



Board of Trustees' Board Meeting

Date: **November 28th, 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		Approval
1.2 Approval of Agenda	Board of Trustees		
1.3 Declaration of Pecuniary Interest 1.3.1 From the current meeting 1.3.1 From a previous public or in-camera meeting	Individual Trustees		
2. Consent Agenda: Director of Education (e.g.: day-to-day operational matters from the Ministry of Education that the Board is required to do)			

ITEM	Who	Agenda Section	Method & Outcome
3. Consent Agenda: Board (Minutes of meetings)			
3.1 Approval of Minutes of Regular and Special Meetings			
3.1.1 Minutes of Board Meeting of October 24, 2011	Trustees	Pages 1-5	Approval
3.1.2 Minutes of Special Board Meeting of Nov. 14, 2011	Trustees	Pages 6-8	Approval
3.1.3 Items for Action from Previous in-camera meeting of November 28, 2011			
3.1.4 Staff report of			
3.1.5 Linkages Meeting of November 14, 2011	Trustees	Pages 9-14	Receipt
3.1.6 Governance Committee meeting of November 7, 2011	Trustees	Pages 15-17	Receipt
3.1.7 Trustee Newsletter Meeting of November 7, 2011	Trustees	Pages 18-19	Receipt
3.1.8 Pastoral Care Team Meeting of November 14, 2011	Trustees	Pages 20-21	Receipt
3.1.9 Elementary/Secondary Pathways Task Force of			
3.1.10 SEAC Minutes – posted on board web page			
3.1.11 CPIC Minutes – posted on board web page			
3.1.12 SEAC Membership November 2011	Trustees	Page 22	Approval
4. Delegations/Presentations			
5. Ownership Linkage (Communication with the External Environment)			
6. Actions from Board Committees/Task Forces			
6.1 Student Trustee Report	Marcus Cardoso,		
6.2 Newsletter Committee – Actions arising from Nov 7 meeting	Colin Whaley	Page 23	Approval
6.3 Governance Committee Recommendations	Joyce Anderson	Pages 24-25	Approval
6.4 Pastoral Care Team Committee Recommendations	Greg Reitzel	Page 26	Approval
6.4 Pastoral Care Team Committee Recommendations	Fr. Robert Héту		
7. Board Education (at the request of the Board)			
8. Policy Discussion			
9. Assurance of Successful Board Performance			
9.1 Board Policy II 004, Advocacy and Advertising	Trustees	Page 27	Approval
9.2 Trustee Annual Expense Audit Report	Manuel da Silva	Pages 28-32	Information
9.3 Board Policy II 008 Role of the Chair	Trustees	Pages 33-34	Discussion
10. Assurance of Successful Director of Education Performance			
10.1 <u>Monitoring Report and Vote on Compliance</u>			
10.1.1 Board Policy IV 006 Employee Compensation	Roger Lawler	Pages 35-41	Approval
10.1.2 Board Policy IV 008 Financial Condition & Activities	Roger Lawler	Pages 42-54	Approval
10.2 <u>Advice From CEO</u>			
11. Potential Agenda Items			

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): Dec 5 7 p.m. Annual Board Meeting: Election of Chair and Vice-Chair Dec 12 6 p.m. Regular Board Meeting Dec 14 7 p.m. SEAC Dec 20 4 p.m. Celebrating Catholic Education Dec 23 9:30 a.m. Board Office Mass			
12.3 Pending Items:	<u>Committee/Task Force</u>	<u>Due Date</u>	<u>Action Taken</u>
12.3.1 Msgr. Gleason – surplus to our needs	Board	Fall 2012	
12.3.2 Definition of Equity – Guiding Principles (AP)	Board C of W	Apr 23/12	
12.3.3 Community Involvement in Local Schools (Facilities process)	Board C of W	Feb 21/12	
12.3.4 Supporting Use of Data	Board C of W	Jan 23/12	
12.3.5 BrightLink Technology (Patrick Eby)	Board C of W	Feb 21/12	
12.3.6 Use of Reserves	Board C of W	Mar 19/12	
12.3.7 Board Policy IV 003 “Treatment of Students”	Board C of W	Feb 21/12	
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			
12. Items for the Next Meeting Agenda	Trustees		
13. Adjournment Confirm decisions made today Closing Prayer	Director of Education		
4. 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

Board of Trustees' Meeting

A public meeting of the Board of Trustees was held on Monday, October 24, 2011 at the Waterloo Region Catholic Education Centre.

Trustees Present:

Joyce Anderson; Wayne Buchholtz; Manuel da Silva (Chair); Janek Jagiellowicz; Anthony Piscitelli; Wendy Price; Peter Reitmeier; Greg Reitzel

Student Trustees Present:

Marcus Cardoso; Colin Whaley

Administrative Officials Present:

Roger Lawler; Rick Boisvert; Gerry Clifford; Maria Ivankovic; Shesh Maharaj; Paul Tratnyek

Special Resources For The Meeting:

Fr. Fred Scinto; Dave Bennett

Regrets:

Fr. Robert Héту; John Shewchuk

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 6:01 p.m.

1.1 Opening Prayer & Memorials

The opening prayer was led by M. da Silva, Board Pastoral Team. Intentions were offered for prayers for the families of former principal Harry Kieswetter who passed away, for the eight students in Alberta who have been killed in accidents, and for J. Jagiellowicz's family member who passed away; also for continued strength as a Board of Trustees.

1.2 Approval of Agenda

Add 3.1.2 Items for Action from Previous in-camera meeting of October 24, 2011 to Consent Agenda: Board of Trustees; add Item 6.0 CEO Succession Planning for approval; Item 6.4 M. da Silva will address.

2011-157 -- It was *moved* by **W. Buchholtz** and *seconded* by **W. Price**:

THAT the agenda for October 24, 2011 as amended be now approved. --- Carried by consensus.

1.3 Declaration of Pecuniary Interest

- 1.3.1 From the current meeting – A.Piscitelli declared a conflict with item 3.1.13 Notice of Motion for Letter to Regional Chair – Roundabout at Franklin and Saginaw from the Consent Agenda: Board of Trustees as he is an employee of the Region of Waterloo.
- 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)

3.0 Approval of Minutes of Regular and Special Meetings

- 3.0.1 Minutes of Board Meeting of September 26, 2011
- 3.0.2 Items for Action from previous In-camera Meeting of October 24, 2011
- 3.0.3 Staff Report of Oct 24/11
- 3.0.4 Governance Committee meeting of
- 3.0.5 Pastoral Care Team meeting of October 3, 2011
- 3.0.6 Trustee Newsletter meeting of
- 3.0.7 Audit Committee meeting of
- 3.0.8 Elementary/Secondary Pathways Task Force
- 3.0.9 Accommodation Process Review Task Force Meetings of October 12/11 and October 18/11
- 3.0.10 SEAC Minutes – posted on board web page
- 3.0.11 CPIC Minutes – posted on board web page
- 3.0.12 Notice of Motion referring transportation letter to OCSTA
- 3.0.13 Notice of Motion for Letter to Regional Chair – Roundabout at Franklin and Saginaw (A. Piscitelli declared a conflict and did not vote)
- 3.0.14 Notice of Motion to bring Budget Efficiencies to Nov 21/11 Committee of the Whole

2011-158 -- It was *moved* by **W. Buchholtz** and *seconded* by **P. Reitmeier**:

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

Carried by consensus

4. Delegations

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

6. Reports From Board Committees/Task Forces

6.0 CEO Succession Planning

At the October 17th Committee of the Whole meeting trustees agreed that a task force be struck, comprised of J. Anderson, M. da Silva, W. Price and P. Reitmeier, to meet with J. Admans to look at future CEO succession planning.

2011-159 -- It was *moved* by **P. Reitmeier** and *seconded* by **G. Reitzel**:

THAT the Committee of the Whole strike a Task Force to hire a consultant to help Board of Trustees look at CEO Succession planning. The Terms of Reference are to be established in November 2011.

*Furthermore, it is recognized and understood that the consultant will be told that this is long-term governance planning and that it is not the intention of the current Director of Education to retire at this time. The current Director of Education wholeheartedly supports the board's duty to engage in this succession process for the future needs of the system. --- **Carried by consensus***

2011-160 -- It was *moved* by **P. Reitmeier** and *seconded* by **W. Price**:

*THAT the Board of Trustees look at engaging a consultant for succession planning. --- **Carried by consensus***

6.1 Student Trustee Report

C. Whaley discussed a future event planned – Celebration of Our 175 years of Catholic Education. They also discussed having representation on the council from St. Don Bosco and having the FACE student committee back in action. M. Cardoso spoke about the full day youth conference attended by 150 students to create relations between elementary and secondary schools. St. Mary's is hosting a coffee house and elementary schools are invited.

6.2 Accommodation Process Review Task Force Recommendations

W. Buchholtz advised the Task Force was established following the Hespeler Accommodation review to assess those processes and recommend any changes necessary prior to the start of the next accommodation review. D. Bennett provided highlights of the changes recommended by the Task Force. Trustees asked questions for clarification.

2011-161 -- It was *moved* by **J. Anderson** and *seconded* by **A. Piscitelli**:

THAT the Board refer the recommendations of the Accommodation Process Review Task Force and APF008 memo to the Governance committee to be used as the basis of a policy on the accommodation review.

G. Reitzel amended the wording “basis of a policy on the accommodation review” to read “basis to revise the accommodation review policy”. J. Anderson and A Piscitelli agreed to the change.

The amended motion will now read.

THAT the Board refer the recommendations of the Accommodation Process Review Task Force and the APF008 memo to the Governance committee to be used as the basis to revise the Accommodation Review Policy IV 010. --- **Carried by consensus.**

2011-162 -- It was moved by **W. Buchholtz** and seconded by **J. Jagiellowicz**:

THAT the Board of Trustees approves the following recommendation of the Pupil Accommodation Review Process Task Force:

1. To review APF008: “Pupil Accommodation Review Process” in accordance with the suggested changes as shown on the attached document. --- **Carried by consensus**

2011-163 -- It was moved by **J. Jagiellowicz** and seconded by **J. Anderson**:

2. To review 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 non-voting members of the Accommodation Review Committees. --- **Carried by consensus**

6.3 Pastoral Care Team Recommendations

M. da Silva read the recommendation of the Pastoral Care Team Committee.

2011-164 -- It was moved by **J. Anderson** and seconded by **W. Price**:

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 --- **Carried by consensus**

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

7.1 Board Agenda Planner 2011-2012

M. da Silva advised of the following additions to the agenda planner:

- January 10/12 Special In-camera Committee of the Whole regarding facilities
- January 13-14/12 OCSTA Trustee Professional Development Seminar
- St. Louis graduation dates.

