



## Committee of the Whole Meeting

**Date:** Oct 17<sup>th</sup>, 2011

**Time:** 6:00 p.m.  
\* Committee of the Whole In Camera, if necessary, will precede or follow the Board Meeting, as appropriate.

**Location:** Board Room, Catholic Education Centre, 35 Weber Street, Kitchener

**Attendees:** **Board of Trustees:**  
Joyce Anderson, Wayne Buchholtz, Manuel da Silva (Chair), Fr. Robert Héту, Janek Jagiellowicz, Anthony Piscitelli, Wendy Price, Peter Reitmeier, Greg Reitzel.

**Student Representatives:**  
Marcus Cardoso, Colin Whaley

**Senior Administration:**  
Roger Lawler, Rick Boisvert, Gerry Clifford, Maria Ivankovic, Shesh Maharaj, Paul Tratnyek.

**Special Resource:**  
Fr. Fred Scinto, CR; John Shewchuk.

**Recording Secretary:**  
Barb Pilsner

ITEM	Who	Agenda Section	Method & Outcome
<b>1. Call to Order</b>	<b>Board Chair</b>		
1.1 Opening Prayer & Memorials	Board Pastoral Team	--	-----
1.2 Approval of Agenda	Board of Trustees		Approval
1.3 Declaration of Pecuniary Interest	Individual Trustees		
1.3.1 From the current meeting			
1.3.2 From a previous public or in-camera meeting			
<b>2. Consent Agenda: Director of Education (eg: operational matters from the Ministry of Education that the Board is required to do; update on the system)</b>			
2.1			

<b>ITEM</b>	<b>Who</b>	<b>Agenda Section</b>	<b>Method &amp; Outcome</b>
<b>3. Consent Agenda: Board (Minutes of meetings)</b>			
3.1 Approval of Minutes of Regular and Special Meetings 3.1.1 Minutes of Meeting of September 19 <sup>th</sup> , 2011. 3.1.2 Minutes of In-camera Meeting of	Trustees	Pages 1-3	Approval
<b>4. Delegations/Presentations</b>			
4.1 Ride to Conquer Cancer – WCDSB Team 4.2 Special High Skills Major	Robert Holowack Robert Holowack	Page 4	Information Information
<b>5. Ownership Linkage (Communication with the External Environment related to Board's Annual Agenda; ownership communication)</b>			
5.1			
<b>6. Reports from Board Committees/Task Forces</b>			
6.1			
<b>7. Board Education (at the request of the Board)</b>			
7.1 Discussion on Board Operating By-law	Joyce Anderson Anthony Piscitelli	Page 5 Pages 6-8	Discussion Discussion
7.2 Consultation in schools – Linkages	Manuel da Silva	--	Discussion
7.3 Draft Board Calendar (How do we schedule Ends monitoring?)	Manuel da Silva	Pages 9-17	Discussion
7.4 RFP process for CEO Succession Planning	Shesh Maharaj	_____	Information
<b>8. Policy Discussion (Based on Annual Plan of Board Work)</b>			
8.1			
<b>9. Assurance of Successful Board Performance</b>			
9.1			
<b>10. Assurance of Successful Director of Education Performance</b>			
10.1 Monitoring Reports & Vote on Compliance			
10.1.1			
10.2 Advice from the CEO 10.2.1 Letter to Minister of Education re: Transportation 10.2.1 Roundabout Update	Shesh Maharaj  Roger Lawler and John Shewchuk	Pages 18-20  --	Discussion  Discussion

ITEM	Who	Agenda Section	Method & Outcome
11. Potential Agenda Items			
12. Announcements			
<p>12.1 The following reports are posted on the Board web page:  <a href="http://www.wcdsb.ca">www.wcdsb.ca</a>  a) Minutes of SEAC Meetings  b) Minutes of Parent Involvement Committee Meetings</p> <p>12.2 Upcoming Meetings/Events (all scheduled for the Catholic Education Centre unless otherwise indicated):</p>			
13. Items for the Next Meeting Agenda	Trustees		
14. Adjournment Confirm decisions made tonight Closing Prayer	Director of Education		
15. Motion to Adjourn	Board of Trustees	Motion	Approval

**CLOSING PRAYER**

O Risen Lord, you have entrusted us with the responsibility to help form a new generation of disciples and apostles through the gift of our Catholic schools.

As disciples of Christ, may we educate and nurture hope in all learners to realize their full potential to transform God's world.

May our Catholic schools truly be at the heart of the community, fostering success for each by providing a place for all.

May we and all whom we lead be discerning believers formed in the Catholic faith community; effective communicators; reflective and creative thinkers; self-directed, responsible, life-long learners; collaborative contributors; caring family members; and responsible citizens.

Grant us the wisdom of your Spirit so that we might always be faithful to our responsibilities. We make this prayer through Christ our Lord.

