**Committee of the Whole Meeting**

**Date:** November 9, 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

<table>
<thead>
<tr>
<th>Attendees:</th>
</tr>
</thead>
</table>
| **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, Sebastian Monsalve  
**Senior Administration:**  
Loretta Notten, Gerry Clifford, Derek Haime, David DeSantis, John Klein, Shesh Maharaj, Laura Shoemaker  
**Special Resource:**  
John Shewchuk.  
**Recording Secretary:**  
Barb Pilsner

<table>
<thead>
<tr>
<th>ITEM</th>
<th>Who</th>
<th>Agenda Section</th>
<th>Method &amp; Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Call to Order</strong></td>
<td>Board Chair</td>
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<tr>
<td>1.1 Opening Prayer &amp; Memorials</td>
<td>Pastoral Team</td>
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<tr>
<td>1.2 Approval of Agenda</td>
<td>Board of Trustees</td>
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<td>Approval</td>
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<tr>
<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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<tr>
<td><strong>2. Consent Agenda: Director of Education</strong></td>
<td>Trustees</td>
<td>p. 1</td>
<td>Approval</td>
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<tr>
<td>(e.g.: operational matters from the Ministry of Education that the Board is required to do; update on the system)</td>
<td></td>
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<tr>
<td>2.1 SEAC Membership</td>
<td>Trustees</td>
<td>pp. 2-4</td>
<td>Approval</td>
</tr>
<tr>
<td><strong>3. Consent Agenda: Board</strong></td>
<td>Trustees</td>
<td>pp. 2-4</td>
<td>Approval</td>
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<tr>
<td>(Minutes of meetings)</td>
<td></td>
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<tr>
<td>3.1 Minutes of Oct 13/15 Committee of the Whole Meeting</td>
<td>Trustees</td>
<td>pp. 2-4</td>
<td>Approval</td>
</tr>
<tr>
<td><strong>4. Delegations</strong></td>
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<td>4.1</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>Gerry Clifford, Terri Pickett, David DeSantis, Loretta Notten</td>
<td>pp. 5-10, pp. 11-13, pp. 14-16, pp. 17-22, pp. 23-25</td>
<td>Information, Information, Information, Information, Discussion</td>
</tr>
<tr>
<td>5.1 St. Louis Enrolment</td>
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<td>5.2 Funding Announcement St. Brigid/St. Vincent de Paul</td>
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<td>5.3 Leadership Strategy 2015-16</td>
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<td>5.4 Multi-year Strategic Plan Update</td>
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<tr>
<td>5.5 Letter to Minister of Education – K-12 Indigenous Curriculum</td>
<td>Loretta Notten</td>
<td>--</td>
<td>Discussion</td>
</tr>
<tr>
<td>5.6 Boundary Review Committee Representatives</td>
<td>Loretta Notten</td>
<td>--</td>
<td>Discussion</td>
</tr>
<tr>
<td>6. Ownership Linkage (Communication with the External Environment related to Board’s Annual Agenda; ownership communication)</td>
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<tr>
<td>6.1 Linkages Activity</td>
<td>Trustees</td>
<td>--</td>
<td>Discussion</td>
</tr>
<tr>
<td>6.2 Pastoral Care Activity</td>
<td>Trustees</td>
<td>--</td>
<td>Discussion</td>
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<tr>
<td>7. Reports from Board Committees/Task Forces</td>
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<tr>
<td>8. Board Education (at the request of the Board)</td>
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<td>9. Policy Discussion (Based on Annual Plan of Board Work)</td>
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<tr>
<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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<tr>
<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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<tr>
<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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<tr>
<td>14. Items for the Next Meeting Agenda</td>
<td>Trustees</td>
<td></td>
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<tr>
<td>15. Adjournment Confirm decisions made tonight</td>
<td>Director of Education</td>
<td></td>
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<td>16. Closing Prayer</td>
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<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
Memorandum

TO: Board of Trustees

CC: 

FROM: Director of Education

DATE: November 9, 2015

SUBJECT: Special Education Advisory Committee Membership Update

ORIGIN

Education Act, Regulation 464-97: Special Education Advisory Committee

BACKGROUND

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

COMMENT

An updated list of SEAC members and alternates along with affiliation are listed below:

