<table>
<thead>
<tr>
<th>ITEM</th>
<th>Who</th>
<th>Agenda Section</th>
<th>Method &amp; Outcome</th>
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<tbody>
<tr>
<td>1. Call to Order</td>
<td>Board Chair</td>
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<td>Approval</td>
</tr>
<tr>
<td>1.1 Opening Prayer &amp; Memorials</td>
<td>Board Pastoral Team</td>
<td>Board of Trustees</td>
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<tr>
<td>1.2 Approval of Agenda</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>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>
</tr>
<tr>
<td>3.1.1 Minutes of Meeting of January 12, 2015</td>
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<tr>
<td>4. Delegations</td>
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<td>ITEM</td>
<td>Who</td>
<td>Agenda Section</td>
<td>Method &amp; Outcome</td>
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<tr>
<td>5. Advice from the CEO</td>
<td>Laura Isaac</td>
<td>pp. 4-7</td>
<td>Information</td>
</tr>
<tr>
<td>5.1 Budget Consultation Plan</td>
<td>Benoit Bourgault</td>
<td>pp.8-19</td>
<td>Information</td>
</tr>
<tr>
<td>5.2 STSWR Annual Report</td>
<td>Derek Haime</td>
<td>pp.20-21</td>
<td>Information</td>
</tr>
<tr>
<td>5.3 School Climate Survey</td>
<td>Gerry Clifford</td>
<td>p.22</td>
<td>Information</td>
</tr>
<tr>
<td>5.4 Trustee Meeting with Bishop Crosby – Feb 24</td>
<td>Gerry Clifford</td>
<td>p. 23</td>
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</tr>
<tr>
<td>5.5 Outstanding Principal Award</td>
<td>Derek Haime</td>
<td>p. 24</td>
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</tr>
<tr>
<td>5.6 St. Jerome’s Lecture Series</td>
<td>Maria Ivankovic</td>
<td>pp 25-26</td>
<td>Information</td>
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<td>5.7 Update on French Immersion</td>
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<tr>
<td>6. Ownership Linkage</td>
<td>Trustees</td>
<td>--</td>
<td>Discussion</td>
</tr>
<tr>
<td>(Communication with the External Environment related to Board’s Annual Agenda; ownership communication)</td>
<td>Trustees</td>
<td>--</td>
<td>Discussion</td>
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<tr>
<td>6.1 Linkages Activity</td>
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<td>6.2 Pastoral Care Activity</td>
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<td>7. Reports from Board Committees/Task Forces</td>
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<tr>
<td>8. Board Education</td>
<td>Trustees</td>
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<td>Discussion</td>
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<td>(at the request of the Board)</td>
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<tr>
<td>8.1 Good Governance – Chapters 5 and 6</td>
<td>Trustees</td>
<td>--</td>
<td>Discussion</td>
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<tr>
<td>9. Policy Discussion</td>
<td>Trustees</td>
<td>--</td>
<td>Discussion</td>
</tr>
<tr>
<td>(Based on Annual Plan of Board Work)</td>
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<tr>
<td>10. Assurance of Successful Board Performance</td>
<td>Trustees</td>
<td>--</td>
<td>Discussion</td>
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<tr>
<td>(monitoring)</td>
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<tr>
<td>11. Assurance of Successful Director of Education Performance (monitoring)</td>
<td>Trustees</td>
<td>--</td>
<td>Discussion</td>
</tr>
<tr>
<td>11.1 Monitoring Reports &amp; Vote on Compliance</td>
<td>Trustees</td>
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<td>Discussion</td>
</tr>
<tr>
<td>12. Potential Agenda Items/Shared Concerns/Report on Trustee Inquiries</td>
<td>Trustees</td>
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<td>Discussion</td>
</tr>
<tr>
<td>13. Announcements</td>
<td>Trustees</td>
<td>--</td>
<td>Discussion</td>
</tr>
<tr>
<td>13.1 Upcoming Meetings/Events (all scheduled for the Catholic Education Centre unless otherwise indicated):</td>
<td>Trustees</td>
<td>--</td>
<td>Discussion</td>
</tr>
<tr>
<td>14. Items for the Next Meeting Agenda</td>
<td>Trustees</td>
<td>--</td>
<td>Discussion</td>
</tr>
<tr>
<td>15. Adjournment</td>
<td>Director of Education</td>
<td>--</td>
<td>Discussion</td>
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<tr>
<td>Confirm decisions made tonight</td>
<td></td>
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<tr>
<td>16. Closing Prayer</td>
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</tr>
<tr>
<td>17. Motion to Adjourn</td>
<td>Board of Trustees</td>
<td>Motion</td>
<td>Approval</td>
</tr>
</tbody>
</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
A public meeting of the Committee of the Whole was held Monday, January 12, 2015 at Waterloo Region Catholic Education Centre, Kitchener.

