## Committee of the Whole Meeting

**Date:** January 12, 2015  
**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, Bill Conway, Manuel da Silva (Chair), Amy Fee, Frank Johnson, Wendy Price, Greg Reitzel, Brian Schmalz, Melanie Van Alphen  
- **Student Representatives:** Karen Hakim, Maria Paz Rodriguez  
- **Senior Administration:** Michael Schmitt, Gerry Clifford, Derek Haime, David DeSantis, Maria Ivankovic, Shesh Maharaj, Laura Shoemaker  
- **Special Resource:** John Shewchuk.  
- **Recording Secretary:** Barb Pilsner

### Agenda

<table>
<thead>
<tr>
<th>ITEM</th>
<th>Who</th>
<th>Agenda Section</th>
<th>Method &amp; Outcome</th>
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</thead>
<tbody>
<tr>
<td>1. Call to Order</td>
<td>Board Chair</td>
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<td>Approval</td>
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<tr>
<td>1.1 Opening Prayer &amp; Memorials</td>
<td>Board Pastoral Team</td>
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<td>1.2 Approval of Agenda</td>
<td>Board of Trustees</td>
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<td>1.3 Declaration of Pecuniary Interest</td>
<td>Individual Trustees</td>
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<td>1.3.1 From the current meeting</td>
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<td>1.3.2 From a previous public or in-camera meeting</td>
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<td>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)</td>
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<td>3. Consent Agenda: Board (Minutes of meetings)</td>
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<tr>
<td>3.1 Approval of Minutes of Regular and Special Meetings</td>
<td>Trustees</td>
<td>pp. 1-3</td>
<td>Approval</td>
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<tr>
<td>3.1.1 Minutes of Meeting of Nov 10, 2014</td>
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<tr>
<td>ITEM</td>
<td>Who</td>
<td>Agenda Section</td>
<td>Method &amp; Outcome</td>
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<td>4. Delegations</td>
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<td>5. Advice from the CEO</td>
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<td>5.1 Executive Search Service – Director of Education</td>
<td>Jeff Admans, Shesh Maharaj, Michael Schmitt</td>
<td>p. 4, pp. 5-10, pp. 11-29</td>
<td>Discussion, Information</td>
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<td>5.2 Bus Times Report</td>
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<td>5.3 Multi-year Strategic Plan</td>
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<td>6. Ownership Linkage (Communication with the External Environment related to Board’s Annual Agenda; ownership communication)</td>
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<td>7. Reports from Board Committees/Task Forces</td>
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<td>7.1 Linkages/Pastoral Committees</td>
<td>Manuel da Silva</td>
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<td>Discussion</td>
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<td>8. Board Education (at the request of the Board)</td>
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<td>8.1 Good Governance</td>
<td>Trustees</td>
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<td>Discussion</td>
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<td>8.2 OCSTA Regional Meetings – Emerging Issues</td>
<td>Trustees</td>
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<td>Discussion</td>
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<td>8.3 2015 OCSTA AGM/Conference Resolutions</td>
<td>Trustees</td>
<td>pp. 30-36</td>
<td>Discussion</td>
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<td>9. Policy Discussion (Based on Annual Plan of Board Work)</td>
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<td>10. Assurance of Successful Board Performance (monitoring)</td>
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<td>11. Assurance of Successful Director of Education Performance (monitoring)</td>
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<td>11.1 Monitoring Reports &amp; Vote on Compliance</td>
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<td>12. Potential Agenda Items/Shared Concerns/Report on Trustee Inquiries</td>
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<td>13. Announcements</td>
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<tr>
<td>13.1 Upcoming Meetings/Events (all scheduled for the Catholic Education Centre unless otherwise indicated):</td>
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<td>14. Items for the Next Meeting Agenda</td>
<td>Trustees</td>
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<td>15. Adjournment Confirm decisions made tonight</td>
<td>Director of Education</td>
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<td>16. Closing Prayer</td>
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<td>17. Motion to Adjourn</td>
<td>Board of Trustees</td>
<td>Motion</td>
<td>Approval</td>
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</table>
CLOSING PRAYER

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

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

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

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

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

Amen

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

A public meeting of the Committee of the Whole was held Monday, November 10, 2014 at Waterloo Region Catholic Education Centre, Kitchener

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

Student Trustees Present:
Maria Paz Rodriguez

Administrative Officials Present:
Michael Schmitt; Gerry Clifford; David DeSantis; Maria Ivankovic; Shesh Maharaj; Laura Shoemaker

Special Resources For The Meeting:

Regrets:
Karen Hakim; Derek Haime; John Shewchuk

Absent:

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 called the meeting to order at 6:03 p.m.

1.1 Opening Prayer & Memorials
M. da Silva welcomed the new trustees. The opening prayer was led by F. Johnson, Pastoral Team Committee. Intentions were offered for P. Reitmeier’s mother-in-law, Mary Pollock, who passed away 11 years ago, and for all our soldiers and those who gave their lives.