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amy Fee</td>
<td>WCDSB Trustee</td>
</tr>
<tr>
<td>John Gilbert</td>
<td>Waterloo Regional Police</td>
</tr>
<tr>
<td>Kim Murphy</td>
<td>Waterloo Regional Down Syndrome Society</td>
</tr>
<tr>
<td>Caitlin Barton</td>
<td>Autism Ontario Waterloo Region</td>
</tr>
<tr>
<td>Anne O’Donoghue</td>
<td>Family and Children’s Services of Waterloo Region, Alternate</td>
</tr>
<tr>
<td>Melanie Van Alphen</td>
<td>WCDSB Trustee</td>
</tr>
<tr>
<td>Wendy Price</td>
<td>WCDSB Trustee Alternate</td>
</tr>
<tr>
<td>Rhonda Ruetz</td>
<td>Easter Seals</td>
</tr>
<tr>
<td>John Spinak</td>
<td>Family and Children’s Services of Waterloo Region</td>
</tr>
<tr>
<td>Jeanne Gravelle</td>
<td>Waterloo Region Family Network</td>
</tr>
<tr>
<td>Zina Bartolotta</td>
<td>Fetal Alcohol Spectrum Disorder (FASD) Caregivers Empowerment Alliance</td>
</tr>
<tr>
<td>Irene Holdbrook</td>
<td>CNIB Waterloo-Wellington</td>
</tr>
</tbody>
</table>

RECOMMENDATION

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

THAT the Board of Trustees approve the updated appointment to SEAC, as outlined above, until the end of the term November 2017.

PREPARED/REVIEWED BY: Laura Shoemaker, Superintendent of Learning: Student Services
Loretta Notten, Director of Education
Committee of the Whole Meeting

A public meeting of the Committee of the Whole was held Tuesday, October 13, 2015 at Waterloo Region Catholic Education Centre, Kitchener

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

Student Trustees Present:
Sebastian Monsalve

Administrative Officials Present:
Loretta Notten; Gerry Clifford; David DeSantis; John Klein; Shesh Maharaj

Special Resources For The Meeting:
Lindsay Ford

Regrets:
Joyce Anderson; Greg Reitzel; Karen Hakim; Derek Haime; Laura Shoemaker; 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 5:59 p.m.

1.1 Opening Prayer & Memorials
The opening prayer was led by F. Johnson, Pastoral Team. Intentions were offered for Greg Reitzel, Frank Johnson and Laura Shoemaker whose uncle passed away.

1.2 Approval of Agenda
2015-98 -- It was moved by A. Fee and seconded by W. Price:
THAT the agenda for October 13, 2015 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 Committee of the Whole meeting of September 14, 2015
2015-99 -- It was moved by W. Price and seconded by F. Johnson:
THAT the Consent Agenda Director of Education and the recommendations contained therein be now approved. -- Carried by consensus

4 Delegations

5. Advice From the CEO

5.1 Breslau Joint Use Project Update
L. Ford advised at the Township council meeting last week councillors voted in favour of the project. The Township’s next steps involve a 30-day disposition process in order to sell the land to the WCDSB. We will be applying to the Ministry of Education for funding.

5.2 Compliance Audit Committee – Trustee Election Expenses
S. Maharaj said a committee was struck in September 2014. One member has tendered his resignation as he is now employed by the board. The report will be placed in the consent agenda for October 26th board.

5.3 Call to Leadership
L. Notten provided an overview of the Call to Leadership evening on October 21st for candidates aspiring to a school leadership position and the need for more robust process for securing our school and system leaders.

5.4 Diocesan Mass October 1/15
L. Notten took the opportunity to give thanks to our Waterloo Catholic organizing committee for the successful Diocesan mass on October 1st. Those in attendance enjoyed mass celebrated by His Excellency Bishop Daniel Miehm and the reception that followed in the Rotunda at City Hall.

5.5 New Religion Program
M. Dawson brought resources from the new religion program in Grade One called Growing in Faith, Growing in Christ which compliments the religious education curriculum. The Assembly of Catholic Bishops of Ontario selected Pearson Canada to produce and publish the new religion programs for Catholic schools. She advised the Grade Two program has also just become available from Pearson Canada.

6. Ownership Linkage (Communication with the External Environment)
Trustees met as separate groups for Linkages and Pastoral Care.

6.1 Linkages Activity
A. Fee advised committee members discussed inviting priests to offer opening prayer at our Board and Committee of the Whole meetings. There was further discussion on the community partners’ breakfast in the spring. The WRDSB has been extended an invitation to meet with our trustees and senior staff. Christmas cards will be mailed to past trustees and senior administration.

6.2 Pastoral Care Team
B. Schmalz advised the retreat for trustee/superintendents will be held on November 18th from 5:00 to 9:00 at St. Francis Parish facilitated by Fr. Joseph de Viveiros. The focus for the retreat will be on mercy.
F. Johnson will contact Fr. Freitas for dates and his availability to facilitate a Lenten retreat in February or early March.

