



Board of Trustees' Board Meeting

Date: Oct 24th, 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, 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
1. Call to Order	Board Chair		
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			
1.3.1 From a previous public or in-camera meeting			
2. Consent Agenda: Director of Education (eg: day –to –day operational matters from the Ministry of Education that the Board is required to do)			
2.1			

ITEM	Who	Agenda Section	Method & Outcome
3. Consent Agenda: Board (Minutes of meetings, staff report)			
3.1 Approval of Minutes of Regular and Special Meetings	Trustees	Pages 1-5	Approval
3.1.1 Minutes of Board meeting of Sep 26, 2011			
3.1.2 Items for Action from Previous in-camera meeting of	Trustees	---	Approval
3.1.3 Staff report of October 24, 2011			
3.1.4 Governance Committee meeting of	Trustees	Pages 6-7	Receipt
3.1.5 Pastoral Care Team Meeting of October 3, 2011			
3.1.6 Trustee Newsletter Meeting of			
3.1.7 Audit Committee Meeting of			
3.1.8 Elementary/Secondary Pathways Task Force			
3.1.9 Accommodation Review Task Force Meetings of October	Trustees	Pages 8-11	Receipt
12, 2011 and October 18 th , 2011.			
3.1.10 SEAC Minutes – posted on board web page			
3.1.11 CPIC Minutes – posted on board web page			
3.1.12 Notice of Motion referring transportation letter to OCSTA	Trustees	Page 12	Approval
3.1.13 Notice of Motion for Letter to Regional Chair –	Trustees	Page 13	Approval
Roundabout at Franklin and Saginaw			
3.1.14 Notice of Motion to bring budget efficiencies to Nov 21	Trustees	Page 14	Approval
Committee of the Whole			
4. Delegations/Presentation			
4.1			
5. Ownership Linkage (Communication with the External Environment)			
5.1			
6. Actions from Board Committees/Task Forces			
6.1 Student Trustee report	Marcus Cardoso, Colin Whaley	-	
6.2 Accommodation Review Task Force Recommendations	Manuel da Silva	Pages 15-50	Approval
6.4 Pastoral Care Team Recommendations	Robert Héту	Page 51	Approval
7. Board Education (at the request of the Board)			
7.1 Board Agenda Planner 2011-2012	Manuel da Silva	Pages 52-59	Approval
7.2 Articles for newspapers	Manuel da Silva	--	Discussion
8. Policy Discussion			
8.1			
9. Assurance of Successful Board Performance			
9.1 Board Policy II 003 Board Job Description	Trustees	Page 60	Approval
10. Assurance of Successful Director of Education Performance			
10.1 Monitoring Reports & Vote on Compliance			
10.1.1 Board Policy IV 009 Asset Protection	Roger Lawler	Pages 61-79	Approval
10.2 Advice from the CEO			
10.2.1			
11. Potential Agenda Items			
11.1			

ITEM	Who	Agenda Section	Method & Outcome
12. Announcements			
12.1 The following reports are posted on the Board web page: www.wcdsb.ca a) Minutes of SEAC Meetings b) Minutes of Parent Involvement Committee Meetings			
12.2 Upcoming Meetings/Events (all scheduled for the Catholic Education Centre unless otherwise indicated): Oct 28 9 a.m. Board Office Mass - CEC Oct 28 7 p.m. St. Benedict CSS Graduation Nov 4 7 p.m. Msgr. Doyle CSS Graduation Nov 7 4:30 p.m. Trustee Newsletter Nov 7 5 p.m. Governance Nov 7 6:30 p.m. Audit Committee Nov 9 7 p.m. SEAC Nov 14 6 p.m. Special Board Meeting Nov 16 Me to We Day, Kitchener Auditorium Nov 17 7 p.m. St. Louis Graduation, Cambridge Nov 17-18 OCSTA Labour Seminar Nov 18 7 p.m. St. Louis Graduation, Kitchener Nov 21 6 p.m. Committee of the Whole Nov 23 6 p.m. CPIC Nov 24 6 p.m. Elementary/Secondary Pathways Nov 25 5 p.m. Trustee – Senior Admin Christmas Social Nov 28 6 p.m. Regular Board Meeting			
12.3 Pending Items: 12.3.1 Msgr. Gleason – surplus to our needs 12.3.2 Definition of Equity – Guiding Principles (AP) 12.3.3 Risk Management – discussion 12.3.4 Follow-up to Treatment of Staff Survey 12.3.5 Community involvement in local schools (Facilities process) 12.3.6 Supporting the use of data 12.3.7 Bright Link Technology (Patrick Eby) 12.3.8 Process for identifying EAs needs to serve students 12.3.10 Use of reserves 12.3.11 Board Policy IV 003 “Treatment of Students” 12.4 Pending Items for OCSTA Consideration 12.4.1 Special Education Funding 12.4.2 Funding for Supervised Alternative Learning 12.4.3 Long term financing to keep up with school maintenance	<u>Committee/Task Force</u> Board Board C of W. Board C of W. Board C. of W. Board C of W. Board C of W Board C of W Board C of W Board C of W Board C of W	<u>Due Date</u> Fall 2012 Apr 23/12 Nov 21/11 Nov 21/11 Feb 21/12 Jan 23/12 Feb 21/12 Nov 21/11 Mar 19/12 Feb 21/12	<u>Action Taken</u>
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

Board of Trustees' Meeting

A public meeting of the Board of Trustees was held on Monday, September 26, 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; Peter Reitmeier; Greg Reitzel

Student Trustees Present:

Colin Whaley

Administrative Officials Present:

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

Special Resources For The Meeting:

Regrets:

Marcus Cardoso; Fr. Fred Scinto; John Shewchuk; Paul Tratnyek

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 6:00 p.m.

1.1 Opening Prayer & Memorials

The opening prayer was led by Fr. R. Héту, Board Pastoral Team. Intentions were offered in thanksgiving for B. Rodrigues and to keep him in our prayers; keep the priests of the Diocese in our prayers.

1.2 Approval of Agenda

Item 3 Consent Agenda changes: Minutes of Board meeting of Sept 6, 2011, Items for Action from previous in-camera meeting of Sept 26/11, and Staff report of Sept 26/11; add Item 4.1 Facility Card and Item 4.2 Comment from the Chair; move Item 10.2.5 to 10.2.2

2011-144 -- It was *moved* by **W. Buchholtz** and *seconded* by **Fr. R. Héту**:

THAT the agenda for September 26, 2011 as amended be now approved. --- **Carried by consensus.**

1.3 Declaration of Pecuniary Interest

1.3.1 From the current meeting – A. Piscitelli and G. Reitzel declared a conflict of interest with 10.2.2 as they are members of OMERS

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 Board Meeting of September 6, 2011
- 3.1.2 Items for Action from previous In-camera Meeting of September 26, 2011
- 3.1.3 Staff Report of September 26, 2011

2011-145 -- It was *moved* by **Fr. R. Héту** and *seconded* by **W. Buchholtz**:

*THAT the Consent Agenda Board of Trustees and the recommendations contained therein be now approved. ---
Carried by consensus*

4. Delegations

4.1 Facility Card

R. Lawler advised the business cards have a phone number to call for service if there are any issues with facilities. The number is active 24 hours, seven days a week.

4.2 Comment from the Chair

The Chair thanked Bruce Rodrigues for his 25 years of service with the Board and for his expertise. He wished him all the best in his new role as Director of Education for the Toronto Catholic District School Board.

B. Rodrigues said he was deeply indebted to the board for his formation as an educator and a leader. He is grateful and thanked R. Lawler for providing him with all the opportunities to grow as a leader.

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 Student Trustee Report

No student report.

6.2 Trustee Budget Quarterly Update

M. da Silva presented the quarterly report for information.

6.3 Governance Committee Meeting

6.4 Pastoral Care Team Meeting

6.5 Trustee Newsletter Meeting of September 12, 2011

There was discussion on trustee interest in having articles/comments placed in the Kitchener Citizen's monthly publication. Trustees in agreement all articles/comments would go to the Trustee Newsletter Committee, then placed on the agenda of the Board of Trustees as minutes for approval and then sent to the newspaper on behalf of the Board of Trustees. A. Piscitelli to approach the Kitchener Citizen to see if they are interested in publishing articles/comments from the trustees.

6.6 SEAC

6.7 Audit Committee Meeting

6.8 Trustee Newsletter

6.9 Elementary/Secondary Pathways Task Force

6.10 Accommodation Review Task Force of September 12/11

Trustees discussed the process for minutes of committee meetings. R. Lawler to put all committee minutes in the consent agenda for approval and action items will be listed in item 6.

6.11 OCSTA AGM Resolutions and Trustee Award of Merit

Trustees were asked to submit suggestions/ideas for resolutions to W. Buchholtz. Draft resolutions will be on the Nov 21st Committee of the Whole agenda for discussion and to finalize the wording.

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

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

9. Assurance of Successful Board Performance

9.1 Board Policy II 002 Governing Style

Trustees discussed the policy for compliance.

2011-146-- It was *moved* by **W. Buchholtz** and *seconded* by **Fr. R. Héту**:

THAT the Board of Trustees find Board Policy II 002 Governing Style in compliance. --- Carried by consensus

9.2 Board Policy III 006 CEO Compensation & Benefits

Trustees discussed the policy for compliance.

2011-147-- It was *moved* by **W. Buchholtz** and *seconded* by **P. Reitmeier**:

THAT the Board of Trustees find Board Policy III 006 CEO Compensation & Benefits in compliance. --- Carried by consensus

10. Assurance of Successful Director of Education Performance

10.1 Monitoring Reports & Vote on Compliance

10.1.1 Board Policy IV 002 Treatment of the Public

R. Lawler advised April was the first time we did this type of survey. School boards are required to administer the survey for all parents to respond to.

2011-148-- It was *moved* by **Fr. R. Héту** and *seconded* by **P. Reitmeier**:

THAT the Board of Trustees accepts Board Policy IV 002 Treatment of the Public where the CEO has indicated non compliance for the operational definition, provision 2, 3 and 4, excuses the CEO until the next monitoring schedule. In the interim the CEO will have follow-up discussion with trustee Piscitelli on models for the next monitoring schedule February 2012. --- Carried by consensus

10.1.2 Board Policy IV 013 Leadership

Trustees discussed any concerns with the policy provisions.

2011-149-- It was *moved* by **W. Buchholtz** and *seconded* by **G. Reitzel**:

THAT the Board of Trustees find Board Policy IV 013 Leadership as providing a reasonable interpretation and adequate evidence of compliance for all policy provisions with the exception of provision #6 and request this policy provision be referred to a future meeting of the Board for discussion on values and worries.. --- Carried by consensus

10.2 Advice from the CEO

10.2.1 Ontario Financing Authority Approval

S. Maharaj provided the report for trustees to review and clarify any questions they may have.

2011-150-- It was *moved* by **Fr. R. Héту** and *seconded* by **J. Anderson**:

THAT the Board of Trustees approve By-Law 2011-02 to authorize a loan from the Ontario Financing Authority in the principal amount of \$9,928,803 pursuant to a loan agreement made in compliance with section 12 of Ontario Regulation 45/10 "Borrowing for Permanent Improvements: Issuance of Debentures". ---Carried by consensus

10.2.2 Use of Adult and Continuing Education Accumulated Reserve

Trustees were advised it was determined individuals were eligible for pension. A.Piscitelli and G. Reitzel declared a pecuniary interest as they are members of OMERS. They left the meeting at 7:46 p.m. Legal advice was sought to ensure we are following the process correctly.

A.Piscitelli returned at 7:48 p.m.

J. Anderson left the meeting at 7:48 p.m.

2011-151-- It was *moved* by **W. Buchholtz** and *seconded* by **P. Reitmeier**:

THAT Administration be permitted to use up to \$800,000 of the Accumulated Surplus for Continuing Education to cover off pension obligations. ---Carried by consensus

J. Anderson and G. Reitzel returned at 7:51 p.m.

10.2.3 EQAO Results 2010-11

B. Rodrigues provided the highlights. Schools are networked to provide support. In the past five years there has been an increase in grade 3 reading and writing. Mathematics will be the focus for improvement.

10.2.4 Board Improvement Plan

B. Rodrigues highlighted the key piece of the Board Improvement Plan which is the School Effectiveness Framework. The focus is on instruction, learning and assessment when constructing the board Improvement Plan.

10.2.5 Full Day Learning – Overview of Ministry Direction

R. Boisvert provided an update on the full day learning program now in year 2. The Ministry has amended legislation to allow school boards to enter into long-term agreements with third parties to operate the before and after school programs. In year 3 it will be the first time programs will be in schools where there are existing day care centres.

11. Potential Agenda Items

12. Announcements

12.1 The following reports are posted on the Board web page: www.wcdsb.ca

- a) Minutes of SEAC Meetings
- b) Minutes of Parent Involvement Committee Meetings

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

- 12.2.1 Sept 28 6 p.m. Catholic Parent Involvement Committee
- 12.2.2 Sept 29 6 p.m. Diocesan Annual Education Mass, Hamilton
- 12.2.3 Sept 30 9 a.m. System Faith Day, Waterloo Rec Centre
- 12.2.4 Oct 3 5 p.m. Pastoral Care Team
- 12.2.5 Oct 3 7 p.m. Youth Leadership Conference, Centre in the Square
- 12.2.6 Oct 4 6 p.m. Audit Committee
- 12.2.7 Oct 5 7 p.m. SEAC
- 12.2.8 Oct 6 Provincial Election
- 12.2.9 Oct 10 Thanksgiving
- 12.2.10 Oct 11 7 p.m. Resurrection CSS Graduation
- 12.2.11 Oct 11 7 p.m. St. David CSS Graduation
- 12.2.12 Oct 18 9:30 a.m. Regional OCSTA Meeting, Kitchener (CEC)
- 12.2.13 Oct 19 6 p.m. Catholic Parent Involvement Committee
- 12.2.14 Oct 20 7 p.m. St. Mary's Graduation
- 12.2.15 Oct 24 6 p.m. Regular Board Meeting
- 12.2.16 Oct 28 7 p.m. St. Benedict CSS Graduation

Manuel added Sept 27 and Oct 13 sessions with Marion and Sue.

12.3 Pending Items:

- 12.3.1 Msgr. Gleason – surplus to our needs
- 12.3.2 Living Wage (AP)
- 12.3.3 Definition of Equity – Guiding Principles (AP)
- 12.3.4 Risk Management – discussion
- 12.3.5 Follow-up to Treatment of Staff Survey
- 12.3.6 Community Involvement in Local Schools (Facilities Process)
- 12.3.7 Supporting the use of data (Bruce)
- 12.3.8 BrightLink Technology (Patrick Eby)
- 12.3.9 Board of Trustees discussion on Governance
- 12.3.10 Process for identifying EAs needs to serve students
- 12.3.11 Use of reserves
- 12.3.12 Board Policy IV 003 “Treatment of Students”
- 12.3.13 Graduation Messages

12.4 Pending Items for OCSTA Consideration

- 12.4.1 Special Education Funding
- 12.4.2 Funding for Supervised Alternative Learning
- 12.4.3 Long Term Financing to keep up with School Maintenance

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

2011-152-- It was *moved* by **W. Price** and *seconded* by **P. Reitmeier**:

THAT the meeting be now adjourned.

The meeting was adjourned by consensus at 8:49 p.m.

Chair of the Board

Secretary

Pastoral Care Team Committee Meeting

A meeting of the Pastoral Care Team Committee was held on the 3rd day of October, 2011 at 5:25 p.m.

Present:

Committee Members:

Manuel da Silva; Fr. Robert Héту (Chair)

Administrative Officials:

Fr. Fred Scinto, C.R.

Regrets:

Janek Jagiellowicz; Marcus Cardoso; Colin Whaley

Next Meeting:

November 14, 2011

1. Welcome and Opening Prayer:

Meeting was called to order at 5:25 p.m.

Fr. R. Héту led the prayer for the intentions of M. da Silva's wife's aunt, the people in Eastern Africa, Fr. Art Busch and in thanksgiving for our Board Faith Day.

2. Approval of Agenda

Motion: M. da Silva

Seconded: Fr. R. Héту

3. Declared Pecuniary interest

NIL

4. Approval of March 7, 2011 Minutes

Motion: M. da Silva

Seconded: Fr. R. Héту

5. Discussion Items

5.1 Prayer schedule:

Fr. R. Héту – September

M. da Silva – October

J. Jagiellowicz – November

Student Trustees – December

M. da Silva – January

J. Jagiellowicz – February

Fr. R. Héту – March

Student Trustees – April

J. Jagiellowicz – May

Fr. R. Héту – June

We are encouraged to use OCSTA Catholic Education Week material as a guide for our prayer, i.e. use part of it with other sources.

M. da Silva and Fr. R. Héту will look into involving grade 8 Confirmation students and grade 2 First Communion students in leading prayers at board meetings.

5.2 Board retreat.

The pastoral committee is recommending that the board approve a retreat for trustees, senior administration and Fr. F. Scinto using *Build Bethlehem Everywhere* led by an outside facilitator.

6. Closing Prayer Board closing prayer

7. Adjournment Motion: M. da Silva Seconded: Fr. R. Héту Meeting adjourned at 6:00 p.m.

Accommodation Review Process Task Force Meeting

A meeting of the Accommodation Review Process Task Force was held on the 12th day of October, 2011 at 4:00 p.m.