**Trustees Present:**
Joyce Anderson; Bill Conway; Manuel da Silva (Chair); Amy Fee; Frank Johnson; Wendy Price; Greg Reitzel; Brian Schmalz; Melanie Van Alphen

**Student Trustees Present:**
Maria Paz Rodriguez

**Administrative Officials Present:**
Michael Schmitt; Gerry Clifford; David DeSantis; Derek Haime; Shesh Maharaj; Laura Shoemaker

**Special Resources For The Meeting:**
Jeff Admans; John Bigelow

**Regrets:**
Karen Hakim; Maria Ivankovic; 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.

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**1. Call to Order:**
The Chair called the meeting to order at 6:00 p.m.

**1.1 Opening Prayer & Memorials**
The opening prayer was the Our Father. Intentions were offered to keep the members of the public board in our prayers for several tragedies that happened in the past few weeks and a prayer for peace in the world.

**1.2 Approval of Agenda**
Add new Item 5.2 Southeast Galt Update

2015-12 -- It was moved by F. Johnson and seconded by W. Price:
THAT the agenda for January 12, 2015 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. 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 November 10, 2014
2015-13 -- It was moved by W. Price 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. Advice From the CEO

5.1 Executive Search Service – Director of Education
J. Admans recommended the board create a subcommittee to review the draft RFP, review the RFP submissions and select a search firm. The subcommittee will then make a recommendation to the whole Board to approve their selection. A. Fee, F. Johnson, W. Price, M. Van Alphen and M. da Silva volunteered to sit on the subcommittee. Trustees requested the recommendation be placed in the Consent Agenda of the January 26, 2015 Board of Trustees meeting.

5.2 Southeast Galt Update
J. Bigelow advised we are moving ahead with Phase 1 of Southeast Galt School Closure Review – renovation and addition to St. Anne (C). For the safety of the students during the renovations the communities of St. Ambrose and St. Anne (C) will be amalgamated under the St. Anne Catholic Elementary School name at the St. Ambrose school site. Portables will be brought in. When construction is complete all students/staff will move to St. Anne (C). Both school communities have been informed.

5.3 Bus Times Report
At the request of trustees in December a report was prepared with three options to change the start time for St. Agnes, St. Teresa (K) and St. Anne (K) and the annual cost of bussing. At a further request two options and the annual cost of bussing for St. Joseph (C) was also prepared.

Trustees discussed the annual bussing costs to change the times for these four schools. Trustees were concerned with the equity of the situation as this change would only be for four of the 15 schools whose bell times start after 9:00 a.m. The concern was that the other schools may come forward requesting the same consideration for their bell times. Trustees have explored the issue extensively and will not make any change to the bell times.

5.4 Multi-year Strategic Plan
M. Schmitt advised of the change to the makeup of the steering committee following a request at the December meeting. As information comes back from the community the steering committee would review and bring it back to the whole board. Year one could then be created. He gave trustees an overview of the Multi-year Strategic Plan and the Appreciative Inquiry. Appreciative Inquiry uses a four step inquiry process: 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. F. Johnson, W. Price and G. Reitzel volunteered to sit on the steering committee.

6. Ownership Linkage (Communication with the External Environment)

7. Reports From Board Committees/Task Forces

7.1 Linkages/Pastoral Committees
M. da Silva addressed the possibility of have Linkages and Pastoral Care Team committees as standing agenda items at Committee of the Whole rather than meet separately. Trustees agreed to the change. A. Fee will Chair Linkages and B. Schmalz will Chair Pastoral Care Team. Discussion will be at Committee of the Whole and the committee members for each committee would then do the work.

Linkages: Trustees discussed hosting an event to meet with representatives from the cities and townships as there are new representatives following the election. Discussion on the event will be held at the February 9th meeting.