Amen

Rev. Charlie Fedy, CR and the Board of Trustees, 2010

## Committee of the Whole Board Meeting

A public meeting of the Committee of the Whole was held on Monday, September 19, 2011 at the Waterloo Region Catholic Education Centre.

### **Trustees Present:**

Joyce Anderson; Wayne Buchholtz; Manuel da Silva (Chair); Fr. Robert Héту; Janek Jagiellowicz; Anthony Piscitelli; Wendy Price; Greg Reitzel

### **Student Trustees Present:**

Marcus Cardoso

### **Administrative Officials Present:**

Roger Lawler; Rick Boisvert; Gerry Clifford; Maria Ivankovic; Bruce Rodrigues

### **Special Resources For The Meeting:**

Fr. Fred Scinto, CR;

### **Regrets:**

Shesh Maharaj; Peter Reitmeier; John Shewchuk; Paul Tratnyek; Colin Whaley

### **Recorder:**

Barb Pilsner, Executive Administrative Assistant

NOTE ON VOTING: Under Board by-law 5.7 all Board decisions made by consensus are deemed the equivalent of a unanimous vote. A consensus decision is therefore deemed to be a vote of 9-0. Under Board by-law 5.11 every Trustee "shall vote on all questions on which the Trustee is entitled to vote" and abstentions are not permitted.

### *1. Call to Order:*

The Chair of the Board called the meeting to order at 6:03 p.m.

#### **1.1 Opening Prayer & Memorials**

The opening prayer was led by Fr. R. Héту of the Pastoral Care team. Intentions were offered for Janet Foote and Fr. Bill Foote as their father passed away.

#### **1.2 Approval of Agenda**

Add Items 6.1 Trustee Newsletter and 6.2 Trustee Responses to Meeting Requests

**2011-141** -- It was *moved* by **W. Buchholtz** and *seconded* by **G. Reitzel**:

*THAT the agenda for September 19, 2011 as amended be now approved.* -- **Carried by consensus.**

#### **1.3 Declaration of Pecuniary Interest**

1.3.1 From the current meeting – NIL

1.3.2 From a previous public or in-camera meeting – NIL

### *2. Consent Agenda: Director of Education (e.g. operational matters from the Ministry of Education that the board is required to do; update on the system)*

### *3. Consent Agenda: Board of Trustees (Minutes of meetings)*

#### **3.1 Approval of Minutes of Regular and Special Meetings**

3.1.1 Minutes of Meeting of

3.1.2 Minutes of In-camera Meeting of

#### 4. Delegations

#### 5. Ownership Linkage (Communication with the External Environment related to Board's Annual Agenda: ownership communication)

#### 6. Reports From Board Committees/Task Forces

##### **6.1 Trustee Newsletter**

J. Anderson provided trustees with a draft of the Trustee Newsletter.

**2011-142** -- It was *moved* by **J. Anderson** and *seconded* by **A. Piscitelli**:  
*THAT the Trustee Newsletter be approved.* -- **Carried by consensus**

##### **6.2 Trustee Response to Meeting Requests**

M. da Silva has advised that B. Pilsner will coordinate and respond on behalf of the trustees to all invitations to events and meetings.

#### 7. Board Education (at the request of the Board)

##### **7.1 Discussion on Governance – Next steps re: session with John Dinner**

Trustees discussed the session on governance facilitated by John Dinner and the next steps. The importance of monitoring was identified. M. da Silva will contact M. Thomson Howell to facilitate a workshop on policy governance for the trustees and senior administration in September. R. Lawler to contact Sue Radwan to facilitate a governance session for the trustees on October 13.

##### **7.2 Committee of the Whole presentations/discussion for the 2011-12 School Year. Joint development of a plan with senior administration.**

Items 7.2 and 7.3 were discussed simultaneously. Trustees identified topics and goals for 2011-12.

##### **Topics for Committee of the Whole meetings**

- |   |   |
|---|---|
| • Discussion about the by-laws              | October 17 <sup>th</sup> , 2011                           |
| • Student achievement                       | Ongoing at all Committee of the Whole meetings for ½ hour |
| • Allocation and use of EA's and CYCW's     | Student Achievement                                       |
| • Community involvement in local schools    | (facilities) February 2012                                |
| • Supporting the use of data                | Student Achievement                                       |
| • Specialist High Skills Major              | Student Achievement                                       |
| • Bright Link technology                    | Student Achievement                                       |
| • Magnet schools IB program                 | Pathways committee  |
| • Schools operate on a 12 month schedule    | Pathways committee  |
| • Msgr. Gleason – surplus to our needs      | Fall 2012   |
| • Definition of Equity – Guiding Principles | April 2012  |
| • Shared facilities discussion              | January 2012  |
| • Risk management discussion                | November 21 <sup>st</sup> , 2011                          |
| • Consultation in schools                   | October 17 <sup>th</sup> , 2011                           |
| • Follow up to treatment of staff survey    | November 21 <sup>st</sup> , 2011                          |
| • Use of reserves                           | March, 2012   |
| • Board Policy IV 003 Treatment of Students | February 21 <sup>st</sup> , 2012                          |
| • Graduation messages                       | September 19 <sup>th</sup> , 2011                         |
| • OCSTA policy proposals                    | November 21 <sup>st</sup> , 2011                          |