Present:

Committee Members:

Manuel da Silva, Wayne Buchholtz, Wendy Price,

Administrative Officials:

Shesh Maharaj, Dave Bennett, Lindsay Ford

Other Attendees

Joyce Anderson

Regrets:

Janek Jagiellowicz

Next Meeting:

October 18, 2011 following the focus group

1. Welcome and Opening Prayer:

Meeting was called to order by W. Buchholtz at 4:20 p.m. Opening prayer was led by W. Buchholtz.

2. Approval of Agenda

Motion: W. Buchholtz

Seconded: W. Price

3. Declared Pecuniary interest

NIL

4. Approval of Minutes

Motion: W. Buchholtz

Seconded: W. Price

5. Discussion

5.1 Survey Results

- The group discussed the results of the survey that was posted on Survey Monkey. There were a few suggestions from the survey that were discussed including adding a frequently asked questions page to the board website, adding a parish member to the ARC, and adding a transition plan as an appendix to the accommodation review administrative procedures memorandum.
- Some of the responses sparked further questions, which will be examined further through a focus group.
- A total of 246 people responded to the survey. There was equal representation across all areas that previously underwent an accommodation review. The majority of survey participants had not previously participated in an accommodation review.
- The survey results are currently posted as part of the task team's agenda package. The results will also be posted on the Accommodations page with a link to the survey results on the main page.

5.2 Focus Group

- The focus group is scheduled for Tuesday October 18th, 6:30-8:00pm at the Catholic Education Centre.
- The focus group will be moderated by one of the Trustees on this Task Team. The remaining Trustees on this Task Team will not participate in the focus group discussion.
- L. Ford and D. Bennett will not participate in the focus group discussion but will attend to answer questions of clarification and take notes.
- Focus group questions will be prepared over the next week through email correspondence. The questions will delve further into some of the responses of the survey focusing on the selection of parent representatives, the format of public consultation sessions, the format of Accommodation Review Committee meetings and how information is communicated to parents.
- The focus group will consist of six parents and two principals.
- Of the survey participants, 37 respondents expressed an interest in participating in the focus group. Names of parents were sorted according to geographic area. A representative from each area was randomly selected by drawing names from a hat. The parents selected represent those who have participated in accommodation reviews and those who have not.
- Two principals were selected based on their past involvement in accommodation reviews.

6. Pending Items

Nil.

7. Adjournment – 6:10pm

Motion to adjourn: M. da Silva

Seconded: W. Buchholtz

Accommodation Review Process Task Force Meeting

A meeting of the Accommodation Review Process Task Force was held on the 18th day of October, 2011 at 6:30 p.m.

Present:

Committee Members:

Manuel da Silva, Wayne Buchholtz, Wendy Price, Janek Jagiellowicz

Administrative Officials:

Shesh Maharaj, Dave Bennett, Lindsay Ford

Regrets:

Next Meeting: This is the last meeting of this task team

1. Welcome and Opening Prayer:

Meeting was called to order by M. da Silva at 6:35 p.m. Opening prayer was led by M. da Silva.

2. Focus Group

A focus group was held at 6:30pm involving five parents and two principals. The purpose of the focus group was to solicit opinions on the format of Accommodation Review Committee meetings, the format of public consultation sessions, the selection and role of the parent representative, and information sharing.

3. Approval of Agenda

Motion: W. Price

Seconded: W. Buchholtz

4. Declared Pecuniary interest

NIL

5. Approval of Minutes

Motion: W. Buchholtz

Seconded: J. Jagiellowicz

6. Discussion

6.1 Focus Group De-Brief

- Format of ARC meetings: ARC will take delegations at a minimum of three committee meetings, provided delegations register in advance and submit their presentation. Rules will be created regarding conduct at these meetings.
- Parent representatives on the ARC: Two parent representatives from each school will be invited to sit on the ARC. Both will be eligible to vote if they meet certain attendance requirements.
- An attendance record of at least 80% was suggested as a reasonable benchmark however it was also agreed that the Chair of the committee should have some discretion around that number.
- If a parent rep is absent for a vote then they may vote by proxy through their principal. No substitute parent reps will be allowed once the review has begun.
- Selection of parent representatives: The entire school community will be invited to submit an application to the main office at their school. The application will contain a basic set of criteria and the principal will

narrow the list of applicants based on this criteria. The parents that meet all of the criteria will be brought to school council, who will review the applicants and make a recommendation to the principal. The principal will have the final decision regarding the selection of parent reps.

- Format of public consultation sessions: These sessions will now contain presentation and open house components. The format will be similar for each public consultation session.
- Sharing of information: A question and answer webpage will be created to address any questions submitted by parents. All written comments will be shared and may become part of the public record. Parents will be made aware of this throughout the review process.

6.2 Changes to APF008

- Each clause of the existing APF008 document was reviewed again in light of the comments received from the focus group, the results of the parent survey and the previous discussions held by the task force.
- The task force agreed that “must do” procedures should be included in the actual policy document but that those procedures could be augmented by a supplementary “best practices” document to assist and guide the accommodation review committee in the performance of the review. The “best practices” document would be attached as an appendix to the AP memo.
- The existing APF008 showing the changes will be presented at the October 24th board meeting for discussion. Following that meeting the AP memo will be revised and distributed to the trustees in advance of the special board meeting on November 14th.

7. Pending Items

Nil.

8. Adjournment – 9:15pm

Motion to adjourn: W. Buchholtz.

Seconded: W. Price

TO: Board of Trustees
CC:
FROM: Roger D. Lawler, Director of Education
DATE: October 17, 2011
SUBJECT: Letter to Minister of Education re: Transportation

Notice of Motion from Fr. Robert Héту for the Board of Trustees' agenda, Monday, October 24, 2011 for approval:

THAT the Board of Trustees recommend the letter to the Minister of Education regarding transportation be taken to OCSTA.

TO: Board of Trustees
CC:
FROM: Roger D. Lawler, Director of Education
DATE: October 17, 2011
SUBJECT: Roundabouts

Notice of Motion from Peter Reitmeier for the Board of Trustees' agenda, Monday, October 24, 2011 for approval:

THAT the Committee of the Whole Board recommends to the Board of Trustees that the Chair of the Board immediately write to the Chair of the Regional Municipality of Waterloo asking that, given the Waterloo Catholic District School Board's serious concerns about the safety of WCDSB students, the Region of Waterloo abandon plans to install a traffic roundabout at the intersection of Franklin Boulevard and Saginaw Parkway in Cambridge and that the Regional Municipality of Waterloo maintain that intersection as a signalized intersection.

TO: Board of Trustees
CC:
FROM: Roger D. Lawler, Director of Education
DATE: October 17, 2011
SUBJECT: Budget Efficiencies

Notice of Motion from Anthony Piscitelli for the Board of Trustees' agenda, Monday, October 24, 2011 for approval:

THAT the Committee of the Whole Board recommends staff present the efficiencies, for the school year 2011-12 budget as directed by a motion in June 2011, in the context of the Revised Estimates to the Board of Trustees on November 21, 2011 at the Committee of the Whole meeting.



Date: October 24, 2011
To: Board of Trustees
From: Manuel Da Silva
Subject: Accommodation Review Process Task Force – Final Report

- Type of Report:**
- Decision-Making
 - Monitoring
 - Incidental Information
- Type of Information:**
- Information for Decision Making
 - Monitoring Information
 - Information Only

Origin:

Board Policy II 005, "Consultation"
 Board Policy II 009, "Board Committee Principles"
 Board Policy II 010, "Board Committee Structure"
 Executive Limitation IV 010, "Facilities/Accommodations"

1. Allow material changes to facilities, boundary changes, or the closure of existing facilities to occur without established procedures that includes that board appointing one trustee as a non-voting member of the Accommodation Review Committees.

APF008, "Pupil Accommodation Review Process"

Policy Statement:

2. Trustees who are assigned to chair a Board of Trustee committee will:
 - f) Facilitate the performance review of the committee and its work

Background/Comments:

The Accommodation Review Process Task Force was established in May 2011 following the completion of the Hespeler Accommodation Review. Through the course of the accommodation review questions were raised regarding various aspects of the current review process. The task force was established to review those processes and recommend any changes necessary prior to the start of the next accommodation review.

The task force was composed of the following trustees: Manuel da Silva, Wayne Buchholtz, Wendy Price and Janek Jagiellowicz. Staff resources were provided by Shesh Maharaj, Dave Bennett and Lindsay Ford.

The mandate of the Accommodation Review Process Task Force was:

- To lead the Board of Trustees and staff in a review of the Pupil Accommodation Review process to ensure our policy and procedures are consistent with Ministry of Education guidelines, policies, appropriate legislation and appropriate board policy.
- Review the current process as outlined in Administrative Procedures Memorandum APF008, "Pupil Accommodation Review Process" and bring back for board discernment recommended changes to the current procedures.
- To ensure active engagement and consultation with:

- Internal staff
- Trustees
- WCDSB parents and ratepayers who have experienced accommodation reviews
- Parent Involvement Committee
- SEAC

1. Review of Policy versus Ministry Guidelines

The existing WCDSB accommodation review policy (APF008) was reviewed by the committee in the context of the Ministry of Education “Pupil Accommodation Review Guidelines” (2009). The committee also considered the existing procedure as compared to the process that was recommended by Peter D. Lauwers in “A Primer on Closing Schools in Ontario” which was a document that was heavily relied upon by the Ministry of Education when formulating their original review guidelines. They also considered other documentation regarding public consultation processes.

The review of existing policy did not identify any areas where the current policy did not align with the Ministry guidelines.

2. Review of Policy

a) APF008 “Pupil Accommodation Review Process”

Through the public consultation conducted by this task team, a number of potential changes to APF008 were identified. Attached to this report is a working document showing the existing procedure statements and the corresponding changes being suggested by the task force. Upon approval of these changes by the board the existing APF008 document will be revised and presented to the board.

In addition to the changes being suggested to the policy document, a number of excellent suggestions have also been identified through the consultation process. Those ideas have been incorporated into a “Best Practice Procedures for Accommodation Reviews” document which will be attached to the policy document as an appendix. The intention of the best practices document would be to serve as a guide for accommodation review committees, to provide additional information to the public as to how reviews may be conducted and to provide direction and assistance to affected schools as they move through the process. A key feature of the best practices document will be ideas to assist in students transition and community building as a result of boundary changes or school closures. The best practices document does not form part of the formal policy and, as a result, additional practices can be added without the need to make formal modifications to the policy.

b) Executive Limitation IV 010 “Facilities / Accommodations”

Executive Limitation IV 010 “Facilities/Accommodations” stipulates that one trustee be appointed as a non-voting member of accommodation review committees. In line with current practice, one suggestion of the task force is to include two trustees as non-voting members of accommodation review committees. As a result Executive Limitation IV 010 should be revised accordingly.

3. Public Consultation

The task force consulted with the Catholic school community as follows:

- Survey – an online survey of all parents at schools that have been involved in accommodation reviews over the past 5 years was conducted. This survey was sent to all of the schools in West Waterloo, West Kitchener, Southwest Kitchener, East Kitchener and Hespeler. The survey was also sent to the parents of the respective secondary schools. There were 246 completed surveys submitted with a relatively even response rate from the five review areas. The results of the parent survey are posted on the board website and are attached to this report as information.
- Focus Group – the online survey asked respondents if they would be interested in participating in a focus group session. Thirty seven respondents indicated their willingness to participate. From that group 6 parents (one from each review area plus one from a group that had indicated no previous participation in a review) and 2 principals with past accommodation review experience were selected at random. Five parents actually participated in the focus group with one parent having to withdraw just prior to the session.

The focus group discussed the process by which parent representatives are assigned to the committee, the format for committee meetings, the format of public consultation sessions and the preferred methods for obtaining public feedback / disseminating information to the public. The focus group comments provided the task force with the opportunity to delve deeper into specific areas of the policy and practice that were raised through the parent survey. The focus group process was found to be great value to the task force and had a significant influence on the suggested changes being brought forward.

- PIC / SEAC – The terms of reference for the task force anticipated that the consultation process might include PIC and SEAC. However, due to the depth of public consultation conducted by the task force through the parent survey and the focus groups, the range of comments that had been received through past accommodation reviews, and the time limitations on the work of the task force it was decided that there had been adequate public consultation.

Recommendation:

The Pupil Accommodation Review Process Task Force submits the following recommendations to the Board of Trustees:

1. To revise APF008: “Pupil Accommodation Review Process” in accordance with the suggested changes as shown on the attached document.
2. To revise Executive Limitation IV 010 “Facility Accommodations” as follows:

“Accordingly the CEO shall not:

1. Allow material changes to facilities, boundary changes, or the closure of existing facilities to occur without established procedures that includes the board appointing two trustees as a non-voting members of the Accommodation Review Committees.

Prepared/Reviewed By: Manuel Da Silva, Chair of the Task Force

*Bylaw 5.2 “where the Board of Trustees receives from the Director of Education a monitoring report that flows from a responsibility delegated to the Director under Board Policy – *except where approval is required by the Board of Trustees on a matter delegated by policy to the Board* - the minutes of the Meeting at which the Report is received shall expressly provide that the Board has received and approved of the Report as an action consistent with the authority delegated to the Director, subject in all instances to what otherwise actually occurred.”

APPENDIX D: Best Practice Procedures for Accommodation Reviews

The following strategies and ideas are intended to provide guidance to the Accommodation Review Committee on the performance of the accommodation review. These procedures are not mandatory but rather augment the procedures outlined in the policy. However, the Accommodation Review Committee should carefully consider incorporating as many of these “best practices” as is practical in the review process.

		Suggested Procedures
ACCOMMODATION REVIEW COMMITTEE	Selection of parent representatives to the committee	<ul style="list-style-type: none"> • The principal has ultimate responsibility for selecting the parent representatives for their school. • Suggested Process: <ul style="list-style-type: none"> ○ The school community will be notified that a review has commenced and that parent representatives are being sought to participate on the committee; ○ Notification may include a flyer sent home with students, an invitation to a school council presentation, posters at schools, parish bulletins and/or email notification. ○ Parents may apply through the completion of an application, available on-line, from the school or by request from the board. ○ Applications will be submitted to the school Principal. ○ The Principal will short-list the applicants based on the criteria listed on the application. ○ The school council will review the applicants and make a recommendation to the principal. ○ The principal will select the parent reps. ○ All applications should be kept by the principal for the duration of the review in case a replacement rep is needed. • If one of the two parent reps quits the ARC near the end of the process and it's too late to introduce another parent rep to the ARC then the remaining parent representative will have two votes to ensure that each school has equal representation.
	Selection of municipal, business and parish representatives	<ul style="list-style-type: none"> • Municipal Representative –the municipality will be responsible for appointing a municipal representative to the committee. • Business Representative – the local Chamber of Commerce will be contacted for the appointment of one (1) business representative. • Municipal, business representatives shall not be associated with any of the schools involved in the review. • Parish Representative – the local parishes associated with the schools involved in the review will be contacted to appoint one (1) representative to the committee. • The parish representative must not be personally affiliated with any of the schools in the review. • All of these committee members are optional and the review can proceed without these members if necessary.

ACCOMMODATION REVIEW COMMITTEE	Job Descriptions	<ul style="list-style-type: none"> • A job description will be created prior to the review and provided to prospective parent representatives as part of the application process; • A job description will be created for school principals to make the role of the Principal clear to the school community.
	Meetings	<ul style="list-style-type: none"> • Committee meeting dates/times will be set at the first ARC meeting. • Dates/times will be posted on the website. • ARC members must attend 80% of the ARC meetings and public consultation sessions. (Note: the percentage will be set by the ARC chair at the beginning of each review. It will be approximately 80% and depend on the number of meetings in the review.)
	School Tours	<ul style="list-style-type: none"> • School tours will be organized at the beginning of school closure reviews to acquaint committee members with the issues to be addressed through the review. • Planning staff would provide information relative to each site (floor plans, site plans, capacity, enrolment, etc). • The tour of each school would be conducted by the Principal.
	Delegations to Committee Meetings	<ul style="list-style-type: none"> • The meetings where delegations will be allowed will be selected at the beginning of the process by the ARC. This information will be made available to the public. • No delegations will be allowed at the night the committee makes its recommendations. • Delegations will be required to register 48 hours in advance through the Capital Planning Department. Delegations are required to submit presentation material at this time. • Delegations will be given 5 minutes to speak.
	Developing Options	<ul style="list-style-type: none"> • The committee will decide how the accommodation options will be developed. • Design charettes may be used to develop options using background information provided by staff. • Staff may develop options and provide them to the ARC. • Options may be submitted by the public for consideration.
PUBLIC CONSULTATION	Purpose	<ul style="list-style-type: none"> • The purpose of the public consultation sessions will be clearly stated at the beginning of the review process and reiterated throughout the process. • The purpose should be stated at every public consultation session.
	Notification	<ul style="list-style-type: none"> • Notification should be given by a variety of means to reach the largest number of people possible: <ul style="list-style-type: none"> • Email distribution (parents can sign up for this) • Signs posted on each school property • Board website (updated frequently) • Flyers sent home with students • Newspaper advertisements • Media releases • Social media (where appropriate) • A summary of all communication will be kept and distributed to the ARC and trustees throughout the accommodation review.