Pastoral Care Team: F. Johnson advised at the first meeting in October prayers were assigned for the board meetings for the year. Members also discussed holding an event similar to Soup Sisters in the spring. M. da Silva advised past student trustees were contacted and invited to bring prayer.
8. Board Education (at the request of the Board)

8.1 Good Governance
M. Schmitt reported the new guideline is outstanding and very inclusive. He asked trustees to discuss chapter 1 and 2 in small groups. The whole board then identified what was new and if there were any areas to investigate. Trustees agreed to continue working through two chapters at each board meeting. Trustees will read and discuss Chapters 3 and 4 at the January 26th Board meeting.

8.2 OCSTA Regional Meetings – Emerging Issues
Trustees were asked to discuss and identify any emerging issues within their school board when they attend the OCSTA professional development session this week. Two items identified were the Public Sector Compensation Restraint to Protect Public Services Act, 2010 and the negative impact special interest groups can have on the role of trustees.

8.3 2015 OCSTA AGM/Conference Resolutions
M. da Silva advised that following discussions at the OCSTA professional development session a draft resolution could be brought to the January 26th Board meeting for decision.

9. Policy Discussion

10. Assurance of Successful Board Performance

11. Assurance of Successful Director of Education Performance

12. Potential Agenda Items

13. Announcements

14. Items for the Next Meeting Agenda/Pending Items

14.1 Items for the Next Meeting Agenda

14.2 Pending Items:

15. Adjournment – Confirm decisions made tonight. Closing Prayer
The Recording Secretary confirmed the meeting decisions.

16. Closing Prayer

17. Motion to Adjourn

2015-14-- It was moved by G. Reitzel and seconded by W Price:
THAT the meeting be now adjourned.
The meeting was adjourned by consensus at 7:58 p.m.
Date: February 9, 2015  
To: Board of Trustees  
From: Director of Education  
Subject: 2015-2016 Budget Consultation Plan  

Type of Report: [ ] Decision-Making  
[ ] Monitoring  
[☑] Incidental Information  

Type of Information: [ ] Information for Decision Making  
[ ] Monitoring Information  
[☑] Information Only  

Origin:  
In order for the Board to meet Ministry deadlines for budget submission annually in June, staff must carefully plan the timing of the budget preparation and approval process. Board Executive Limitation IV007 dictates criteria to which staff must adhere in the preparation, planning and presentation of the budget. Budget planning typically commences in January and concludes with the presentation of the budget to the Trustees in early June. Administration requires an approved budget by the end of June in order to file the budget with the Ministry on time.  

Policy Statement:  
Board Policy IV 007 “Financial Planning/Budgeting”  

“The CEO shall not...  

1. Develop a budget without conducting a formal process for soliciting input on the needs and priorities of the system  

5. Present a budget that has not met the criteria of timely, open, two-way sharing, and allowing sufficient time for decision-making
Background/Comments:

For **2014-2015 budget year**, the Board budget development process was as below:

1. Development of budget consultation survey
   a. Engage budget holders **mid-February** to pre-determine questions for survey
2. BAC finalization of budget consultation questions and methods: **February 27, 2014**
3. Public budget consultation survey
   a. Online questionnaire open **February 28 – March 18, 2014**
4. Analysis of Results
   a. **March 20, 2014**: distribution of survey results to budget holders
   b. **April 5, 2014**: budget holder indication of incorporation of results into budget

Budget Advisory Committee composition:

<table>
<thead>
<tr>
<th>Director of Education</th>
<th>Senior Manager, Financial Services</th>
<th>1 Elementary Administrator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superintendents of Learning</td>
<td>Executive Officer, Human Resources</td>
<td>1 Secondary Administrator</td>
</tr>
<tr>
<td>(resources as needed)</td>
<td>(resource as needed)</td>
<td></td>
</tr>
<tr>
<td>Chief Financial Officer</td>
<td>2 Trustees</td>
<td>2 Parents (SEAC &amp; CPIC)</td>
</tr>
</tbody>
</table>

Budget finalization and presentation:

- Report back to the full Board as directed by BAC on areas that need to be highlighted during the budget development phase, minimally monthly starting in March 2014.
- Formal budget presentation: **June 2, 2014**
- Budget deliberation period: **June 5 – 22, 2014**
- Budget approval: **June 23, 2014**
- Ministry submission: **June 28, 2014**
Proposal for 2015-2016 Budget