7. Reports From Board Committees/Task Forces

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

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

   2015-100-- It was moved by F. Johnson and seconded by W. Price:
   THAT the meeting be now adjourned.
   The meeting was adjourned by consensus at 7:29 p.m.

Chair of the Board

Secretary
Date: November 9, 2015
To: Board of Trustees
From: Director of Education
Subject: St. Louis Adult Learning and Continuing Education Enrolment

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)
In keeping with our Multi-Year Strategic Plan and Budget Setting Process, it is essential to monitor actual enrolment at St. Louis Adult Learning and Continuing Education sites. The following report provides an update on enrolment numbers over a three year period comparing data at individual sites.

Policy Statement and/or Education Act/other Legislation citation:
Policy I 001 – Ends
Policy IV 007 – Financial Planning/Budgeting
Policy IV – Financial Conditions and Activities

Background:
St. Louis Adult Learning and Continuing Education started in 1986 and has grown into one of the largest programs in Ontario. The Waterloo Region District School Board cancelled their Adult Learning and Continuing Education program in June 2007.

The St. Louis program has:
• 500 - 700 Ontario Secondary School Diplomas (OSSD) granted each year
• 800+ applications to universities and colleges annually
• A significant number of graduates continue on to Conestoga College
• 30% of students receive Ontario Works (OW) or Ontario Disability Support (ODSP)

St. Louis Locations:
• St. Louis Main Campus – 80 Young St.
• St. Louis St. Mary’s Campus – 77 Young St.
• St. Louis St. Francis Campus – 154 Gatewood Rd.
• St. Louis Cambridge, St. Benedict Annex
• David Durward Centre (Cambridge)
• Emmanuel United Church (Waterloo)
• ARC Industries (Elmira) New this Year
• Resurrection CSS
• St. Benedict CSS
• St. Mary CSS
• St. David CSS
• Monsignor Doyle CSS
Overall Enrolment in All Programs 2012-2015
St. Louis Adult Learning and Continuing Education

<table>
<thead>
<tr>
<th>Year</th>
<th>Enrolment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-2013</td>
<td>12,357</td>
</tr>
<tr>
<td>2013-2014</td>
<td>12,913</td>
</tr>
<tr>
<td>2014-2015</td>
<td>13,115</td>
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</tbody>
</table>

The following graphs indicate St. Louis’ enrolment by site over a three year period:

- Hairstyling program relocated from Cambridge to Kitchener for Sept 1, 2014
- Number of Schools participating in Elementary Homework Club before or after school about the same each year; Number of Secondary Homework Club before or after school increased with more focus on OSSLT & EQAO prep; Secondary School Credit Day Class enrolment - increase in number of students, but they are not staying for as many credits as in previous years
- LINC & ESL have increased enrolment, but students are not staying as long as previous years because they are entering with more English language skills
- Closure of 82 Beverly St., Cambridge location, June 30, 2014
- Relocation of PSW, Correspondence and Literacy & Basic Skills to St. Benedict’s location, Sept 1, 2014
- Closure of Hairstyling Program, Secondary School Credit Day Classes and Child Care in Cambridge – referrals and program accommodations made at Kitchener Main, 80 Young Street, Sept 1, 2014
- Summer Secondary School Credit started in Summer 2015
- International Languages Summer offered at St. David CSS location
- Increase in Head Start/Summer Skills numbers – HeadStart grows every year by ~100 students - at capacity due to staffing and space availability at all 5 Catholic Secondary Schools
- Available classroom space determines summer program capacity
- Child Care spaces (LINC) full each year, wait list impacts on LINC students attending
- ESL/LINC slight decrease in student numbers over 3 years – last 2 winters showed lower enrolments in Jan-Feb

- Overall increase in number of students, growth of new site as of Sept 1, 2013
SUMMARY ANALYSIS

Overall, there is an increase in the number of students at the St. Louis Adult and Continuing Education Centres from the 2012/2013 year to the 2014/2015 year. This is particularly evident in the Secondary School Credit Teacher Directed (SSC-TD) classes, English Language Training programs of English as a Second Language (ESL), Language Instruction for Newcomers to Canada (LINC), as well as in the International Languages (IL) Elementary program.

However, the offset is that the needs of the students are changing. In the past, SSC-TD students have required multiple credits and current students require fewer credits. The other area under review is the higher attrition rates in SSC students in the same time period. This same trend is showing in the ESL students. One reason for this was an increased demand during 2013/2014 for ESL students to attend classes for a short period of time to obtain their Citizenship Certificate. The last two difficult winters also resulted in lower attendance and ability/willingness to attend these programs. The IL Elementary program continues to grow and add new languages.