##### **Goals for 2011 – 2012**

##### Linkages

- School Councils
- Link with the Deanery
- Speak with various community members (associations)

- Politicians
- Opportunity to meet with staff members
- Meet with youth groups, etc.

Governance

Accommodations – guided by staff

Pathways elementary and secondary

CEO job description and contract

**7.3 Draft Board Calendar for 2011-12.**

**7.4 Graduation Speeches and Trustee Assignments**

M. da Silva finalized the schedule and message for trustees bringing greetings for each of the secondary schools and St. Louis ALC.

8. Policy Discussion (Based on Annual Plan of Board work)

9. Assurance of Successful Board Performance

10. Assurance of Successful Director of Education Performance

**10.1 Monitoring Reports & Vote on Compliance**

**10.2 Advice from the CEO**

11. Potential Agenda Items

12. Announcements

**12.1 The following reports are posted on the Board web page: [www.wcdsb.ca](http://www.wcdsb.ca)**

- Minutes of SEAC Meetings
- Minutes of Parent Involvement Committee Meetings

**12.2 Upcoming Meetings/Events (all scheduled for the Catholic education Centre unless otherwise indicated):**

13. Items for the Next Meeting Agenda

14. Adjournment – Confirm decisions made tonight. Closing Prayer

The Recording Secretary confirmed the meeting decisions.

15. Motion to Adjourn

**2011-143** -- It was *moved* by **W. Price** and *seconded* by **A. Piscitelli**:  
*THAT the meeting be now adjourned.*

The meeting was adjourned by consensus at 7:48 p.m.

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Chair of the Board

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Secretary



## Join the WCDSB Team!

Come join us! We have decided to team up in The Enbridge Ride to Conquer Cancer. It's a cycling journey through Ontario's countryside taking place on June 9-10, 2012.

We're here because we know that cancer is too big of a disease to ignore. By riding in this event we're rolling closer and closer to the end of cancer.



## WCDSB Goals

- *To demonstrate how we are the heart of the community, by supporting people in our community.*
- *To promote teamwork, collaboration and leadership, while setting a positive example to our students of how to live a life of giving.*

**We are encouraging all staff, family and friends to join us!**



## Your Goals

**The Finish Line (Six routes available):** WCDSB will have experienced RTCC riders on "The Classic" and "The Classic Challenge" routes. We will be there to offer words of encouragement all the way to the finish line.

**Fundraising:** Receive support from the WCDSB as you raise funds for Cancer Research. Through WCDSB events and community promotion, we can meet our individual and group goals.

## Common Concerns

**Your Fitness:** This event is a ride and not a race. The pace is casual and there are many fully-supported rest stops along the routes. Joining the WCDSB Team is a great way to set a long-term fitness goal.

**Your Bike:** You do not need a new or expensive bike to complete the ride. All you need is a bike that is comfortable and in good working condition.

From our experience, the event is an amazing opportunity to challenge ourselves and enjoy the satisfaction of working toward a goal. Crossing the finish line will be one of the highlights of your year.

Join our team today! <http://www.conquercancer.ca/goto/wcdsb2012>

**See you on Friday at the Spiritual Development Day!**

We will have a table set up to answer any questions that you have about the ride.

## Roger Lawler

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**From:** Joyce Anderson  
**Sent:** October 12, 2011 12:32 PM  
**To:** Trustees and Students  
**Cc:** Roger Lawler; Barb Pilsner  
**Subject:** RE: Meeting for October 17th

Hi Manuel:

The by-laws that I propose be discussed by the board at the C of W meeting on Monday night are as follows:

2.4.2 This by-law addresses the procedure for the election of officers at the Board's inaugural meeting. The line that I recommend that the board amend is that "voting shall be by a show of hands" The Education Act is silent on this. I recommend that we change our bylaw to state that "voting shall be by secret ballot".

3.4 This bylaw states "that Committee of Whole meetings are for the purpose of discussion and debate. ...it does not make decisions, it makes recommendations to the board". I recommend that we change the wording of this bylaw to include all committees of the Board - not just the Committee of the Whole

3.5 Seating at board meetings - amend to arrange seating that more fully supports the function and purpose of the board of trustees.

3.8.3 and 3.17.1 These 2 by-laws appear to be in conflict as one states that a majority of votes is required to add an item to the agenda, and the other states that all board members must agree (3.8.3).

