-	-	-	-
<b>Total Expenses</b>	<b>145,361.85</b>	<b>81.23</b>	<b>1,766.20</b>	<b>128,900.91</b>	<b>276,110.19</b>
Total Budget	146,500.00	10,543.00	48,000.00	129,716.00	334,759.00
Over/(Under) Budget	(1,138.15)	(10,461.77)	(46,233.80)	(815.09)	(58,648.81)

**GREATER ESSEX COUNTY DISTRICT SCHOOL BOARD**  
**Explanation of Expense Categories**

**HONOURARIA**

Approved honouraria is determined by the Board in accordance with the Education Act and Regulations. The level of honouraria paid is based on the position held by the Trustee; the Chair and Vice-Chair of the Board receive an additional amount in accordance with the Act. Honouraria includes amounts paid for attendance at Statutory Committees. The expense includes Canada Pension Plan (CPP) and Employer Health Tax (EHT) benefit costs.

The following Trustees were members of Statutory Committees during the year:

<b>Statutory Committee</b>	<b>December 4, 2019 to December 1, 2020</b>	<b>December 2, 2020 to December 7, 2021</b>
Special Education Advisory Committee (SEAC)	Cathy Cooke Aimee Omstead Alternate: Linda Qin	Cathy Cooke Aimee Omstead Alternate: Linda Qin
Supervised Alternative Learning (SAL)	Alan Halberstadt – City Rep Aimee Omstead – County Rep Alternate: Julia Burgess	Alan Halberstadt – City Rep Aimee Omstead – County Rep Alternate: Julia Burgess
Audit Committee	Alan Halberstadt Gale Hatfield Ron Le Clair	Alan Halberstadt Gale Hatfield Ron Le Clair
Greater Essex County District School Board Parent Involvement Committee (GECPIC)	Alicia Higgison Alternate: Julia Burgess	Cathy Cooke Alternate: Julia Burgess

**MILEAGE**

Travel by personal vehicles reimbursed at the Board's rate per kilometer.

**PROFESSIONAL DEVELOPMENT**

The budget includes an allocation of \$4,000 for each Trustee and \$3,000 for each Student Trustee for attendance at conferences, conventions and other professional development. The budget covers the cost of registration, travel, accommodation, meals, parking, taxis, other miscellaneous expenses and all applicable taxes.

Chair Discretion:

This represents a central expense account for the Chairperson of the Board or designate to attend meetings, conferences or special functions as the official representative of the Board. This budget may also be used to provide other professional development opportunities. The expenses in this account have been reported by amounts spent before and after the annual Board Organizational Meeting.

**GREATER ESSEX COUNTY DISTRICT SCHOOL BOARD**  
**Explanation of Expense Categories**

**Appendix 2**

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Ontario Public School Boards' Association (OPSBA):

This represents expenses associated with Trustees appointed to represent the Board at any OPSBA official functions.

**MISCELLANEOUS**

All other expenses deemed reasonable to the role of the Trustee. This category includes:

1. A Board approved equipment package that includes:
  - a. a computer (laptop, tablet, Netbook, or desktop), printer/fax or printer/scanner, and shredder, and
  - b. communication services (i.e. telephone, internet and/or cell phone).
  
2. Other expenses directly related to the role of Trustee:
  - a. computer paper and printer cartridges;
  - b. documented long distance calls for Board/Trustee business from a private phone line;
  - c. business cards; and
  - d. miscellaneous purchases.
  
3. Other centrally budgeted expenses such as general office supplies and Trustee association fees and membership fees.



# GREATER ESSEX COUNTY DISTRICT SCHOOL BOARD MEMORANDUM

TO: CHAIRPERSON AND TRUSTEES OF THE OPERATIONS AND FINANCE COMMITTEE

FROM: ERIN KELLY, DIRECTOR OF EDUCATION  
SHELLEY ARMSTRONG, SUPERINTENDENT OF BUSINESS AND TREASURER

SUBJECT: ACCOUNTS RECEIVABLE WRITTEN OFF FOR THE YEAR ENDED AUGUST 31, 2021

DATE: NOVEMBER 2, 2021



AIM:  
To provide the Board with information on the 2020-2021 write off of any account receivable balance greater than \$5,000 in accordance with Regulation R-BA-07 “Write off Accounts – Authorization”.