2011-165 -- It was moved by **P. Reitmeier** and seconded by **J. Jagiellowicz**:

THAT the Board of Trustees approved the board agenda planner 2011-2012 as amended. --- **Carried by consensus.**

7.2 Articles for newspapers

Trustees discussed the article written for the media. Trustees were in agreement on the modifications made as the voice of the whole Board. There was discussion on sending to all media so as not to favour one media over another. Trustees agreed that all future articles the Board of Trustees would like to send to Waterloo Region’s newspapers would first go through the Newsletter Committee, come to the Board for approval and then be distributed to all local newspapers.

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

9. Assurance of Successful Board Performance

9.1 Board Policy II 003 Board Job Description

Trustees discussed the policy for compliance.

2011-166-- It was moved by **J. Anderson** and seconded by **W. Buchholtz**:

THAT the Board of Trustees find Board Policy II 003 Board Job Description in compliance. --- **Carried by consensus**

2011-167 -- It was moved by **J. Anderson** and seconded by **W. Buchholtz**:

THAT Policy II 003 be referred to Governance to indicate that the work of the Board needs to be in compliance with the laws, guidelines and policy procedures and memorandums of the Ontario government. --- Carried by consensus

10. Assurance of Successful Director of Education Performance

10.1 Monitoring Reports & Vote on Compliance

10.1.1 Board Policy IV 009 Asset Protection

2011-168-- It was moved by **W. Buchholtz** and seconded by **G. Reitzel**:

THAT the Board of Trustees accepts the full report on Board Policy IV 009 Asset Protection as providing reasonable interpretation and adequate evidence of compliance for all policy provisions. --- Carried by consensus

10.2 Advice from the CEO

11. Potential Agenda Items

12. Announcements

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

- 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 Oct 28 9 a.m. Board Office Mass – CEC
- 12.2.2 Oct 28 7 p.m. St. Benedict CSS Graduation
- 12.2.3 Nov 4 7 p.m. Monsignor Doyle CSS Graduation
- 12.2.4 Nov 7 4:30 p.m. Trustee Newsletter Committee
- 12.2.5 Nov 7 5:00 p.m. Governance Committee
- 12.2.6 Nov 7 6:30 p.m. Audit Committee
- 12.2.7 Nov 9 7 p.m. SEAC
- 12.2.8 Nov 14 6:00 p.m. Special Board Meeting
- 12.2.9 Nov 16 Me to We Day, Kitchener Auditorium
- 12.2.10 Nov 17 7 p.m. St. Louis Graduation, Cambridge
- 12.2.11 Nov 17-18 OCSTA Labour Seminar
- 12.2.12 Nov 18 7 p.m. St. Louis Graduation, Kitchener
- 12.2.13 Nov 21 6 p.m. Committee of the Whole
- 12.2.14 Nov 23 6 p.m. Catholic Parent Involvement Committee
- 12.2.15 Nov 25 5 p.m. Trustee – Senior Admin Christmas Social
- 12.2.16 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 BrightLink Technology (Patrick Eby)
- 12.3.8 Process for identifying EAs needs to serve students
- 12.3.9 Use of reserves
- 12.3.10 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

13. Items for the Next Meeting Agenda

No items identified for the next meeting.

14. Adjournment – Confirm decisions made tonight. Closing Prayer

The Recording Secretary confirmed the meeting decisions.

15. Motion to Adjourn

2011-169-- It was *moved* by **G. Reitzel** and *seconded* by **W. Price**:

THAT the meeting be now adjourned.

The meeting was adjourned by consensus at 8:00 p.m.

Chair of the Board

Secretary

Board of Trustees' Special Board Meeting

A special public meeting of the Board of Trustees was held on Monday, November 14, 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

Student Trustees Present:

Colin Whaley

Administrative Officials Present:

Rick Boisvert; Gerry Clifford; Shesh Maharaj

Special Resources For The Meeting:

Dave Bennett; Lindsay Ford; Laura Isaac; John Shewchuk

Regrets:

Roger Lawler; Maria Ivankovic; Greg Reitzel; Fr. Fred Scinto; Paul Tratnyek; Marcus Cardoso

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 J. Jagiellowicz, Board Pastoral Team. Intentions were offered for Monsignor Haller's 40th anniversary, M. da Silva's 40th year as a Canadian, and keep R. Lawler and his family in your prayers.

1.2 Approval of Agenda

Defer Item 10.2.4 175th Anniversary Proposal to November 21st meeting.

2011-170 -- It was *moved* by **W. Buchholtz** and *seconded* by **W. Price**:

THAT the agenda for November 14, 2011 as amended be now approved. -- Carried by consensus.

1.3 Declaration of Pecuniary Interest

1.3.1 From the current meeting – NIL

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

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

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

3.1 Approval of Minutes of Regular and Special Meetings

4. Delegations

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

6. Actions From Board Committees/Task Forces

6.1 Audit Committee Report 2010-11 Financial Statements

A. Piscitelli advised trustees it was a clean audit. L. Isaac reported on minor changes to the Notes to Consolidated Financial statements section.

2011-171 -- It was *moved* by **A. Piscitelli** and *seconded* by **Fr. R. Héту**:

THAT the Board of Trustees approved the 2010-11 Financial Statements as presented with clarification. -- Carried by consensus

6.2 Request to Use Continuing Education Reserve Fund

S. Maharaj presented highlights of the 2010-11 Financial Year End. He spoke about the changes in enrolment and staffing as compared to June 2010. He also reviewed the pressure areas of the budget where Accumulated Surplus/Reserves were used to balance.

2011-172 -- It was *moved* by **P. Reitmeier** and *seconded* by **J. Jagiellowicz**:

THAT the Board of Trustees approve the use of \$45,049 from the Continuing Education Accumulated Surplus to subsidize the 2011 year end deficit within Continuing Education. -- Carried by consensus

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

10. Assurance of Successful Director of Education Performance

10.1 Monitoring Reports & Vote on Compliance

10.2 Advice from the CEO

10.2.1 Southeast Galt Accommodation Review

D. Bennett and L. Ford advised there are five schools involved in the review. Several of these schools are operating well above capacity while others are below.

2011-173 -- It was *moved* by **W. Buchholtz** and *seconded* by **W. Price**:

THAT the Board of Trustees authorized Senior Administration to initiate the Southeast Galt Accommodation Review following part B: Closure Review Process of the board's Pupil Accommodation review Process Policy APF008. -- Carried by consensus

10.2.2 Southeast Galt Partnership Update

D. Bennett presented a report on the Southeast Galt Joint Venture Project for information.

10.2.3 Consultation on bell times

S. Maharaj advised the review of Bell times was prepared by Benoit Bourgault, Student Transportation Services of Waterloo Region that shows a substantial savings could be achieved by changing bell times thereby utilizing the buses as much as possible. We have been asked to engage in joint consultation with the public board. Trustees discussed the importance of the consultation process with the parents for their feedback.

10.2.4 175th Anniversary Proposal – deferred to November 21/11**10.2.5 Early Learning Update**

R. Boisvert provided an update. The extended day program, which is a continuation of the day program, has been added to three sites with PA days, Christmas and March break also covered. Under Legislative Requirements boards must operate before and after school programs on-site on a cost recovery basis for students in the Early Learning program. Amendments to the legislation allow boards to include students in grades 1 and 2 to meet viability requirements.

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):**12.3 Pending Items:**

- 12.3.1 Msgr. Gleason – surplus to our needs
- 12.3.2 Definition of Equity – Guiding Principles (AP)
- 12.3.3 Follow-up to Treatment of Staff Survey
- 12.3.4 Community Involvement in Local Schools (Facilities Process)
- 12.3.5 Supporting the use of data
- 12.3.6 Bright Link Technology (Patrick Eby)
- 12.3.7 Process for identifying EAs needs to serve students
- 12.3.8 Use of reserves
- 12.3.9 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

13. Items for the Next Meeting Agenda

M. da Silva advised that AGM OCSTA Resolutions will be in the agenda for next Monday. Trustees were asked to submit their resolutions to W. Buchholtz.

14. Adjournment – Confirm decisions made tonight. Closing Prayer

The Recording Secretary confirmed the meeting decisions.

15. Motion to Adjourn

2011-174-- It was *moved* by **W. Price** and *seconded* by **Fr. R. Héту:**
THAT the meeting be now adjourned.

The meeting was adjourned by consensus at 7:45 p.m.

 Chair of the Board

 Secretary

Linkages Task Force Meeting

A meeting of the Linkages Task Force was held on the 14th day of November, 2011 at 4:15 p.m.

Present:

Task Force Members:

Wayne Buchholtz, Peter Reitmeier, Colin Whaley

Administrative Officials:

Gerry Clifford

Other Attendees:

Manuel da Silva

Regrets:

Marcus Cardoso, Janek Jagiellowicz, Anthony Piscitelli

Next Meeting:

December 5, 2011

1. Welcome and Opening Prayer:

The meeting was called to order at 4:47 p.m. The opening prayer was offered by Wayne Buchholtz.

2. Approval of Agenda

Moved by: Peter Reitmeier

Seconded by: Manuel da Silva

THAT the agenda for November 14, 2011 be now approved as presented. – *CARRIED* by consensus.

3. Appointment of Chair

Moved by: Manuel da Silva

Seconded by: Peter Reitmeier

THAT Wayne Buchholtz be appointed as Chair of the Linkages Task Force. – *CARRIED* by consensus.