For 2015-2016 budget year, the Board budget development process will be similar to the prior year and is proposed as follows:

1. Development of budget consultation survey
   a. Engage budget holders mid-January to pre-determine questions for survey
2. BAC finalization of budget consultation questions and methods: February 16, 2015
3. Public budget consultation survey
   a. Online questionnaire open February 18 – March 11, 2015
4. Pre-balancing of budget by March 31, 2015
5. Analysis of Results
   a. March 17, 2015: distribution of survey results to budget holders
   b. April 3, 2015: budget holder indication of incorporation of results into budget

Budget Advisory Committee composition:

<table>
<thead>
<tr>
<th>Director of Education</th>
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<tbody>
<tr>
<td>Chief Financial Officer</td>
<td>2 Trustees</td>
<td>1 Secondary Administrator</td>
</tr>
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</table>

2 Parents (SEAC & CPIC)

BAC will meet to discuss:
- Survey questions
- Projected enrolment
- GSN announcement
- Major changes
Provide Trustees with updates as follows:
  - GSN announcement highlights (March/April)
  - Consultation Survey updates and results (March)
  - Enrolment determination (April)
  - Revenue estimation (May)

- Formal budget presentation: **June 1, 2015**
- Budget deliberation period: **June 2 – 19, 2015**
- Budget approval: **June 22, 2015**
- Ministry submission: **June 26, 2015**

**Recommendations:**

This report is for information.

**Prepared/Reviewed By:**

Michael Schmitt  
Director of Education

Shesh Maharaj  
Superintendent of Corporate Services and Treasurer

Laura Isaac  
Senior Manager, Financial 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.”*
Student Transportation Services of Waterloo Region

2013-2014 Annual Report

October 2014
Table of Contents

2013-2014 Highlights

Measuring Performance

Summary of Appeals

2013-14 Overview and Outlook for 2014-15

Financial Overview
2013-2014 Highlights

Safety Initiatives:

- STSWR continues to focus on student safety and offers training to students, parents, school staff and school bus drivers through the following events:
  - First Rider program for Kindergarten students
  - Bus patrols, standing patrols (student crossing guards) and trailblazers (walking school bus leaders)
  - Bus Evacuation training for all elementary students
  - Bus Driver professional development day
- STSWR is also a member of the Active and Safe Routes to School Committee.

Contract Compliance and Performance Management:

- All bus operators and taxi operators have been audited to ensure contract compliance.
  - All operators were in compliance with the terms of the contract
  - Minor discrepancies in record keeping were identified and corrected
- A monthly scorecard system has been implemented to ensure ongoing compliance for some KPI’s.
  - Valid driver license
  - First Aid Valid
  - Epipen annual
  - Vehicle Age
  - Vehicle GPS
- All Bus Routes are formally audited at least twice a year using GPS tracking data.
Productivity Initiatives:

- A complete bell time analysis was conducted in the fall of 2013. Through that process, the following observations were brought forward to the Boards:
  
  • The majority of schools (121 out of 169) finished within a 30 minute range between 3:00 and 3:30 p.m. This created a “peak” demand in terms of the number of vehicles required to transport students across the system, thus resulting in more buses and higher expenditures.

  • The Board policies allow for a bell time window of 90 minutes. The distribution is concentrated within a 30 minute span.

  Four options were presented to the Boards for consideration:

  • Maximum 10 minute change (Est. Savings of $672,000)
  • Maximum 20 minute change (Est. Savings of $2,000,000)
  • Maximum 30 minute change (Est. Savings of $2,200,000)
  • Moving all high schools to a late start (Est. Savings of $1,600,000)
Productivity Initiatives:

- After consultation with the School Boards, the 20 minute maximum change was selected and new bell times established for September 2014.
- We strived to minimize the change for any particular school in optimizing the bell time, resulting in 1/3 of the schools not changing, and less than ¼ moving by 15 or 20 minutes.

- Changing the bell times allowed us to transfer secondary students from public transit to regular school buses, without increasing the number of assets (buses, taxis) we contract.
- The anticipated savings for the 2014-2015 school year are $2,000,000.
Measuring Performance

Key Performance Indicators:
- STSWR has developed a number of key performance indicators to benchmark performance against industry standards and track improvements year over year.