CONTEXT:  
Historically the Board has been successful in the collection of accounts receivable greater than \$5,000.

For fiscal 2020-2021, four (4) accounts totaling \$39,844 were determined to be uncollectible and were written off. Total amounts written off, represent twenty (20) invoices issued between May 6, 2008 and March 1, 2018 to former employees for the recovery of salary and benefit coverage. A summary of the write off activity is as follows:

Customer Type	Total invoices	Account Balance Written off
Former Employee #1	8	12,017.47
Former Employee #2	6	13,877.35
Former Employee #3	2	7,486.74
Former Employee #4	4	6,462.30
TOTAL	20	39,843.86

The accounts were determined to be uncollectible, however, will remain with the Board’s collection agency for continued attempts at recovery.

Management continues to monitor accounts in excess of 90 days on a quarterly basis and this list is reviewed by the Accounting Supervisor to determine further action. The Board makes all attempts to settle account balances before an employee’s contract is terminated.



# GREATER ESSEX COUNTY DISTRICT SCHOOL BOARD MEMORANDUM

TO: CHAIRPERSON AND MEMBERS OF THE BOARD

FROM: SHELLEY ARMSTRONG, SUPERINTENDENT OF BUSINESS AND TREASURER  
ERIN KELLY, DIRECTOR OF EDUCATION

SUBJECT: COVID-19 RESILIENCE INFRASTRUCTURE STREAM - UPDATE

DATE: NOVEMBER 2, 2021

Demonstrating Ethical  
Stewardship

**AIM:**

To provide the Board of Trustees with a status update on the projects funded through COVID-19 Resilience Infrastructure Stream ("CVRIS").

**PURPOSE:**

In October of 2020, recognizing that COVID-19 has created new demands for infrastructure investments, the Ministry of Education (the "Ministry") announced a new, time-limited COVID-19 Resilience Infrastructure Stream funding under the Investing in Canada Infrastructure Program ("ICIP") to provide up to \$700 million in combined federal-provincial funding for education-related infrastructure projects.

School Boards were invited to submit projects for all eligible facilities under one of the following themes:

- Promoting occupant health & safety;
- Improving facility condition;
- Enhancing physical distancing; and
- Facilitating distance learning.

The following criteria also had to be satisfied to be considered eligible:

- The project must not be receiving funding under another federal or provincial program.
- Individual projects cannot exceed \$10,000,000 in total eligible costs.
- The project must not have been tendered before its approval by the federal government.
- Construction must have commenced by September 30, 2021.
- Construction must be substantially complete by December 31, 2021.
- Projects must be in schools that will remain open and operating until January 1, 2027.

In November 2020, the Board submitted a request for funding under this stream for over 100 projects supporting the infrastructure initiatives noted below. On February 23, 2021, the Board received funding totaling \$15,562,958.

1 – Summary of CVRIS Infrastructure Projects

Ventilation renewal (replace existing air handling units)	\$2,471,491
Installation of new mechanical ventilation	8,898,313
Creation of cooling centres	489,426
Installation of bottle fill stations	763,476
Upgrades to child care spaces to provide dedicated washrooms and entrances	2,265,270
Provision of door hold open devices to reduce touchpoints	531,782
WiFi access points to improve connectivity	143,200

Due to compressed timelines associated with the CVRIS program, the Board commenced design and procurement activities immediately upon the receipt of funding approval.

**CONTEXT:**

Outlined below is an update on the progress of the CVRIS projects.

**Project #1 - Ventilation Renewal:**

These projects involve the replacement of ventilation units that are beyond their useful life and require replacement.