4. Declared Pecuniary Interest

NIL

5. Approval of Minutes

NIL

6. Discussion Items

5.1 Mandate of Task Force

- An informal restatement of why this task force was created and a brief read-through of our mandate
- Handout "Developing an Effective Linkage Plan: Notes from the IPGA conference, June 2008" was distributed to attending members with confirmation that the handout will be given to absent members
- Our goal is to be able to bring topics, ideas, discussions, et cetera to School Councils
- The task force will exist for the rest of this term
- Considered rolling the Newsletter Committee into the Linkages Task Force, therefore what we are working on could be communicated in the newsletter
- The task force would recognize groups that have assisted the Board with a letter of thanks

- Acknowledge people in the system that have made contributions

- a) The message that we want to convey concerning visitation with School Councils
 - We need to have a message, make sure that it is clear, and prepare to bring materials back

- b) Develop a plan – who is visiting what School Councils when?

Manuel da Silva to bring a recommendation to the Board of Trustees to combine the Newsletter Committee with the Linkages Task Force at the next Board of Trustees meeting.

5.2 Who we link with/how?

- The City councils of:
 - o The City of Kitchener
 - o The City of Waterloo
 - o The City of Cambridge
- The Regional Municipality of Waterloo Council
- The Waterloo Regional District School Board
- School Councils
- The Knights of Columbus
- Church Parishes
- The Deanery
- At High School Open Houses
- At Folk Dance Festivals

7. Adjournment

Moved by: Manuel da Silva

THAT the meeting now be adjourned.

The meeting was adjourned at 5:03 p.m.

**WATERLOO CATHOLIC DISTRICT SCHOOL BOARD
Board of Trustees Linkages Task Force Mandate**

PRIMARY AIM:

To ensure that the Board of Trustees communicates effectively with its various owners and customers and solicit information that may affect future Board directions.

OBJECTIVES:

1. assisting trustees with learning about linkages, e.g. school councils, community groups, board-to-board, alliances
2. assisting trustees with developing a communications plan through a communication model and discussion and discernment
3. ensure any communication plan incorporates professional development in communications for trustees

SCOPE:

The committee's scope will include: strategies that will enable trustees to be seen or heard from by their electorate.

GENERAL LIMITATION:

The committee may not violate the policies or values of the Board of Trustees.

Specific Limitations:

Limitation A

The committee may not: write a communication plan without consulting the trustees for input.

Limitation B

The committee may not: strategize on other topics without the consent of the Board of Trustees.

Limitation C

The committee members may not: work without timelines determined by the Board of Trustees.

Limitation D

The committee members may not: operate without a budget approved by the Board of Trustees.

Limitation E

The committee members may not: operate with less than three (3) trustees.

Developing an Effective Ownership Linkage Plan

Notes from the IPGA conference, June 2008

- Ownership linkage is a deliberate dialogue between owners and board members around an organization's ends. It is important to recognize that it is not the same thing as public relations.
- Ownership linkage is a critical part of the information the board uses to make ends decisions. Board members do not make decisions of their own minds. They make decisions on behalf of the owners.
- Good ownership linkage diminishes the negative agendas of special interest groups and individuals by putting them in the context of the larger ownership. It also develops a trusting relationship between the owners and the board.
- Once the board identifies a group of owners – they have a responsibility to connect with them. If the ownership group is large, the board will have to figure out how to sample them to get the input.
- Town Hall meetings are not forums for ownership linkage. In fact, they represent the worst form of ownership linkage. People who come to Town Halls self-select and they come with a specific agenda. Delegations do "presentations" to the board, there is no true dialogue. The board has to do further investigation to determine if the viewpoints of delegations are representative of the ownership.
- Boards are often not effective in the ownership linkage role – they lack listening skills, time. A real problem is skeptical board members who fail to see the value of hearing opinions, experience and wisdom of owners.
- A major responsibility of the board is ends input – this should be accomplished through owner linkage. Ex. Budget – what does the CEO need to know in order to develop the budget? What does the board need in order to provide input? It is important to link with the ownership early on, not once budget development has been started.
- Often boards decide what they want to do and then go out and consult – but when this happens they really don't want to listen.
- The primary role of the board in collecting information is to listen. Make it easy for them; don't expect them to come to you and then listen with an unbiased ear.
- Ownership linkage should focus on ends issues, not issues delegated to the CEO.
- Sources of statistical information include evidence of owners' concerns, surveys, interviews by third parties, statistical data, data published by other groups.
- It is a multi-year, cumulative process.
- Be cautious about receiving owner input filtered through staff. This is a board job. The board needs to either do it themselves or use external resources. If staff facilitate sessions, they may not introduce their own bias. Watch out for leading questions.
- If advisory groups are used, be clear about what the board needs from them. Many operate as if they are advisory to staff.
- Boards need to enrich their knowledge base – the board has a right to go beyond data provided by management. Focus on leading indicators, developing trends. Focus on the future.

- When meeting with other boards – they should be boards with the same ownership. Talk about mutual needs in understanding the owners.
- Owners have the right to expect the board to be better informed than they are.
- Learn to be comfortable with diversity – unanimity is not always good.
- Give the owners feedback. Let them know what happened to their ideas.
- Ownership linkage plan:
 1. Segment owners
 2. Ask questions. Many questions get customer input, not ends input. Pass those concerns to staff. The kinds of questions staff ask are “What do you need relative to?” The kinds of questions boards need to ask are “What do you value about ...?” It is helpful to get them in a future state of mind: “If we were sitting in this room 10 years from now, what are some of the things you would see us producing, and doing?”
 3. Create a plan

Ideas for Ownership Linkage Questions (these would be customized to our situation)

- If you were the owner of this organization what would you want it to produce?
- What are the challenges that our organization/community faces and what kinds of resources are needed to overcome them?
- What do you believe will be the most significant challenge facing our organization/community in the next 5-10 years?
- Are there particular needs/issues you would like our organization to address?
- If there could be only one need, that if met, could immediately assist you or your organization/community, what would that be?
- What do you believe the members of this organization need in terms of skills and skill development to elevate their abilities and success within this industry?
- Which of the following outcomes do you value most? (provide list of Ends)
- What are the priority needs in your community /organization that are not being met?
- What is the most important difference that our organization can make?
- What changes would you like to see in benefits that are available to (name a possible beneficiary group?)
- What do you see as the role of the organization?
- Do you think the role of the organization should change? Why or why not?
- Do you think the organization should have a role in _____? Why or why not?
- From your own experience, what advice would you give organization?
- What are the major challenges facing _____ in the next five years?
- What are the strength of current Ends? (ownership would already have been educated about the ends)
- What is missing in the current ends?

- If we were meeting in 3 years, looking back, what would have to have happened in (your community re: _____) for you to be happy with the progress made by this organization?
- What does the statement (end) mean to you?
- What opportunities do you see in your community/profession that could have an impact on education?
- What threats do you see in your community/profession that could have an impact on education?
- What difference would you like organization to make within this community/profession/industry?



Governance Committee Meeting

A meeting of the Governance Committee was held on the
7 day of November, 2011 at p.m.

Present:**Committee Members:**

Anthony Piscitelli (Chair); Wayne Buchholtz, Manuel da Silva, Greg Reitzel

Administrative Officials:

Roger Lawler, Rick Boisvert,

Other Attendees

Joyce Anderson, Wendy Price

Regrets:

n/a

Next Meeting:

December 19th, 2011

1. Welcome and Opening Prayer:

Meeting opened at 5 p.m. with opening prayer led by Joyce Anderson

2. Approval of Agenda

The agenda was approved by consensus. Moved By: Manuel da Silva, Seconded By: Wayne Buchholtz

3. Declarations of Pecuniary Interest

There were no declarations

4. Approval of Minutes

The minutes of May 9th, 2011 were approved by consensus. Moved By: Greg Reitzel Seconded By: Wayne Buchholtz,

5. Election of Chair

It was moved by Wayne Buchholtz and seconded by Manuel da Silva that Greg Reitzel be elected as Chair of Governance. Consensus.

6. Bylaw review:

The following items were referred to the Governance Committee by the Board of Trustees for action:

a. Section 3.4 Governance recommends two options for the board's consideration as follows:

- A) Moved by Anthony Piscitelli, seconded by Wayne Buchholtz that section 3.14 of the bylaw be reworded as follows (change bolded) "The Committee of the Whole Board, including the Committee of the Whole Board – In Camera **and all Committees of the Board meet** for the purpose of discussion and debate on any subject before the Board, **do not make decisions, they make** recommendations to the Board."

B) Amend section 1.1.6 by adding the word “Task Force” to the definitions of committee.

C) Alternative option is to not use the term “Task Force”.

b. Sections 3.8.2 and 3.8.3

Moved by Anthony Piscitelli, seconded by Manuel da Silva that the word “Special” be added before the term “Committee of the Whole Board” in each section.

c. Section 3.13

Trustees discussed whether to add a question period to the board agenda or a mechanism to deal with business arising. The discussion concerned how to bring incidental matters to the attention of the board so that all trustees were aware of the matters. One suggestion was to have a “question period”. Committee members discussed the current Trustee Inquiry process and the reason it was designed in the first place; that is, as a mechanism where trustees could raise operational matters with the Director of Education (or policy matters with the Board Chair) and place a matter on a subsequent board agenda if the response from the Director of Education or Board Chair as the case may be was something the board should consider. Trustees and the Director of Education indicated that the Trustee Inquiry process was designed to prevent surprises, that everyone should have a chance to respond to an issue with all of the available information.

Moved by Anthony Piscitelli, seconded by Manuel da Silva that the Board of Trustees consider three options:

- A) That there be no “question period” on the board agenda
- B) That a “question period” be added to the board agenda
- C) That the Director of Education provide a monthly report on trustee inquiries received during the past month and the resolution of the inquiries.

d. Policy Review

Trustees discussed the need to separate a decision on a monitoring report from a decision to review a policy. These are two different processes.

Moved by Wayne Buchholtz, seconded by Manuel da Silva that the board agenda be changed to reflect that two separate decisions are being made. The two processes for every monitoring report are:

- 9.1 Decision on monitoring report interpretation and compliance
- 9.2 Is there a need to review the policy?

e. Section 9.3

Trustees discussed the signing authority language to ensure that it reflects that two sign documents, deeds etc as per the bylaw.