3.13 Add 'questions of and by trustees' to the agenda

3.21 This by-law states 'a notice of every committee meeting and a copy of the agenda shall be posted on the board web page 48 hours in advance of the meeting'. Not recommending a change, but that this by-law be put into practice.

6.1 This by-law speaks to 'standing and ad hoc committees'. Recommend a wording change to reflect the terms currently used to refer to committees of the board such as 'task forces'.

9.4 States that the chair and secretary shall sign the minutes of all Meetings of the Board and all C of W meetings. Is this a practice that we are following?

Thanks  
 Joyce

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**From:** Manuel Da Silva  
**Sent:** October 12, 2011 10:31 AM  
**To:** Anthony Piscitelli; Joyce Anderson  
**Cc:** Roger Lawler; Barb Pilsner  
**Subject:** Meeting for October 17th

Hi Anthony & Joyce,

Please send Roger the questions you have regarding the bylaws before end of day tomorrow so that they can be added to the agenda package.

Manuel

**Roger Lawler**

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**From:** apiscitelli@gmail.com on behalf of Anthony Piscitelli <anthony.piscitelli@wcdsb.ca>  
**Sent:** October 12, 2011 3:48 PM  
**To:** Trustees  
**Cc:** Roger Lawler; Barb Pilsner  
**Subject:** By-law Concerns  
**Attachments:** By-law concern.doc

Hello Roger,

Please find attached my comments regarding the By-law's to be included as a part of the agenda package. I have a few other less lengthy comments for the Board to consider that I will try and remember to verbally raise at the meeting:

Is it our intent to have the chair as a voting member of every committee or do we wish to have him as an ex-officio non-voting member? Currently the by-laws are structured such that the chair is a voting member of every committee.

Section 8.1 is inconsistent. It states that we must fill a vacancy within 90 days but that a vacancy must be filled if it happens more than one month before the next election.

Section 9.3 gives single signing authority to the CEO. I would like to see dual signing authority for certain things. Also, this section wording feels sloppy.

Finally, I believe we have too much detail in the by-laws. After recently reviewing our by-laws at the Credit Union we received advice from our lawyer to keep the by-laws simple and only put in them what needs to be in them. The rest can be written into policy. This makes things that are less important easier to change. (I.e. Joyce's agenda amendment changes seem like a minor matter but because the agenda is in the by-law it requires by-law changes). However, I realize these matters may need to be balanced against the risk of a Board that is not functioning well together, so perhaps we may wish to leave it.

Anthony

I believe we need to clarify in the By-Laws our policies for amending motions and policies. Our By-Laws state that we will be governed by Roberts Rules of Order unless the by-laws specifically state otherwise. This is quite clear in the by-law which states “Provided that in all cases for which no specific provision is made in these By-laws, the rules and practice of a current edition of Robert’s Rules of Order shall govern” (7). So in attempting to understand how motions are dealt with I reviewed Roberts Rules of Order Revised 10<sup>th</sup> addition.

In understanding what is allowable with an amendment the following statement from Robert’s Rules of Order summarized the argument in the section on amendments. “An amendment cannot introduce an independent question; but an amendment can be hostile to, or even defeat the spirit of the original motion and still be germane.” (130). A brief lighthearted fictitious example will illustrate how I interpret this provision:

*A mover rises to make a motion which is seconded stating: BIRT the assembly order pizza for dinner.*

*This motion quickly leads to a proposed amendment stating: BIRT to strike out pizza and insert Chinese food (therefore the proposed amended motion would read: BIRT the assembly order Chinese food for dinner.)*

*Another member raises a Point of Order stating: I believe that is out of order! That would mean rejecting the original motion.*

*The correct Chair's ruling is as follows: The motion is in order. Because to vote down the motion of ordering pizza for dinner would indicate that the assembly doesn't want dinner, not only that they don't want pizza. The amendment should be allowed, because it allows the assembly to debate between different options for dinner. Those that don't want dinner can abstain on the motion to amend as can those who don't care what dinner is. Not allowing the amendment would require those who want Chinese for dinner to vote with those who don't want dinner, and then require everyone to once again debate the issue of whether dinner is wanted at all along with the issue of whether Chinese is wanted. And what if there are four possible options for dinner? It makes sense to have debates on amendments. It's more efficient, it focuses debate on the advantages and disadvantages of the particular options, and it thereby avoids repetition of debate and repeated voting on similar issues.*

Our by-laws take precedent over that Robert’s Rules of Order so at the Waterloo Catholic District School Board I believe this issue is more complicated. The WCDSB By-Laws states in Section 3.17 that “No matter will be placed on the Agenda of a Meeting of the Board unless...it is a Notice of Motion...” (8). I interpret this to mean that no new motions can come before the board without a notice of motion. So the question becomes is, to use the previous example, ordering Chinese a new motion if it passes as an amendment. Robert’s Rules of Order clarifies this as well. When an amendment is passed Roberts Rules of Order states “Its adoption does *not* adopt the motion thereby amended; that motion remains pending in its modified form” (125). I understood this to mean that it is not a new motion but the still the original motion just with different wording.