**STSWR Scorecard 2013-2014**

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<tr>
<td><strong>Safety</strong></td>
<td></td>
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<tr>
<td>Student Injuries</td>
<td>0</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Collisions</td>
<td>0</td>
<td>40</td>
<td>37</td>
<td>42</td>
<td>28</td>
<td>12</td>
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<tr>
<td>Collision Frequency</td>
<td>4.4</td>
<td>8.02</td>
<td>5.45</td>
<td>6.23</td>
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<td></td>
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<tr>
<td><strong>Quality</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Student Ride time (minutes 1 way)</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>13</td>
<td>18</td>
<td>16</td>
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<tr>
<td><strong>Service</strong></td>
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<td></td>
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<td></td>
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<tr>
<td>Service interruption</td>
<td>0</td>
<td>9</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>5</td>
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<tr>
<td>Late bus over 50 minutes</td>
<td>0</td>
<td>26</td>
<td>27</td>
<td>6</td>
<td>27</td>
<td>10</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>$/student</td>
<td>$ 717</td>
<td>$ 702</td>
<td>$ 698</td>
<td>$ 673</td>
<td>$ 649</td>
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**Injuries:**
- Minor cut to a student's finger
- A student fell inside the bus, broke glasses
- A student hit other student's head with a seatbelt buckle, cut to head.

**Collisions:**
- Collisions increased in part due to the unusually cold and snowy winter. This made it more difficult for school bus drivers and other drivers on the road.

**Late bus:**
- Even with unprecedented cold conditions, buses were more reliable this past winter than in the past.
Measuring Performance

Average Distance to Bus Stop:
- Elementary Students 145m, range from 0m to 950m
- Secondary Students 258m, range from 0m to 1,400m

Ride Time Distribution:
- The vast majority of students travel for less than 20 minutes. The ride time is slightly longer for congregated Spec-Ed Students

![Ride Time (one way)](image1)

![Spec Ed Ride Time (one way)](image2)
Vehicle Capacity Utilization:
- Considering the medium density in the region, it is preferable to utilize a vehicle multiple times which translates into more students transported per vehicle. We predominantly service 2 schools per vehicle.

- This routing model allows us to transport more than the single-run capacity of the bus—72 seats.
- The load factor is calculated as such: JK to 6 students count as 1.0, 7-12 students count as 1.5

**Total Student Equivalent per Large Bus**

![Graph showing the number of runs/routes and total student equivalent per large bus.](image-url)
Vehicle Time Utilization:

- As highlighted previously, our analysis indicated that high concentration of bell time impacts our capacity to utilize the vehicle multiple times. This is further illustrated by the amount of time a bus is on the road.

Duration of Routes, Large Buses (2013-14)

- Contractually, a bus is available for up to 180 minutes per day before additional charges apply.
- The change in bell times will result in a significant increase in vehicle time utilization in the next school year, allowing us to service more schools with a single bus.
Applies:

- Overall, we received a lower number of appeals in 2013-14, down to 75 from 106 the previous year.
- The walking distance, and in particular “break-points” (at grade 1 for WRDSB and Grade 4 for WCDSB), continues to be the primary reason for appeals.
- The following tables illustrate the number of appeals by Board, the reason for the appeal, and the outcome.

### WRDSB

<table>
<thead>
<tr>
<th>Reason</th>
<th>Elementary</th>
<th>Secondary</th>
<th>Total</th>
<th>Granted by GM</th>
<th>Elevated to CMC</th>
<th>Granted by CMC</th>
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</thead>
<tbody>
<tr>
<td>distance</td>
<td>16</td>
<td>14</td>
<td>30</td>
<td>2</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>OOB</td>
<td>4</td>
<td>9</td>
<td>13</td>
<td></td>
<td>5</td>
<td>2</td>
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<tr>
<td>sibling</td>
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<td><strong>27</strong></td>
<td><strong>61</strong></td>
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<td><strong>14</strong></td>
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### WCDSB

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<th>Reason</th>
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<th>Secondary</th>
<th>Total</th>
<th>Granted by GM</th>
<th>Elevated to CMC</th>
<th>Granted by CMC</th>
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<td><strong>3</strong></td>
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</table>
Overview and Outlook

2013-14 Summary:

A very challenging winter contributed to the disappointing safety results. On other fronts STSWR did well.

- Safety
  - We experienced a rise in the collision frequency partially attributed to a very harsh winter

- Customer Service
  - The customer interactions delivery model was reviewed and training was provided to improve the start-up
  - Improved communication by using social media.