A total of eight projects were approved, impacting the following schools:

- AV Graham;
- Belle River District High School;
- Belle River Public School;
- Centennial Central;
- Dougall;
- Ford City;
- General Brock; and
- King Edward.

The project design for all eight projects is complete, tendered and awarded. The ventilation renewal at AV Graham is complete and construction is underway at all remaining locations. Facility Services is waiting on equipment delivery for the other schools. The equipment is anticipated to be delivered by the end of November and work is scheduled for completion by December 31, 2021.

**Project #2 - New Mechanical Ventilation Installation:**

All schools which have natural ventilation (exhaust fan only) and comply with the project criteria described above, will receive new forced air ventilation units to provide ventilation to all required spaces in the building.

A total of fourteen projects were approved impacting the following schools:

- Anderdon;
- Centennial Central;
- Central;
- Coronation;
- Glenwood;
- Gore Hill;
- Gosfield North;
- Malden Central;

- Margaret D. Bennie;
- Northwood;
- Princess Elizabeth;
- Queen Elizabeth;
- Roseland; and
- Southwood.

For all fourteen projects, the work below the roof line is 95% complete. Facility Services is waiting for equipment delivery which has been delayed from the manufacturer. Specifically, heat pumps required for the new mechanical ventilation projects were ordered in May 2021 with delivery dates ranging between October 22<sup>nd</sup> and October 29<sup>th</sup>. However, the manufacturer has now delayed the deliveries for the heat pumps to November 12<sup>th</sup> for all schools except for Glenwood, in which delivery has been pushed out until November 26<sup>th</sup>. As a result, there is a risk that completion of these projects will extend beyond December 31, 2021. Based on recent Ministry correspondence, the Board has communicated the project delay and has adjusted timelines accordingly. It is anticipated that these projects will be completed by March 31, 2022.

All air purifiers will be removed once the ventilation systems are operational.

**Project #3 - Create Cooling Centers:**

This project aligns with the Board's Air Conditioning Policy, by providing schools which do not have an approved cooling center (typically the library) or computer labs with no air conditioning, cooling centres for those spaces.

A total of fifteen projects were approved impacting the following schools:

- Anderdon (Library);
- Hugh Beaton (Library);
- Central (Library);
- Coronation (Library);
- Ford City (Library);
- Gosfield North (Library);
- Kennedy (4 computer labs);
- Malden Central (Library);
- Vincent Massey (3 computer labs);
- Margaret D. Bennie (Library);
- Prince Edward (Library);
- Riverside (Cafeteria);
- Roseland (Library);
- W.F. Herman Academy (1 computer lab); and
- Walkerville Collegiate Institute (2 computer labs).

The cooling centre for Anderdon has been completed. All other schools have been tendered and are awaiting delivery of equipment. As the equipment is received, Facility Services will work with the Principals to schedule the installation as quickly as possible for completion by December 31, 2021.

**Project #4 - Installation of Water Bottle Fill Stations:**

This category of work focuses on the minimization of touchpoints. A total of fifty-three schools were chosen based on age of existing infrastructure (drinking fountains) and the number of water bottle fill

stations in the school. Upon completion of the project, all schools will have water bottle fill stations with associated drinking fountains. Under-utilized fountains will be eliminated.

The following schools are included in the scope of this project:

2 – Schools included in Water Bottle Fill Station project

AV Graham	Amherstburg Public School	Anderdon
Hugh Beaton	Frank W. Begley	Belle River District High School
Belle River Public School	John Campbell	Centennial Central
Central	Coronation	Dougall
Dr. David Suzuki	East Mersea	Essex District High School
Essex Public School	Ford City	General Brock
Glenwood	Gore Hill	Gosfield North
Harrow Public School	W.F. Herman	Hetherington
Kennedy	King Edward	Lakeshore
LaSalle	Leamington District Secondary	Malden
PASS	Vincent Massey	McWilliam
Margaret D. Bennie	Mount Carmel-Blytheswood	Northwood
Prince Edward	Princess Elizabeth	Queen Elizabeth
Queen Victoria	Riverside	Roseland
Roseville	Sandwich Secondary School	Sandwich West
Southwood	Talbot Trail	Tecumseh Vista
Walkerville	West Gate	Westview
William Davis	Pelee Island	

This project is complete and staff from the Facility Services Department were used for the installation.