Our by-laws also have another relevant provision found in section 10.1 which states:

“10.1 Policy of the *Board* may be established or amended from time to time at a *Meeting* of the *Board* (such *Meeting* hereinafter referred to as the “later *Meeting*”) upon the affirmative vote of the majority of *Trustees* of the *Board* entitled to vote thereon provided:

10.1.1 written notice proposing the policy or amendment shall have been given at a *Meeting* held prior to the later *Meeting*;

10.1.2 the text and a brief statement of intended purpose of the policy or amendment shall have been included in the notice;

10.1.3 the text of the policy or amendment as so enacted is substantially the same as the text set out in the notice.”

It is By-Law provision 10.1.3 which is most relevant to the amendment of policy as it precludes the amendment of a change in policy that is not substantially the same as the proposed change in policy. I interpret this to mean if a policy found in our Board Governance Policies is being discussed at our board and an amendment that creates a substantially different motion, in the eyes of the chair of the board, it would either need to be proposed as an amendment at a previous meeting or its passing would result in a new notice of motion requiring a new waiting period or a majority vote the board and approval of the CEO, as outlined in By-Law 10.2 which states “A policy may be approved or changed without prior notice if: a majority of all *Trustees* who are eligible to vote on the matter approve dealing with the matter ...[and] it is a matter that, in the opinion of the *CEO*, requires action by the *Board* as a matter of urgency (18).

These leave me with a question. Does this by-law line up with the intent of the Board of Trustees? Or to put it another way, do we wish to be able to amend motions at a meeting? For example, under our current by-laws we would be able to amend a motion on the budget or a boundary review at a meeting to any other motion that we wish. However, we are limited to changing a policy to the option that is presented to us with an amendment requiring a notice of motion. I have no issue with these sections of the by-laws if this is the intent of the board. My sense is, however, that we do not yet have consensus as a board that this is how we wish to operate.



The following is an overview for the next twelve months to assist trustees becoming aware of activities about the system.

Date	Time	Board Meeting Activity	Other Activities
Aug 29			Board Golf Tournament
Sep 6	6 p.m.	Regular Board Meeting <ul style="list-style-type: none"> <li>• Follow-up to Treatment of Staff Survey – J. Yardley</li> <li>• Monitoring Board Ends – Staff</li> <li>• Professional Standards of Ethics – Revised Document</li> <li>• Update on Aboriginal Education</li> </ul>	
Sep 7	7:00 p.m.	<ul style="list-style-type: none"> <li>• SEAC</li> </ul>	
Sep 8	3:30 p.m.	<ul style="list-style-type: none"> <li>• Governance in-service – Resurrection Centre</li> </ul>	
Sep 12	4:00 p.m. 6:00 p.m.	<ul style="list-style-type: none"> <li>• Newsletter Committee</li> <li>• Accommodation Review Task Force</li> </ul>	
Sep 19	6 p.m.	Committee of the Whole <ul style="list-style-type: none"> <li>• Discussion on Governance – Next Steps</li> <li>• Board Calendar</li> <li>• C of W presentations/discussions</li> </ul>	
Sep 22	6 p.m.	<ul style="list-style-type: none"> <li>• Elementary/Secondary Pathways</li> </ul>	
Sep 26	6 p.m.	Regular Board Meeting <ul style="list-style-type: none"> <li>• Board Policy II Governing Style</li> <li>• Board Policy III CEO Compensation and Benefits</li> <li>• Board Policy IV 002 Treatment of the Public</li> <li>• Board Policy IV 013 Leadership</li> </ul>	
Sep 29	p.m.		Annual Diocesan Mass in celebration of Catholic education. Bishop Crosby, OMI, celebrant. Christ the King Cathedral, Hamilton



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Date	Time	Board Meeting Activity	Other Activities
Sep 30			System Faith Day <ul style="list-style-type: none"> <li>• Keynote Bishop Crosby, OMI</li> <li>• Waterloo Recreation Centre</li> </ul>
Sep 30			St. Jerome's Feast, St. Jerome's University, Waterloo.
Oct 3	5 p.m.	Pastoral Care Team	Student Leadership Conference 7 p.m Centre In the Square
Oct 4	4:30 p.m.	Newsletter Committee	
Oct 4	6 p.m.	Audit Committee	
Oct 5	7 p.m.	SEAC	
Oct 6			<b>Provincial Election</b>
Oct 11	7 p.m.		Resurrection CSS Graduation St. David CSS Graduation
Oct 13	8:30 am to 3:30 pm	Governance Session with Sue Radwan	
Oct 17	6 p.m.	Committee of the Whole <ul style="list-style-type: none"> <li>• Discussion on the Board Operating By-Law</li> <li>• Student Achievement: Special High Skills Major</li> <li>• Consultation in schools - Linkages</li> <li>•</li> </ul>	
Oct 18	9:30 am – 3 pm	• OCSTA Regional Workshop, Waterloo CDSB Office	
Oct 19	6 p.m.	• CPIC (Catholic Parent Involvement Committee)	
Oct 20	7 p.m.		St. Mary H.S. Graduation