1.2 Approval of Agenda
2014-171 -- It was moved by W. Price and seconded by J. Anderson:
THAT the agenda for November 10, 2014 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. day-to-day operational matters from the Ministry of Education that the board is required to do)

3. Consent Agenda: Board of Trustees (Minutes of meetings)
3.1 Approval of Minutes of Regular and Special Meetings
3.1.1 Minutes of meeting of October 6, 2014
3.1.2 Items for Action from previous In-camera meeting November 10, 2014

2014-172 – It was moved by W. Buchholtz and seconded by G. Reitzel:
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)

6. Actions From Board Committees/Task Forces

6.1 Linkages Committee Direction
M. da Silva opened the item for discussion on the direction for the Linkages committee for next term. P. Reitmeier advised M. Schmitt suggested building relationships with the new mayors in city council, various civic bodies and current partnerships. A. Piscitelli declared a conflict due to his employment at the Region of Waterloo and left the meeting at 6:09 p.m. An invitation to an open house could be extended to all newly elected including the Townships. M. da Silva and M. Schmitt will discuss and come back to the new board with suggestions.

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

7.1 2015 OCSTA AGM/Conference Resolutions
A. Piscitelli returned at 6:22 p.m. M. da Silva advised trustees identified Public Sector Compensation Restraint to Protect Public Services Act, 2010 (the "Restraint Act") a potential resolution. No consultation by the Ministry with trustees on the new Health and Physical Education Curriculum, grades 1-8 was also identified as a resolution.

8. Policy Discussion

8.1 Board Policy II 007 Board Members’ Code of Conduct
F. Johnson gave an overview of the changes between the formal and informal process and having an outside consultant involved in the process. It was suggested that a staff member could also be included to bring forward an alleged breach to the Chair. Trustees recommended the Code of Conduct as presented be placed on the Consent Agenda on November 24th. It was also recommended to send the Code of Conduct to Governance to have a discussion on adding staff to the list of who can bring an alleged breach to the attention of the Board.

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 United Way Campaign
M. Schmitt advised this is just information for the Board.

10.2.2 Parent Consultation – Elem Curriculum (Sexual Health)
M. Schmitt referred trustees to correspondence from OCSTA advising the Ministry is seeking input on the new Health and Physical Education Curriculum, Grades 1 – 8 scheduled for implementation September 2015 through a survey completed by one parent representative from each elementary school and in Ontario. The Institute for Catholic Education (ICE) will be involved in the development of resources for use in Catholic schools. Trustees expressed concern they were not consulted for input and that a draft of the curriculum is not available to them nor parents answering the survey questions. Trustees suggested a letter be written to OCSTA with a copy to the Minister of Education. M. da Silva will prepare the letter and M. Schmitt will follow up with ICE.

10.2.3 St. Jerome University Renewal Campaign
M. Schmitt advised St. Jerome’s University is undergoing a renewal campaign to rebuild their campus. The university is asking for the support of the Catholic School Boards in the jurisdiction of the Hamilton Diocese by endorsing their campaign. The recommendation will be placed in the Consent Agenda on November 24th.
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

13. Items for the Next Meeting Agenda/Pending Items
   13.1 Items for the Next Meeting Agenda
   13.2 Pending Items:


   The Recording Secretary confirmed the meeting decisions.

15. Motion to Adjourn

   2014-173-- It was moved by F. Johnson:
   THAT the meeting be now adjourned.
   The meeting was adjourned by consensus at 7:00 p.m.

Chair of the Board

Secretary
Date: January 12, 2015
To: Board of Trustees
From: Director of Education
Subject: Executive Search Services for Director of Education

Type of Report: ☑ Decision-Making  ☐ Monitoring  ☐ Incidental Information

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

Origin:
The term of office for the Interim Director of Education ends on August 31, 2015. Therefore, the Board of Trustees will request proposals from executive recruiters for the provision of executive search services for the period specified and in accordance with terms and conditions outlined in the proposed RFP.

Policy Statement:
Board Policy II 01 Global Governance Commitment
Board Policy III 001 Global Governance Management Connection

Background/Comments:
It is recommended that the board strike a sub-committee to review the RFP and make a recommendation to the whole Board to approve the RFP. The subcommittee, including the Chair, will become the liaison with executive search firms, evaluate the criteria submitted by each firm and make a recommendation to the Board of Trustees to engage the successful search firm. Once a search firm is engaged and follows the process outlined in the scope of work, the entire board will be involved in the selection process for the new Director of Education.

Recommendation:
That the Committee of the Whole strike a Director Search Sub-committee under the direction of the Chair of the Board to review the Executive Search RFP and bring a recommendation back to the board to approve the RFP including the scope of work.

That the Committee of the Whole empower the Director Search Sub-committee to evaluate the RFP proposals and make a recommendation to the Board to select an Executive Search Company to conduct the search for a new Director of Education.

Prepared/Reviewed By: Michael Schmitt, Director of Education
Jeff Admans, Manager of Purchasing Services

*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.”*
Date: January 12, 2015
To: Board of Trustees
From: Director of Education
Subject: Costing to Change Specific Schools’ Bell Times

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)
In December 2014 the Board of Trustees passed the following motion:

2014-08 -- It was moved by F. Johnson and seconded by A. Fee:
THAT the Board of Trustees ask staff to look at the cost related to changing bus/bell times for St. Agnes, St. Anne K and St. Teresa K and bring back a report to Committee of the Whole January 12/15. --- Carried by consensus

Further, a request was made by e-mail to provide costing to move St. Joseph C to an earlier time.

This report satisfies both of these requests.

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

Background/Comments:

The information requested by Board motion and by e-mail was sent to STSWR for modeling and costing. The response to each request is attached to this report as an appendix. Also included as an appendix are the current bell times for WCDSB schools and WRDSB schools.