PUBLIC CONSULTATION	School Council	<ul style="list-style-type: none"> • Staff will attempt to present to each school council involved in the review area individually at the beginning of a school closure review. • These presentations will be advertised to the broader school community. • Information on the application for parent representatives would be shared at this meeting.
	Public Consultation Sessions	<ul style="list-style-type: none"> • Open house portion – display boards will be set up around the gym/library for parents to view. An adequate amount of staff will be present to answer any questions. • Presentation portion – a presentation will be done at a set time within the public consultation session. • Each of the four required public consultation sessions in a school closure review and two required public consultation sessions in a boundary review must contain a presentation and an open house component. • Additional public meetings may be added and could use different formats.
	Community Needs	<ul style="list-style-type: none"> • Individual school communities may face challenges in encouraging the participation of their parents. • Where specific barriers can be identified, the committee should implement strategies to encourage participation, for example: <ul style="list-style-type: none"> • Provide a translator at public consultation sessions • Translate notices and other written documents. • Provide childcare for parents attending consultation sessions. • Conduct consultation sessions at alternative sites which may be more comfortable to parents (e.g. ethnic clubs, parishes, neighbourhood associations) • Provide food if meetings are held during meal times
	Public Comments	<ul style="list-style-type: none"> • Community members will be advised that any comments submitted to the committee may become part of the public record. • There will be a method of recording questions/answers at public consultation sessions that could include comment sheets or meeting minutes • Other options for submitting comments any time during the review include suggestion boxes at schools, email to Capital Planning staff or ARC members. • Committee members & all trustees receive copies of all written public comments received. Comments would not be edited or summarized. Inappropriate comments may be removed prior to distribution. • A FAQ webpage will be established on the accommodations page. • Public comments (minus personal or inappropriate information) may be posted on the website periodically throughout the review. Responses may also be posted. • Comments marked as confidential will not be shared. • Summaries will be provided in the final report of the ARC as they pertain to accommodation options that were considered.

TRANSITION PLAN	During the review	<ul style="list-style-type: none"> • Start transition planning as early in the review process as possible so that the public understands the measures that will be undertaken to alleviate student fears, ensure continuity of special education support and build linkages between communities. • The public should be invited to present suggestions for inclusion in the transition plans. • Transition plan ideas should be shared with the public during the accommodation review process. • Provide teaching staff at the schools with resources and information so they can talk to students about the change process.
	After the review	<ul style="list-style-type: none"> • Student Support <ul style="list-style-type: none"> • Staff from departing and receiving schools meet to review needs of individual students (IEPs, EA support, ESL, behaviour concerns) • Special Education staff from the Board Office meets with staff from the departing and receiving schools to support students transitioning to a new school • HR to ensure EAs are present at school the first day with the student they had supported the previous year • Staff from the departing school prepare summaries highlighting the particular learning styles of each student • Arrange late June or late August meetings with classroom teacher, in new classroom, to help alleviate anxiety • Wherever possible honour requests to have friends accommodated in the same classroom or to ensure separation of students where there have been past difficulties • Community Building <ul style="list-style-type: none"> • Welcome, meet & greet for students changing schools at their new school • School tours to familiarize students with their new school • Open house for parents and students to visit their new school • Joint celebrations held (assemblies, masses, play days, performances) • Student ambassadors from receiving school to visit departing school to answer questions from students • Set up pen pals between students who are transferring and students in the same grade at the school they'll move to • Student marches from one school to another • Plant a tree to signify a new beginning • If a school is closing, transfer artefacts, pictures, trophies to the new school and display them prominently • Select a new name, colours and mascot for the merged school teams

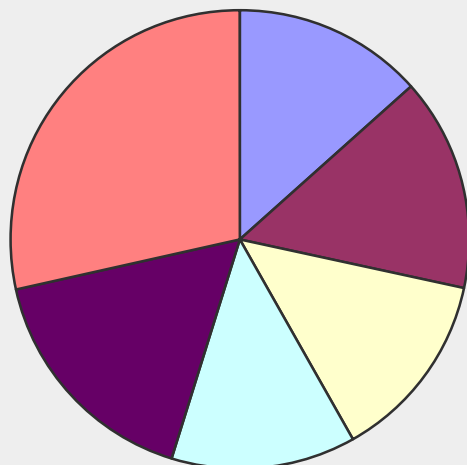
TRANSITION PLAN		<ul style="list-style-type: none"> • Administrative Activities <ul style="list-style-type: none"> • Regular communication with the parent community is essential • Transfer electronic records to receiving schools by the end of May so that class lists can be created to try and keep friends together, wherever possible • Kindergarten on alternate day schedules must be provided with other opportunities to visit schools if events happen on days when they are not at school • School Council Activities <ul style="list-style-type: none"> • Involve school councils in community building events • Hold joint school council meetings in the period leading up to the move • Review the priorities for each School Council and determine the joint priorities going forward • Review School Council budgets and potential expenditures to benefit students
	After the review	

Accommodation Process Review

Which Accommodation/Boundary Review were you involved in?

Answer Options	Response Percent	Response Count	
East Kitchener (Canadian Martyrs, Notre Dame, St. West Waterloo (St. Agatha, Holy Rosary, St. Nicholas)	13.4%	33	East Kitchener
West Waterloo (St. Agatha, Holy Rosary, St. Nicholas)	15.0%	37	West Waterloo
West Kitchener (St. John, Monsignor Gleason, St. Southwest Kitchener (John Sweeney, Blessed Hespeler (Our Lady of Fatima, St. Elizabeth)	13.4%	33	West Kitchener
Southwest Kitchener (John Sweeney, Blessed Hespeler (Our Lady of Fatima, St. Elizabeth)	13.0%	32	Southwest Kitchener
Hespeler (Our Lady of Fatima, St. Elizabeth)	16.7%	41	Hespeler
I have not participated in an accommodation/boundary	28.5%	70	Have not participated
		answered question	246
		skipped question	0

Which Accommodation/Boundary Review were you involved in?



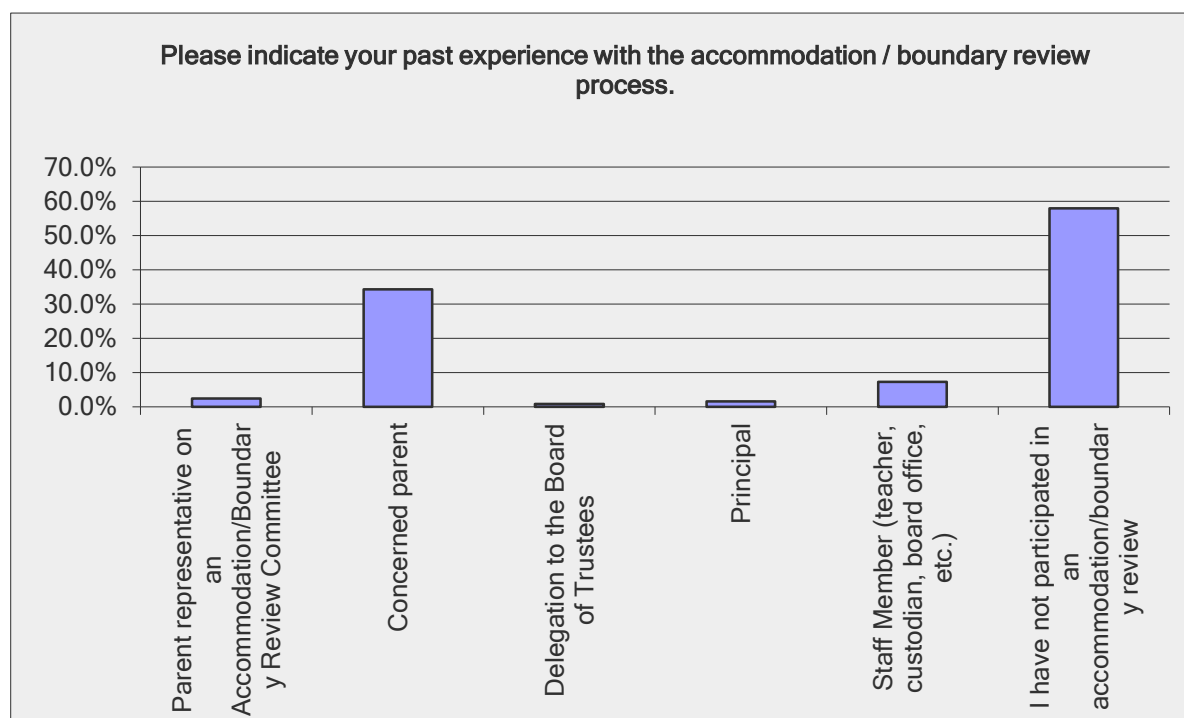
- East Kitchener
- West Waterloo
- West Kitchener
- Southwest Kitchener
- Hespeler
- Have not participated

Accommodation Process Review

Please indicate your past experience with the accommodation / boundary review process.

Answer Options	Response Percent	Response Count
Parent representative on an Accommodation/Boundary Concerned parent	2.4%	6
Delegation to the Board of Trustees	34.3%	84
Principal	0.8%	2
Staff Member (teacher, custodian, board office, etc.)	1.6%	4
I have not participated in an accommodation/boundary review	7.3%	18
Other (please specify)	58.0%	142
<i>answered question</i>		245
<i>skipped question</i>		1

Number	Response Date	Other (please specify)	Categories
1	Sep 21, 2011 10:53 PM	I was a student	
2	Sep 21, 2011 9:00 PM	I am a student	

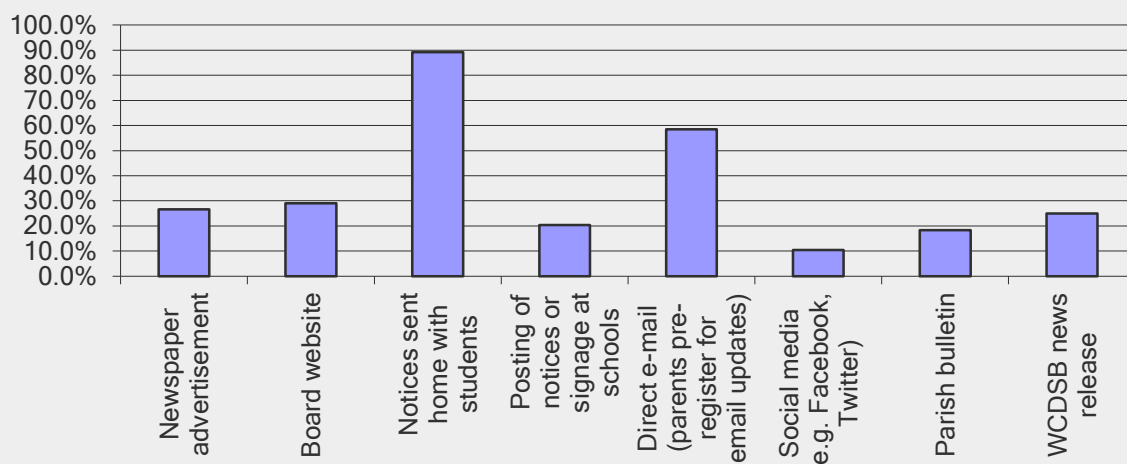


Accommodation Process Review

Which of the following do you consider to be the most effective method(s) of notifying the public of upcoming public meetings? (please check all that apply)

Answer Options	Response Percent	Response Count
Newspaper advertisement	26.6%	64
Board website	29.0%	70
Notices sent home with students	89.2%	215
Posting of notices or signage at schools	20.3%	49
Direct e-mail (parents pre-register for email updates)	58.5%	141
Social media (e.g. Facebook, Twitter)	10.4%	25
Parish bulletin	18.3%	44
WCDSB news release	24.9%	60
<i>answered question</i>		241
<i>skipped question</i>		5

Which of the following do you consider to be the most effective method(s) of notifying the public of upcoming public meetings? (please check all that apply)

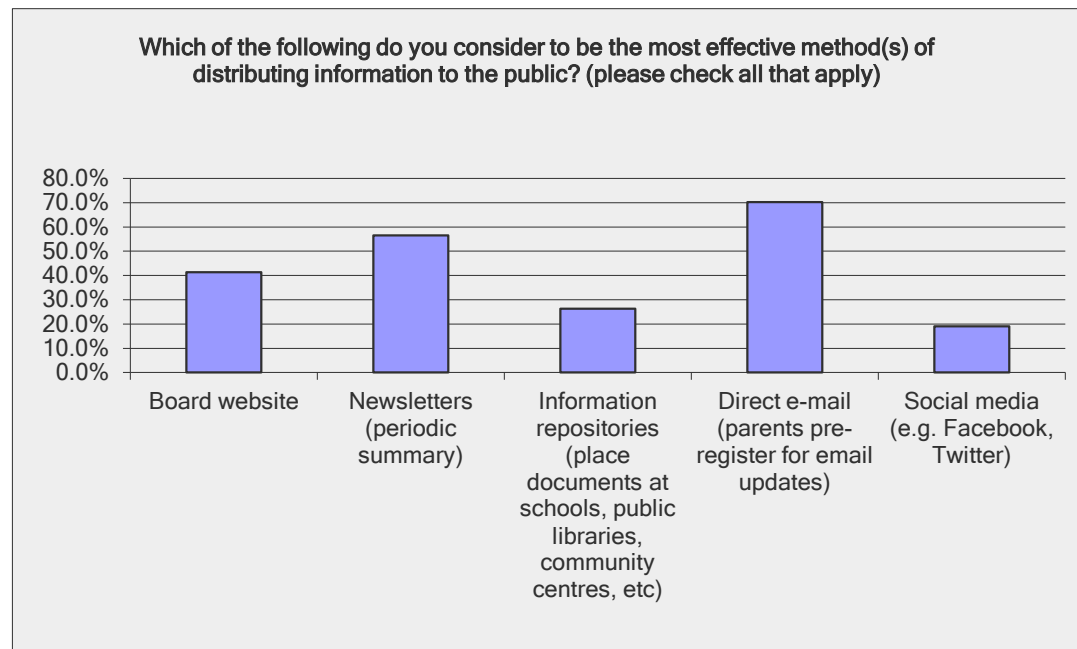


Accommodation Process Review

Which of the following do you consider to be the most effective method(s) of distributing information to the public? (please check all that apply)

Answer Options	Response Percent	Response Count
Board website	41.4%	96
Newsletters (periodic summary)	56.5%	131
Information repositories (place documents at schools, public libraries, community centres, etc)	26.3%	61
Direct e-mail (parents pre-register for email updates)	70.3%	163
Social media (e.g. Facebook, Twitter)	19.0%	44
Other (please specify)		12
<i>answered question</i>		232
<i>skipped question</i>		14

Number	Response Date	Other (please specify)	Categories
1	Oct 1, 2011 3:33 PM	Newspaper	
2	Sep 29, 2011 2:54 PM	plus send home with students in the schools	
3	Sep 29, 2011 2:19 PM	newspaper	
4	Sep 25, 2011 4:29 PM	Texting	
5	Sep 25, 2011 1:17 PM	Newspapers	
6	Sep 22, 2011 1:43 AM	letters that go home with the students	
7	Sep 21, 2011 12:14 AM	newspaper/radio	
8	Sep 19, 2011 10:01 PM	phone	
9	Sep 17, 2011 1:58 AM	radio	
10	Sep 16, 2011 10:52 PM	sending literature home with students	
11	Sep 16, 2011 9:23 PM	by default this survey is skewed because only those parents who signed up for newswire and have internet are able to take this survey.	
12	Sep 16, 2011 3:57 PM	Mass media - newspaper (community / daily), radio PSA	

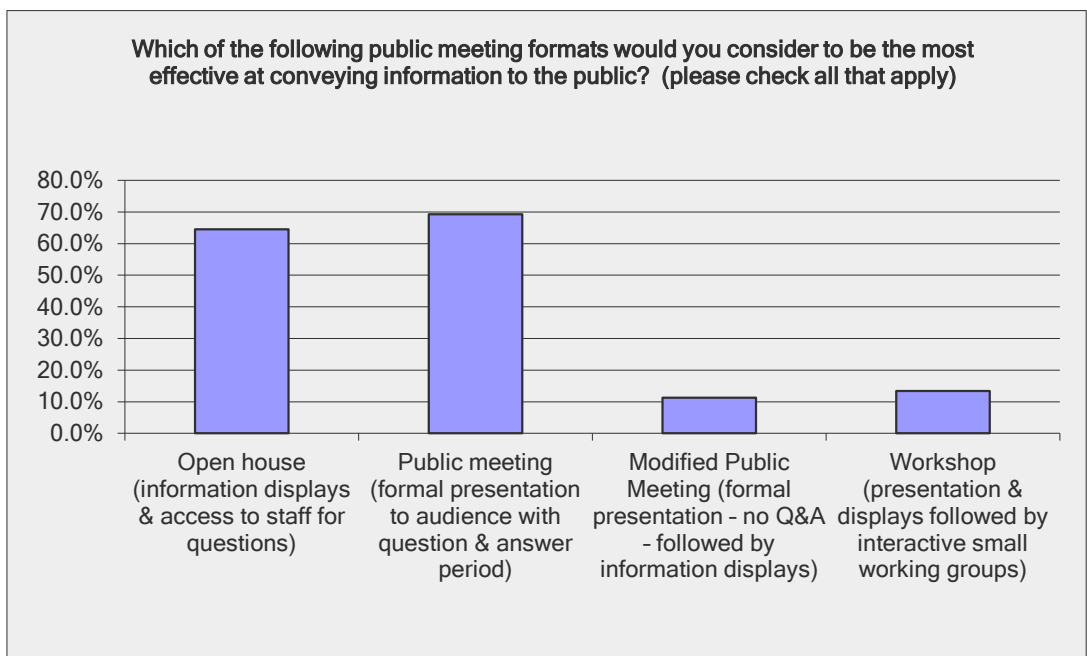


Accommodation Process Review

Which of the following public meeting formats would you consider to be the most effective at conveying information to the public? (please check all that apply)