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Date	Time	Board Meeting Activity	Other Activities
Oct 24	6 p.m.	Regular Board Meeting (Halloween is on last Monday of Oct) <ul style="list-style-type: none"> <li>• Board Policy II Board Job Description</li> <li>• Board Policy IV 009 Asset Protection</li> <li>•</li> <li>•</li> </ul>	
Oct 28	7 p.m.		St. Benedict CSS Graduation
Nov 2	7 p.m.	SEAC	
Nov 4	7 p.m.		Msgr. Doyle CSS Graduation
Nov 7	4:30 p.m.	Newsletter Committee	
Nov 7	5 p.m.	Governance Committee	
Nov 7	6:30 p.m.	Audit Committee	
Nov 14	5 p.m.	Pastoral Care Team	
Nov 14	6 p.m.	Special Board Meeting re Financials <ul style="list-style-type: none"> <li>• Board Policy</li> </ul>	
Nov 21	6 p.m.	Committee of the Whole <ul style="list-style-type: none"> <li>• Student Achievement: Allocation of EA's &amp; CYCWs</li> <li>• Risk Management Discussion</li> <li>• Follow-up to Treatment of Staff Survey</li> <li>• OCSTA AGM resolutions</li> <li>•</li> </ul>	



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Date	Time	Board Meeting Activity	Other Activities
Nov 24	6 p.m.	Elementary/Secondary Pathways	
Nov 25	6 p.m.		Christmas Social, Galt Golf Club
Nov 28	6 p.m.	Regular Board Meeting <ul style="list-style-type: none"> <li>• Board Policy II 004 Advocacy and Advertising</li> <li>• Board Policy IV 006 Employee Compensation</li> <li>• Board Policy IV 008 Financial Condition and Activities</li> <li>• Quarterly Financial Update</li> </ul>	
Dec 5	7 p.m.	Annual Meeting to elect the Chair and Vice Chair of the Board	Eucharistic Celebration – Father Fred Scinto, CR
Dec 7	7 p.m.	SEAC	
Dec 12	6 p.m.	Regular Board Meeting <ul style="list-style-type: none"> <li>• Board Policy I 001 Ends / CEO Annual Report (Edn Act)</li> <li>• Board Policy II 002 Consultation</li> <li>• Board Policy IV 008, “Financial Condition” Revised Estimates</li> </ul>	
Dec 24-Jan 6			<b>Christmas Break</b>
Jan 9	5 p.m.	Pastoral Care Team	
Jan 9	6 p.m.	Audit Committee	
Jan 11	7 p.m.	SEAC	
Jan 16	4:30 p.m.	Newsletter Committee	
Jan 16	6 p.m.	Governance Committee	



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Date	Time	Board Meeting Activity	Other Activities
Jan 18	6 p.m.	CPIC	
Jan 23	6 p.m.	Committee of the Whole <ul style="list-style-type: none"> <li>• Student Achievement: Supporting the use of data</li> <li>• Shared Facilities</li> <li>• Staffing Process, Layoffs, redundancy in various collective agreements.</li> </ul>	
Jan 30	6 p.m.	Regular Board Meeting <ul style="list-style-type: none"> <li>• Board Policy II 006 Celebration of Excellence</li> <li>• Board Policy III 002 Unity of Control</li> <li>• Board Policy IV 005 Hiring/Promotions</li> <li>• Board Policy IV 010 Facilities/Accommodations</li> </ul>	
Jan 31	6 p.m.	Elementary/Secondary Pathways	
Feb 1	7 p.m.	SEAC	
Feb 13	5 p.m.	Pastoral Care Team	
Feb 21	6 p.m.	Committee of the Whole <ul style="list-style-type: none"> <li>• Student Achievement: Bright Link Technology</li> <li>• Community Use of Schools (Facilities)</li> <li>• Board Policy IV 003 Treatment of Students</li> </ul>	
Feb 27	6 p.m.	Regular Board Meeting <ul style="list-style-type: none"> <li>• Board Policy II 007 Board Members' Code of Conduct</li> <li>• Board Policy III 003 Accountability of the CEO</li> <li>• Board Policy III 004</li> <li>• Board Policy IV 002 Treatment of the Public</li> <li>• Board Policy IV 003 Treatment of Students</li> </ul>	
Mar 5	4:30 p.m.	Newsletter Committee	