The costing for St. Joseph C represents a potential additional charge of up to $140,000 annually if a change is made.

The costing for the KW schools represents a potential additional charge of up to $230,000 annually if a change is made. For the three models presented, if a model is selected, it has to be adopted in its entirety.
Survey

Should Trustees direct staff to undertake a survey to determine if parents are willing to adopt any of the models, the following should be considered:

- Trustees would be agreeing to budget up to $370,000 (the most expensive options for all schools (worst case)) for the 15/16 school year by engaging in a consultation process.
- A majority of families at each site would need to agree to the change. Trustees should determine if this means over 50%, over 60%, or some other approval rate.
- In addition to a ‘Yes’ or ‘No’ to each model, is any other information needed from families to make a decision, and if so, this should be defined up front so the survey is inclusive.
- A survey could be undertaken and results brought back to Trustees for the February 9, 2015 Committee of the Whole meeting for consideration.

Considerations:

In addition to the information provided above, it is important that this decision be made in the context of Board priorities. Given this, the following has been provided:

- Enrolment will decline for 15/16 and into the foreseeable future, which means grants will be negatively impacted.
- Spending money on transportation means spending less on classroom supports.
- Students at all schools should be considered.
- Other schools may request changes to their times as this appears to define the process for bell time changes.
- Many other schools in the Region start at similar times, and some later.
- Early morning supervisors were added in September 2014 for post 9:00 a.m. schools. Should these be eliminated to subsidize any bell time changes?
- Should consultation be deferred until a full year has passed to determine the actual impact of the changes on families?

Recommendation:

No recommendations are being made.

Prepared/Reviewed By:  
Michael Schmitt  
Director of Education  
Shesh Maharaj  
Superintendent of Corporate Services

*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.”
TO: Shesh Maharaj  
FROM: Benoit Bourgault, Manager Student Transportation Services of Waterloo Region  
RE: Kitchener Schools bell time review

Following the Board of Trustees request to review the start time at or before 9:00 AM for St Agnes, St Teresa and St Anne; we have the following options to present.

Option 1:

<table>
<thead>
<tr>
<th>School</th>
<th>AM Bell Time</th>
<th>PM Bell time</th>
<th>Change in time</th>
</tr>
</thead>
<tbody>
<tr>
<td>St Agnes</td>
<td>8:15 AM</td>
<td>2:45 PM</td>
<td>55 minutes</td>
</tr>
<tr>
<td>St Teresa</td>
<td>8:15 AM</td>
<td>2:45 PM</td>
<td>55 minutes</td>
</tr>
<tr>
<td>St Anne (K)</td>
<td>9:00 AM</td>
<td>3:30 PM</td>
<td>15 minutes</td>
</tr>
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This bell time combination would require 4 large buses and a small vehicle to be contracted at a cost of $190,000 annually.

Option 2:

<table>
<thead>
<tr>
<th>School</th>
<th>AM Bell Time</th>
<th>PM Bell time</th>
<th>Change in time</th>
</tr>
</thead>
<tbody>
<tr>
<td>St Agnes</td>
<td>9:00 AM</td>
<td>3:30 PM</td>
<td>20 minutes</td>
</tr>
<tr>
<td>St Teresa</td>
<td>9:00 AM</td>
<td>3:30 PM</td>
<td>20 minutes</td>
</tr>
<tr>
<td>St Anne (K)</td>
<td>8:05 AM</td>
<td>2:35 PM</td>
<td>70 minutes</td>
</tr>
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</table>

This bell time combination would require 4 large buses and a small vehicle to be contracted at a cost of $190,000 annually.

Option 3:

<table>
<thead>
<tr>
<th>School</th>
<th>AM Bell Time</th>
<th>PM Bell time</th>
<th>Change in time</th>
</tr>
</thead>
<tbody>
<tr>
<td>St Agnes</td>
<td>9:00 AM</td>
<td>3:30 PM</td>
<td>20 minutes</td>
</tr>
<tr>
<td>St Teresa</td>
<td>9:00 AM</td>
<td>3:30 PM</td>
<td>20 minutes</td>
</tr>
<tr>
<td>St Anne (K)</td>
<td>8:10 AM</td>
<td>2:40 PM</td>
<td>65 minutes</td>
</tr>
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</table>

This bell time combination would require 5 large buses and a small vehicle to be contracted at a cost of $230,000 annually.
TO: Shesh Maharaj

FROM: Benoit Bourgault, Manager Student Transportation Services of Waterloo Region

RE: St Joseph bell time review

Following the Board of Trustees request to review the start time for St Joseph from 9:10 to or before 9:00AM, we have the following options to present.