Moved by Wayne Buchholtz, seconded by Anthony Piscitelli THAT section 9.3 be reworded as follows:

“All deeds, conveyances, mortgages, bonds, debentures, agreements, documents, contracts approved by the Board shall be sealed with the seal of the Board and signed by one of:

- 9.3.1 the CEO or in the absence of the CEO, the Acting CEO together with one of the following:
- 9.3.2 the CFO/Treasurer of the Board,
- 9.3.3 the Chair, or,
- 9.3.4 the Vice-Chair.

f. Section 10.1 to 10.1.3 and section 3.17

There was discussion on the intent of sections 10 and 11 with regard to changing policy. As well, there was discussion on how one can change motions at a board meeting. Trustees agreed that there is a need for a facilitated session on this aspect of the bylaw and Roberts Rules of Order and how to deal with motions.

- g. The remaining items on the agenda were deferred to the next meeting to be held on December 19, 2011.**

7. Adjournment

Moved by Anthony Piscitelli and seconded by Manuel da Silva that the meeting adjourn. The meeting adjourned at 6:30 p.m.

Newsletter Committee Meeting

A meeting of the Newsletter Committee was held on the 7th day of November, 2011 at 4:30 p.m.

Present:

Committee Members:

Joyce Anderson, (Chair); Fr. Robert Hetu; Anthony Piscitelli

Administrative Officials:

Other Attendees:

Manuel da Silva

Regrets:

John Shewchuk

Next Meeting:

1. Welcome and Opening Prayer:

The meeting was called to order at 4:40 p.m. The opening prayer was offered by Joyce Anderson.

2. Approval of Agenda

Moved by: Fr. R. Héту

Seconded by: Anthony Piscitelli

THAT the agenda for November 7, 2011 be now approved as presented. – *CARRIED* by consensus.

3. Declared Pecuniary interest

NIL

4. Approval of Minutes

Moved by: Anthony Piscitelli

Seconded by: Fr. Robert Héту

THAT the minutes of the meeting held on September 12, 2011 be now approved as presented. – *CARRIED* by consensus.

5. Discussion Items

5.2 Planning the next newsletter:

- Fr Robert will write a piece on Advent for the next Community Update.
- Manuel da Silva will request an item from our student trustees.
- Joyce will draft an item on the ARC review task force, to thank participants and provide an update on actions taken by the board as a result of recommendations from the task force.
- An additional item will congratulate this year's graduates, and thank staff for their work organizing the graduation celebrations.

5 Other Business

That the following be presented to the board as an item for action:

Whereas:

The Newsletter Committee meets briefly on a bi-monthly basis, and the work is directly related to the work of the Linkages Task Force, and it is the intent of the Board to limit the number of committees:

"That the Board Newsletter Committee be absorbed by the Linkages Task Force"

Motion by: Fr Robert Hetu

Seconded by: Anthony Piscitelli

6 Adjournment

Moved by: Fr. Robert Hétu

Seconded by: Anthony Piscitelli

THAT the meeting be now adjourned.

The meeting was adjourned at 5:00 p.m.

Pastoral Care Team Committee Meeting

A meeting of the Pastoral Care Team Committee was held on the 14 day of November, 2011

Present:

Committee Members:

Manuel da Silva; Fr. Robert Héту (Chair); Janek Jagiellowicz; Colin Whaley

Administrative Officials:

Fr. Fred Scinto, C.R.

Regrets:

Marcus Cardoso

Next Meeting:

January 9, 2012

1. Welcome and Opening Prayer:

The meeting was called to order by Fr. R. Héту at 5:08p.m. Opening prayer was lead by J. Jagiellowicz for the intentions of Fr. Joe Palubeski, C.R.

2. Approval of Agenda

Motion: M. da Silva

Seconded: J. Jagiellowicz

Approved by consensus

3. Declared Pecuniary interest

NIL

4. Approval of October 3, 2011 Minutes

Motion: M. da Silva

Seconded: Fr. R. Héту

Approved by consensus

5. Discussion Items

5.1 The prayer schedule was reviewed. Fr. R. Héту will now take February and J. Jagiellowicz will now take March. The rest of the schedule will remain the same. M. da Silva will inquire with R. Lawler about the OCSTA Catholic Education Week material.

5.2 The Board and Senior Administration retreat based on Building Bethlehem Everywhere will be on Monday, February 6, 2011 at Resurrection Center in Waterloo beginning with supper at 5:00 p.m. and concluding at 8:30 p.m. Fr. Con O'Mahony and former trustee Louise Ervin will facilitate the evening. A planning session is set for November 30 with R. Lawler and the facilitators. M. da Silva will be present on behalf of the pastoral committee. Minutes of that meeting will be brought to the next pastoral team committee meeting.

5.3 At the invitation of the Chair Fr. R. Héту will participate in the Los Angeles Religious Education Conference from March 22-25, 2012.

5.4 The committee's terms of reference were discussed. It was noted the terms of reference have not been updated since 2010. The importance of prayer was emphasized. 'What we do' reflects our values. It was suggested that we should have a guaranteed 15 minutes of sacred time per meeting. If more time is required it will be contingent on the agenda.

The terms of reference speak of budget implications. M. da Silva will approach R. Lawler for the details and cost of our upcoming board retreat.

Upon further discussion it was agreed that the Pastoral Care Team Committee should become a standing committee.

It was moved by J. Jagiellowicz and seconded by C. Whaley that the pastoral committee recommends to the Board that the Pastoral Care Team Committee become a standing committee of the Board and in its new terms of reference there be a guaranteed 15 minutes of sacred time to start each meeting. Approved by consensus

6. Closing Prayer

Committee members prayed The Board's Prayer

7. Adjournment

Motion to adjourn: 5:45 p.m.

Motion: C. Whaley

Seconded: J. Jagiellowicz

Approved by consensus



REPORT

Date: November 28, 2011
To: Board of Trustees
From: Director of Education
Subject: Special Education Advisory Committee Membership

Type of Report:

- Decision-Making
- Monitoring
- Incidental Information concerning day-to-day operations

Type of Information:

- Information for Board of Trustees Decision Making
- Monitoring Information of Board Policy
- Information only of day-to-day operational matters delegated to the CEO

Origin (cite: Education Act and/or Board Policy or other legislation)

Ontario Regulation 464/97: Special Education Advisory Committee

Policy Statement and/or Education Act/other Legislation citation:

Regulation 464-97 sets out the membership criteria, qualifications and mandate of the Special Education Advisory Committee.

Background/Comments:

Application from VOICE for Hearing Impaired Children, nominating Ms. Carolyn Funkenhauser to representative Voice at the SEAC meetings.

Recommendation:

This report is provided as monitoring information to the Board of Trustees with the following recommendation:

THAT the Board of Trustees approves the appointment to SEAC, as outlined above, for the term November 2011 – November 2014.

Prepared/Reviewed By: Roger D. Lawler
 Director of Education

*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.”

ACTION ARISING FROM THE NEWSLETTER COMMITTEE MEETING OF NOVEMBER 7, 2011

Motion by: Fr Robert Hetu

Seconded by: Anthony Piscitelli

Whereas:

The Newsletter Committee meets briefly on a bi-monthly basis, and the work is directly related to the work of the Linkages Task Force, and it is the intent of the Board to limit the number of committees:

That the Board Newsletter Committee be absorbed by the Linkages Task Force.

WATERLOO CATHOLIC DISTRICT SCHOOL BOARD

GOVERNANCE COMMITTEE RECOMMENDATIONS

1. Bylaw review:

The following items were referred to the Governance Committee by the Board of Trustees for action:

a. Section 3.4 Governance recommends two options for the board’s consideration as follows:

- A) Moved by Anthony Piscitelli, seconded by Wayne Buchholtz that section 3.14 of the bylaw be reworded as follows (change bolded) “The Committee of the Whole Board, including the Committee of the Whole Board – In Camera **and all Committees of the Board meet** for the purpose of discussion and debate on any subject before the Board, **do not make decisions, they make** recommendations to the Board.”
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- C) Alternative option is to not use the term “Task Force”.

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Trustees discussed whether to add a question period to the board agenda or a mechanism to deal with business arising. The discussion concerned how to bring incidental matters to the attention of the board so that all trustees were aware of the matters. One suggestion was to have a “question period”. Committee members discussed the current Trustee Inquiry process and the reason it was designed in the first place; that is, as a mechanism where trustees could raise operational matters with the Director of Education (or policy matters with the Board Chair) and place a matter on a subsequent board agenda if the response from the Director of Education or Board Chair as the case may be was something the board should consider. Trustees and the Director of Education indicated that the Trustee Inquiry process was designed to prevent surprises, that everyone should have a chance to respond to an issue with all of the available information.

Moved by Anthony Piscitelli, seconded by Manuel da Silva that the Board of Trustees consider three options:

- A) That there be no “question period” on the board agenda
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f. Section 10.1 to 10.1.3 and section 3.17

There was discussion on the intent of sections 10 and 11 with regard to changing policy. As well, there was discussion on how one can change motions at a board meeting. Trustees agreed that there is a need for a facilitated session on this aspect of the bylaw and Roberts Rules of Order and how to deal with motions.

ACTION ARISING FROM THE PASTORAL CARE TEAM COMMITTEE MEETING OF NOVEMBER 14, 2011

Motion by: J. Jagiellowicz
Seconded by C. Whaley

That the Pastoral Committee recommends to the Board that the Pastoral Care Team Committee become a standing committee of the Board and in its new terms of reference there be a guaranteed 15 minutes of sacred time to start each meeting. Approved by consensus

Number: II 004
Subject: Advocacy and Advertising

Approval Date: September 29, 2008.

Effective Date: September 29, 2008.

Revised:

Policy Statement:

The Board of Trustees has a responsibility to act as advocates on behalf of the owners. Advocacy involves telling our story with the purpose of soliciting support for our students, system and Catholic Education. As per Ministry of Education directive, advocacy activities will not use students, report cards or annual reports as vehicles for Board or school advocacy to the public, education partners or government. The Board will not expend Board funds for specific political party events, recruit students from other boards, provide inaccurate information, or use paid advertising or communications with parents, teachers, or students for the sole purpose of advocating the government or other education partners.