**Project #5 - Upgrades to Child Care Spaces:**

This project will ensure that childcare/Early ON spaces in the schools listed below have a separate entrance and appropriate self-contained washroom facilities to minimize contacts within the school.

A total of five projects were approved impacting the following schools:

- Amherstburg (Entrance and Washroom);
- Harrow Public School (Entrance and Washroom);
- Margaret D. Bennie (Entrance);
- Princess Elizabeth (Washroom); and
- Roseville (Entrance and Washroom).

Work has been completed in most of the schools. Amherstburg Public School will be completed prior to November 30, 2021 and the remaining schools are anticipated to be completed by December 31, 2021.

**Project #6 - Install Door Hold Open Devices:**

This project reduces the number of multiple touchpoints in a school and is concentrated on all the hallway and stairwell fire doors. These doors will now be held open electronically and will close when the fire alarm is triggered.

The following schools are included in the scope of this project:

3 – Schools included in Door Hold Open project

Anderdon	Hugh Beaton	Frank W. Begley
Bellewood	Belle River Public School	John Campbell
Centennial Central	Central	Coronation
Dougall	Ford City	General Brock
King Edward	Lasalle	Marlborough
PASS	Vincent Massey	Prince Edward
Sandwich West	Westview	Queen Victoria

The work is completed in eleven schools. The work has started in five schools and should be completed by the middle of November. The work has not started in five schools but will be completed by the middle of December.

**Project #7 - Install Wi-Fi Access Points:**

This project involves the installation/replacement of wireless access points or internet systems in several indoor locations to enhance online learning.

A total of six projects were approved impacting the following schools:

- Amherstburg Public School;
- Bellewood;
- Gosfield North;
- Kennedy;
- Maxwell; and
- Northwood.

The work associated with this project was completed prior to the start of the school year.



# GREATER ESSEX COUNTY DISTRICT SCHOOL BOARD MEMORANDUM

TO: CHAIRPERSON AND MEMBERS OF THE BOARD

FROM: SHELLEY ARMSTRONG, SUPERINTENDENT OF BUSINESS AND TREASURER  
ERIN KELLY, DIRECTOR OF EDUCATION

SUBJECT: SINGLE-USE PLASTICS REDUCTION COMMITTEE – UPDATE

DATE: NOVEMBER 2, 2021

Engaging Communities

Demonstrating Ethical  
Stewardship

## AIM:

To provide Trustees with an update on the work of the Single-Use Plastics Reduction Committee (the "Committee") and the Board's progress towards the elimination of single-use plastics across the system.

## PURPOSE:

On September 19, 2019, the Board passed a motion that established a Single-Use Plastic Reduction Committee for the purpose of developing a phased-in strategy to reduce single-use plastics over a 1 – 3 year timeframe. The Committee's mandate also included targeting the most problematic single-use plastics, developing a school and community awareness program and reporting on the reduction strategy, time-frame, measures and alternative products through regular monitoring reports to the Board. The last update provided to Trustees was on January 19, 2021.

The 2021-2022 Operational Plan reflects the Board's commitment to environmental stewardship, reflecting the work of the Committee as part of the expected outcomes.

## CONTEXT:

The Committee has focused on the elimination of six single-use plastic items by December 31, 2021 as part of its Phase 1 action plan, as follows:

- Straws
- Stir sticks
- Styrofoam
- Plastic bottles
- Plastic bags
- Takeout containers

Additionally, a communication plan was developed, and meetings were held with Student Senate and the Principals' group to share the work of the Committee and to solicit feedback, ideas and assistance.