Option 1:
Moving the bell time from 9:10 and 3:40 to 9:00 and 3:30 would require 2 small vehicles to be contracted at a cost of $60,000 annually

Option 2:
Moving the bell time any earlier would require 2 large buses over and above the small vehicles needed with option 1, the total annual cost would be $140,000."
### New Bell Times for September 2014

**Waterloo Catholic District School Board**

#### Elementary School

<table>
<thead>
<tr>
<th>School Name</th>
<th>New AM Bell</th>
<th>New PM Bell</th>
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<tbody>
<tr>
<td>Blessed John Paul II CES</td>
<td>8:20 AM</td>
<td>2:50 PM</td>
</tr>
<tr>
<td>Blessed Mother Teresa CES</td>
<td>8:55 AM</td>
<td>3:25 PM</td>
</tr>
<tr>
<td>Blessed Sacrament</td>
<td>8:28 AM</td>
<td>3:00 PM</td>
</tr>
<tr>
<td>Canadian Martyrs</td>
<td>9:10 AM</td>
<td>3:40 PM</td>
</tr>
<tr>
<td>Christ the King</td>
<td>8:30 AM</td>
<td>3:00 PM</td>
</tr>
<tr>
<td>Holy Family</td>
<td>9:00 AM</td>
<td>3:30 PM</td>
</tr>
<tr>
<td>Holy Rosary</td>
<td>8:20 AM</td>
<td>2:50 PM</td>
</tr>
<tr>
<td>Holy Spirit Catholic School</td>
<td>9:10 AM</td>
<td>3:40 PM</td>
</tr>
<tr>
<td>John Sweeney Elementary</td>
<td>8:50 AM</td>
<td>3:20 PM</td>
</tr>
<tr>
<td>Monsignor R.M. Haller</td>
<td>8:50 AM</td>
<td>3:20 PM</td>
</tr>
<tr>
<td>Our Lady of Fatima</td>
<td>8:50 AM</td>
<td>3:20 PM</td>
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<tr>
<td>Our Lady of Grace</td>
<td>9:10 AM</td>
<td>3:40 PM</td>
</tr>
<tr>
<td>Our Lady of Lourdes</td>
<td>8:30 AM</td>
<td>3:00 PM</td>
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<tr>
<td>Sir Edgar Bauer</td>
<td>8:40 AM</td>
<td>3:10 PM</td>
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<tr>
<td>St. Agatha</td>
<td>8:50 AM</td>
<td>3:20 PM</td>
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<tr>
<td>St. Agnes</td>
<td>9:20 AM</td>
<td>3:50 PM</td>
</tr>
<tr>
<td>St. Aloysius</td>
<td>9:00 AM</td>
<td>3:30 PM</td>
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<tr>
<td>St. Ambrose</td>
<td>8:45 AM</td>
<td>3:15 PM</td>
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<tr>
<td>St. Anne (C)</td>
<td>9:20 AM</td>
<td>3:50 PM</td>
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<tr>
<td>St. Anne (K) ** See Note Below</td>
<td>8:55 AM</td>
<td>3:25 PM</td>
</tr>
<tr>
<td>St. Augustine</td>
<td>8:45 AM</td>
<td>3:15 PM</td>
</tr>
<tr>
<td>St. Bernadette</td>
<td>9:10 AM</td>
<td>3:40 PM</td>
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<tr>
<td>St. Boniface</td>
<td>9:10 AM</td>
<td>3:40 PM</td>
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<tr>
<td>St. Brigid</td>
<td>8:35 AM</td>
<td>3:05 PM</td>
</tr>
<tr>
<td>St. Clement</td>
<td>8:50 AM</td>
<td>3:20 PM</td>
</tr>
<tr>
<td>St. Daniel</td>
<td>9:10 AM</td>
<td>3:40 PM</td>
</tr>
<tr>
<td>St. Dominic Savio</td>
<td>9:15 AM</td>
<td>3:45 PM</td>
</tr>
<tr>
<td>St. Elizabeth</td>
<td>9:10 AM</td>
<td>3:40 PM</td>
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<tr>
<td>St. Francis (C)</td>
<td>8:45 AM</td>
<td>3:15 PM</td>
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<tr>
<td>St. Gabriel (opening September 2014)</td>
<td>9:10 AM</td>
<td>3:40 PM</td>
</tr>
<tr>
<td>St. Gregory</td>
<td>8:30 AM</td>
<td>3:00 PM</td>
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<tr>
<td>St. John</td>
<td>9:15 AM</td>
<td>3:45 PM</td>
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<tr>
<td>St. Joseph (Cambridge)</td>
<td>9:10 AM</td>
<td>3:40 PM</td>
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<tr>
<td>St. Kateri Tekakwitha CES</td>
<td>8:25 AM</td>
<td>2:55 PM</td>
</tr>
<tr>
<td>St. Luke Catholic School</td>
<td>8:20 AM</td>
<td>2:50 PM</td>
</tr>
<tr>
<td>St. Margaret of Scotland</td>
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#### Secondary School

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** St. Anne K will have new bell times for September 2015
Start 9:15 AM and End 3:45 PM**
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Waterloo Region District School Board 2014/2015 Bell Times
Date: January 12, 2015
To: Board of Trustees
From: Director of Education
Subject: Multi-Year Strategic Plan

Type of Report: ☑ Decision-Making
☐ Monitoring
☐ Incidental Information

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

Origin:
The current Multi-Year Plan 2010 – 2014 comes to a conclusion at the end of this calendar year. It is important for the board to develop a new multi-year plan (2015 – 2018) to ensure that our Catholic school system is focused on identified priorities that will move closer to achieving its vision.

Policy Statement:
Education Act Section 169.1 Every board shall; (f) develop a multi-year plan aimed at achieving the goals of student achievement, positive school climate, inclusive and accepting schools, stewardship of resources, and effective and appropriate education programs to its pupils.

The board shall (g) annually review the multi-year plan with the board’s director of education and (h) monitor and evaluate the performance of the board’s director of education in meeting his or her duties under the Act or any policy, guideline or regulation under this Act, including duties of developing a multi-year plan with the board.