Action however may, result from the activities of the members of the Board of trustees directly, or indirectly through supporting the activities of groups like the Ontario Catholic School Trustees Association (OCSTA), the Ontario Catholic Supervisory Officers Association (OCSOA) or the Ontario Catholic School Business Officials (OASBO).

Monitoring:

Methods:

Frequency:



Memorandum

TO: Manuel da Silva, Chair of the Board of Trustees
CC: Shesh Maharaj, Superintendent of Corporate Services and Treasurer
FROM: Scott Keys, Internal Audit Officer
DATE: November 11, 2011
REPORT No.: IA 12-03
SUBJECT: 2010-2011 Trustee Expense Audit

Summary

As part of the 2010-2011 Internal Audit Plan and as required by Board Policy II 014 – *Trustee Expenses*, audit procedures were performed over the expense reimbursement claims of Trustees to measure compliance with Board Policy and the appropriateness of expenditures.

Introduction

I am writing to report to you the results of the internal audit procedures performed on the Trustee expense claims for the 2010-2011 school year. The audit took place on October 19th – November 7, 2011. Appendix A discusses *Exceptions to Board Policy and Improvement Opportunities*, while Appendix B provides a *2010-2011 Statement of Trustee Expenses*.

Audit Procedures

The following audit procedures were performed in order to measure compliance with Board Policy and to determine the appropriateness of expenditures:

- Review expense reimbursement claims and supporting documentation of all Trustees for the year under audit
- Review purchase card transactions and supporting documentation for the Chair of the Board
- Inquire of the Superintendent of Corporate Services and Treasurer or Trustees, as required

References

- Board Policy II 014 – *Trustee Expenses*
- Corporate Services Manual
 - Expense reimbursement process

Results

After reviewing the expense reimbursements, the following areas of strength were noted:

- Expense claims were reviewed and approved by the Chair of the Board and/or the Superintendent of Corporate Services and Treasurer, in accordance with Board procedures
- Reimbursements were accompanied by sufficient supporting documentation such as invoices or detailed receipts
- Personal expenses identified were reimbursed back to the Board by the Trustee

Refer to **Appendix A** for a *Summary of Exceptions to Board Policy and Improvement Opportunities* noted during the audit.

Appendix B is the *2010-2011 Statement of Trustee Expenses*. This statement is provided to the public (including media outlets), upon request, by the Chief Managing Officer.

Conclusions

Based on my audit and analysis of Trustee expenses, overall expenses are reasonable in nature and supported by sufficient invoices or detailed receipts. While I have noted a few minor deviations from Board Policy, these represent improvement opportunities for future submissions.

If there are any comments, questions, or other areas of concerns please do not hesitate to contact me.

Kind Regards,



Scott Keys, CA
Internal Audit Officer

Appendix B

Summary of Exceptions to Board Policy and Improvement Opportunities

	Lack of Details for Business Travel												
Observation and Implication	<p>It was noted on several occasions the lack of sufficient detail surrounding Trustee's business travel. There was no indication where the Trustee travelled to/from or the business reason for travelling.</p> <p>Without sufficient details it is difficult to determine the appropriateness of the business travel claimed by Trustees.</p>												
Policy Statement	An expense voucher may be submitted at the end of each month for payment but must be submitted at least quarterly listing dates, location and reasons for the claim.												
Recommendation	<p>All business travel is to be supported with the following details:</p> <ul style="list-style-type: none"> • Specific locations and dates of travel (i.e. from home to Board) • Number of kilometers travelled • Business purpose of travel (i.e. public board meeting) <p>An example of a submission for business is as follows:</p> <table border="1" style="margin-left: 40px;"> <thead> <tr> <th>Date</th> <th>From/To or Details of the Expenses</th> <th>KM</th> </tr> </thead> <tbody> <tr> <td>11/14/2011</td> <td>Home – CEC – Home (Public Board Meeting)</td> <td>20.0</td> </tr> <tr> <td>11/17/2011</td> <td>Home – St. Mary's – Home (School Council meeting)</td> <td>10.4</td> </tr> <tr> <td>11/21/2011</td> <td>Home – CEC – Home (Audit Committee Meeting)</td> <td>20.0</td> </tr> </tbody> </table>	Date	From/To or Details of the Expenses	KM	11/14/2011	Home – CEC – Home (Public Board Meeting)	20.0	11/17/2011	Home – St. Mary's – Home (School Council meeting)	10.4	11/21/2011	Home – CEC – Home (Audit Committee Meeting)	20.0
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11/21/2011	Home – CEC – Home (Audit Committee Meeting)	20.0											

	Frequency of Expense Claim Submission
Observation and Implication	<p>It was noted that three Trustees submitted only one expense claim for the entire school year, rather than submitting at least on quarterly basis in accordance with Board Policy.</p> <p>Without timely expense submissions it is difficult to provide an accurate and up to date budget to the Trustees.</p>
Policy Statement	An expense voucher may be submitted at the end of each month for payment but must be submitted at least quarterly listing dates, location and reasons for the claim.
Recommendation	Trustees should submit their expense reimbursement claims on a quarterly basis, specifically as of: November 30 th , February 28 th , May 31 st , and August 31 st .

	Duplicate Payment
Observation and Implication	<p>It was noted on two occasions that Trustees were reimbursed for the same expense claim. In one instance the duplicate payment was paid back, however the other was not.</p> <p>Duplicate payments overstate expenses and could bring into the question the integrity of the Trustee expense claims.</p>
Policy Statement	All expense must be accompanied by original receipts and the original bill/invoice providing the details of the expense.
Recommendation	On a future expense claim, the Trustee should reimburse the Board the duplicate payment received of \$157.42.

Appendix B
2010-2011 Statement of Trustee Expenses

	Mileage	Conferences	Meals	Supplies	Parking	Personal	Other	Total	
Manuel Da Silva	2,541	462	14	-	35	(232)	-	2,820	Chair of the Board from December 2010 Vice-Chair to December 2010
Marion Thomson-Howell	-	-	-	-	-	-	-	-	Chair of the Board to December 2010
Wayne Buchholtz	779	1,168	57	58	-	(124)	-	1,938	Vice-Chair of the Board from December 2010
Joyce Anderson	990	1,553	46	164	236	-	25	3,014	Newly Elected Trustee
Denise Blum	129	-	-	67	-	-	-	196	Outgoing Trustee
Louis Ervin	307	-	-	-	-	-	-	307	Outgoing Trustee
Joseph Gowing	118	-	-	-	-	-	-	118	Outgoing Trustee
Fr. Robert Héту	1,009	463	50	-	40	-	-	1,562	Trustee
Janek Jagiellowicz	1,008	163	-	-	-	-	25	1,196	Newly Elected Trustee
Judy Narin	-	-	-	-	-	-	-	-	Outgoing Trustee
Anthony Piscitelli	259	401	11	-	10	(100)	-	581	Newly Elected Trustee
Wendy Price	1,228	1,329	9	40	146	-	-	2,752	Newly Elected Trustee
Peter Reitmeier	946	473	-	-	-	-	-	1,419	Newly Elected Trustee
Greg Reitzel	1,131	768	-	-	62	-	-	1,961	Trustee
Anne Marie Haymen	1,335	704	223	-	50	-	-	2,312	Student Trustee
Claire Matlock	-	1,214	255	-	-	-	-	1,469	Student Trustee
Totals	\$11,780	\$ 8,698	\$ 665	\$ 329	\$ 579	\$ (456)	\$ 50	\$21,645	

Number: II 008
Subject: The Role of the Chair

Approval Date: September 29, 2008.

Effective Date: September 29, 2008.

Revised: March 29, 2010

Policy Statement:

The work of the Chair is primarily to be the Chief Governance Officer of the Board, assuring the integrity of the board's process and, secondarily, occasionally representing the board to outside parties. The Chair is first among equals and accords no special privileges or knowledge over other members of the board.

Accordingly:

1. The job result of the Chair is that the board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization:
 - a) meeting discussion content will be only those issues which, according to board policy, clearly belong to the board to decide, not the CEO
 - b) deliberation will be fair, open, and thorough but also timely, orderly, and kept to the point.
2. The Chair is authorized to use any reasonable interpretation within topics covered by Board policies on Governance Process and Board-CEO Linkage, with the exception of:
 - a) employment or termination of CEO
 - b) where the board specifically delegates portions of this authority to others.
3. The Chair has no authority to make decisions about policies created by the board within Ends and Executive Limitations policy areas. Therefore the Chair has no authority to supervise or direct the CEO.
4. The Chair will set, in consultation with the Board, the agenda for the meetings of the Board of Trustees.
5. The Chair is empowered to chair board meetings with all the commonly accepted power of that position (e.g.: ruling, recognizing) and will work constructively towards achieving consensus when arriving at decisions.
6. The Chair is empowered to assign trustees to Board committees and, at the request of the CEO, staff operating committees taking into account the need for trustee work to be proportioned fairly and the need for trustee experience and development to be fostered.
7. The Chair may represent the board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.

8. The Chair will ensure that there is an orientation to the organization and work of the Board of Trustees, with any new CEO or staff assigned to support the Board.
9. The Chair, with the support of trustees, will ensure a continuity of work of the Board of Trustees by ensuring files of all Board correspondence and process/procedures are maintained.
10. The Chair must select the recipient of the Chair's award.
11. The Chair may delegate its authority to another trustee, but remains accountable for its use.
12. The Chair will monitor and authorize the expenses of trustees
13. The Chair will monitor and authorize the personal expenses of the CEO and will report annually to the Board on this monitoring.

Monitoring:

Methods:

Frequency:



Waterloo Catholic
District School Board

REPORT

Date: November 28, 2011
To: Board of Trustees
From: Director of Education
Subject: Monitoring Report on Board Policy IV 006, "Employee Compensation"

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 006 "Employee Compensation" 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 September 2, 2008. There have been no revisions to the policy.