Answer Options	Response Percent	Response Count
Open house (information displays & access to staff for	64.5%	149
Public meeting (formal presentation to audience with	69.3%	160
Modified Public Meeting (formal presentation - no Q&A -	11.3%	26
Workshop (presentation & displays followed by	13.4%	31
Other (please specify)		6
answered question		231
skipped question		15

Number	Response Date	Other (please specify)	Categories
1	Sep 25, 2011 4:29 PM	None of these address the needs of families who are poor - you need to go to their homes and talk to them there	
2	Sep 22, 2011 3:14 PM	I am completely opposed to public meetings which do not allow for some Q & A opportunity	
3	Sep 22, 2011 1:43 AM	a combination of public meeting and open house where parents can still see displays and look at options but then at a set time, there is a question and answer session so each parent can hear the same questions and answers rather than have to wait in line to talk to someone.	
4	Sep 20, 2011 7:32 PM	Don't disguise a public meeting as an open house!	
5	Sep 16, 2011 9:23 PM	no discernable difference between open house and public meeting - answers are probably best provided to the whole group to avoid repeated questions and no chance of receiving differing answers from different people - any meeting without a Q&A would likely draw a lot of suspicion and raise more questions than give answers	
6	Sep 16, 2011 3:57 PM	Public meeting with information displays	

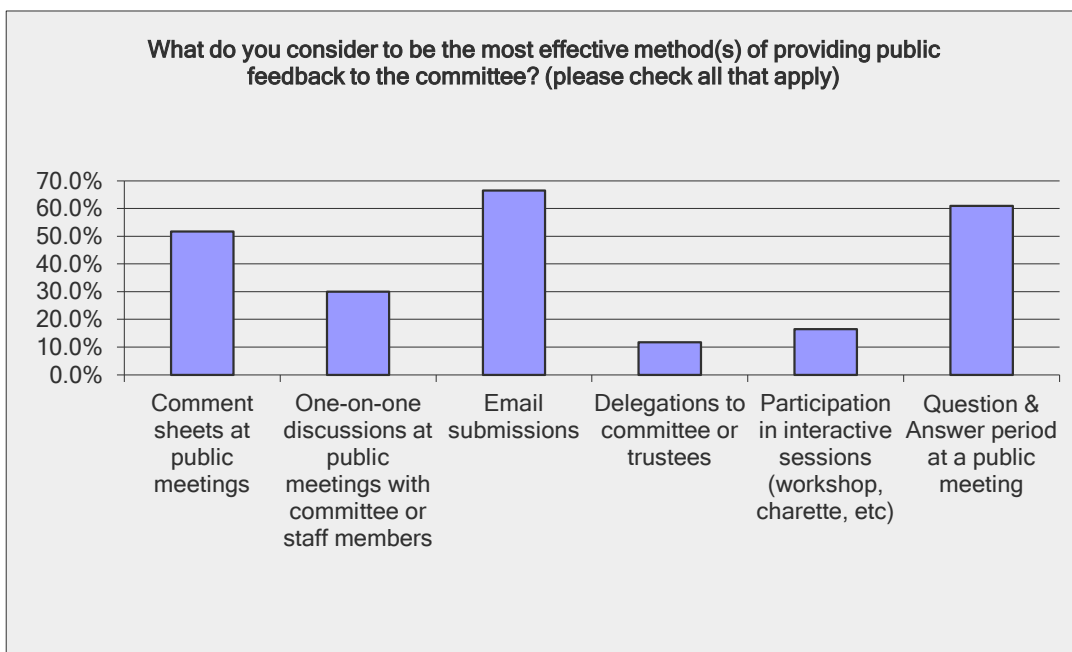


Accommodation Process Review

What do you consider to be the most effective method(s) of providing public feedback to the committee? (please check all that apply)

Answer Options	Response Percent	Response Count
Comment sheets at public meetings	51.7%	119
One-on-one discussions at public meetings with	30.0%	69
Email submissions	66.5%	153
Delegations to committee or trustees	11.7%	27
Participation in interactive sessions (workshop, charette,	16.5%	38
Question & Answer period at a public meeting	60.9%	140
Other (please specify)		1
<i>answered question</i>		230
<i>skipped question</i>		16

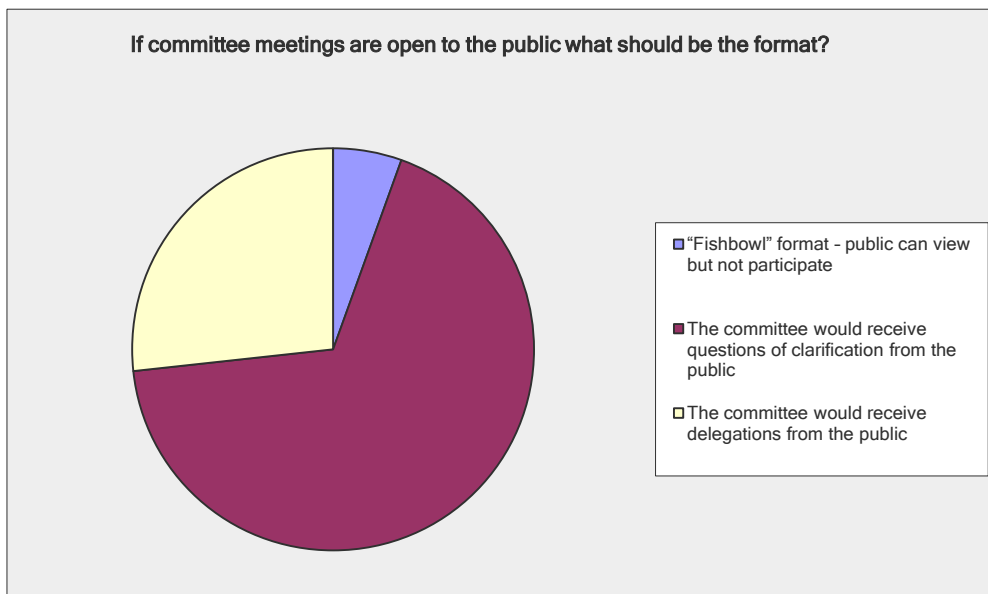
Number	Response Date	Other (please specify)	Categories
1	Sep 16, 2011 9:23 PM	although emails are efficient then tend to turn into too much of a back and forth thing - okay if used as a repository for questions that are then answered at a meeting	



Accommodation Process Review

If committee meetings are open to the public what should be the format?		
Answer Options	Response Percent	Response Count
"Fishbowl" format - public can view but not participate	5.5%	12
The committee would receive questions of clarification	67.7%	147
The committee would receive delegations from the public	26.7%	58
Other (please specify)		7
answered question		217
skipped question		29

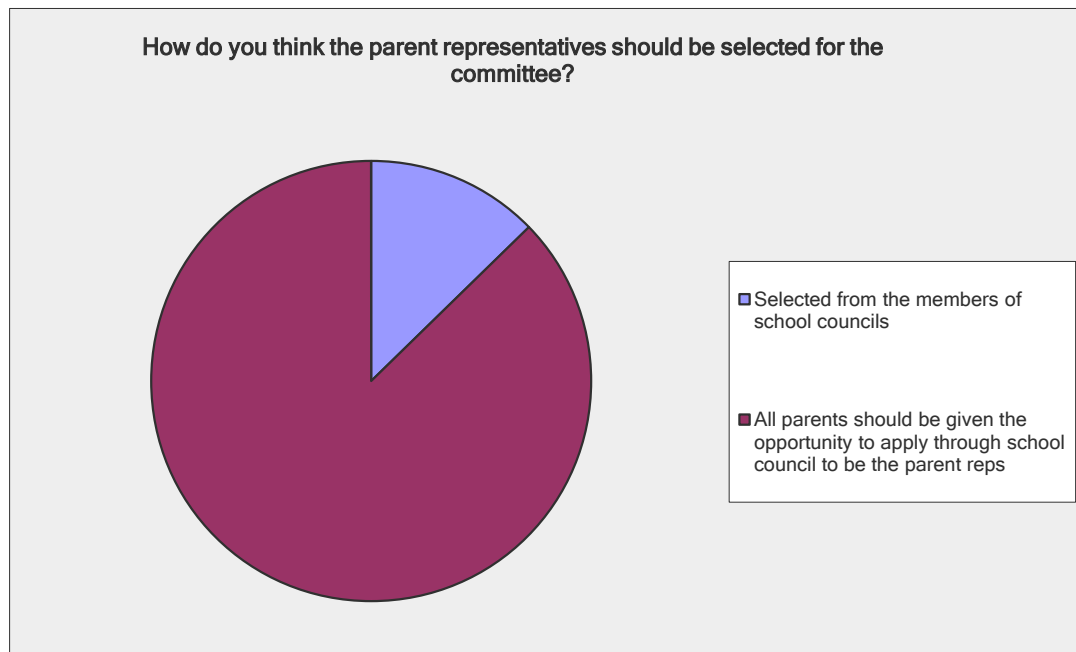
Number	Response Date	Other (please specify)	Categories
1	Oct 4, 2011 2:59 PM	but also provide comment sheets, email addresses so viewing members can contact the committee about what happened at the meeting	
2	Sep 25, 2011 4:31 PM	talk to the people who come - don't act like we aren't there or important	
3	Sep 22, 2011 3:15 PM	including a component with an open forum, understanding that there is some process behind the forum and respective communication.	
4	Sep 22, 2011 1:45 AM	Parents or the public who want to attend should have a format to ask questions at the meetings to make sure that everyone is clear on what the concerns are.	
5	Sep 19, 2011 9:08 PM	The committee should actively seek input from the public prior to any open house or public meetings	
6	Sep 16, 2011 9:29 PM	minimal difference between 2nd and 3rd options as a delegation would likely need a representative spokesperson anyway - must allow public involvement but not at the expense of the "process"	
7	Sep 16, 2011 4:01 PM	Open floor meeting giving anyone who wants an opportunity to express their thoughts and concerns.	



Accommodation Process Review

How do you think the parent representatives should be selected for the committee?		
Answer Options	Response Percent	Response Count
Selected from the members of school councils	12.7%	28
All parents should be given the opportunity to apply	87.3%	193
Other (please specify)		4
<i>answered question</i>		221
<i>skipped question</i>		25

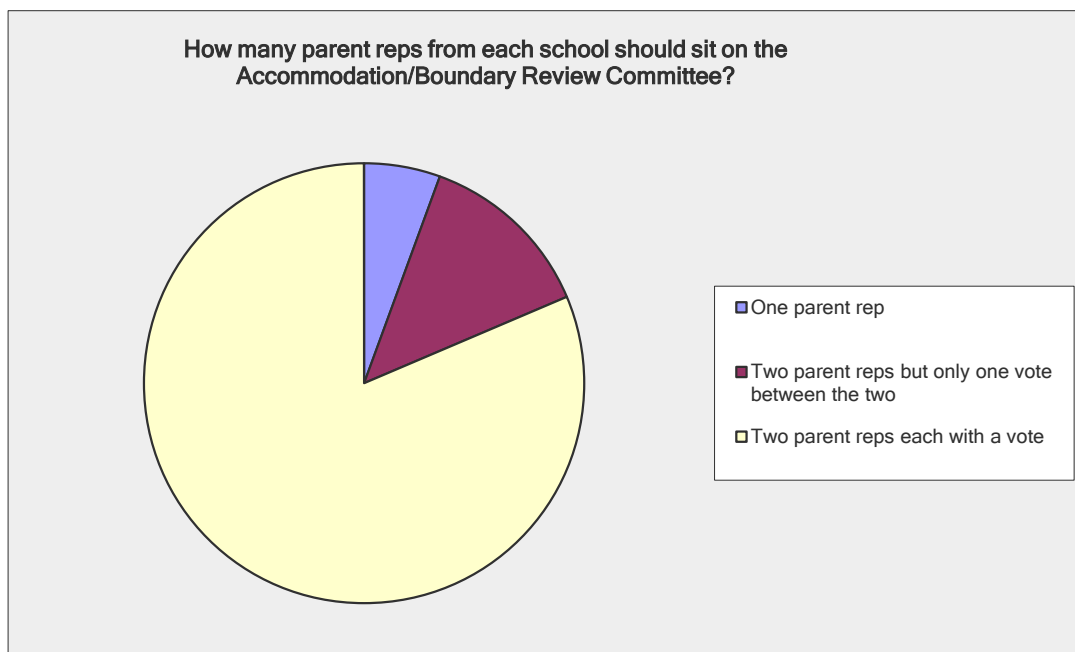
Number	Response Date	Other (please specify)	Categories
1	Sep 22, 2011 1:45 AM	I also think there should be members from the community who don't necessarily still have children at the schools so they can be impartial. For example, members of the church community could be invited to participate	
2	Sep 20, 2011 7:33 PM	In Hespeler you selected parents that you KNEW wouldn't protest!	
3	Sep 17, 2011 10:49 AM	All parents should be given the opportunity to apply. everyone has their own strengths and weaknesses and interests - being on parent council is not always a good indicator of a persons ability or willingness to handle the task - interest / passion is more important as is available time	
4	Sep 16, 2011 9:29 PM		



Accommodation Process Review

How many parent reps from each school should sit on the Accommodation/Boundary Review Committee?		
Answer Options	Response Percent	Response Count
One parent rep	5.6%	12
Two parent reps but only one vote between the two	13.0%	28
Two parent reps each with a vote	81.4%	175
Other (please specify)		8
answered question		215
skipped question		31

Number	Response Date	Other (please specify)	Categories
1	Sep 29, 2011 2:55 PM	number of representatives/votes dependent on school population	
2	Sep 25, 2011 4:31 PM	As many as needed to ensure representation from all communities involved in the school	
3	Sep 21, 2011 11:55 PM	6 parent reps	
4	Sep 21, 2011 12:15 AM	?	
5	Sep 20, 2011 9:50 PM	Based on population of the school (1 parent to 150 kids)	
6	Sep 19, 2011 6:31 PM	all parents should have a vote, we do live in a democracy	
7	Sep 19, 2011 2:12 AM	Not sure	
8	Sep 16, 2011 9:29 PM	option 2 is better than 1 because one can cover for and update the other if one can't make it - option 3 is okay as long as there are a FAIR number of representatives in total	



Accommodation Process Review

What other changes would you suggest to improve our process?

Answer Options	Response Count
	39
<i>answered question</i>	39
<i>skipped question</i>	207

Number	Response Date	Response Text	Categories
1	Oct 4, 2011 4:36 PM	Having sat through one of these, I found the process very easy to follow. What I found frustrating were the couple of parent reps who could not see the big picture and only focused on what would be best for their kids.	
2	Oct 3, 2011 11:22 PM	not sure	
3	Oct 3, 2011 12:29 PM	not sure	
4	Oct 1, 2011 3:35 PM	More communication. Attended meetings about Blessed Kateri boundary changed but not made aware of results until informed by my daughter, a student at the school at the time, that some St. Timothy's children would now be attending our school.	
5	Oct 1, 2011 1:03 PM	Having more detailed information	
6	Sep 30, 2011 2:21 AM	If you ask and are interested in feedback, try to keep an open mind about using it.	
7	Sep 27, 2011 9:30 PM	Consideration should be given to the children who have already had to change schools once. It should not be an option for them to have to change schools yet again.	
8	Sep 26, 2011 10:01 PM	The boundary review committee should present more than one option to the Trustees. In our scenario it came down to one option presented and it was clear that the trustees were pressured to make a decision with only one option to choose from. In order for the process to be effective there should be two recommendations from the Boundary Review Committee - and one could be listed as "preferred."	
9	Sep 26, 2011 4:46 PM	Constant communication and updates.	
10	Sep 25, 2011 4:34 PM	There is a need to ensure all voices are heard - the format as it is generally shuts out the poor and ESL communities. Even the options discussed in this survey do not consider multiple communities. If a family doesn't have a computer or know to check the Board website, how would they be able to participate? Sometimes we need to sacrifice what is expedient and easy for what may take more time and is riskier to ensure that we are including the voices of all. As well - when we are doing a review we need to make sure that we actively seek out marginalized families - go to their homes, talk to them, let them know that their voices are as important as the voices of the wealthy	
11	Sep 25, 2011 1:19 PM	The timelines between meetings are very short. Parents need more of an opportunity to view information, seek clarification and be able to discuss issues which will impact their children and family life.	
12	Sep 23, 2011 1:25 PM	More information to the parents. Didn't even know there was a committee for this, and I am on the school parent council.	
13	Sep 23, 2011 10:48 AM	Going through the review.....we felt right from the beginning that the decision had already been made and that no matter what comments or questions were presented that it wouldn't change.¶ Maybe a bit of flexibility in terms of some children with extreme circumstances, could be considered? ¶ Personally I was just going through chemo at the time and my son was already emotionally in a very fragile state, to have moved schools would devastated him! ¶ Having to go through another major change at that time was the last thing he needed!! I wish someone would have taken him into consideration.....sometimes there are special situations to consider.	
14	Sep 23, 2011 4:11 AM	It seems a decision has already been made so I really don't understand what the purpose is by having all these meetings. At least this is how I felt with the St. Timothy boundary change. Matter of fact, it looked good but I think it was a waste of time.	
15	Sep 22, 2011 3:17 PM	I felt that the process was not nearly transparent enough nor was there enough opportunity for dialogue, whether written or verbal.	
16	Sep 22, 2011 1:51 AM	The Hespeler review was a short process in a lot of ways. We started the school year off in 2010 with our children at OLOF. In 2 short months, we found out that our children were not being proposed to move to St. Elizabeth. That seemed to come out of no where and was very upsetting to our children and school community. Here we are 1 year later and our children are already at St. Elizabeth. The whole process was way too fast and we didn't have much chance to prepare our children for this move. It really caused fractures in the school community as each group wanted to protect their children from being moved.¶ The planning department surely saw this coming and meetings should have started to take place in the spring of 2010 when the over crowding was getting worse at OLOF and more portables were to be added.¶ ¶ There should be better timelines for accomodation reviews so that parents are better informed when they move into a neighbourhood about possible changes in boundaries. More meetings should be held to give more public input from the community. The meeting process should be longer than just a few short months.	
17	Sep 22, 2011 12:44 AM	I did not like that there were two open house formats. I think one would have been appropriate but the second should have been a more formal question/answer.	
18	Sep 21, 2011 5:42 PM	Have as much input from the public as possible.	
19	Sep 21, 2011 12:08 PM	I would make it quicker. It was very disruptive to our school moral this past year and it was because it kept taking longer and longer to decide.	