Outlined below are highlights of the work completed to date:

*Alternative products to single-use plastics:*

The Board issued a Request for Quote for alternative products to replace plastic baggies, plastic cutlery and plastic straws with environmentally friendly and sustainable alternatives. The Purchasing department is in the process of evaluating the bid submissions. Elimination of the targeted single use plastic items in Phase 1 of the action plan is dependent on the awarding of a contract and subsequent procurement of the alternative products.

Styrofoam cups were removed from Webstock, the board's internal ordering system, and replaced with a paper cup alternative.

*Bottle fill stations:*

Prior to September 2020, all schools were outfitted with bottle fill stations. Through the COVID-19 Resilience Infrastructure Stream, the Board received additional funding totaling \$763,476 for the installation of a further 192 bottle fill stations. The installation of bottle fill stations funded through the Resilience Infrastructure Stream was completed prior to the start of school.

The location of the bottle fill stations was based on the number of stations already existing in schools and the age of the underlying infrastructure. The Purchasing department will also be investigating the cost of procuring reusable water bottles for students who may not have the resources to provide their own reusable water bottle.

*Program Kits:*

Science kits have been refurbished and no longer contain any single-use plastic items. The Program department is in the process of reviewing Math and Art kits for the minimization and potential reduction of single-use plastic products.

*Vendors and Suppliers:*

The Board has incorporated environmental sustainability clauses in its Request for Proposal ("RFP") documents requiring successful bidders make every effort to reduce environmental waste and to use packaging that is manufactured from recycled materials. Successful bidders are asked to acknowledge that the Board promotes and supports products and services that are environmentally friendly and contain the maximum level of post-consumer waste and/or recyclable content without significantly affecting the intended use of the product or service.

The Board will also be issuing an RFP for cafeteria services in late fall, 2021. The RFP will prohibit the sale of plastic water bottles, in addition to the inclusion of environmental sustainability clauses.

The Board has also developed a communication to be shared with our community partners, child care centres, renters and vendors that outlines the board's commitment to the reduction of single-use plastics. Our community partners to join the Board in this initiative. This communication will be shared with our partners through our website and social media platforms in November.

*Educational Programs:*

In partnership with the Program department, the Board's Environmental Stewardship and Outdoor Education instructors have developed a series of class assemblies designed to engage students in environmental awareness and stewardship. Single-use plastic reduction is one presentation topic available to teachers. Further, through the Eco Schools program, the Board has shared resources with educators in support of Waste Reduction Week (October 18 – 24, 2021), which included a variety of

waste reduction initiatives such as food waste, plastics reduction, e-waste, repurposing items and conducting waste audits.

Communication:

The Committee recognizes that communication with all stakeholder groups is a key component to the success of the Board’s single-use plastics reduction initiative. Throughout 2020-2021 and carrying over into the current school year, a variety of communications have been shared with staff and students including an infographic, surveys, a slogan contest and various social media posts.

Specifically, in 2020-2021, a total of nine Instagram posts were generated reaching 2,417 accounts. A total of ten tweets were shared on Twitter reaching 26,901 accounts. The social media posts focused on the following:

- Mean and impact of single-use plastics
- Six “Try This Not That” tips
- Earth Day post
- Earth Hour post
- Announcement of the Board’s slogan, #SUPRintheGECDSB

In addition, communications have promoted the Student Senate’s Environmental Sustainability conference, Environmental Art Exhibit and CUPE 27’s Earth Day contest.

In 2021-2022, further social media posts were initiated, including a reminder to families and staff prior to the start of school regarding the Board’s initiative to eliminate single-use plastics in our system. This communication reached 8,600 accounts. Moving forward, two single-use plastics reduction communications will be posted on social media on a monthly basis.

As previously indicated, a specific communication has also been designed for our community partners and will be shared on the Board’s website and through social media in November.

Waste Minimization Training:

Waste minimization training is currently being developed for all staff to provide a basic understanding of all waste generated by the Board. Information will also be shared about applicable legislation, why waste should be minimized (refuse, reduce reuse and recycle) and how waste is properly handled, stored, disposed, separated and reduced per the Environmental Stewardship Policy, Facility Waste Guide, Essex-Windsor Solid Waste Authority and legislative requirements.