- Network Optimization
  - The Spec-Ed network was reviewed to reduce taxies to improve the consistency of drivers and reduce cost
  - Bell times optimization for 2014-2015 to save $2,000,000 annually

2014-15 Objectives:

- Building upon our successes and challenges from 2013-14, there are a number of key areas that STSWR will focus on during the 2014-15 school year. These include:
  - Safety
    - Continue to work with the bus operators to improve the effectiveness of the safety program
  - Customer Service
    - Review start up to continue to improve interaction with the customers.
  - Bell Time Implementation
    - Balancing route combinations, improving efficiencies, improve special education network
  - Staff Development
    - Continue to train staff on all facets of transportation in our industry including better understanding the challenges that bus drivers face on a daily basis
Some productivity initiatives in routing more efficiently and substituting taxis with school buses for special needs students delivered substantial savings.

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<th>STSWR total 2013-2014</th>
<th>Actual</th>
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<tr>
<td>Overhead cost</td>
<td>$ 1,325,732</td>
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<tr>
<td>WCDSB Transportation cost</td>
<td>$ 5,028,691</td>
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<td>WRDSB Transportation cost</td>
<td>$ 13,803,130</td>
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<td>Total</td>
<td>$ 20,157,553</td>
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<table>
<thead>
<tr>
<th>WCDSB Details</th>
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<tr>
<td>Regular School Bus</td>
<td>$ 3,262,228</td>
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<tr>
<td>Spec-Ed bus</td>
<td>$ 442,441</td>
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<tr>
<td>Taxi</td>
<td>$ 315,830</td>
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<td>GRT</td>
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<thead>
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<th>WRDSB Details</th>
<th>Actual</th>
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<tbody>
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<tr>
<td>Spec-Ed bus</td>
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<td>GRT</td>
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<td>Total</td>
<td>$ 13,803,130</td>
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Date: February 9, 2015
To: Board of Trustees
From: Director of Education
Subject: School Climate Surveys

Type of Report: □ Decision-Making
□ Monitoring
☒ Incidental Information

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

Origin:

School boards are required to conduct school climate surveys of students, school staff and parents at least once every two years as they all play a key role in contributing to a positive school climate.

Policy Statement:
Policy I 001 IV Ends

Background/Comments:

During the month of February 2015 all schools are conducting a staff school climate survey and a parent school climate survey. These surveys were developed by the Ontario Ministry of Education and can be found at: http://www.edu.gov.on.ca/eng/teachers/climate.html.

During the month of April 2015, a student resiliency survey will be conducted for students in grades 4-12. We are partnering with Dr. Wayne Hammond from Resiliency Initiatives in this endeavor. A number of other Ontario School Boards have been working with Dr. Hammond and his team over the last few years, including the Catholic District School Board of Eastern Ontario and the Renfrew County District School Board. Resiliency Initiatives employ a strengths-based approach which is a positive psychology perspective that emphasizes the strengths, capabilities and resources of a youth. At the WCDSB we embrace a strengths-based perspective as it holds the belief that all youth and their families have strengths, resources and the ability to recover from adversity.
This will help schools in their continuing efforts to: assess perceptions of safety – from students, parents and school staff; make informed planning decisions about programs to help prevent bullying and promote safe and inclusive schools; determine the effectiveness of their programs on an ongoing basis and build and sustain a positive school climate.

**Recommendation:**

For information

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**Prepared/Reviewed By:**

Michael Schmitt  
Director of Education

Derek Haime  
Superintendent of Learning

*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.”*
Conversations at Ardree

WITH

His Excellency, Bishop Douglas Crosby, OMI

As a School Board Trustee of the Waterloo Catholic District School Board, you are cordially invited to an evening of conversation with Bishop Douglas Crosby, OMI, on Tuesday, February 24, 2015 at 5:00 p.m.

The evening will be an occasion to dialogue with the Bishop of Hamilton, other trustees, and directors from the different Catholic School Boards in an informal meeting.

The informal gathering will take place at “Ardree”, Bishop Crosby’s residence located at 722 King Street West, Hamilton.