Waterloo Catholic  
District School Board



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Date	Time	Board Meeting Activity	Other Activities
Mar 5	6 p.m.	Governance Committee	
Mar 7	7 p.m.	SEAC	
Mar 12-16			<b>March Break</b>
Mar 19	6 p.m.	Committee of the Whole <ul style="list-style-type: none"> <li>• Student Achievement : Addressing Gender Differences</li> <li>• Use of Reserves</li> </ul>	
Mar 26	6 p.m.	Regular Board Meeting <ul style="list-style-type: none"> <li>• Board Policy II 008 Chairperson's Role</li> <li>• Board Policy II 013 Cost of Governance</li> <li>• Board Policy II 014 Trustee Expenses</li> <li>• Board Policy III 005 Monitoring CEO Performance</li> <li>• Board Policy IV 008 Quarterly Report</li> <li>• Board Policy IV 012 Communication and Support to the Board</li> </ul>	
Mar 28	6 p.m.	CPIC	
Apr 2	6 p.m.	Audit Committee	
Apr 4	7 p.m.	SEAC	
Apr 6 - 9			<b>Good Friday, Easter Sunday &amp; Easter Monday</b>
Apr 12	6 p.m.	Elementary/Secondary Pathways	
Apr 16	5 p.m.	Pastoral Care Team	



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Date	Time	Board Meeting Activity	Other Activities
<b>Apr 23</b>	6 p.m.	Committee of the Whole <ul style="list-style-type: none"> <li>• Student Achievement</li> <li>• Definition of Equity – Guiding Principles AP</li> <li>• Board Policy IV 013 Provision #6</li> <li>•</li> </ul>	
<b>Apr 25-28</b>			<b>OCSTA AGM, Kingston</b>
<b>Apr 30</b>	6 p.m.	Regular Board Meeting <ul style="list-style-type: none"> <li>• Board Policy II 015 Ownership Linkage</li> <li>• Board Policy IV 011 Emergency CEO Replacement</li> <li>• X</li> <li>• X</li> <li>•</li> </ul>	
<b>May 2</b>			<b>Bishop's Banquet</b>
<b>May 6-12</b>			<b>Catholic Education Week</b>
<b>May 7</b>	4:30 p.m.	Newsletter Committee	
<b>May 7</b>	6 p.m.	Governance Committee	
<b>May 9</b>	7 p.m.	SEAC	
<b>May 14</b>	5 p.m.	Pastoral Care Team	
<b>May 15</b>	4:30 p.m.	Staff Recognition Evening	



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Date	Time	Board Meeting Activity	Other Activities
May 22	6 p.m.	Committee of the Whole • Student Achievement: • • •	
May 28	6 p.m.	Regular Board Meeting • Board Policy II 011 Student Representation on the Board • Board Policy II 012 Student Trustee Role Description • Board Policy III 001 Global Governance-Management Connection • Board Policy IV 001 General Executive Limitation • Board Policy IV 004 Treatment of Staff	
June 6	7 p.m.	SEAC	
June 7-9			<b>CCSTA AGM, Sudbury</b>
June 11	6 p.m.	Special Board Meeting – 2012-13 School Year Budget	
June 18	6 p.m.	Committee of the Whole • Student Achievement: • •	
June 21	6 p.m.	Audit Committee	
June 25	6 p.m.	Regular Board Meeting • Board Policy II 001 General Governance Commitment • Board Policy II 009 Board Committee Principles • Board Policy II 010 Board Committee Structure • Board Policy IV 007 Financial Planning/Budgeting • Board Policy IV 008 Quarterly Report.	



October 5, 2011

**Task Force to Review the Competitive Procurement Process  
for Student Transportation**  
**Waterloo Region RFP Experience**

As a follow-up to the announcement made by the Honourable Leona Dombrowsky, Minister of Education, in June 2011, we are writing today to provide an account of our experience with competitive procurement for student transportation services. More specifically, we wish to provide information on the process we undertook as it relates to the key focus areas of the Task Force, which are openness, fairness, accountability and value for money.

As noted in the letter from Minister Dombrowsky, the Auditor General's Report in 2006 identified the need for school boards to competitively procure goods and services—including the \$850 M spent annually on student transportation. Since then, a number of school boards and transportation consortia have invested a significant amount of time and resources into developing, evaluating and awarding transportation contracts in a fair and competitive manner. The collective learning and progress that has been made over the past number of years is significant and is grounded in a number legislative requirements and well established business practices.