Waste Audits:

Through its 2021-2022 Operational Plan, the Board is committed to completing ten waste audits annually. In support of this initiative, the Board’s Environmental and Energy Officer is collaborating with the Purchasing department for a multi-year tender for waste audit services. Waste audits will be conducted on a rotating basis through different schools and will include waste reduction workplans for all schools. The board is anticipating awarding the tender by early 2022.

Environmental Stewardship Policy and Regulation:

Administration has been working on a revised Environmental Stewardship Policy and Regulation, reflecting the Board’s commitment to environmental stewardship. The Policy and Regulation will be referred to the Policy Committee in early 2022.

*GECD SB Committee Representation:*

The Board participates in environmental stewardship at a local and provincial level through representation on the Operations, Maintenance and Construction (“OMC”) Energy Conservation Sub-Committee, the Ontario Association for School Board Officials (“OASBO”) Environmental Sustainability Committee and the City of Windsor and County of Essex Community Energy Plan Stakeholder Committees.

*Conclusion:*

The Committee recognizes the ongoing work associated with the single use plastics reduction initiative and will continue to provide monitoring reports to the Board, including reporting on the outcomes and measurements of the Board’s environmental stewardship goal included in the 2021-2022 Operational Plan.

To further demonstrate the Board’s commitment to environmental stewardship, consideration should be given to the Board declaring a climate emergency. In doing so, the Board acknowledges the impact of greenhouse gases on the climate and commits to adopting a climate action lens to its existing structure, operations and behavior of its staff, students and school communities. The Board would be required to commit to an action plan including priority action items, implementation measures and cost implications towards the reduction of emissions from its operations. Additional information regarding a climate emergency declaration is included in Appendix 1.

Appendix 1 – Climate Emergency Declaration

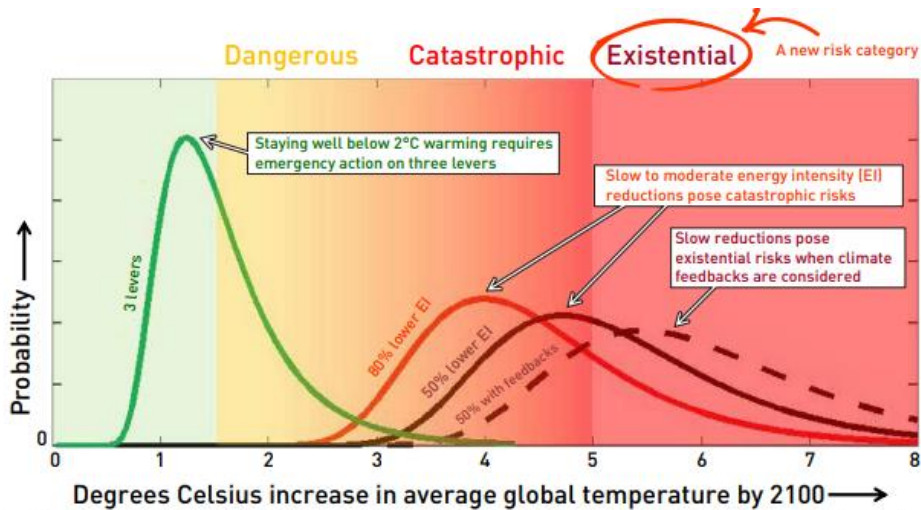


*Fridays for Future, Sept.27, 2019 - Canadian students strike against climate change*

### Background – The Threat of Global Warming:

Since the Industrial Age, our climate has changed at an unnatural rate. It is scientifically recognized that greenhouse gases (“GHG”) produced by human activity have caused an artificial increase in global temperature of approximately 1°C. The world has experienced the many effects of global warming, including changing weather patterns, more intense storms, increased flooding, rising sea levels, reefs dying due to increased water acidity, thawing glaciers and polar ice, and more frequent droughts. Locally, we are experiencing hotter and longer summers, more extreme weather events, increased precipitation, more frequent hundred-year floods and milder year-round temperatures. This is leading to increased vector-borne diseases from ticks and mosquitoes, such as Lyme disease and West Nile virus. There are also mental health impacts, such as stress and anxiety, associated with the damage caused by extreme weather events.