Policy I 001 Ends The ends statements act as guiding principles that will lead to our preferred future as a system. In a policy governance model, “ends statements” act as guiding principles that will lead us to our preferred future as a system. On behalf of the Catholic ratepayers of Waterloo Region and, in part under its duties as a Board under Section 169.1 of the Education Act and Regulations, as well as at a justifiable use of government and community resources, the WCDSB will act responsibly to ensure learners achieve their fullest potential in learning communities that are a living experience of Catholic faith.

Background/Comments:
At the December 15, 2014 board meeting, a recommendation was tabled to increase the number of trustees on the Multi-Year Strategic Planning Steering Committee. Since that time, the director has reviewed Module 6, The Strategic Role and Multi-Year Strategic Planning, from the Centre for Governance Excellence and has made some suggested changes to the process. Additionally, the director has met with Trustee Johnson to learn more about his facilitation of strategic planning in Northwest Catholic DSB using the Appreciative Inquiry approach. This approach is one of the suggested methods for boards to use as outlined by the Centre for Governance Excellence.
The attached Appendix A outlines a suggested process and timelines for the creation of the next Multi-Year Strategic Plan (MYSP) and includes an increased presence of trustees on the steering committee.

Two brief PowerPoint presentations are included as Appendix B - “Multi-Year Strategic Planning” and “Appreciative Inquiry” and will be reviewed at the Committee of the Whole meeting.

**Recommendation:**

That the Board review the amended process and timelines, identify any changes and approve the process and timelines for the development of a renewed Multi-Year Strategic Plan at the January 26, 2015 Board Meeting.

**Prepared/Reviewed By:** Michael Schmitt
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.”*
Appendix A

Process and Timelines for Development of Multi-Year Strategic Plan (Revised January 12, 2015)

Background

The Education Act requires school boards to develop multi-year plans that are 3 years or more in scope. The multi-year plan provides focus and direction to the board to achieve both the Ministry of Education goals but as importantly, the vision of the board. The multi-year plan is aimed at achieving the Ministry of Education goals of student achievement, positive school climate, inclusive accepting schools, stewardship of resources, and effective and appropriate education programs to its pupils.

Additionally, effective annual monitoring of the multi-year plan by the board with the director of education forms the basis of the performance of the board’s director of education in meeting his or her duties under the Act. Therefore, monitoring reports to the board should reflect progress towards the attainment of the multi-year plan and ideally be part of Board Policy.

Considerations for Multi-Year Plan Process

The development of a multi-year plan should give consideration to the following:

Ministry of Education Goals

- Achieving Excellence
- Ensuring Equity
- Promoting Well Being
- Enhancing Public Confidence

Board Improvement Plan for Student Achievement (BIPSA)

- Nurturing Catholic Community
- Student Achievement and Well Being
- Building Capacity to Lead and Learn

Mission Statement

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

Our Vision

“Our Catholic Schools: heart of the community -- success for each, a place for all.”

To be strategic, the multi-year plan should move the Waterloo Catholic School Board towards its future or desired state which is best articulated in the vision statement.
Multi-Year Strategic Plan Process – An Appreciative Inquiry Approach

Multi-Year Strategic Planning is a collaborative process by which the school board determines its optimal future. It involves understanding the bigger context, determining the board’s priorities and goals setting relevant policy, allocating resources and monitoring progress towards realization of the board’s mission, vision and ‘ends’. It is one of the most significant leadership roles of the Board of Trustees.

Upon review of the Professional Development Program for School Board Trustees done by the Centre for Governance Excellence for OCSTA, it is recommended that boards use either a SWOT (Strengths, Weaknesses, Opportunities and Threats) or an Appreciative Inquiry approach to conduct an environmental scan of the organization. It is recommended that the board utilize the Appreciative Inquiry approach as it leads an organization from a position of positive aspects and strengths and not from negativity and problems.

An Appreciative Inquiry approach is a tool to explore possibilities and focus on positive aspects of people and organizations and is used to promote organizational change through discussion. It begins with a reflective exercise where positive aspects of the organization are used to propel the organization forward in building positive change and improvements.

Appreciative Inquiry is an excellent approach for conducting an environmental scan. The core message of AI is to lead an organization forward from a position of positive aspects and strengths. It is a future focused approach that can be used for students, staff and community to gather their vision of a preferred future.

Appreciative Inquiry uses a four step inquiry process: discovery, dream, design and destiny.
Discover: what is working?
Dream: imagine the ideal system and potential of the system
Design: a plan to achieve the ideal
Destiny: take steps to create the preferred future

Multi-Year Strategic Plan Steering Committee

Chair of the Board (or designate)
Trustees – one representative from each of Cambridge, Kitchener, Waterloo
Director of Education (or designate)
Dean of the Waterloo Region Deanery (or designate)
Chair of the Catholic Parent Involvement Committee (or designate)
Chair of the Special Education Advisory Committee (or designate)
One Student Trustee
School Superintendent (or designate) - Academic
Senior Manager Corporate Services
Manager Human Resources
Religion/Family Life Consultant
Principal – Elementary and Secondary
The purpose of the Steering Committee will be to oversee the process of developing the Multi-Year Strategic Plan (MYSP) and to ensure community involvement. The steering committee, with representation from major stakeholder groups will begin by understanding the appreciative inquiry process leading to the design an environmental scan for all stakeholders and community members. The Steering Committee will assist with the collation of stakeholder surveys and identify emerging themes for the Board of Trustee’s consideration when identifying strategic priorities and goals.