BROADEST POLICY PROVISION:

With respect to employment compensation and support to employees, the CEO shall not cause or allow jeopardy to fiscal integrity or public image.

OPERATIONAL DEFINITION:

I believe the lower level policy provisions address what needs to be said about jeopardy, fiscal integrity and public image. That is to say, that if any of the lower level policy provisions are not compliant then it could cause jeopardy to both the board's fiscal integrity and public image. The two are substantially related. If the board ends up in debt (fiscal jeopardy) it would create a negative public image for the board; that is, present the board as incapable of managing scarce resources. Compliance will be shown when all the lower level policy provisions are in compliance.

STATEMENT OF COMPLIANCE

I report compliance.

POLICY PROVISION #1:

Violate collective bargaining agreements

OPERATIONAL DEFINITION:

I interpret provision #1 to mean there will be no intentional violations of Collective Agreements.

Compliance will be shown when 100% of grievances received from union representatives are resolved, abandoned, withdrawn or there are no written decisions rendered by an arbitrator or board of arbitration indicating that an intentional breach of the Collective Agreement has occurred.

I believe this interpretation is justified in that it complies with the established requirements under the Labour Relations Act for addressing alleged Collective Agreement violations. Under the Act, only arbitrators have the authority to determine Collective Agreement violations. This system is in place to foster positive labour relations with respect to the application of collective agreements with a goal that differences be resolved in a timely manner and in all respects upholding the integrity of the collective agreements. Each Collective Agreement provides for issues to be processed through several problem solving steps including a complaint process, and two to three further joint meetings with union and board representatives before moving to arbitration if a resolution cannot be found.

ACTUAL DATA

Status as at August 31, 2011 for grievances filed during the 2010-2011 school year:

Employee Group	# Grievances	Status Active	Resolved	Withdrawn	Abandoned by Union	Arbitration Pending (includes active)	Arbitration Awards Indicating Intentional Violations
OECTA	24	13	4	7	0	6	0
CUPE	8	2	3	0	3	0	0
CAW	11	2	7	2	0	1	0
APSSP	0	0	0	0	0	0	0
OSSTF	0	0	0	0	0	0	0

Status as at August 31, 2011 for grievances filed during the 2009-2010 school year:

Employee Group	# Grievances	Status Active	Resolved	Withdrawn	Abandoned by Union	Arbitration Pending (includes active)	Arbitration Awards Indicating Intentional Violations
OECTA	23	0	14	4	3	0	0
CUPE	7	2	3	0	2	1	0
CAW	12	0	7	2	3	0	0
APSSP	1	0	1	0	0	0	0
OSSTF	0	0	0	0	0	0	0

One hundred percent of grievances received from respective unions have been addressed according to the provisions of respective Collective Agreements. Two written decisions rendered by arbitrators were issued during the 2010/11 school year and neither indicated an intentional breach of a collective agreement. Records of these grievances are maintained by the Manager of Human Resource Services and can be viewed upon request.

STATEMENT OF COMPLIANCE

I report compliance.

POLICY PROVISION #2:

Promise or imply guaranteed employment

OPERATIONAL DEFINITION:

I interpret provision #2 to mean that staff with responsibility for making recommendations for hiring, promotion or transfer of staff will do so in compliance with relevant hiring procedures and all actions related taken by said staff will be consistent with the provisions of the Professional Standard of Ethics.

Compliance will be shown annually when the Superintendent of Human Resources attests that 100% of the recommendations from staff responsible for hiring, promotion or transfer of staff to a site, have provided the supporting documentation fulfilling their obligations under the hiring procedures and have signed a statement that no promise or guaranteed employment was made to the candidate being considered for hire to the position or appointment to a site.

I believe this interpretation is justified since this is the absolute best possible measure to achieve assurance.

ACTUAL DATA

The following indicates the number of guaranteed statements provided for new hires from September 1, 2010 to August 31, 2011:

Employee Group	No. Hired	Guarantee Statement Completed
Teachers	77	77
Early Childhood Educators	33	0*
Education Assistants	53	53
Child and Youth Care Workers	16	16
Library Technicians	2	2
Administrative Support Staff	14	14
Con Ed Instructions/Support	27	27
Student Services	4	4
Facilities	18	18
Management	26	26

*For 2011 group interviews were conducted jointly by HRS and administrators to hire ECEs. The activity-based assessments that form the core of the interviews are unique among the employees groups. Accordingly, there was no opportunity to imply a guarantee of employment. All offers of employment were made by HRS subsequent to the interview process. Going forward this process will be amended to include signed guarantee statements.

STATEMENT OF COMPLIANCE

I report compliance.

POLICY PROVISION #3:

Provide less than some basic level of support to all full time employees.

OPERATIONAL DEFINITION:

I interpret full time to mean an employee of the board who has a regular ongoing employment relationship with the board irrespective of the number of hours they work; that is to mean, all employees of the board. I further interpret provision #3 to mean permanent employees of the board have access to and are aware of counseling in personal matters including spirituality. Supports include access to the Employee Assistance Program (EAP), a Pastoral Care Team and the Spiritual Animator.

Compliance will be demonstrated as follows:

- a) When the Employee Assistance Program (EAP) provider data demonstrates that the level of access to the program by full time employees is an access rate that is consistent for the sector.
- b) When 100% of full time employees receive the information regarding access to the programs available.
- c) When a survey of employees shows evidence that 75% of full time employees are aware of these supports.
- d) When a survey of employees shows evidence that 75% of full time employees are aware of Pastoral Care Teams.
- e) When a survey of employees shows evidence that 75% of full time employees are aware of our Spiritual Animator.

I believe the interpretation of item a) is justified because it relies upon the standards of access established for the sector.

I believe the interpretation of item b) is justified since it is reasonable to expect that 100% of full time employees will receive the program information since we are in control of providing the information to employees.

Furthermore, with respect to items c) through e) I believe this interpretation is justified at the 75% level because this is where John Yardley – who administered the survey on behalf of the board – felt the organization should be in order to enter the strong to excellent range for awareness of employee supports.

ACTUAL DATA

- a) Over a 5 year period across all organizations in the region quarterly usage varied between 3% and 16%. This is largely based on sector demographics of the workplace. Educational organizations had usage rates between 7% and 12%. The Board's usage rate was consistent with that of other organizations with a quarterly average of 9.3% over the last year.
- b) Information regarding the EAP is provided to all new hires and is provided via the Board's internal website – Staffnet. Additionally, details of the EAP are provided to employees where a need or a possible need has been identified. For example, information may be provided to an employee who is experiencing difficulties with job performance or attendance. The EAP provider

attends an Administrator's Meeting annually to review the services available so that Administrators may pass the information along as needs are identified.

- c) According to the 2011 Treatment of Staff Survey, 66.2% of employees are sufficiently aware of the EAP. While this is below the target of 75%, it is an improvement over the 2009 Survey that indicated 60% of employees were sufficiently aware of the EAP.
- d) According to the 2011 Survey, 66.9% of employees are sufficiently aware of the Pastoral Care Team. While this is below the target of 75%, it is an improvement over the 2009 Survey that indicated 62.3% of employees were sufficiently aware of the Pastoral Care Team.
- e) According to the 2011 Survey, 67.5% of employees are sufficiently aware of the Spiritual Animator. While this is below the target of 75%, it is an improvement over the 2009 Survey that indicated 62.3% of employees were sufficiently aware of the Spiritual Animator.

As a means to address the failure to meet the specified targets, an annual acknowledgement will be developed for staff to review and complete on or about the time offence declaration forms are required.

STATEMENT OF COMPLIANCE

I report non compliance

POLICY PROVISION #4:

Establish compensation and support which:

- a) deviates materially from the geographic or professional market for the skills employed
- b) create obligations over a longer term than revenues can be safely projected, or that subjects the board to losses of revenue

OPERATIONAL DEFINITION

I interpret part (a) of the policy provision to mean that compensation levels of professional skilled employees of the Waterloo Catholic District School Board are adequate to attract and retain qualified and skilled professionals to positions within the WCDSB, taking into consideration market conditions for available skilled qualified staff, available funding, geographic differences and maintaining internal equity.

Compliance will be shown when compensation data supports that the WCDSB professional staff compensation is at a minimum level of no more than one standard deviation below the mean (average) compensation levels paid to comparable groups in like sized Catholic District School Boards.

I believe this interpretation is justified since using the measure of standard deviation to compare differences in salary levels is a globally accepted measure of variability. Statisticians commonly report that data that fall far outside the range of one standard deviation are considered statistically significant.

I interpret part (b) "a longer term than revenues can be safely projected" to mean the period of time when the Ministry of Education has provided revenue information to school boards so that school boards can plan ahead safely knowing what revenues the school board will have.

Compliance will be shown when 100% of the collective agreements and terms and conditions of employment obligations end on or before the budget guarantees from the Ministry of Education end.

I believe this interpretation is justified because a reasonable period of projection means the timeframe for which the Ministry of Education has provided budget guarantees. The rest is self-evident

ACTUAL DATA

Since the Province of Ontario entered into provincial framework discussions impacting on school boards until August 31, 2012 and since the Province of Ontario has indicated a compensation freeze until 2012, there is no change in the information that was reported in last year's monitoring report. As a result, I do report compliance and also recommend to the board that this policy provision be monitored in the same frequency as collective agreements and terms and conditions of employment are negotiated/agreed to.

STATEMENT OF COMPLIANCE

I report compliance.

POLICY PROVISION #5:

Establish or change benefits which:

- a) cause unfunded liabilities to occur or in any way commit the organization to benefits which incur unpredictable future costs
- b) cause any employee to lose benefits already accrued from any foregoing plan

OPERATIONAL DEFINITION PART A

I interpret "benefits" to mean health, dental and life insurance benefits as negotiated with all employee groups. In negotiating benefits the parameters for policy provision #5 must be adhered to; that is, over the period of known revenues there will be no establishment or change in health, dental and life insurance benefits which cause unfunded liabilities which would incur unpredictable future costs. Unfunded liabilities refer to commitments for which there are no reserves held.

Compliance will be shown when the commitment to the benefit plan provided for in Collective Agreements and Terms and Conditions of Employment support reserve levels that are within a level acceptable the carrier risk thresholds.