It has been surmised that the world average temperature cannot increase beyond 1.5°C without devastating effects. Without meaningful commitment by countries, organizations and individuals alike, inaction will contribute to an anticipated temperature increase beyond 3°C by the year 2100, leading to catastrophic impacts on human health, communities, entire ecosystems and wildlife. This may render parts of the world uninhabitable and create global food and water scarcity. Climate change unaddressed is the most significant threat to humanity.



A simplified version of a diagram from Ramanathan et. al. (2017) showing the range of probabilities of various temperature outcomes by 2100. It illustrates four scenarios (from left): a "well below 2°C" scenario with strong action on the three levers described above; a scenario in which the energy intensity (EI- the ratio of energy use to economic output) decreases by 80% (compared with 2010); a scenario in which EI decreases by only 50%; and a 50% EI decrease scenario that includes carbon cycle feedbacks.

### How does the GECD SB Contribute to Global Warming?

The four most prevalent GHG are carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O) and hydrofluorocarbons ("HFCs"). Most of the Board's GHG emissions are a result of the operation of its buildings, transportation and food waste. However, some of the Board's GHG emissions are also tied to the production and transportation of items that are used daily including food, paper, school supplies, office equipment, furniture and clothing.

Natural gas-fired equipment, used for heating and for domestic hot water heating, produce harmful GHG carbon dioxide emissions as a combustion by-product. In the 2018-2019 school year, Board buildings alone emitted almost 10,800 tonnes of GHG emissions associated with natural gas use. It would take a year for 13,232 acres of forest to remove the same amount of CO<sub>2</sub> from the atmosphere.

Transportation is one of the largest contributors to GHG emissions in the developed world. A poorly maintained vehicle can increase fuel consumption up to 15% and create even more GHG (source: Automotive Industry Association of Canada). The Board owns 51 fleet vehicles used by its maintenance, operations and media departments. Student transportation operators provide 357 buses for daily roundtrip transportation of students. Many employees are required to use their personal vehicle for travel from site to site and to commute to and from work. A typical passenger vehicle emits about 4.6 tonnes of CO<sub>2</sub> per year (US EPA). Currently, the Board does not measure its vehicle and student transportation GHG emissions.

Idling vehicles also emit other air pollutants such as volatile organic compounds, nitrogen oxides, carbon monoxide and particulate matter. These pollutants also contribute to global warming and are linked to various respiratory and cardiovascular illnesses. Children are particularly vulnerable to the health impacts of vehicle emissions which could also affect indoor air quality if idling vehicles are near air intake vents. Currently, many children are driven to school in personal vehicles, despite the availability of school transportation or the ability to utilize active transportation alternatives. As a result, school parking areas are congested with idling cars.

Wasted food that ends up in the garbage and ultimately in the landfill, produces methane during decomposition. Methane is twenty five times more potent than carbon dioxide as a greenhouse gas and it is estimated that 7% of global GHGs are due to preventable food waste. A recent GECD SB waste audit revealed that 30 to 53% of our waste to landfill stream consists of food waste.

Together We Are Strong:

To acknowledge that our planet cannot sustain current human behaviour, at least 38 countries, including Canada, have declared a state of climate emergency and promised to enact legislation to significantly reduce their greenhouse gas emissions, with the goal to limit global temperature increase to 1.5°C. On November 19, 2020, the Government of Canada announced that there will be federal legislation to move toward net zero emissions by 2050. Over 440 Canadian municipalities and thousands across the globe have joined in declaring a climate emergency, with targets for GHG reduction, including the City of Windsor, the County of Essex and the Town of Amherstburg.