20	Sep 21, 2011 12:41 AM	Consider concrete street boundaries without dividing the existing community. Think about who the kids and the social impact it will have to going to the new school (ie bused kids don't walk to school and do not play in the neighborhood they attend school in. It is difficult to develop relationships. Consider the emotional upheaval and it is worth transferring a small number of kids.
21	Sep 20, 2011 10:24 PM	B R Process needs to be as transparent as possible! B R Process needs to be done ONE YEAR before it will affect potential students so that there is time for families to adjust to new realities.]] Principal should be source of information ONLY and not a voting member of the committee. Acting only as a resource at the meetings.
22	Sep 20, 2011 9:56 PM	Clear benefits need to be identified for all options with current information from the schools. Numbers need to be as accurate as possible. I know this may be harsh but I believe that bus students should be considered prior to walking students. Walking students do not cost the board any additional money to get to school.If all students possible impacted are all walkers then I believe it is fair came.
23	Sep 20, 2011 7:35 PM	After the mess in Hespeler where the planners tried to cover up the fact that they made a huge mistake by moving the Mattamy kids to OLOF I would insist on true transparency. Also, stop manipulation of process by those with obvious conflicts of interest.
24	Sep 20, 2011 5:59 PM	--
25	Sep 20, 2011 5:21 PM	I suggest that to aid in the Accommodation Review, the pastor within the parish should be asked if he wishes to sit on the committee. The pastor would be considered an independent voice on the panel since all the schools are part of the parish.
26	Sep 20, 2011 5:16 PM	We need Bigger school boundary for bus service!!!!. A lot of people think it is not logical to have grade 4 walk that distance to school. Some parents cant walk them. Kitchener is a city with lots of lights and intersections to cross. Please think of the safety of these kids!!!! We need more bus service for the kids. Bring back the old boundary and be more open to people with special needs that cant walk there little one to school but love and adore them and value there safety.
27	Sep 20, 2011 1:00 PM	I had the fortunate experience of sitting on the Accomodation process and from my perspective it would have been ideal to have written down what the expectations were from the 'Parent" representative. What the rules/responsibilities are for this role.]]]] Now maybe this was given to me and I have just forgotten but I remember beginning this role and asking myself, "what do I say now?".
28	Sep 20, 2011 12:29 AM	More detailed information communicated regularly
29	Sep 19, 2011 10:11 PM	I think when decisions this important are being considered there should be multiple forms of communication to ensure the masses are notified of upcoming meetings. There should be a stronger focus on the spreading of the student population at each of the high schools as well.
30	Sep 19, 2011 9:22 PM	Look at long term goals ie..future residential homes coming in the area.]] Don't change boundaries to make people walking go farther..Do not include students in the senior grades(friends/self esteem) is a huge thing to adjust to in those grades, cap it at grade 4 students and younger, not as established, Don't build a new school until truly needed , another school in the Hespeler area..is it really needed..How many kids will be leaving both schools,in the future.
31	Sep 19, 2011 9:15 PM	The whole process should be more open and invite parent participation from the outset, not at the end when solutions or final solution is being presented. Committee members should be made to disclose their own addresses and it should be encouraged to have parents from different areas of the boundary, not 2 from the same area. The staff involved should be more open to listening to other parent input at any 'open house' forum. Reviews should be more considerate of the timeframe involved, even without the delay due to parent delegations a decision as scheduled for March did not show parents and students sufficient consideryion for a boundary change for the same September. Trustees should be more informed up front of the current boundaries including public school board boundaries. e.g. Trustees were not aware Silverheights students were bussed to SES and that the North Ellis area was a public school board boundary. Committee meetings must be open house and parents must be encouraged to provide constructive comments and questions.
32	Sep 19, 2011 1:06 PM	I found the last boundary review process (St. Nicholas/Holy Rosary) etc... very frustrating as the gentleman that we talked with from the Board could not provide answers to our questions at the open houses. We thought he should have come to the meetings able to provide answers to any questions he was asked. We did not think this was very professional.
33	Sep 19, 2011 2:52 AM	A model that represents a buisness analysis. Often the reviews seem to be but an exercise of decisions already made as demonstrated by investment strategy from prior years.
34	Sep 19, 2011 1:25 AM	I would think it would be important to have a meeting of all parents with children affected by the change. When our school went through a change, many accomodations were made for the students moving to the other school (i.e. students were put together in classes), but nothing was done for the children staying. It was not recognized until after the change happened that it was as traumatic for the students staying that their friends were no longer there. Information should be more forthcoming and the committee should look further ahead than 2 years. Sometimes changes are made based on the immediate need, but in a year or 2, the change would not have had to happen.
35	Sep 17, 2011 6:39 AM	Use differents ways of reaching the people involved. In my particular case I did not have any information before today.
36	Sep 16, 2011 6:41 PM	Adding more parents to the committee from the school which are effected for boundry or closures. We need a more personal stage from us parents who would love to be involved and are not because the personall who make the final decisions, their children most likely don't go to the effected schools. It would help us understand the reasoning and we can bring that information back to parent council and rest of the school.

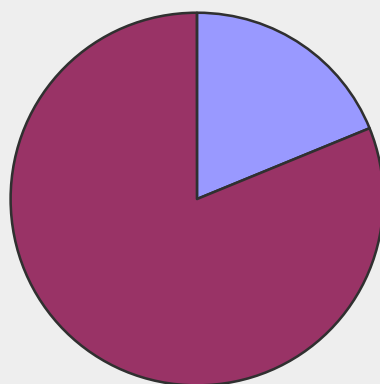
37	Sep 16, 2011 4:06 PM	<p>Actually take what parents say into consideration and provide responses to their concerns and how they were or weren't addressed.]</p> <p>]</p> <p>In the past school closure decision, it felt at times that decisions were already made before talking to the public.</p>
38	Sep 16, 2011 3:53 PM	<p>food and drink provided for attendees</p>
39	Sep 16, 2011 1:51 PM	<p>More detailed information about the rationale, the budget, the benefits, costs, threats and opportunities, presented in plain language and simple terms so that everyone can understand them. Adequate lead time to allow people to read and process the information.</p>

Accommodation Process Review

Our next step is to conduct a focus group on October 18th 6:30-8:30pm to further discuss these potential changes to our policies and procedures. Would you be interested

Answer Options	Response Percent	Response Count
Yes	18.8%	41
No	81.2%	177
	<i>answered question</i>	218
	<i>skipped question</i>	28

Our next step is to conduct a focus group on October 18th 6:30-8:30pm to further discuss these potential changes to our policies and procedures. Would you be interested in participating in the focus group session?



**PROPOSED CHANGES TO APF008 “PUPIL ACCOMMODATION REVIEW PROCESS”
PUPIL ACCOMMODATION REVIEW PROCESS TASK FORCE**

October 24, 2011

Current Pupil Accommodation Review Process (APF008)	Recommended Changes
<p><u>PURPOSE:</u> The purpose of this administrative procedures memorandum is to outline the procedures to be followed when conducting pupil accommodation reviews. The procedure deals with accommodation reviews where the likely outcome of the review is the consolidation or closure of one or more school buildings.</p>	<p><i>Note: Public meetings held during the review process will now be referred to as Public Consultation Sessions to avoid confusion with the formal public meetings held with the Board of Trustees. All wording in this AP memo will be revised accordingly.</i></p>
<p><u>REFERENCES:</u></p> <ul style="list-style-type: none"> • Executive Limitation IV 008, “Financial Conditions and Activities”...“The CEO shall not: <ol style="list-style-type: none"> 9. Acquire, encumber or dispose of real property.” • Executive Limitation IV 010, “Facilities/Accommodations”... “The CEO shall not: <ol style="list-style-type: none"> 1. Allow material changes to facilities, boundary changes, or the closure of existing facilities to occur without established procedures. 2. Fail to present to the board an annual report on current enrolment status, future demographic trends and a list of potential schools being considered for boundary changes or closure. • Ministry of Education, Pupil Accommodation Review Guidelines. • Ministry of Education, Administrative Review of Accommodation Review Process. 	<p><i>Note: this policy needs to reflect the following changes that have been made to the Executive Limitations (changes are underlined).</i></p> <p><u>8.</u> Acquire, encumber or dispose of real property.”</p> <p>The CEO shall not:</p> <ol style="list-style-type: none"> 1. Allow material changes to facilities, boundary changes, or the closure of existing facilities to occur without established procedures <u>that includes the board appointing two trustees as non-voting members of the Accommodation Review Committees.</u> <p><i>Note: Typical practice has included two trustees on the ARC but the existing Executive Limitation refers to one Trustee. This discrepancy needs to be resolved.</i></p>

<p><u>DEFINITIONS:</u></p> <p>“Consolidation” means an action where two or more schools are realigned into one or more schools.</p> <p>“Closure” means a school has been closed as a result of the consolidation process and is surplus to the needs of the school system.</p>	<p><i>Add:</i> “Public Consultation Session” is a public session designed to encourage an open and informed exchange of views. A Public Consultation Session may take on various formats such as an open house, formal public meeting with a presentation and question/answer period, information session, etc.</p>
<p><u>COMMENTS:</u></p> <p>An accommodation review process may be initiated whenever an enrolment situation has been identified that requires an alternative accommodation solution. These situations may be caused by an excess of students at a school or schools within a planning area, where there is a lack of enrolment causing an inefficiency in the use of Board resources, or where other factors suggest that an alternative accommodation solution should be explored (e.g. building condition, excessive transportation costs, etc).</p> <p>When considering the rationale for conducting an accommodation review it is necessary to recognize that one set of criteria cannot be applied to all situations and each potential review area must be evaluated on its own merits. For instance the criteria to evaluate the need review schools in an urban area may not have the same priority when applied to a rural area e.g. high transportation costs.</p> <p>Two types of accommodation reviews are defined in this policy as follows:</p> <ul style="list-style-type: none"> a) Part A – Boundary Review: The purpose of a boundary review is typically to transfer students from one school to another school in order to balance enrolment. b) Part B – School Closure Review: The school closure review process applies where one or more schools is being considered for closure. This process reflects the Ministry of Education Pupil 	<p><i>Revise:</i> For instance, the criteria used to evaluate urban schools may differ from the criteria used to evaluate rural schools.</p>

<p>Accommodation Review Guideline (Revised June 2009). Closure reviews apply only to schools offering elementary or secondary regular day school programs.</p> <p>The following outlines the circumstances where there is no requirement to undertake a boundary or closure review. In these circumstances, the Board will consult with local school communities about the proposed accommodation options for students in advance of any decision by the Board.</p> <ul style="list-style-type: none"> • Where a replacement school is to be rebuilt by the board on the existing site, or rebuilt or acquired within the existing school attendance boundary as identified through the board’s existing policies; • Where the board has leased a building, or part of a building, to provide elementary or secondary pupil accommodation and the lease is being terminated; • When the board is planning the relocation in any school year or over a number of school years of a grade or grades, or a program, where the enrolment constitutes less than 50% of the enrolment of the school. This calculation is based on the enrolment at the time of the relocation or the first phase of a relocation carried over a number of school years; • When the board is repairing or renovating a school, and the school community must be temporarily relocated to ensure the safety of students during the renovations; or • Where a facility has been serving as a holding school for a school community whose permanent school is over-capacity and/or under construction or repair. 	<p>The <u>Ministry of Education Public Accommodation Review Guidelines</u> outline <u>specific</u> circumstances where there is no requirement to undertake a boundary or closure review. In the circumstances <u>below</u>, the Board will consult with local school communities about the proposed accommodation options for students in advance of any decision by the Board</p>
<p>PART A: <u>BOUNDARY REVIEW PROCESS</u></p> <p>The Boundary Review Process will ensure that the public has adequate opportunity to comment on the alternative solutions, the impact on affected students has been considered and that the decisions are based</p>	<p><i>Note: No changes are proposed to this section</i></p>

<p>on an efficient and equitable use of system resources. In most cases, the final approval of a boundary change rests with the Board of Trustees and would involve a full public consultation process. There are, however, two exceptions to this rule which would allow senior administration to be the decision making body. These exceptions are as follows:</p> <ul style="list-style-type: none"> • Where a boundary change is being considered for an area where there are no existing students, the boundary options may be considered by senior administration and a decision reached by them without community consultation. • Where there are relatively few students affected by a proposed boundary change, the families of those students will be consulted directly and given an opportunity to comment on the boundary options being considered. Following this consultation, senior administration may make a decision or elect to conduct a full review. <p>Where senior administration is the decision making body, the proposed boundary change will be communicated directly to the affected school community. In addition, the details of the boundary change will be posted on the Board’s website accompanied by a written report explaining the rationale for the change. The public will have the ability to appeal the decision of senior administration to the Board of Trustees within thirty days of public notification. The Board, upon receipt of an appeal, will have the option of endorsing the decision of senior administration or ordering administration to conduct a full review. If no appeal is received within thirty days of the notification date the decision of senior administration will be final.</p>	
<p>a) Boundary Review Committee (BRC)</p> <p>The Boundary Review Committee is an advisory committee appointed by the Board of Trustees. The purpose of the committee is to provide feedback to Board administration regarding alternative accommodation scenarios and implementation recommendations. The following people</p>	<p>The Boundary Review Committee is an advisory committee appointed by the Board of Trustees. The purpose of the committee is to provide feedback to Board administration regarding alternative accommodation scenarios and implementation recommendations. <u>Committee members</u></p>

<p>will be invited to sit on the boundary review committee:</p> <ul style="list-style-type: none"> • School Superintendent(s) of the affected school(s) (Chair) • A parent representative from each school in the review • Principal from each school included in the review • Senior Manager of Capital Planning • Senior Manager of Public Affairs 	<p><u>will consider the needs of the entire school system in their deliberations and will resist advocating for any particular school or schools.</u> The following people will be invited to sit on the boundary review committee:</p> <p><i>Revise:</i></p> <ul style="list-style-type: none"> • Two parent representatives from each school in the review • Chief Managing Officer (<i>change job title</i>) • Two (2) trustees (non-voting members) <p>For secondary boundary reviews, one student representative from each school will be invited to sit on the BRC.</p> <p><i>Add:</i> Parents of each school community will be invited to apply to become a parent representative on the BRC. Parent representatives will be selected by the principal at each school. No substitute parent reps will be allowed to attend BRC meetings in the absence of the designated parent reps.</p> <p>All voting members of the BRC must attend a predetermined number of BRC meetings and public consultation sessions to be eligible to vote. This number will be set by the BRC chair at the beginning of the review.</p> <p>Should a parent representative be absent for a vote, that parent may submit their vote by proxy to the principal prior to the vote.</p> <p>If, for any reason, the committee refuses to complete, or dramatically delays, the review process then board administration may continue on their behalf. (<i>this is existing policy that was moved from another section</i>)</p>
	<p><i>Add: b) Committee Meetings</i></p> <p><i>Add:</i> Meetings of the BRC will be open to the public. The BRC will take delegations at a minimum of three committee meetings throughout the review. Delegations must register in advance if they wish to address the</p>

	<p>BRC.</p> <p>Members of the public attending committee meetings are expected to act with decorum and in a manner that respects the work of the committee. Individuals or groups that disrupt the work of the committee proceedings may be asked to leave.</p>
	<p><i>Add:</i> c) Terms of Reference</p> <p>The Terms of Reference for the BRC will include the committee’s purpose, their responsibilities, a set of Reference Criteria that frame the parameters of the discussion, and the procedures for conducting the review. A generic Terms of Reference has been attached as an example of what the terms of reference may contain (Appendix B).</p>
<p>b) Boundary Review and Analysis</p> <p>The Boundary Review Committee will review potential boundary changes including the various factors that could be considered in making a decision. These factors may include (but not be limited to) the following:</p> <ul style="list-style-type: none"> • Existing and proposed boundaries • Enrolment projections (5 or 10 years, as appropriate) • Future residential growth potential • Number of students potentially impacted by the boundary change • Implications for program delivery • Facility utilization • Transportation considerations • Financial impacts <p>The Boundary Review Committee is responsible for providing recommendations to senior administration regarding a preferred boundary configuration and implementation recommendations.</p>	<p><i>Revise:</i> d) Boundary Review and Analysis</p> <p><i>Revise:</i></p> <ul style="list-style-type: none"> • Transportation considerations (number of walking and bussed students, bell times, efficiency) • Financial impacts (operating costs, staff costs, transportation costs) <p><i>Add:</i></p> <ul style="list-style-type: none"> • Capital implications (portables, new construction, facility renewal) • Implications for program delivery (class size, grade structure, specialized program offering) <p><i>Revise:</i> The Boundary Review Committee is responsible for providing recommendations to senior administration regarding a preferred boundary configuration and implementation recommendations. <u>Senior administration will bring the recommendations of the BRC to the Board of Trustees. Senior Administration may also bring their own</u></p>