**The Board of Trustees**

The Board of Trustees will participate in a process to more fully understand the strategic planning process and the appreciative inquiry process. Additionally, board will participate in the stakeholder survey process and use the collected data from stakeholders along with other relevant information to begin the process of identifying strategic priorities and goals. Relevant information can include survey data from student, staff and community; student achievement data, demographic trends, political, economic and technological trends as well as internal information related to human resource capacity. The Board of Trustees will meet in late March or early April in a day long retreat setting to review the survey data and other relevant data and undertake the process of confirming the strategic priorities and identifying the strategic goals.

**Multi-Year Plan Timelines**

December 2014 to June 2015

**December 2014**
- Introduction and approval of the process, timelines and planning committee to the Board of Trustees

**January 2015**
- Communication to the system and stakeholders of the Multi-Year Strategic Plan (MYSP) process
- Invitation to MYSP Steering Committee members
- Initial meeting of the Multi-Year Strategic Plan Steering Committee members
- Review of Strategic Plan Responsibilities and Appreciative Inquiry Process for Trustees

**February 2015**
- Draft the MYSP survey for all stakeholders using Appreciative Inquiry approach - Discovery, Dream, Design and Destiny format
- Identify internal and external information sources as part of environmental scan process
- Meet with major stakeholder groups to outline MYSP process (SEAC, CPIC, Deanery)
- A web based survey will invite all stakeholders to undertake questions

**March 2015**
- Web-based survey will continue until mid-March
- Steering Committee will begin collation process of input from stakeholder survey
- Major themes will be identified
April 2015
- Board of Trustees will meet to examine survey data themes and review internal/external data and confirm strategic priorities and identify strategic goals

May 2015
- Director and staff will identify year one operational plan aligned with strategic priorities and goals
- Draft Multi-Year Plan will come to the Board for review

June 2015
- Board of Trustees will review and approve the Year One Multi-Year Strategic Plan
- Year one plan of action will identify the goals, targets and metrics used to measure achievement of goal
- The MYSP will be communicated widely to the system and community
Multi-year Strategic Plan (MYSP)

Roles & Responsibilities

January, 2015
What is Strategic Planning...

*Strategic Planning* is a collaborative process by which an organization determines its preferred future. It involves:

- understanding the larger context;
- determining the Board’s strategic priorities and strategic goals;
- setting relevant policy;
- allocating adequate funding; and,
- monitoring the progress towards the realization of the mission, vision, “ends” and the priorities identified in the MYSP.
Trustee Roles in MYSP...

As outlined in the *Education Act* it is the role of Trustees to:

- ensure the MYSP addresses student achievement and well-being, effective stewardship of Board resources and the delivery of effective and appropriate educational programs;
- establish and monitor the MYSP;
- oversee a budget to support the MYSP;
- establish a small number of strategic priorities for the Board, with an emphasis on student achievement; and,
- develop partnerships with the Director and staff as well as community stakeholders through a consultation process.
To support excellence in education it is the role of the Director of Education and board staff to:

- work with Trustees and stakeholders to develop the MYSP;
- implement the MYSP and develop the operational plan to implement the strategic priorities & goals;
- “operationalize” the plan at system and school levels to ensure efficiency and effective use of resources to achieve the strategic goals identified; and,
- review the MYSP with Trustees annually.
How do MYSP Roles Differ...

✓ the Trustees set overall “ends” and direction for staff and the Board based upon the their legislated responsibilities under the *Education Act* and its Regulations, the Board’s by-laws, the Board’s mission & vision and the Board’s policies. These building blocks are the foundation of the MYSP;

✓ the Director and staff take this foundation and design the financial, human resource and curricular support structures to bring life to the plan; and,

✓ the Director and staff create an *operational plan* (referred to as a “business plan” in some circles) to address the priorities identified by Trustees and community stakeholders through a consultation process.
How do Roles Complement Each Other...

✓ both senior staff and Trustees want the Board’s mission to be fulfilled through its identified vision, “ends” and operational plan;

✓ both collaborate to understand the relevant context and data to make informed decisions about programs and available budget resources;

✓ both ensure community collaboration is at the heart of the MYSP;

✓ both respect their different roles and limitations in the process; and,

✓ both determine a fair process for monitoring the MYSP.
Other Roles in MYSP Process...

✓ parents, staff, parish leaders, students, Catholic School Councils and community members each bring a perspective to the process through regular consultation;

✓ Ministry of Education policy directives make certain initiatives mandatory;

✓ OCSTA policy initiatives work to protect, promote and preserve Catholic education; and,

✓ collective agreements from all employee groups have a bearing on what can be achieved and how the future unfolds.
Group Input...

✓ Any questions?
✓ Any surprises?
✓ Any disagreement?
✓ Does knowing your role better prepare you for the process?
✓ What else do you need?
Appreciative Inquiry
Theory & Key Principles

January, 2015
About Appreciative Inquiry...

✓ What is it?
  – a tool to determine and explore possibilities.

✓ Purpose
  – focus on positive aspects of people, organizations and systems;
  – meaningful and valuable change growth and adaptability.