Directions to Ardree

- Located behind the Cathedral Basilica of Christ the King.
- Parking available at the Nicholas Mancini Center (44 Hunt Street, Hamilton).
- Walk through rod iron gates; pass the 3 car garage, to the top of the hill.
- Entrance into Ardree on left hand side

R.S.V.P. before January 19, 2015

Email Carol at: bishopsoffice@hamiltondiocese.com
In subject line type: Ardree
Please include your name, and Catholic Board.
January 30, 2015

Chris Woodcroft
Resurrection Catholic Secondary School
Waterloo Catholic District School Board

Dear Chris

Please accept this letter as a note of profound congratulations on your accomplishment of achieving recognition as One of Canada’s Outstanding Principals.

The role of principal is one which often goes uncelebrated, but never unappreciated. In reading your published biography, it is clear that you are an exemplary leader who is singularly focused on making a difference in the lives of your staff and students. You are to be commended for sharing the best part of yourself with your community.

On behalf of all 29 Catholic Boards and the 237 trustees who serve to protect and promote Catholic Education in our province, please be assured of our continued prayers for your health and happiness as you continue to share the love, hope and joy that lives in you through Christ.

May God continue to bless you and those you love.

Most sincerely,

Kathy Burtnik
President

Cc: Manuel da Silva, Chair
Cc: Michael Schmitt, Director of Education
Cc: Pam Garbutt, President CPCO
Date: February 9, 2015
To: Board of Trustees
From: Director of Education
Subject: Waterloo Catholic District School Board Lecture: February 13, 2015

Type of Report: [ ] Decision-Making
[ ] Monitoring
[ ] Incidental Information

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

Origin:
Each year the WCDSB sponsors a lecture at St. Jerome’s University as part of their Lectures in Catholic Experience Series. This year the WCDSB lecture entitled Stay Awake! : Remembering how central contemplation is to the life of the Church and the world, will be given by Laurence Freeman, OSB on Friday, February 13, 2015 at 7:30 pm in Siegfried Hall.

As paradigms change in the institutions of society it is vital to remember how central contemplation is to the gospel and to the teaching of Jesus. Not only does this spiritually renew Christianity but it allows the Church to play its proper role in a world of rapid change. Laurence Freeman speaks to this topic as a Benedictine monk with long experience in developing a global contemplative community of faith and service to the needs of our time.

Policy Statement:

Background/Comments:
Laurence Freeman, OSB is a monk of the Olivetan Benedictine Congregation of Monte Oliveto Maggiore. In 1991, Fr. Laurence established the World Community for Christian Meditation that is now in more than 100 countries. He travels the world introducing meditation as a means of inner transformation and connection between peoples and religions. He is the author of several books and in 2010 he was awarded the Order of Canada in recognition of his work for interfaith dialogue and promotion of world peace.

Derek Haime, Superintendent of Learning will provide appreciation to Fr. Laurence at the conclusion of the lecture.

Recommendation:
For Information

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.”*
Date: February 9, 2015
To: Board of Trustees
From: Superintendent of Learning: Program/School Effectiveness Framework
Subject: French Immersion

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 XX XXX
□ Information only of day-to-day operational matters delegated to the CEO

Origin: (cite Education Act and/or Board Policy or other legislation)
The WCDSB will be offering a French Immersion pilot program starting in September 2015.

Policy Statement and/or Education Act/other Legislation citation:
AP001 Admissions Criteria

Background/Comments:
Registration for the French Immersion Program closed on January 31, 2015.

In the Fall of 2015 there will be 2 French Immersion classes offered at St Anne Kitchener, one class offered at Sir Edgar Bauer, and one class offered at St Peter. There is a waiting list at St Anne K and at St Peter. Eighty seven students registered for the program. Eighty have been accepted.

The lottery process took place using the Randomizer feature on the RMeasiteach program. Student information was exported from Google Forms onto an excel spreadsheet. Students were each assigned a number according to their line on the spreadsheet. The randomizer chose 20 numbers per class (for example, the numbers for one class were 10, 20, 37, 30, 35, 25, 24, 45, 40, 7, 50, 38, 16, 4, 43, 36, 33, 17, 2, 13) The students who were associated with those numbers were marked as being accepted into the program. Letters were e-mailed to parents on February 5, 2015 requesting that they go into the school to register their child by February 20, 2015.

Families that do not contact the school will receive follow up calls from the FSL Consultant the week of Feb 23-27. If no contact is established by February 27th, their spot will be given to the next person on the waiting list.

Recommendation:
This report is presented to trustees as information.
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."