**E&E Review, Legislative Requirements and BPS Directives**

In terms of our own experience, the Effectiveness and Efficiency Review that was conducted in November 2008 identified a number of areas for improvement. Among these was the need to competitively procure for student transportation services. As noted in the consultant's report, "a competitive procurement process brings fairness, impartiality and transparency to any procurement exercise and will allow the Consortium to purchase services from Operators that are able to meet specific requirements". Based on this recommendation, we reviewed our past practices of allocating routes to operators within the purview of the Supply Chain Guidelines (2009), the Agreement on Internal Trade (AIT), International Trade Agreements and other legislation governing contracting practices in the Public Sector. Our conclusion, based on this assessment, was that we have an obligation to competitively procure wherever possible, to ensure that the awarding of public contracts is done in an open and fair manner that ensures accountability and maximizes value.

**STSWR Prior to Competitive Process**

Prior to undertaking a competitive process we had 418 routes allocated between 6 operators, the largest of which had 35% of the routes and the smallest of which had 1%-or roughly 5 routes. Historically, STSWR allocated routes based on past practice and a general understanding that additions/ reductions to business would be allocated evenly amongst operators, based on their current level of business. This practice, while appearing to treat operators equitably, had no connection to operator performance or price. Further to this, we identified the absence of performance measures and the ability to hold operators contractually accountable for their performance as a major risk to the consortium, partner boards and ultimately students.

**Rationale for RFP and Evaluation Criteria**

Although we were cognizant of the pilot projects being undertaken by the Ministry of Education, in our view, any decision to RFP for only portions of the business (25% as example) would be fundamentally flawed in our jurisdiction. For one, we recognized that by competitively procuring only a portion of the business, we would be putting small operators at greater risk by exposing them to the ability of large operators to expand incrementally. Second, we did not see a net benefit to the consortium of having multiple contract structures (procured, negotiated) which would likely include different performance measures. Finally, we recognized that the ability of the consortium to obtain the best price and quality of service, value for money, would only be realized if operators had the ability to allocate their fixed costs over more routes/ runs.

Based on this rationale, the competitive procurement process used by STSWR was developed to enhance student safety, maintain or improve service levels, and ensure accountability in the awarding of contracts. The process was independently run by the Transportation Consortium, with support of the purchasing departments at the partner boards provided during the RFP development and release stage.

In January 2010, STSWR released its Request for Proposal for school bus transportation—taxi services were excluded from this RFP. The Region of Waterloo was divided into six distinct areas, and operators were able to bid on no more than 50% of the routes in any one area, and they could not obtain any more than 35% of the business overall. These caps were based on the recognition that we did not want to become overly dependent on any one operator, so as to limit competitiveness and hinder market pricing into the future yet allowing sufficient volume to allow for economies of scale to be realized. This approach, in our view, allowed operators to identify their own areas of interest, and to bid on the level of business that fit within their operational capacity.

In terms of the evaluation criteria used, the key components of the RFP were safety, driver education/ training and retention, communication, vehicle maintenance and technology, and business continuity/ improvement strategies. Only after the proponents had met a minimum threshold in terms of these core competency areas was pricing evaluated.

Following the release of the RFP, the General Manager of STSWR met with interested parties to answer questions related to the RFP, and official addenda were issued prior to the closing date.

**STSWR Results**

In terms of the responses received, STSWR evaluated 8 proposals in total, including proposals from all six of the existing operators and two proposals from operators who did not provide business to STSWR prior to the RFP. In our view, the ability of external operators to bid on business through a fair and transparent process was one of the ancillary benefits of the RFP, and we were pleased to receive interest from outside the region.

Each of the proposals was evaluated independently by the review team, which consisted solely of consortium management and staff. As expected, the quality of the proposals varied between operators, but there was no correlation between the size of the operator and the quality of their proposal. For example, the RFP resulted in some of our regional operators gaining substantially more business, while a larger operator did not obtain any business through the RFP and our largest operator only received two thirds of the business they had prior to the RFP. Further to this, the RFP resulted in a “new” operator gaining a portion of the business.

As noted above, the core components of the RFP were developed from the ground-up—vehicle safety, technology and maintenance, driver training and retention, communication, business continuity and improvement, and finally, pricing. While the results of the RFP delivered significant cost savings for the consortium and the partner boards, in our view, the real benefits that we will accrue through this process will be realized in terms of the latter areas of focus, and it is our belief that these changes would have been difficult to obtain through negotiation.

The process also ensured stability for the successful companies by providing a long term contract allowing them to invest in their fleet and personnel. A large proportion of the drivers affected by the change in business transferred to the successful proponents, in some cases servicing the same students but on behalf of a different operator.

As we look ahead, STSWR and its partner boards are confident that the processes we have put in place, including the education provided to our service providers, illustrates the successes that can be achieved through a competitive RFP process. Overall, we hope that this overview has illustrated that a well-designed and effectively managed RFP process can achieve the openness, transparency, accountability and value for money that should underpin the awarding of public contracts.

If you have any questions or would like further information, please do not hesitate to contact us.

Yours truly,