I believe this interpretation is justified since it is the carrier who establishes the risk level standard at which they will tolerate to continue engaging as a service provider with the Board. The carrier – prior to accepting the board as a client – must be assured that through their due diligence the risks they are entering into are acceptable. If the carrier does not accept the board as a client one can logically conclude that the risks are too great. Since the carrier sets the margin of safety in required reserves, we will ensure that the reserves for this meet the carrier's requirements.

ACTUAL DATA

The Superintendent of Learning and Human Resource Services attests through the carrier that our benefit plan has reserve funds that are acceptable to the carrier and the carrier has assured the board that they board is protected against unfunded liabilities.

STATEMENT OF COMPLIANCE PART A:

I report compliance.

OPERATIONAL DEFINITION PART B

I interpret “*cause any employee to lose benefits already accrued from any foregoing plan*” to mean that health, dental and life insurance benefits will not be lost from year to year unless loss is through negotiations with the respective bargaining unit.

Compliance will be shown by evidence of benefit loss, if any, outside of signed Collective Agreements or Terms and Conditions of Employment.

I believe his interpretation is justified as the Board can only change benefits through negotiations. This is achieved with unionized staff through Collective Bargaining and through Terms and Conditions of Employment renewal discussions with non-unionized staff.

ACTUAL DATA

The Provincial Framework agreement (September 2008) from the Province of Ontario and negotiated with education sector unions placed a freeze on current benefit levels in place as of 2007-2008 costs. Each successfully negotiated collective agreement and terms and conditions of employment – effective September 1, 2008 to August 31, 2012 – has language that no benefits would be lost during this period.

STATEMENT OF COMPLIANCE PART B:

I report compliance.

POLICY PROVISION #6:

Establish or change his/her own compensation and benefits

OPERATIONAL DEFINITION:

Only the Board of Trustees can establish or change the CEO’s compensation and benefits

Compliance is shown when data demonstrates that the CEO’s compensation and benefits are changed only upon written authorization of the board chair acting on behalf of the Board.

I believe the interpretation needs no justification as it is essentially providing no further interpretation than the board’s own language.

ACTUAL DATA

There has been no change to the data for this policy provision since the 2009 monitoring report to the board. The Internal Auditor has confirmed that the last change in compensation and benefits for the CEO effective September 1st, 2009 was approved by the Board of Trustees and communicated to the appropriate Human Resources staff by the Board Chair.

STATEMENT OF COMPLIANCE:

I report compliance.

*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 occur.



REPORT

Date: November 21, 2011
To: Board of Trustees
From: Director of Education
Subject: Monitoring Report on Board Policy IV 008, "Financial Conditions and Activities"

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 008, "Financial Conditions and Activities" according to the schedule set out. I certify that the information contained in this report is true. This policy was approved in 2008. This is the fourth monitoring report. In 2010-11 the board found the operational definitions to be reasonable.

Roger D. Lawler, CEO

BROADEST POLICY PROVISION:

With respect to the actual, on-going financial condition of the organization, the CEO shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in the approved budget.

OPERATIONAL DEFINITION:

I interpret this policy provision to mean that the organization requires prudent fiscal management in order to stay within the approved budget. I further interpret this provision to mean that when the CEO is compliant with the policy provisions #1 to #11 below then the broadest policy provision is compliant.

I believe this interpretation is justified because the components of this policy outlined below represent in part and in total the components of the approved budget.

ACTUAL DATA:

Please see lower level policy provisions

STATEMENT OF COMPLIANCE:

I report compliance

POLICY PROVISION #1:

Expend more funds than have been received in the fiscal year to date or incur debt unless the debt can be repaid by certain, otherwise unencumbered revenues within 90 days

OPERATIONAL DEFINITION:

Operational debt (overdraft) will be managed in a conservative manner so as not to unduly risk the board's viability and further to ensure interest costs are minimized so as to not adversely affect the board's current year budget. Viability is assured where overdrafts are repaid within 90 days.

Capital debt is excluded from this interpretation because it is covered under policy provision #10 – financial agreements over five years.

Compliance will be shown that in 100% of the instances reviewed, operational debt will have been repaid within 90 days in order to be compliant.

I believe this interpretation is justified as revenues and expenditures may not align at a particular point in time and operational debt may be required until the subsequent cash flow payment is received. Furthermore, I believe it is reasonable to assume that debt will only be incurred where necessary to continue operations until we receive the offsetting revenue, which should not exceed 90 days.

ACTUAL DATA:

The Internal Auditor's review of the 2010-2011 consolidated month end bank balances determined that the Board was not in an overdraft position at the end of any month during the year.

Based on the Internal Auditor's review of the consolidated month end bank balances for 2010-2011, the Board did not incur debt that was not repaid within 90 days.

STATEMENT OF COMPLIANCE:

I report compliance.

POLICY PROVISION #2:

Operate with a line of credit of more than \$30 million

OPERATIONAL DEFINITION:

Lines of credit entered into by the Board should not cumulatively sum to more than \$30 million.

I believe that this interpretation needs no justification as it is essentially what the policy states.

ACTUAL DATA:

CIBC has confirmed that the Board's current operating line of credit does not exceed \$30 million.

From: Popov, Snezana [<mailto:Snez.Popov@cibc.com>]

Sent: Wednesday, August 24, 2011 10:55 AM

To: Laura Isaac

Cc: Whigham, Evelyn; Bott, Jim

Subject: RE: Total credit facilities for the Waterloo Catholic District School Board

Laura,

Confirmed – your credit limit does not exceed \$30 million as previously established.

Snez

Snezana Popov, CMA

Commercial Banking, Public Sector Group

1 King St. W., 3rd Floor Hamilton, ON L8P 1A4

Phone: (905) 572-3137 **Fax:** (905) 526-7414

STATEMENT OF COMPLIANCE:

I report compliance.

POLICY PROVISION #3:

Use any reserves.

OPERATIONAL DEFINITION:

PSAB Guidelines have required us to identify our reserves as “Accumulated Surpluses” and “Deferred Revenues”. For the purposes of this policy provision, the following balances are within the scope of this provision as their use is either partially or fully within the control of the Board:

Proceeds of Disposition
 Pupil Accommodation Debt Reserve for School Renewal
 Continuing Education
 Network Infrastructure
 Operating Expenditure
 Student Infrastructure
 Education Development Charges
 Special Education

Compliance will be demonstrated through verification from the Internal Auditor that the CEO did not access any of the balances listed above without board approval.

I believe this interpretation is justified because these funds cannot be accessed without approval and the Internal Auditor’s independent examination will ensure that the appropriate processes were followed.

ACTUAL DATA:

2010-11 Reserve Use	Amount Approved	Amount Used	Board Motion
Operating/Working	\$2,985,490	\$2,300,000	2011-22 and 2011-123
Green Schools	\$50,518	\$50,518	2011-22
Other Deferred Revenues	\$2,912,502	\$2,912,502	2011-22
Special Education	\$132,028	\$50,440	2011-22
Continuing Education	\$800,000	\$800,000	2011-151
Continuing Education	\$45,049	\$45,049	2011-172

Based on the Internal Auditor’s review, the CEO did not use any reserves without prior approval from the Board of Trustees.

STATEMENT OF COMPLIANCE:

I report compliance.

POLICY PROVISION #4:

Allow payroll obligations to be unsettled or untimely

OPERATIONAL DEFINITION:

Employees have a right to expect that they will be paid on time. In cases where errors occur and have been discovered, errors will be corrected within 3 business days.

Compliance will be demonstrated as follows:

- A review by the Internal Auditor of a sample of ten manual payroll payments to ensure that where errors are discovered, that they are corrected within three business days.

I believe this interpretation is justified because

- Instances of technology failure or human error when discovered require a reasonable time frame to be corrected. Although there is no external standard, three business days is reasonable since payroll staff need time to investigate and verify the error, and prepare calculations to request a direct payment through accounts payable.
- A sample of ten manual employee payments is justified because it is based on KPMG's sampling guidelines for control measures.

ACTUAL DATA:

The Internal Auditor obtained a listing of payments from Payroll for any corrections made by the Board to ensure they were completed within three business days. To assess the timeliness of corrections, the Internal Auditor reviewed a sample of 10 manual corrections out of a total of 63 occurrences. In the sample selected, on average, payments were made in one day; there was one instance of a payment being made in excess of three days. The original correction was put into the employees deferred salary account (which was no longer was accessible), after a brief investigation the error was found and the employee was paid eleven business days later.

As a result, the Internal Auditor extended the sample to 13 manual corrections. In the additional sample selected there were no instances of payments being made in excess of three business days.

Based on the Internal Auditor's sampling of manual corrections, payroll obligations were settled in a timely manner based on the nature and discovery of an error.

STATEMENT OF COMPLIANCE:

I report compliance.

POLICY PROVISION #5:

Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed

OPERATIONAL DEFINITION:

The CEO believes the primary purpose of this policy provision is to avoid financial penalty to the board. Government ordered tax payments or filings should not be late or inaccurately filed since allowing this to happen in most cases would generate penalties and interest charges to the Board. Board payments to external entities will be accurate and on time.

Compliance will be demonstrated when 90% of filings were made on time and in 100% of the filings no penalties were incurred.

I believe this interpretation is justified because while there is no industry standard, I believe 90% is reasonable given human error. It is justified to seek to have no penalties because penalties incur costs to the board.

ACTUAL DATA:

Payroll filings and payments are remitted directly by our external payroll provider to the appropriate government agencies. The Internal Auditor reviewed an audit report on the internal controls of our external payroll provider to ensure the accuracy of payroll calculations and that government remittances were processed in an accurate, complete and timely manner.

The Internal Auditor also reviewed a sample of non-payroll government payments and filings to ensure they were filed in a timely manner according to their specified due dates as per the relevant governing body. The following table reflects late filings:

Sample	Frequency	Filed on Time	Days Past Due
GST Returns/Rebates	Monthly	No	September – 8 November – 18 May – 4
2009/2010 Financial Statements	Annual	No	7
2010/2011 Revised Estimates	Annual	No	2
2011/2012 Estimates	Annual	No	5
Language Instruction for Newcomers to Canada (LINC)	Monthly	No	August - 6

The 2009-2010 financial statements were filed late as a result of ongoing communication with the Ministry of Education related to their mandated changes in accounting policies, specifically New Pupil Places (NPP) grants.