✓ How can it help us?
  – used to promote organizational change through discussion;
  – those involved determine what works best and how a system can be improved.
Inquiry Stages...

✓ **discover** what works;

✓ **dream** or imagine the ideal system and potential of the system;

✓ **design** a plan to achieve the ideal; and,

✓ **destiny** – take steps to create the preferred future (sometimes known as “deliver”).

The consultation questions were designed to take stakeholders along an Appreciative Inquiry pathway.
Inquiry Theory...

✓ systems are in a constant state of change;
✓ to create positive change, we must think positively about the future;
✓ reflecting on positive experiences and successes contributes to a belief in a positive future; and,
✓ ‘self-fulfilling prophecies’ – You become what you believe you can become. This is true for individuals, organizations and systems.
Key Principles...

- improvement in any system is possible and the things needed for improvement are already being used;
- change is positive;
- affirmative questions can generate positive beliefs about self, others, change and the future;
- belief that the future is positive can make it so as people will act in ways to make their beliefs about the future reality;
- language and beliefs construct reality; and,
- inquiry into what should change and the change process should happen simultaneously.
September 24, 2014

MEMO TO:    Chairpersons and Directors of Education
            Catholic District School Boards

FROM:       Margaret Binns, Office Administrator

RE:          2015 AGM & Conference Resolutions

The 2015 OCSTA Annual General Meeting will once again offer an opportunity for delegates to consider and vote on all resolutions received from our members.

The resolution process provides member boards with the opportunity to bring important issues, which have provincial implications, to the attention of all trustees in the province.

The processing of all resolutions is a fundamental responsibility of the Association. Attached please find guidelines to assist you in the preparation of your resolution(s).

Please Note:
To assist OCSTA with preparation for the Annual Finance Brief to the Minister and in providing input into the consultation process regarding the GSNs, boards are encouraged to submit education funding issues requiring Association action and advocacy by October 15, 2014. However, should a board prefer to use the AGM Resolutions process for funding issues with provincial implications, they are, of course, welcome to do so.

THE DEADLINE FOR RECEIPT OF RESOLUTIONS IN THE OCSTA OFFICE IS:
12:00 P.M. EST, JANUARY 30, 2015.

Attachments
L:\USRI\Group\AGM, Seminars & Regional Meetings\2015 AGM & Conference - Sheraton Toronto Airport Hotel\Resolutions\Resolutions package.doc
Guidelines for Preparing Resolutions

To improve the effectiveness of the resolution process, we ask boards to review the following guidelines.

Resolutions are your opportunity to address problems, solutions or concerns, which affect Catholic education in Ontario. A resolution approved by the membership at the Annual General Meeting calls for priority action by OCSTA and the commitment of OCSTA resources to address the particular issue outlined in the resolution.

A. Criteria for Submitting a Resolution

A resolution should:

a. Address an area of concern for the province’s Catholic school boards.
b. Concern a matter which requires attention or action.
c. Be written in language appropriate for province-wide consideration (language contained in resolutions is often incorporated into subsequent communications to the government or other relevant parties).
d. Be accompanied by substantiated rationale.
e. Not deal with education funding issues (a separate process has been created to deal with this type of issue).

B. Steps in Preparing a Resolution

1. Identify the concern. Be sure the concern is a matter of province-wide scope.
2. Research and gather sufficient supporting background materials to substantiate the resolution. If the concern has been presented/dealt with in a previous resolution, review the outcome of that process to assess what changes in approach/additional information might be useful.
3. Write the resolution in the following proposed format taking care to ensure that:
   a. Each “Whereas” is accompanied by adequate background material.
   b. The “Therefore be it Resolved” directs OCSTA to take specific action.

C. Writing A Resolution

Structure

The resolution should be assigned a succinct title that identifies the problem or issue (or its proposed solution). There should be two parts to the resolution: a preamble followed by a resolving clause (or clauses).

1. Preamble

The preamble is a brief statement of background or rationale coming before the resolving clause(s). The purpose of the preamble is to provide information without which the point or the merits of a resolution are likely to be poorly understood.

Each clause in a preamble is written as a separate paragraph, beginning with the word “WHEREAS”. 

2. Resolving Clauses

A resolving clause indicates what action(s) is to be taken given the “WHEREAS” clause(s) in the preamble. If more than one action is being recommended, the “Therefore be It Resolved” portion should be divided into a), b), c), etc.

3. Submission Statement

Please include the following information in the submission statement.

[Mover’s Name]
[Seconder’s Name]
[Board Name]
[Topic]

D. Submission Deadline Date

The deadline date for receipt of resolutions in the OCSTA office is **12:00 p.m. EST, January 30, 2015**. We encourage boards to submit their resolutions by email to Jane Ponte at jponte@ocsta.on.ca. The provincial office will distribute, in the delegate kits, resolutions to be presented from the floor provided a minimum of 225 copies of each resolution (and background material, if applicable) are received in the Provincial Office by **April 10, 2015**.

E. Regulations

Please see the attached current regulations regarding submission and presentation of resolutions at the AGM.

These guidelines and the enclosed template and the resolution session procedures have been provided as a reference that we hope you will find useful in preparing effective resolutions for your Association and Catholic education in Ontario.
Template

Please do not use tables, text boxes or any type of graphic. The type of font to be used in this document is Times New Roman 12pt.