Three Ontario school boards have declared a climate emergency, two trustee-led at Upper Grand District School Board and the Rainbow District School Board, and one student trustee-led at Halton District School Board. The Board has maintained an energy conservation program for years, aiming to reduce its energy usage by 2% annually. The Board is a stakeholder on the City of Windsor Climate Action Plan Committee, but the Board has not specifically acknowledged actions to be taken against climate change in its policies or procedures.

To align with local municipalities and to assist in achieving local and federal GHG targets, the Board should consider taking the lead and declaring a climate emergency, acknowledging the Board's duty to act to mitigate its contribution to global warming. This will position the Board to ensure that its occupants and buildings can adapt to expected future impacts.

Timely action by the Board in committing to make a meaningful difference is needed while the opportunity still exists. A recent survey by the Single Use Plastics Reduction Committee revealed a common theme amongst students and staff; that the school board should have addressed this issue long ago.

In its goal to become an environmental stewardship leader in the community, the Board should not ignore the climate crisis. Our youth are demanding action and as an education system, it is the Board's duty to prepare our students for the inevitable effects of climate change and to provide hope for the future. The world does not have the choice of a no climate change future, but it is not too late to create a more sustainable environment.



***“The climate crisis has already been solved. We already have the facts and solutions. All we have to do is to wake up and change.”***

- Greta Thunberg

## What can the GECDSD Do?

In declaring a climate emergency, the Board commits to adopting a climate action lens to its existing structure and acknowledges the impact that its operations, behaviour of its staff, students and school communities have on our climate. The Board also commits to further reduce associated GHG emissions. A plan can be devised, which may include, but is not limited to, the following actions:

### Policy Change

The Board will:

- Look at its operations with a climate action lens.
- Revise the environmental stewardship policy, regulation and procedure to outline the framework for achieving our goals and targets and include climate change wording in Board policy, regulation and procedure.
- Develop and implement an anti-idling policy to address vehicle idling on school property including student transportation, personal and board vehicles, and partner with local municipalities to assist with education and enforcement.
- Include more “green” procurement requirements in its Procurement policy with an aim to reduce the Board’s impact on the environment, by minimizing waste and ensuring energy efficiency.

### Mitigation & Adaptation Planning

The Board will:

- Determine its simplified carbon footprint, including board vehicle and bus emissions, and waste. This will be used as a measure to create handprint goals based on our total impact, including fleet vehicles and employee travel (expensed km), and waste generation. A carbon handprint is the positive contribution to reduce the footprint, be it carbon, ecological or water.
- Develop its own certification program or employ that of EcoSchools Canada, to engage, acknowledge and celebrate school participation in its environmental stewardship programs.
- Continue to employ special assignment teachers whose purpose is to educate and promote its environmental stewardship programs throughout the Board system.
- Provide support and resources to schools to ensure that they can meet environmental stewardship expectations.
- Add GHG reduction goals and targets to its energy conservation goals and determine the feasibility of aligning with local municipality targets.
- Continue to consider and include new construction site and building design features that mitigate climate change and ensure building resilience to anticipated effects.
- Align with or exceed local municipality energy targets for its new school construction projects, and if possible, with the Federal goal of net zero emissions by 2050.
- Ensure that building HVAC systems and fleet vehicles continue to be well-maintained to maximize fuel efficiency and minimize GHG emissions.
- Consider electric vehicles for future purchase of fleet vehicles and installing e-vehicle charging stations.

Schools will:

- Participate in and promote environmental stewardship programs, including climate change awareness, energy and water conservation and waste minimization (recycling, food and other waste reduction), through student engagement in the early years program and at every grade level.
- As a minimum, host one environmental stewardship themed assembly per year.
- Ensure parental engagement in its environmental stewardship programs.
- Promote active transportation by encouraging staff and students to walk and ride their bikes to school, or to use available mass transportation.
- Engage in school ground greening, to plant more trees, both for mitigation (sequesters CO<sub>2</sub>) and adaptation (heat shelter).
- Promote and communicate the Board anti-idling policy to staff, parents and caregivers.