Based on the above, the Internal Auditor reviewed 70 submissions which showed 90.67% of the submissions were completed and filed on time. No financial penalties were imposed on any late filing.

Based on the Internal Auditor's review of the Board's government ordered payments and filings, over 90% were filed accurately and in a timely manner and no financial penalties were imposed.

STATEMENT OF COMPLIANCE

I report compliance.

POLICY PROVISION #6:

Allow debts to be unpaid beyond a reasonable period of time or in such a way as to jeopardize the organization's ability to receive trade credit, damage its credit-worthiness, or diminish its reputation in the trades or in the community

OPERATIONAL DEFINITION:

Debt owed by the board will be paid within the terms defined on the invoice except where a consultant has been employed to verify the work completed or further due diligence is required by the accounting department to confirm the amount owed. When a consultant is used, invoices will be paid after verification that the work has been completed.

Compliance will be demonstrated through the Internal Auditor reviewing a sample of debts to ensure payment is made with a reasonable period of time, as defined above.

I believe this interpretation is justified since paying vendors or creditors past their due dates can negatively affect our reputation. At the same time care needs to be taken to verify where necessary that work has been completed.

ACTUAL DATA

The Internal Auditor reviewed long-term debt payments as well as a sample of accounts payable invoices to ensure debts are paid within a reasonable period of time. The following table reflects the late payments discovered:

Description	Paid By Due Date on invoice	# Days Past Due
Construction vendor #1	No	29 and 30 days
Construction vendor #2	No	15 and 9 days
Non-construction vendor #4	No	4, 11, and 20 days
Non-construction vendor #5	No	3 days
Non-construction vendor #5	No	25 days

Invoices from construction vendors related to construction projects were paid past the due date as the Board was gaining assurance that the work was completed satisfactorily prior to payment. This is a typical practice with construction contracts and has not harmed the Board's reputation.

Four non-construction invoices were paid late due to the timing of receipt in the accounting from another department or school (especially during the summer break) or the vendor's terms are due on receipt.

Based on the Internal Auditor's review, payments made to creditors were made in a reasonable period of time. Debts were paid within a reasonable time and given that verification of work prior to payment is a standard practice with construction contracts.

STATEMENT OF COMPLIANCE

I report compliance.

POLICY PROVISION #7:

Allow receivables to go uncollected beyond a reasonable period of time without aggressively pursuing their collection

OPERATIONAL DEFINITION:

Financial Services will ensure receivables over \$5,000 are collected in a timely manner. Where receivables are not collected through standard means within 45 days, Financial Services will aggressively pursue the outstanding debt.

Compliance will be demonstrated through the Internal Auditor verifying that a sample of accounts receivable greater than \$5,000 were collected within 45 days or following the 45 day period with an acceptable explanation, or evidence of aggressive pursuit.

I believe this interpretation is justified since the \$5,000 threshold is an internal threshold supported over the years by our external auditor as a valid threshold for sampling receivables. As well, through external research, 45 days for outstanding receivables is generally accepted as a reasonable period of time after which aggressive pursuit through legal action or a collection agency would begin.

ACTUAL DATA

The Internal Auditor reviewed a sample of accounts of receivable transactions over \$5,000 and calculated the number of days outstanding. On average, the sample of receivables reviewed were collected 19 days after the invoice due date. The following table reflects late payments received:

Customer	# Days Past Due	Explanation
Customer #17	52	Customer made initial payment and was disputing remaining amount, continuous dialogue occurred until customer paid remaining amount
Customer #25	91	The customer used a grant to fund services rendered, as a result the customer required additional time to process the payment, continuous updates were received

Based on the Internal Auditor's review, receivables are being collected in a reasonable period of time without aggressively pursuing their collection.

STATEMENT OF COMPLIANCE:

I report compliance.

POLICY PROVISION #8:

Acquire, encumber or dispose of real property

OPERATIONAL DEFINITION:

Only the Board of Trustees can approve acquiring, encumbering or disposing of real property.

Compliance will be demonstrated through the Internal Auditor attesting that in the previous reporting period appropriate board approvals were provided for the acquiring, encumbering or disposition of real property.

I believe this interpretation is justified because the CEO is prevented by board policy from acquiring, encumbering or disposing of real property without board approval.

ACTUAL DATA

The Internal Auditor reviewed property matters with regard to acquisitions, encumbrances, or disposals. During the 2010-11 school year, the following are the property matters that took place, which were approved by a Board motion as noted below:

Property Type	Description	Board Motion
Acquisition	None	
Encumbrance	None	
Disposal	St. Mary's High School (land exchange)	2008-12
	St. Clement (Cambridge)	2010-07
	St. Boniface (Maryhill)	2008-13
	Notre Dame (Kitchener)	2011-21

Based on the Internal Auditor's review, all acquisitions, encumbrances, or disposals were approved by the Board of Trustees.

STATEMENT OF COMPLIANCE:

I report compliance.

POLICY PROVISION #9:

Enter into any financial agreements over 5 years

OPERATIONAL DEFINITION:

The Board of Trustees must approve any financial agreement over five years.

Compliance will be demonstrated through verification by the Internal Auditor that 100% of all financial agreements that are greater than five years and have been entered into since the last reporting period have been approved by the Board of Trustees.

I believe this interpretation is justified since the Trustees must be aware of and approve any such agreements.

ACTUAL DATA

The Internal Auditor reviewed all new financial agreements for the past school year and noted two new contracts which were greater than five years. The following contracts were funded through the Ontario Finance Authority, which were approved by a Board motion as noted below.

By-Law Number	Purpose	Principal Amount	Term	Board Motion
2011-01	Pope John Paul II	\$3,864,732	25 years	2011-29
2010-02	Refinance St. Dominic Savio debenture	\$3,104,720	15 years	2010-132

Based on the Internal Auditor's review of financial agreements over 5 years, all new financial agreements greater than five years were approved by the Board of Trustees.

STATEMENT OF COMPLIANCE

I report compliance.

POLICY PROVISION #10:

Enter into any grant or contract arrangements unless it primarily emphasizes the production of Ends and secondarily, the avoidance of unacceptable means

OPERATIONAL DEFINITION:

This provision covers grants and contracts that are entered into by the Waterloo Catholic District School Board. Grants and contracts entered into will not compromise student safety, harm the Board's image, or incur unforeseen costs to the board. The processes undertaken are based on the ethical mandatory requirement flowing from the Province of Ontario Broader Public Sector Procurement Directive will be used as a decision screen for all new grants and contracts entered into since the last report.

Compliance will be demonstrated through an inspection by the board's Internal Auditor that the processes used throughout the Board comply with the ethical component of the Broader Public Sector Procurement Directive.

I believe this definition is reasonable because the Province of Ontario has set out procurement and ethical directives for the public sector aimed at the avoidance of unacceptable means. When acceptable means are utilized the board's ends can be achieved.

ACTUAL DATA

Based on the Internal Auditor's review of the procurement processes in place, in Board Policy IV 009 – provision #5, the processes met the ethical purchasing requirements of the Broader Public Sector Procurement Directive and thus avoidance of unacceptable means.

STATEMENT OF COMPLIANCE

I report compliance.

POLICY PROVISION #11:

Permit fundraising/sponsorship activities without procedures in place.

OPERATIONAL DEFINITION:

Individuals who contribute to the ongoing support of our system whether through schools or the Catholic Education Centre have a right to expect that their donations will be used appropriately and that the system will have transparent procedures in place.

I interpret sponsorship to mean those activities where there is a value of exchange; that is, an opportunity to access students to raise funds or an opportunity for an entity to advertise the within the school system.

Compliance will be demonstrated in two ways:

- when it can be shown that such policies exist for fundraising and sponsorship and
- When the internal and external auditors confirm that the controls in place are effective for safeguarding funds raised through fund raising.

I believe this interpretation is justified because the Ontario Association of School Board Officials (OASBO) have set the guidelines for fundraising, which is the standard for the sector. Secondly, both the external and Internal Auditors are outside experts with independence from management who can review and attest that control procedures are in place and are effective. Finally, I believe the interpretation for sponsorship is justified because it reflects the essence of economic activity – a service in return for a fee.

ACTUAL DATA

The procedures for funds received through fundraising are outlined through:

- Administrative Procedures Memoranda APB 004: School Generated Funds, (http://www.wcdsb.ca/ap_memos/PDF/APB004.pdf) and the SGF guidelines as provided by OASBO: (<https://staffnet.wcdsb.ca/bs/forms/Documents/Guidelines%20for%20School%20Generated%20Funds.pdf>).

The Internal Auditor visited 15 elementary and 6 secondary sites during the 2010-11 school year as outlined in the Internal Audit plan approved by the Audit Committee of the Board. The Internal Auditor verifies that both of the guidelines above are the basis for any work performed through his process.

The external auditor performed 3 school audits as part of their 2010-11 audit of the Board. The external auditor tested the operating effectiveness of the controls in place. As per the audit findings letter issued to the Board, KPMG “It should also be noted that the results of the procedures performed were positive”. If the auditors had discovered any significant control deficiencies, this would have been indicated in the report and also would have triggered more site visits.

The procedures for sponsorship are outlined in:

- Administrative Procedures Memoranda APB 003: “Moral and Ethical Guidelines for Resource Development, Advertising in Schools and Partnerships, (http://www.wcdsb.ca/ap_memos/PDF/APB003.pdf).

These guidelines outline the processes to be used when a sponsorship activity is engaged in.

STATEMENT OF COMPLIANCE:

I report compliance.

*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 A - Attestation to work completed by the Internal Auditor

I, Scott Keys, attest that the information provided by the CEO for Monitoring Report on Board Policy IV 008, “Financial Conditions and Activities”, accurately reflect my work, evidence and conclusions.

Scott Keys, CA
Internal Auditor, WCDSB