<p>If, for any reason, the committee refuses to complete, or dramatically delays, the review process then board administration may continue on their behalf.</p>	<p><u>recommendations forward at that time. The Board of Trustees will make the final decision.</u></p> <p><i>Note: This has been moved to another section.</i></p>
<p>c) Community Consultation and Public Meetings</p> <p>The public consultation process must include a minimum of two public meetings prior to the meeting where a decision will be made. The mandatory public meetings may include the meeting at which the preferred option and implementation recommendations are first presented to the Board of Trustees. Additional public meetings may be scheduled as necessary to ensure that there has been an appropriate opportunity for public consultation.</p> <p>Public meetings will be publicized in advance through a range of methods. The meetings should be held at the school(s) under review, if possible, or in a nearby facility if physical accessibility cannot be provided at the school(s).</p> <p>Public meetings will be structured to encourage an open and informed exchange of views.</p> <p>All information presented at public meetings, including the final report to the Board outlining the recommended option, will be made available on the Board website.</p>	<p><i>Revise:</i> e) Community Consultation</p> <p><i>Add:</i> The purpose of the public consultation process is to keep the public informed, listen to and acknowledge concerns and to receive feedback. The BRC will report on how public input influenced the recommendations.</p> <p><i>Revise:</i> The public consultation process must include a minimum of two public meetings prior to the meeting where <u>the preferred option and implementation recommendations are first presented to the Board of Trustees. The preferred option and draft recommendations of the committee will be presented to the public before they are presented to the Board.</u> Additional public meetings may be scheduled as necessary to ensure that there has been an appropriate opportunity for public consultation.</p> <p><i>Add:</i> A summary of the communications will be kept and shared with the Board of Trustees and the BRC throughout the review process.</p> <p><i>Add:</i> Public consultation sessions will contain presentation and open house components.</p> <p><i>Add:</i> All data, reports, submissions, parent/ratepayer comments received during the BRC process are subject to Freedom of Information/Protection of Privacy legislation. All written public comments received by staff will be distributed to BRC members and the Board of Trustees in their entirety. Comments that contain derogatory or otherwise inappropriate comments or comments that contain personal or sensitive information</p>

	<p>will not be distributed.</p> <p>Public comments received throughout the process may be shared with the public and may become part of the public record.</p> <p>Trustees are encouraged to attend all public consultation sessions. The Board of Trustees will receive an update after the public consultation session where initial accommodation options are discussed.</p>
	<p><i>Add: f) Board Meetings</i></p> <p>The public consultation sessions will be followed by three board meetings at which the accommodation review would be considered.</p> <ul style="list-style-type: none"> • The first of those meetings would involve the presentation of the ARC's Accommodation Report and delegations from the public. • The second meeting would include questions of clarification from the trustees and delegations from the public. • The final meeting would be held for trustee decision-making and no delegations would be permitted. <p>There must be a minimum of seven calendar days between the meeting when the board received the last delegation(s) and the meeting when the Board of Trustees make a decision.</p> <p>Delegations must adhere to the WCDSB General Board Operational and Procedural By-law.</p> <p>The community will be made aware of the dates and times of Board Meetings in a similar manner to the notification provided for the other public consultation sessions.</p>
<p><u>PART B: CLOSURE REVIEW PROCESS</u></p> <p>In October 2006, the Ministry of Education released Pupil Accommodation Review Guidelines to provide direction to school boards</p>	<p><i>Note: No changes are proposed to this section</i></p>

<p>regarding accommodation reviews where school closure is a possibility. These guidelines were subsequently revised in June 2009.</p> <p>The guidelines are meant to ensure that decisions regarding school closures are made with the full understanding and involvement of the local community and that a broad range of criteria have been considered regarding the quality of the learning environment for students. The Board’s accommodation review process must, at a minimum, reflect the policies outlined in the Ministry’s Pupil Accommodation Review Guidelines (Appendix A).</p>	
<p>a) Accommodation Review Committee (ARC)</p> <p>Each closure review process will be conducted by an Accommodation Review Committee appointed by the Board of Trustees. The recommended composition of the committee is as follows:</p> <ul style="list-style-type: none"> • School Superintendent (Chair) • A parent representative and an alternate from each school in the review (only one vote per school) • Principal from each school included in the review • Chief Financial Officer (or designate) • Senior Manager of Capital Planning • Senior Manager of Public Affairs • Two Trustees (non-voting) • Business and municipal representatives (where possible) <p>Business representatives must not be affiliated in any way with the schools under review. Municipal representatives will be appointed by the local municipality.</p> <p>If, for any reason, the ARC refuses to complete or dramatically delays the review process then board administration may continue on behalf of the ARC.</p>	<p><i>Add:</i> Committee members will consider the needs of the entire school system in their deliberations and will resist advocating for any particular school or schools.</p> <p><i>Revise:</i></p> <ul style="list-style-type: none"> • Two parent representatives from each school in the review • Chief Managing Officer (<i>change job title</i>) • Parish representative (where possible) <p><i>Revise:</i> Business and Parish representatives must not be personally affiliated in any way with the schools under review.</p> <p><i>Add:</i> For secondary boundary reviews, one student representative from each school will be invited to sit on the ARC.</p> <p><i>Add:</i> Parents of each school community will be invited to apply to become a parent representative on the ARC. Parent representatives will</p>

	<p>be selected by the principal at each school. No substitute parent reps will be allowed to attend ARC meetings in the absence of the designated parent reps.</p> <p>All voting members of the ARC must attend a predetermined number of ARC meetings and public consultation sessions to be eligible to vote. This number will be set by the ARC chair at the beginning of the review.</p> <p>Should a parent representative be absent for the vote, that parent may submit their vote by proxy to the principal prior to the vote.</p>
	<p><i>Add: b) Committee Meetings</i></p> <p><i>Add:</i> Meetings of the ARC will be open to the public. The ARC will take delegations at a minimum of three committee meetings throughout the review. Delegations must register in advance if they wish to address the ARC.</p> <p>Members of the public attending committee meetings are expected to act with decorum and in a manner that respects the work of the committee. Individuals or groups that disrupt the committee proceedings may be asked to leave.</p>
<p>b) Terms of Reference</p> <p>The Terms of Reference for the ARC will include the committee’s purpose, their responsibilities, a set of Reference Criteria that frame the parameters of the discussion, and the procedures for conducting the review. A generic Terms of Reference has been attached as an example of what the terms of reference may contain (Appendix B).</p>	<p><i>Revise: c) Terms of Reference</i></p> <p><i>Note: Ministry guidelines require the preparation of terms of reference for the review committee.</i></p>
<p>c) School Information Profile</p> <p>A School Information Profile (SIP) will be completed for each school in the accommodation review. The purpose of the SIP is to provide basic information on each school to inform the ARC and the community with regard to the objectives and Reference Criteria outlined in the Terms of</p>	<p><i>Revise: d) School Information Profile</i></p> <p><i>Note: Ministry guidelines stipulate the preparation of a SIP and the inclusion of consideration for value to student, value to board, value to community and value to local economy.</i></p>

<p>Reference. A generic School Information Profile is attached (Appendix C). The School Information Profile includes data for each of the following four considerations:</p> <ul style="list-style-type: none"> • Value to the student • Value to the school board • Value to the community • Value to the local economy <p>It is recognized that the school’s value to the student takes priority over the other considerations about the school. The School Information Profile will be completed by board administration for each of the schools in the review. The same profile template will be used for each school in the review. The completed School Information Profile will be provided to the ARC to discuss, consult on, modify based on new or improved information, and finalize. The final School Information Profiles and the Terms of Reference will provide the foundation for discussion and analysis of accommodation options.</p>	
<p>d) Accommodation Options</p> <p>A variety of accommodation options will be examined by the ARC. These options may be developed by Board administration or by the ARC. Board administration will provide the necessary data, where possible, to enable the ARC to examine the options. As the ARC considers accommodation options, the members have a responsibility to consider the needs of all students objectively and fairly.</p> <p>The ARC may recommend options that include capital investment. In these situations, the Board will advise on the availability of funding and where no funding exists the ARC must propose how students would be accommodated if funding does not become available.</p> <p>The ARC will submit an Accommodation Report to the Director of Education that outlines the process the ARC followed, the preferred</p>	<p><i>Revise: e) Accommodation Options</i></p>

<p>accommodation option and recommendations for implementation. Committee members may have differing opinions and consensus may not be reached by the ARC. The Accommodation Report will reflect the range of opinions expressed by the ARC, including those that are in opposition to the final recommendations.</p> <p>Should the Director of Education disagree with the ARC’s recommendations, a dissenting report will be prepared. The dissenting report should outline specific concerns with the ARC recommendations, the rationale/analysis supporting these concerns, and the Director’s recommendations to the Board of Trustees. Both reports would then be presented to the Board of Trustees for a final decision.</p>	
<p>e) Community Consultation and Public Meetings</p> <p>Once an accommodation review has been initiated, the ARC must ensure that a wide range of school and community groups are consulted. These groups may include the school councils, parents, guardians, students, teachers, the local community and other interested parties.</p> <p>The public consultation process must include a minimum of four public meetings to consult about the School Information Profile, the accommodation options and the ARC’s Accommodation Report.</p>	<p><i>Revise: f) Community Consultation</i></p> <p><i>Add:</i> The purpose of the public consultation process is to keep the public informed, listen to and acknowledge concerns and to receive feedback. The ARC will report on how public input influenced the decision.</p> <p>The preferred option and recommendations of the committee will be presented at one of these public consultation sessions.</p> <p>Public meetings will be structured to encourage an open and informed exchange of views. <u>Public consultation sessions will contain presentation and open house components.</u></p> <p>All data, reports, submissions, parent/ratepayer comments received during the ARC process are subject to Freedom of Information/Protection of Privacy legislation. All written public comments received by staff will be distributed to ARC members and the Board of Trustees in their entirety. Comments that contain derogatory or otherwise inappropriate comments or comments that contain personal or sensitive information will not be distributed.</p> <p>Public comments received throughout the process may be shared with</p>

<p>A summary reflecting the full range of opinions expressed at the public meetings will be made available on the Board website. All information and presentation materials from the public meetings will be also be made available on the Board website.</p> <p>Public meetings must be well publicized, in advance, through a range of methods and held at the school(s) under review, if possible, or in a nearby facility if physical accessibility cannot be provided at the school(s). Public meetings will be structured to encourage an open and informed exchange of views.</p>	<p>the public and may become part of the public record.</p> <p>A summary of the communications will be kept and shared with the Board of Trustees and the ARC throughout the review process.</p> <p>Trustees are encouraged to attend all public consultation sessions. The Board of Trustees will receive updates:</p> <ul style="list-style-type: none"> • after the public consultation session where the school information profiles are discussed; and • after the public consultation session where initial accommodation options are discussed.
	<p><i>Add: g) Board Meetings</i></p> <p>The four public consultation sessions will be followed by three board meetings at which the accommodation review would be considered.</p> <ul style="list-style-type: none"> • The first of those meetings would involve the presentation of the ARC's Accommodation Report and delegations from the public. • The second meeting would include questions of clarification from the trustees and delegations from the public. • The final meeting would be held for trustee decision-making and no delegations would be permitted. <p>There must be a minimum of seven calendar days between the meeting when the board received the last delegation(s) and the meeting when the Board of Trustees make a decision on a school closure.</p> <p>Delegations must adhere to the WCDSB General Board Operational and Procedural By-law. This requires delegations to pre-register with</p>
<p>f) Timelines</p> <p>After the intention to conduct a closure review has been announced by the school board, there must be no less than 30 calendar days notice prior to the first of a minimum of four public meetings. Beginning with</p>	<p><i>Note: No changes are proposed to this section</i></p>

<p>the first public meeting, the public consultation period must be no less than 90 calendar days.</p> <p>The completed Accommodation Report will be posted on the Board’s website upon receipt by the Director of Education. Once the report has been received, there must be a minimum of 60 calendar days notice prior to the meeting where the Board of Trustees will vote on the recommendations.</p> <p>Summer vacation, Christmas break and Spring break, including adjacent weekends, must not be considered part of the 30, 60, or 90 calendar day periods.</p>	
<p>g) Administrative Review of Accommodation Review Process</p> <p>The Ministry of Education has outlined a process by which the public may apply for administrative review of a Board decision. The Ministry guidelines are contained in Appendix D. Administrative review applies only to those reviews that follow the closure process and do not apply to boundary review decisions. An administrative review cannot overturn a decision by the Board of Trustees and can only examine the Board’s process. A review of a school board’s accommodation review process may be sought if the following conditions are met.</p>	<p><i>Note: there is no process for administrative review for boundary reviews. This section has been taken directly from the Ministry Guidelines.</i></p>
<p>An individual or individuals must:</p> <ul style="list-style-type: none"> • Submit a copy of the board’s accommodation review policy highlighting how the accommodation review process was not compliant with the school board’s accommodation review policy. <ul style="list-style-type: none"> ○ The petition must be specific in terms of what parts of the process is being challenged relative to Board policy. • Demonstrate the support of a portion of the school community through the completion of a petition signed by a number of supporters equal to at least 30% of the affected school’s headcount (e.g., if the headcount is 150, then 45 signatures would be required). Parents/guardians of students and/or other individuals that participated in the accommodation review 	<p><i>Note: No changes are proposed to this section</i></p>

<p>process are eligible to sign the petition. Only one signature per household will be counted for the purpose of meeting the required percentage of supporters.</p> <ul style="list-style-type: none"> ○ The petition should clearly provide a space for individuals to print and sign their name; address (street name and postal code); and indicate whether they are a parent/guardian of a student attending the school subject to the accommodation review, or an individual who has participated in the review process. ● Submit the petition and justification to the school board and the Minister of Education within thirty (30) days of the board's closure resolution. 	
<p>The school board would be required to:</p> <ul style="list-style-type: none"> ● Confirm to the Minister of Education that the names on the petition are parents/guardians of students enrolled at the affected school and/or individuals who participated in the review process. ● Prepare a response to the individual's or individuals' submission regarding the process and forward the board's response to the Minister of Education within thirty (30) days of receiving the petition. 	<p><i>Note: No changes are proposed to this section</i></p>
<p>If the conditions set out above have been met, the Ministry would be required to:</p> <ul style="list-style-type: none"> ● Undertake a review by appointing a facilitator to determine whether the school board accommodation review process was undertaken in a manner consistent with the board's accommodation review policy within thirty (30) days of receiving the school board's response. 	<p><i>Note: No changes are proposed to this section</i></p>
<p>The Ministry of Education attachments and the forms developed to be in compliance with Ministry of Education school review processes will be attached as appendices to this AP memo. They are Ministry documents and cannot be changed by the Board of Trustees.</p>	<p><i>Note: No changes are proposed to this section</i></p>

TO: Board of Trustees
CC:
FROM: Fr. R. Hétu, Chair
DATE: October 3, 2011
SUBJECT: Pastoral Care Team Committee Recommendations

Recommendations from Fr. Robert Hétu, Chair of the Pastoral Care Team for the Board of Trustees' agenda, Monday, October 24, 2011 for approval:

THAT the Board of Trustees approve a retreat for trustees, senior administration and Fr. F. Scinto using "Build Bethlehem Everywhere" led by an outside facilitator.