The following example is taken from a Resolution dealt with at a previous AGM and is provided for your reference.

Moved by: [Mover’s Name]  [Board Name]  
Seconded by: [Seconder’s Name]  
Topic: [e.g. Vacancies on School Boards]  

Whereas: from time to time a vacancy occurs in the office of a member of the board; and  
Whereas: according to Section 221(1) of the Education Act, the vacancy must be filled by either a by-election or by appointment; and  
Whereas: boards choosing to appoint a new trustee will, most commonly, engage in an open and fair process of selection; and  
Whereas: the Education Act requires that the process be fully completed within 60 days of the office becoming vacant; and  
Whereas: the 60 day time period may encompass a part of the year (e.g. Christmas, summer months, March Break) when board operations and processes are reduced, thus making the timelines very tight and, potentially, unmanageable;  

Therefore be it Resolved that:  

OCSTA petition the Ministry of Education to review the section of the Education Act which relates to trustee vacancies with a view to extending the timeline by either increasing the number of days or altering the requirement that the process be completed within a designated number of regular school days.

If you have any questions regarding this template please contact Jane Ponte either by telephone at 416-932-9460 ext. 223 or by e-mail at jponte@ocsta.on.ca.
Explanation of Committee Recommendations

& Resolution Session Procedures

Resolution sessions will be conducted using “Robert’s Rules of Order” and the provisions of the OCSTA Constitution. The chairperson of the session will ensure compliance with their rules.

Explanation of Committee Recommendations

The Conference Committee will study the resolutions and offer recommendations on the best way to meet their intent. The recommendations and their implications are:

i. Approve
   The direction given in the “therefore be it resolved” section of the resolution will be carried out.

ii. Approve and refer to the ..... committee for appropriate implementation.
   The resolution will be forwarded to the designated committee for implementation.

iii. Receive and refer to the ..... committee for study.
   The resolution will be forwarded to the designated committee for study. Following the study and receipt of the committee’s recommendation, the Board of Directors will determine whether or not the resolution will be implemented.

iv. Not approve
   No action will be taken.

v. No recommendation
   The committee is not making any recommendation with respect to the resolution.

vi. No action required
   The intent of the resolution has been met. No further action will be taken.

Resolution Session Procedures

Delegates wishing to speak to a resolution must go to one of the floor microphones and state their name and the name of the board they represent.

The mover of a resolution will have the opportunity to be the first and last to speak to that resolution. Other trustees may speak once to a resolution.

The chairperson may declare a motion out of order giving the reasons for doing so. The chairperson’s decision may be challenged by a majority vote of those voting delegates present at the session when the vote is called.

Voting will be by a show of hands. Delegates carrying proxies must have and show proper identification - i.e. proxy badge. Ballots will be provided in the event that a vote by ballot is called for.

Note Re Quorum: A quorum for the transaction of business at any general meeting of Members shall consist of not fewer than forty (40) individuals entitled to vote, present in person.
**Grouped Resolutions**

a. the chair of the session will ask for a mover and seconder to approve the grouping of various related resolutions.

b. the chair of the session will ask for movers and seconders for the committee recommendation for each group.

c. delegates will vote on the committee recommendation for each group.

Delegates may request that any resolution(s) be removed from a “group” to be handled individually. These will be addressed when the group from which they have been removed has been dealt with.

**Resolutions Handled Individually**

*These will include resolutions removed from the groups, resolutions for which the committee has not made any recommendation and resolutions from the floor.*

**A. Resolutions with committee recommendations**

1. The chair of the session will announce the resolution number and the name of the sponsoring board:
   - the chair will call for the sponsoring board to move and second the committee recommendation;
   - delegates will speak to the committee recommendation;
   - delegates will vote on the committee recommendation.

2. If the sponsoring board does not move the committee recommendation from the floor:
   - the chair will call for the sponsoring board to move their original resolution;
   - delegates will speak to the resolution;
   - delegates will vote on the resolution.

3. If the original resolution is not moved by the sponsoring board, the resolution will be withdrawn.

**B. Resolutions without committee recommendations**

1. These resolutions will be handled as follows:
   - the chair will call for the sponsoring board to move their original resolution;
   - delegates will speak to the resolution;
   - delegates will vote on the resolution.

2. If the original resolution is not moved by the sponsoring board, the resolution will be withdrawn.
C. **Amendments from the Floor**

Amendments made on the floor relate to the “therefore be it resolved” section of the resolution and **must be written out** and handed to the chairperson. The chairperson will consider the amendment and, if necessary, discuss it with the parliamentarian or others to ensure that it is clearly understood.

- the chair will **read** the amendment;
- delegates will speak to the amendment;
- delegates will vote on the amendment;
- delegates will vote on the resolution as amended.

If the amendment is defeated:

- delegates will be asked to speak to the original resolution;
- delegates will vote on the original resolution.

D. **Resolutions Presented from the Floor**

After resolutions presented by the committee have been dealt with, other resolutions may be presented from the floor. The following rules apply:

- 2/3 of the voting delegates present at the session must consent to consider the resolution;
- sufficient copies of the resolution (and background material) must be provided for all those present at the resolution session;
- these resolutions will be handled as outlined above.

The provincial office will distribute, in the delegate kits, resolutions to be presented from the floor provided a minimum of 225 copies of each resolution (and background material, if applicable) are received in the Provincial Office by **April 10, 2015**.