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



Waterloo Catholic
District School Board



QUALITY • INCLUSIVE • FAITH-BASED • EDUCATION

Date	Time	Board Meeting Activity	Other Activities
Sep 30			System Faith Day <ul style="list-style-type: none"> • Keynote Bishop Crosby, OMI • Waterloo Recreation Centre
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			Provincial Election
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"> • Discussion on the Board Operating By-Law • Student Achievement: Special High Skills Major • Consultation in schools - Linkages • 	
Oct 18	9:30 am – 3 pm	• OCSTA Regional Workshop, Waterloo CDSB Office	
Oct 20	7 p.m.		St. Mary H.S. Graduation



QUALITY • INCLUSIVE • FAITH-BASED • EDUCATION

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"> • Board Policy II Board Job Description • Board Policy IV 009 Asset Protection • • 	
Oct 26	6 p.m.	<ul style="list-style-type: none"> • CPIC (Catholic Parent Involvement Committee) 	
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"> • Board Policy 	
Nov 21	6 p.m.	Committee of the Whole <ul style="list-style-type: none"> • Student Achievement: Allocation of EA's & CYCWs • Risk Management Discussion • Follow-up to Treatment of Staff Survey • OCSTA AGM resolutions 	



QUALITY • INCLUSIVE • FAITH-BASED • EDUCATION

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"> • Board Policy II 004 Advocacy and Advertising • Board Policy IV 006 Employee Compensation • Board Policy IV 008 Financial Condition and Activities • Quarterly Financial Update 	
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"> • CEO Annual Report (Edn Act) • Board Policy I 001 Ends - Broad Policy Provision • Board Policy II 002 Consultation • Board Policy IV 008, “Financial Condition” Revised Estimates 	
Dec 24-Jan 6			Christmas Break
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	



QUALITY • INCLUSIVE • FAITH-BASED • EDUCATION

Date	Time	Board Meeting Activity	Other Activities
Jan 23	6 p.m.	Committee of the Whole <ul style="list-style-type: none"> • Student Achievement: Supporting the use of data • Shared Facilities • Staffing Process, Layoffs, redundancy in various collective agreements. 	
Jan 18	6 p.m.	CPIC	
Jan 30	6 p.m.	Regular Board Meeting <ul style="list-style-type: none"> • Board Policy II 006 Celebration of Excellence • Board Policy III 002 Unity of Control • Board Policy IV 005 Hiring/Promotions • Board Policy IV 010 Facilities/Accommodations • Board Policy I 001 Ends – Provisions 1 a, 1 b. 	
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"> • Student Achievement: Bright Link Technology • Community Use of Schools (Facilities) • Board Policy IV 003 Treatment of Students 	
Feb 27	6 p.m.	Regular Board Meeting <ul style="list-style-type: none"> • Board Policy II 007 Board Members' Code of Conduct • Board Policy III 003 Accountability of the CEO • Board Policy III 004 • Board Policy IV 002 Treatment of the Public • Board Policy IV 003 Treatment of Students • Board Policy I 001 Ends – Provisions 2 a 	
Mar 5	4:30 p.m.	Newsletter Committee	



QUALITY • INCLUSIVE • FAITH-BASED • EDUCATION

Date	Time	Board Meeting Activity	Other Activities
Mar 5	6 p.m.	Governance Committee	
Mar 7	7 p.m.	SEAC	
Mar 12-16			March Break
Mar 19	6 p.m.	Committee of the Whole <ul style="list-style-type: none"> • Student Achievement : Addressing Gender Differences • Use of Reserves 	
Mar 26	6 p.m.	Regular Board Meeting <ul style="list-style-type: none"> • Board Policy II 008 Chairperson's Role • Board Policy II 013 Cost of Governance • Board Policy II 014 Trustee Expenses • Board Policy III 005 Monitoring CEO Performance • Board Policy IV 008 Quarterly Report • Board Policy IV 012 Communication and Support to the Board • Board Policy I 001 Ends – Provisions 2 c 	
Mar 28	6 p.m.	CPIC	
Apr 2	6 p.m.	Audit Committee	
Apr 4	7 p.m.	SEAC	
Apr 6 - 9			Good Friday, Easter Sunday & Easter Monday
Apr 12	6 p.m.	Elementary/Secondary Pathways	
Apr 16	5 p.m.	Pastoral Care Team	



QUALITY • INCLUSIVE • FAITH-BASED • EDUCATION

Date	Time	Board Meeting Activity	Other Activities
Apr 23	6 p.m.	Committee of the Whole <ul style="list-style-type: none"> • Student Achievement • Definition of Equity – Guiding Principles AP • Board Policy IV 013 Provision #6 • 	
Apr 25-28			OCSTA AGM, Kingston
Apr 30	6 p.m.	Regular Board Meeting <ul style="list-style-type: none"> • Board Policy II 015 Ownership Linkage • Board Policy IV 011 Emergency CEO Replacement • Board Policy I 001 Ends – Provisions 2 b 	
May 2			Bishop's Banquet
May 6-12			Catholic Education Week
May 7	4:30 p.m.	Newsletter Committee	
May 7	6 p.m.	Governance Committee	
May 9	7 p.m.	SEAC	
May 14	5 p.m.	Pastoral Care Team	
May 15	4:30 p.m.	Staff Recognition Evening	



QUALITY • INCLUSIVE • FAITH-BASED • EDUCATION

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			CCSTA AGM, Sudbury
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.	

Number: II 003
Subject: Board Job Description

Approval Date: September 29, 2008

Effective Date: September 29, 2008.

Revised: April 26, 2010.

Policy Statement:

The work of the board is to serve as trustees for the Catholic ratepayers of Waterloo Region in determining and ensuring appropriate organizational performance. To distinguish the board's own unique work from the work of its staff, the board will plan and detail its work annually concentrating its efforts on the following outputs:

1. The link between the organization and the Catholic ratepayers of Waterloo Region.
2. Clarity of values and vision in written governing policies which, at the broadest levels of all organizational decisions and situations, address:
 - a. *Aims/Ends*: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good, for which people and needs, at what cost)
 - b. *Governance Process*: Description of how the board conceives, carries out and monitors its own work
 - c. *Board-Director of Education Relationship*: Delegation of power and its proper use monitored; the Director of Education role, authority and accountability
 - d. *Executive Limitations*: Constraints on executive authority which establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
3. The assurance of Director of Education performance as described in all board policies and detailed in legal responsibilities.
4. Advocacy for positive change to legislation and government policy that impact the organization.
5. Orientation of all new board members.

Monitoring:

Methods:

Frequency:

Date: October 24, 2011
To: Board of Trustees
From: Director of Education
Subject: Monitoring Report on Board Policy IV 009, "Asset Protection"

Type of Report: Internal Monitoring
 External
 Direct Inspection

Type of Information: Information for Decision Making
 Information Only
 Monitoring Information

CEO AFFIRMATION

I hereby present my monitoring report on your Executive Limitations policy IV 009, "Asset Protection" according to the schedule set out. I certify that the information contained in this report is true.

Roger D. Lawler, CEO

INTRODUCTION: This policy was approved by the Board of Trustees on April 28, 2008. This policy was revised in March 2009, June 2010, and May 2011.

BROADEST POLICY PROVISION:

The CEO shall not allow assets to be unprotected, inadequately maintained nor unnecessarily risked.

OPERATIONAL DEFINITION:

I interpret this to mean that prudent management of the system's assets is a key component of our success as a system. The CEO cannot guard against all instances of error or omission. Data contained in this report, however, will demonstrate prudent management of the system's assets within the acceptable means outlined in each policy provision.

I believe that all of the interpretations from the lower level policies cover what else needs to be defined.

STATEMENT OF COMPLIANCE

I report compliance.

POLICY PROVISION #1:

Fail to insure against theft and casualty losses and against liability losses to Board members, staff, or the organization itself.

OPERATIONAL DEFINITION:

I interpret this provision to mean that the Board will ensure that it maintains insurance coverage which is similar to other boards.

Compliance will be demonstrated through verification of our insurance coverage by the Internal Auditor that the insurance coverage is similar to other boards in the education sector and covers the components of the policy provision.

I believe this interpretation is justified because OSBIE is the insurer of record for most Ontario school boards and has established insurance rates for the sector. Secondly, I believe this interpretation is justified because the Internal Auditor acts independently of management and part of the Internal Auditor's role is to provide opinions on whether or not the organization is protected against loss.

DATA TYPE

- Confirmation of coverage OSBIE regarding the education sector
- Statement of attestation from the Internal Auditor

ACTUAL DATA

The Internal Auditor provided the following assurance:

“WCDSB insures itself through the Ontario School Board Insurance Exchange (OSBIE), a school board owned non-profit insurance program with 106 members (including over 70 school boards). OSBIE Director of Risk Management confirms “OSBIE provides insurance to over 90% of the publicly funded school boards in Ontario. With the exception of variations in selected deductible for Property and Automobile, and the selection of certain optional endorsements, all OSBIE members are issued with the same policy coverage wording.” Based on my review of the policy in place, coverage includes theft, casualty losses, and liability losses. Insurance coverage was effective for this reporting period, September 1, 2010 – August 31, 2011 and is similar to other boards.

Based on the procedures performed the CEO is compliant with Policy Provision #1.” [Scott Keys, CA, Internal Auditor, WCDSB]

STATEMENT OF COMPLIANCE

I report compliance.

POLICY PROVISION #2:

Allow unregulated access to funds in any part of the school system.

OPERATIONAL DEFINITION:

I interpret “unregulated access” to mean that there are Board policies and procedures in place to control the use of funds received. The CEO will ensure that appropriate procedures compliant with the OASBO guidelines on school funds are in place to safeguard funds received which will be accepted by the Internal Auditor. The CEO will ensure that appropriate procedures acceptable to the Internal Auditor are in place for funds outside of school funds that come under the OASBO guidelines.

Compliance will be demonstrated through the Internal Auditor’s examination of Board control procedures that are consistent with the OASBO guidelines. A statement of compliance will also be made for any funds that fall outside of the OASBO guidelines.

I believe this interpretation is justified because the Internal Auditor acts independently from management. Thus, through an examination of controls, any unregulated access will be reported. Secondly, I believe this interpretation is justified because the OASBO guidelines are the sector norm. Controls outside of those impacted by the OASBO guidelines reflect accepted business practice.

DATA TYPE

- Examination of control procedures by the Internal Auditor

ACTUAL DATA

The Internal Auditor indicated that “as part of the 2010-2011 Internal Audit Plan, procedures were performed at 17 elementary schools and all 6 secondary schools (including St. Louis). Procedures included: testing monthly bank reconciliations, cash receipts, and disbursements. Through the procedures performed, there are adequate mitigating controls over the segregation of duties of school funds.

I also reviewed the controls in place for funds that fall outside of the OASBO guidelines, which include: facility rentals, payments for retirees benefits, continuing education tuition and fees, and tuition fees for VISA students. Adequate controls are in place over the use of funds.

Based on the procedures performed the CEO is compliant with Policy Provision #2.” [Scott Keys, CA, Internal Auditor, WCDSB]

STATEMENT OF COMPLIANCE

I report compliance.

POLICY PROVISION #3:

Subject plant and equipment to improper wear and tear or insufficient maintenance.

OPERATIONAL DEFINITION:

The CEO will ensure that the Board has procedures and resources in place to adequately maintain plant and equipment within existing resources. Plant and equipment is defined as the mechanical and electrical infrastructure of a facility.

Compliance will be demonstrated through a review by the Senior Manager of Facility Services that there is an adequate number of trained staff to maintain the infrastructure. For compliance regarding “*following procedures*” the data for provision # 4 is utilized since it is through provision #4 that our insurer, OSBIE, tests to see if procedures related to potential liability and loss of life are being followed.

Compliance will further be demonstrated by zero incidences of school day interruptions due to mechanical failures. Finally, compliance for wear and tear or insufficient maintenance will be demonstrated through an analysis of our facilities through the Ministry of Education RECAPP program wherein recommendations are made within existing resources to replace equipment and plant when the equipment or plant falls above a 65% threshold.

I believe this interpretation utilizing data from RECAPP within available resources is justified because:

- the RECAPP program is the industry standard for the education sector where 65% is used as the threshold for when equipment should be replaced.
- The Ministry of Education is the sole funder for capital projects to address maintenance.
- Our current annual funding to address maintenance projects is \$2.1 million.
- Our current backlog for 2010 amounts to \$11.5 million while our overall cumulative backlog is \$100 million.

There will never be sufficient resources to address all of the needs. Consequently, given that the Ministry of Education is the sole funder for capital needs, the CEO can only work within the resources provided and prioritize needs. Otherwise this policy provision would be perpetually non compliant.

Finally, I believe utilizing the data from provision #4 is justified for demonstrating that the appropriate procedures are followed because the methodology through provision #4 is how our insurer audits the system to ensure appropriate standards are in place. For example, the HELP (Human Element Loss Prevention) program measures our attention to areas such as electrical and mechanical and the preventative maintenance methods we employ. Furthermore, the HELP program measures our attention to maintaining logs, training and service logs. All of these areas impact on our maintenance area to ensure we are not using inappropriate procedures, equipment or having our facilities in such a state that loss, in particular loss of life, or liability could occur.

DATA TYPE

- List of equipment replaced for falling above 65% threshold (Appendix A)
- Forecast of renewal needs
- Adequacy of staff
- Annual update of RECAPP data to reflect current condition of facility infrastructure
- Dates of school disruption

ACTUAL DATA

Appendix “A” to this report outlines all of the completed work where analysis through the RECAPP program indicated that the equipment/maintenance fell above the 65% threshold; the standard for the sector.

The table below – outlines the equipment that needs to be replaced because of the 65% threshold. The chart below outlines the project type and the number of schools impacted. A complete list of sites is available from Facility Services upon request.

Maintenance Area	Number of Sites Impacted
Hardware	2
Roofing	6
Flooring	6
Pipe-Controls	2
Windows	4
Doors	1
Exterior	2
Paving	4
Site and Grounds	6
Ceilings	1
Washroom Projects	1
HVAC/Mechanical Systems	1
Utilities Management	5
Electrical and Lighting	29
Fire Systems	2
Emergency Lighting	0
Lockdown Diagrams for All sites	Region Wide
Plumbing	0
Public Address Systems	Region Wide

The funding for these needs is provided annually through the Grants for Student Needs. There is a backlog not only in our system but across many school boards as infrastructure ages.

The following data represents the date of and reason for school closures/interruptions during the past twelve months.

School Name	Date of Disruption/Closure	Reason
St Boniface	June 24, 2010	Power outage, not mechanical failure

With regard to staffing levels, the Senior Manager of Facility Services attests that the individuals are qualified for the roles they have. Qualifications are a key factor in the hiring process. Furthermore, the Senior Manager of Facility Services indicates when there is a challenge replacing a vacant position or there is no one on staff who is qualified to complete a task, the project is contracted out.

Please see the data for provision # 4 below for data on following procedures. This data is collected by our insurer, OSBIE, who conduct annual audits on the school system to test controls where there is a potential for risk of injury to employees and the Board due to unsafe conditions. These controls apply to all staff but to maintenance staff in particular because of the nature of their work whether it be interacting with electrical systems, construction projects, fire systems et cetera – all with a high potential for accidents, including fatalities, if appropriate procedures are not followed.

STATEMENT OF COMPLIANCE

I report compliance.

POLICY PROVISION #4:

Unnecessarily expose the organization, its Board or staff to claims of liability or loss.

OPERATIONAL DEFINITION:

Claims of liability and loss will be mitigated through the implementation of appropriate procedures. These procedures will ensure the risk of injury to employees and the Board due to unsafe conditions is minimized.

Compliance will be demonstrated when we meet or exceed the provincial average insurance rebate for the current year through our rating on the HELP audit [Human Element Loss Prevention] which is used by the board's insurer to determine if, in their estimation, there are significant risks of loss or liability.

I believe this interpretation is justified because our insurance company has a vested interest in ensuring that we have appropriate procedures in place to minimize risk to them. Their review serves as an external assessment of how well we are minimizing our risk. If we meet their standard we receive a rebate on our insurance premiums; if not, our premiums remain the same or rise.

DATA TYPE

- OSBIE HELP (Human Element Loss Prevention)

ACTUAL DATA

The Ontario School Board Insurance Exchange (OSBIE) provides its members with a premium rebate when OSBIE members comply with standards set out in ten key program areas of coverage. The annual audit entitled OSBIE HELP (Human Element Loss Prevention) focuses on ensuring that steps are taken to lessen claims of liability and loss and that our properties and the individuals that occupy them are safe and secure. Our performance over the past five years has resulted in the following:

Year	Province	WCDSB	Qualified for a Rebate of
2011	87%	92%	5% ** see below
2010	88%	94%	4%
2009	84%	88%	4%
2008	83%	83%	4%
2007	82%	80%	4%

Our rebate from 2006 to 2010 has been the same as the provincial average rebate. Our trend over time has been to be at or above the provincial average in four of five years. In two of those years, 2010 and 2011, we exceeded the provincial average by 6% and 5% respectively.

For 2011 our insurance rebate rises to 5%. This is due to the high score received this year. Furthermore, because of the high score for 2011, we are exempt from a HELP audit in 2012. This is a sign of confidence that OSBIE has in our controls. **Congratulations are in order for all staff who work tirelessly to ensure a safe working environment.

STATEMENT OF COMPLIANCE

I report compliance.

POLICY PROVISION #5:

Make any individual purchase without having procedures and protocols in place to ensure compliance with the Province of Ontario Supply Chain Management Guidelines.

OPERATIONAL DEFINITION:

Effective April 1, 2011, the Province of Ontario Supply Chain Management Guideline changed to the Broader Public Services Procurement Directive; as such Purchasing will be undertaken to ensure compliance with the twenty-six mandatory requirements as set out in the Broader Public Services Procurement Directive.

Compliance will be demonstrated annually through a report by the Manager of Purchasing – as attested to by the Internal Auditor – that procurement practises are consistent with the Directive and where procurement is not consistent what actions are being taken to ensure consistency.

I believe this interpretation is justified because the policy calls for procedures and protocols to be in place. The annual report of the Manager of Purchasing – as attested to by the Internal Auditor – will provide evidence that the procedures and protocols are functional and where non-consistency is found action has been taken to correct the matter.

DATA TYPE

- Annual Report of Manager of Purchasing, verified by the Internal Audit Officer, indicating the compliance statistics, and actions taken where there was non-compliance was identified.

ACTUAL DATA

Mandatory Requirement	Description	Compliance
Ethics Policy	Must contain references to personal integrity, professionalism, accountability, transparency, compliance and continuous improvement.	Yes
Segregation of Duties	Segregation of at least three of the five functional procurement roles: Requisition, Budgeting, Commitment, Receipt and Payment	Yes
Approval of Authorities	Approval authority schedule for the purchase of goods, services and consulting	See Note 1
Thresholds for Non-competitive purchases	Defined process and approval authority	Yes
Information Gathering	RFI cannot prequalify or be used to select a vendor	Yes
Supplier Pre-qualification	First stage of a two stage process. Vendors cannot be select as a result of prequalification process	Yes
Posting Competitive Documents	>\$100,000.00 website readily accessible to Canadian suppliers	Yes
Timeline for Tendering	Minimum 15 days	Yes
Bid Receipts	Clearly stated, must be M-F, late bids returned	Yes

Mandatory Requirement	Description	Compliance
Evaluation Criteria	Clearly defined, mandatory's, weighting, price maximum justifiable	Yes
Disclosure of Evaluation Process	Disclose evaluation methodology, tie bid resolution	Yes
Evaluation Team	Declare conflicts of interest, non-disclosure, privacy	Yes
Evaluation Matrix	Each evaluator completes, fair, factual, defensible	Yes
Winning Bid	Highest evaluation score meeting mandatory's awarded	Yes
Non-discrimination	No discrimination or preferential treatment to suppliers as a result of a competitive process	Yes
Executing the Contract	Formal contracts required >\$100,000.00	Yes
Establishing the Contract	Contract released at time of tender/proposal	Yes
Termination Clause	Contract must contain termination clauses	Yes
Term of Agreement Modifications	Extensions must be defined in the RFX and contract	Yes
Contract Award Notification	Award in the same manner as posted	Yes
Supplier Debriefing	Projects >\$100,000 supplier entitled to a debriefing, 60 day notification period	Yes
Non-competitive Procurement	Approval authority for single/sole source	Yes
Contract Management	Proper contract management, vendor maintenance	Yes
Documents and Records Retention	Must have a records retention policy	Yes
Consideration towards Conflicts of Interest	All conflicts must be declared, internal, external	Yes
Dispute Resolution Process Compliance	Must be defined in bid documents	Yes

Note 1 – Substantial compliance was demonstrated at 99.78%. One purchase was incorrectly declared an emergency resulting in an expenditure not having the correct approval. A review of the approval requirements has been completed with the department.

The Internal Auditor reports that “Based on my review of the data provided by Jeff Admans, Manager of Purchasing substantial compliance was demonstrated based on the Broader Public Sector Procurement Directive.”

Purchases were undertaken based on the thresholds set out in this policy provision, excluding emergency purchases, single/sole-source purchases, co-operative purchases, and services estimated in advance based on time and materials.

Based on the procedures performed the CEO is substantially compliant with Policy Provision #5.” [Scott Keys, CA, Internal Auditor, WCDSB]

NOTE 2 – The CEO is reporting compliance because the operational definition states that all purchases will fall within the guidelines and where inconsistency is found, corrective action is taken. This did occur for the one purchase (0.22% of all purchases) that was incorrectly declared an emergency purchase. The other purchases (99.78%) were within the guidelines and no corrective action was required.

STATEMENT OF COMPLIANCE

I report compliance

POLICY PROVISION #6:

Receive, process or disburse funds under controls which are insufficient to meet the Board-appointed auditor's standards

OPERATIONAL DEFINITION:

Controls and procedures will be put into place to ensure funds are dispersed in a manner acceptable to the external auditor.

Compliance will be shown when the external auditor issues an unqualified opinion on the annual financial statements without having to do any extra work because of poor controls.

I believe this interpretation is justified since it is the external auditor who would be required to do substantive work where controls are found to be weak. This extra work may also lead the external auditor determining that a qualification is necessary on their opinion of the annual financial statements.

DATA TYPE

- Annual audit opinion.

ACTUAL DATA

The Annual Report of the Board External Auditor – presented to the Board in November 2010 as part of the monitoring report on Board Policy IV 008, "Financial Conditions and Activities was what is termed a "clean audit". No major issues were raised by the Auditor. The 2011 Annual Report of the Board External Auditor is due to the Board on November 14, 2011 as part of the monitoring report on Board Policy IV 008, "Financial Conditions and Activities. The external auditor has not raised any major issues with respect controls concerning funds.

STATEMENT OF COMPLIANCE

I report compliance.

POLICY PROVISION #7:

With regard to investments: invest or hold operating capital in instruments that have not been approved by the Ministry of Education.

OPERATIONAL DEFINITION:

Investments of surplus cash will be made in accordance with the provisions of Ontario Regulation 41/10 part IV, "Eligible Investments", which outlines investments acceptable to the Ministry of Education.

Compliance will be attained through an audit by the Internal Auditor. The Internal Auditor will attest to the fact that our investments are compliant with the Ontario Regulations noted above.

I believe this interpretation is justified because Ontario Regulation 41/10 part IV contains references to the only types of investments a board can make. Furthermore, this interpretation is reasonable because the Internal Auditor operates independently of management and reports to the board through the Audit Committee.

DATA TYPE

- Internal Auditor report on investments – annual.

ACTUAL DATA

The Internal Auditor reports that "Based on my review of operating accounts held by WCDSB, the Board holds investment accounts with CIBC where funds are deposited in an interest bearing account and CIBC Mellon sinking funds related to two of the board's debentures. Resurrection Catholic Secondary School holds a guaranteed investment certificate (GIC) (through TD Canada Trust) for yearbook orders paid for in advance at the beginning of the school year. Both types of investments are listed as "eligible investments" under Ontario Regulation 41/10 Part IV of the Education Act and therefore approved by the Ministry of Education.

Based on the procedures performed the CEO is compliant with Policy Provision #7." [Scott Keys, CA, Internal Auditor, WCDSB]

STATEMENT OF COMPLIANCE

I report compliance.

POLICY PROVISION #8:

Engage in banking services for operations with any institution other than a chartered bank.

OPERATIONAL DEFINITION:

Since there are 250 chartered banks in Canada to choose from, we will restrict our banking services to chartered banks as interpreted to mean one of the top five; that is, either the Canadian Imperial Bank of Commerce (CIBC), the Toronto Dominion bank (TD), The Royal Bank of Canada (RBC), The Bank of Nova Scotia (ScotiaBank), or the Bank of Montreal (BMO).

Compliance will be shown when the Internal Auditor reviews the contracts in place for banking and attests to the fact that we are compliant.

I believe this interpretation is justified because prudence would indicate that the board's operational services should be rendered with one of the top five Canadian banks.

DATA TYPE

- Statement from Internal Auditor

ACTUAL DATA

The Internal Auditor reports that "WCDSB has engaged CIBC to provide board wide banking services until August 31, 2015. While schools are encouraged to utilize the Board's banking agreement with CIBC, proximity of their branches in relation to the location of the schools may not be convenient. As such schools are free to engage in banking services as defined by the CEO. The following is a summary of the banks used by schools:

- CIBC – 38
- TD Canada Trust – 16
- BMO – 5
- Scotiabank – 3
- RBC – 0

Based on the procedures performed the CEO is compliant with Policy Provision #8." [Scott Keys, CA, Internal Auditor, WCDSB]

STATEMENT OF COMPLIANCE

I report compliance.

POLICY PROVISION #9:

Exceed more than five years without tendering professional services (Banking, Auditors, Architects), nor without presenting an annual report to the Board of Trustees on the Labour Relations Solicitor of Record and the Local Solicitor of Record that includes a fee comparison and professional performance statement.

OPERATIONAL DEFINITION:

The CEO will ensure that the standing agreements for banking, auditor and architect services do not exceed a term of five years to ensure that the Board's professional services remain competitive. Furthermore, an annual review of solicitor fees and professional performance will be undertaken to ensure the Board is receiving value for money.

Compliance will be demonstrated through the Internal Auditor's verification that the Board has not engaged in professional service contracts exceeding five years. Compliance will further be demonstrated through a solicitor fee comparison and internal user satisfaction of solicitor performance. Those who utilize the services of either the labour solicitor of record or the local solicitor or record will indicate satisfaction with the solicitor's performance.

I believe this interpretation is justified because a five year tendering process is a standard term for which to engage and review services. I further believe that a satisfaction rate for professional services is appropriate because those using the services are in the best position to determine satisfaction and to highlight areas of concern, as appropriate.

DATA TYPE

- Annual report by the Internal Auditor on whether the system has engaged in professional services contracts beyond five years.
- Annual performance and fee comparison report for Labour Relations Solicitor of Record and for the Local Solicitor of Record (presented in-camera).

ACTUAL DATA

The Internal Auditor reports that he has "reviewed the contracts associated with the prescribed professional services and noted that no contract exceeded five (5) years. Effective dates for each contract are as follows:

- Banking (CIBC): September 1, 2010 – August 31, 2015
- Auditors (KPMG): September 1, 2006 – August 31, 2011
- Architects: Based on an RFP (Request for Proposal) process.

As reported to the last board, we have been using the RFP process for architect selection for our recent projects because of the slowdown in Capital projects that occurred a few years ago. We will resurrect the list in the near future as we move into the new Capital projects announced recently by the Ministry of Education.

The selection of external auditors will commence subsequent to the 2010-2011 financial statements being released. Management will work with the Audit Committee in the selection and recommendation of the external auditors to the Board of Trustees.

Based on the procedures performed the CEO is compliant with Policy Provision #9." [Scott Keys, CA, Internal Auditor, WCDSB]

A statement from the CEO has been placed in the monitoring folder on the trustee team site concerning the annual performance and fee comparison for the Labour Relations Solicitor of Record and for the Local Solicitor of Record.

STATEMENT OF COMPLIANCE

I report compliance.

POLICY PROVISION #10:

Allow intellectual property, information systems and files to be pirated, lost, stolen, or suffer significant damage.

OPERATIONAL DEFINITION:

Care will be taken to ensure that information under the control of the Waterloo Catholic District School Board is protected from loss or damage through whatever means.

Compliance will be demonstrated when our processes and procedures are within the industry standards/benchmarks of Info Tech Research Group of London, Ontario and the Gartner Group; groups recognized within the information technology community as a group that establishes industry standards and benchmarks for information technology. Compliance will be further demonstrated through an annual report by the Chief Information Officer on known instances of piracy, loss, theft or damage and how violations, if any, are addressed. A tolerance level of 5% for piracy, loss, theft or damage is appropriate.

I believe this interpretation is justified because the Info Tech Research Group of London and the Gartner Group are the industry leaders for information technology benchmarks. Further I believe a 5% tolerance rate is justified because one cannot control human nature. One can, however, ensure that when violations do occur that they are addressed.

DATA TYPE

- Annual Report by the Chief Information Officer on information loss.
- Disaster recovery plan
- Policies and procedures around copyright, privacy, information asset management, and records retention
- Security for information technology devices and the Board's wide area network

ACTUAL DATA

The chart below indicates instances during the past twelve months when information was:

Instance of...	Frequency	Follow-up Action
Piracy	0	None required
Loss	0	None required
Theft	0	None required
Suffer Significant Damage	0	None required

The Board did not have to activate the Disaster Recovery Plan during the last year. Information Technology Services protects all of the Board's information assets by operating the following industry standard systems and practices as articulated by organizations such as Gartner and Info-Tech Research Group:

- Password activated user accounts are assigned to all students and staff who access the Board's computer network.
- Daily full system data backup procedures that stores the Board's data at a secure offsite storage location.
- Operating a disk cleaning software application that removes all corporate data from computer disks prior to disposing the information technology equipment as per the Board's capital disposal procedure.

- The Board's anti spam system captures more 1.4 million spam messages annually ensuring that Board information assets are protected against threatening viruses and malware.
- Process in place to copyright all Board developed resources.

STATEMENT OF COMPLIANCE

I report compliance.

POLICY PROVISION #11:

Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of Ends.

OPERATIONAL DEFINITION:

Conditions will neither be created nor condoned that adversely impact on the public image of the organization. These conditions include public statements or behaviours which undermine our reputation or credibility as evidenced through unwarranted negative media.

Compliance will be demonstrated through an annual analysis by the Chief Managing Officer of the media and web site use to determine if conditions were created or condoned by the CEO that endangered the organization's public image or credibility. An analysis will demonstrate that 90% of media coverage is positive.

Compliance will also be demonstrated through use of the Board web site and other social media as vehicles of enhancing the board's image. In this regard, feedback from external sources along with demonstration of use of the board web site, for example, will lend credibility to the fact that positive steps are taken to protect the board's image.

I believe this interpretation is justified because only through an analysis of media coverage and how the media interprets what the system does can one determine whether or not the organization's public image or credibility is hindered. Furthermore, I believe a benchmark of 90% is reasonable because as an organization negative media coverage will occur. No organization is perfect. Thus, negativity, if there is any, should be a small portion of media coverage if we are doing the right things to protect the organization's public image.

Finally, I believe the use of the board web page along with anecdotal evidence is a reasonable way to demonstrate that positive steps to enhance the board's credibility do protect the board's image from harm.

DATA TYPE

- Annual analysis of the media coverage received by the Waterloo Catholic District School Board
- Annual analysis of public use of the WCDSB website

ACTUAL DATA

The Public Affairs office processed 132 direct media inquiries during the period September, 2010 to August, 2011 resulting in predominantly positive media coverage for the Waterloo Catholic District School Board. Of the 132 inquiries, twelve (or approximately 9%) were negative. These related to the Hespeler Boundary Review and the 2011-12 School Year budget.

Board programs / initiatives were covered by the following media outlets: CTV News, Canadian Press, Catholic Register, Rogers TV, Waterloo Region Record, 570 News, CHYM FM, Cambridge Times, Waterloo Chronicle, Ayr News, New Hamburg Independent, Woolwich Observer, Elmira Independent, Kitchener Citizen DAVE FM, KIX FM, KOOL FM, KFUN, and Faith FM.

Stories and video/audio clips featuring WCDSB programs and initiatives also appeared on many of the above organizations' websites.

Additionally, users of the WCDSB website viewed a total of 2,808,714 pages of information during the period September, 2010 to August, 2011. The WCDSB website is regarded among the top education websites in the province according to the Ontario Catholic School Trustees Association and more than 15.8 million pages of information have been viewed on the site since September, 2005.

Feedback from English Catholic Directors of Education indicates that the WCDSB web site is often viewed by other Catholic school boards because of what the board is doing in the area of school board governance. We are viewed as having leading practices in this area.

The Board has also established a Twitter feed. Since being initiated the Board has communicated information and links to information a total of 193 times. The feed currently has 177 subscribers.

STATEMENT OF COMPLIANCE

I report compliance.



2010-2011

Completed Work			
SCHOOL	PROJECT	SCHOOL	PROJECT
Canadian Martyrs (K)	Replace flooring - part of school	St. David (W)	Replace Rolling shutter in gym area
Canadian Martyrs (K)	Replace roof part of school and install Daylight tubes	St. David (W)	Special renovation to widen doors
Christ The King (C)	Replace all exterior doors	St. David (W)	Upgrade Building Automation
Holy Family (NH)	Upgrade Building Automation	St. Dominic (K)	Upgrade Building Automation
Holy Rosary (W)	Upgrade Exterior lighting	St. Gregory (C)	Install new Waste Management collection system
Holy Rosary (W)	Upgrade HVAC system whole school	St. Gregory (C)	Parking Lot and play ground repairs
Holy Rosary (W)	Parking Lot repairs/Landscaping Soccer Field reconstruction	St. Louis (West Campus, Kit)	Motion Sensors all classrooms
John Sweeney (K)	Classroom addition	St. Luke (W)	Replace play structure surface with wood mulch.
Kitchener Schools	Repaint all parking lines to new AODA	St. Mary's (K)	Power Factor correction
Monsignor Doyle (C)	Refinish Gym Hardwood flooring	St. Mary's (K)	Run wiring for all site lighting
Monsignor Doyle (C)	Upgrade Security access system	St. Mary's (K)	Replace flooring - two stairwells
Monsignor Doyle (C)	Replace roof part of school and install Daylight tubes	St. Mary's (K)	Refinish Gym Hardwood flooring
Resurrection (K)	Upgrade Security access system	St. Matthew (W)	Install energy efficient lighting
Resurrection (K)	Repairs to High Jump area - resurface	St. Michael (C)	Full window replacement
Resurrection (K)	Install new Waste Management collection system	St. Nicholas (W)	Sidewalk repairs at Front of School
Resurrection (K)	Upgrade Building Automation	St. Nicholas (W)	Install new Waste Management collection system
St. Agnes (W)	Replace roof part of school	St. Paul (K)	Replace side walk around front of school
St. Agnes (W)	Full window replacement	St. Paul (K)	Upgrade HVAC system part of school
St. Aloysius (K)	Full window replacement	St. Paul (K)	Upgrade Fire Alarm
St. Ambrose (C)	Replace Soffit and Facia	St. Paul (K)	Replace roof part of school
St. Ambrose (C)	Upgrade Building Automation	St. Teresa (K)	Ceiling Tile replacement (whole school)
St. Ambrose (C)	Full window replacement	St. Teresa (K)	Replace Main entrance doors
St. Augustine (C)	Upgrade Building Automation	St. Teresa (K)	Lighting all school lighting and lighting controls
St. Benedict (C)	Front entry catch basin repairs (sunk)	St. Teresa (K)	Replace flooring - part of school
St. Benedict (C)	Upgrade Security access system	St. Teresa (K)	Replace flooring - part of school
St. Benedict (C)	Upgrade phone system	St. Teresa (K)	Replace Gym flooring
St. Benedict (C)	Front entry catch basin repairs (sunk)	St. Teresa (K)	Lockdown hardware upgrade
St. Benedict (C)	Upgrade Building Automation	St. Teresa (K)	Office upgrades
St. Benedict (C)	Replace glass in Library windows	St. Teresa (K)	Repair stairs and walkway
St. Bernadette (K)	Replace flooring - part of school	St. Teresa (K)	Upgrade Building Automation
St. Boniface (MH)	Replace flooring - part of school	District wide	Install UPS into 8 school
St. Boniface (MH)	Re-surface Parking lot at front and rear of school, plus drainage	District wide	PA and Phone system upgrades 23 schools
St. Boniface (MH)	Replace roof part of school	District wide	Brightlink infrastructure install
St. Boniface (MH)	Office upgrades		