St. Louis amalgamated our programming by closing our Cambridge location at 82 Beverly Street at the end of 2012/2013. We are pleased to continue to serve the Cambridge community at our new location, the St. Louis – St. Benedict Campus, located behind St. Benedict’s. Many programs at other sites, Kitchener Main, St. Mary’s (77 Young Street), St. Francis Kitchener, Emmanuel Church (ESL) and ARC Industries Elmira (PSW) continue to show growth overall. As a proud part of the WCDSB, St. Louis continues to show increases in overall student numbers, as we approach our 30th anniversary.

Recommendation:

This report is offered for the information of the Board.

Prepared/Reviewed By:  
Loretta Notten  
Director of Education

Gerry Clifford  
Superintendent 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.”*
The Ministry of Education has indicated they will provide funding for two new elementary schools. This report provides a DRAFT set of construction timelines for each project and DRAFT timelines for two other approved Ministry projects.

Policy Statement and/or Education Act/other Legislation citation:
Executive Limitation IV 008, “Financial Conditions and Activities” ... “the CEO shall not:
9. Acquire, encumber or dispose of real property”

Background/Comments:
On October 30, 2015, the Ministry of Education announced funding for replacement schools at St. Brigid and St. Vincent de Paul. The following table summarizes known information and next steps.

<table>
<thead>
<tr>
<th></th>
<th>St. Brigid</th>
<th>St. Vincent de Paul</th>
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</thead>
<tbody>
<tr>
<td>Funding</td>
<td>$8.19M (includes approximately $2.5M for 5 room childcare centre)</td>
<td>$13.2M (includes approximately $2.5M for 5 room childcare centre)</td>
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<tr>
<td>Size</td>
<td>220 pupil places</td>
<td>550 pupil places</td>
</tr>
<tr>
<td>Estimated start of construction</td>
<td>October 2016</td>
<td>October 2016</td>
</tr>
<tr>
<td>Target Opening Date</td>
<td>January 2018, completion by September 2018 (see chart)</td>
<td>September 2018</td>
</tr>
<tr>
<td>Issues – Replacement school on existing site</td>
<td>• All students can remain on site in the existing building. Due to the large site size, the construction area can be safely separated from students.</td>
<td>• The existing St. Vincent de Paul school will be demolished and the new school will attach to the existing gymnasium and change rooms.</td>
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<tr>
<td></td>
<td>• The building will be constructed in a different location on site. Once it is ready, the students can move in.</td>
<td>• Due to site constraints, existing SVDP students will be relocated to St. Ambrose during construction.</td>
</tr>
</tbody>
</table>
Once the new school is open and occupied, the old school building will be removed, the site restored, and the balance of landscaping completed.

Part of the South East Galt Review approved motions involved the closure of St. Francis when the new SVDP opens. Some of the students at the existing St. Francis School will attend St. Anne once it is rebuilt. The St. Francis School community will be consulted to ensure smooth and clear transition plans are in place for all students.

Next Steps

- An RFP will be issued to identify which daycare provider will occupy the daycare space
- A Building Advisory Committee will be struck to review program and building needs, and the architect selection process will begin.

- The St. Francis School Community will be engaged to determine parent/student will as pertains to when affected students move to St. Anne. These plans, once established will be shared with the Board of Trustees.
- An RFP will be issued to identify which daycare provider will occupy the daycare space
- A Building Advisory Committee will be struck to review program and building needs, and the architect selection process will begin.

Communication

- Once concrete timelines are established, staff will meet with the school Principal and school council to communicate the plans.
- Once a design is created, it will be shared with the school community.

- Once concrete timelines are established, staff will meet with school councils at St. Vincent de Paul and St. Francis to communicate the plans.
- Once a design is created, it will be shared with the school community.

DRAFT timelines for each of these two projects is attached as information. These plans are preliminary and will change.

In addition to these to recently approved projects, funding has also been provided to construct a new school in Breslau and in South West Kitchener.

Information on these projects follows:

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<table>
<thead>
<tr>
<th>South West Kitchener</th>
<th>Breslau</th>
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<tbody>
<tr>
<td>Funding</td>
<td>$10.4M (includes approximately $2.5M for childcare centre)</td>
</tr>
<tr>
<td>Size</td>
<td>400 pupil places</td>
</tr>
<tr>
<td>Estimated start of construction</td>
<td>April 2017 (subject to land availability)</td>
</tr>
<tr>
<td>Target Opening Date</td>
<td>September 2018</td>
</tr>
<tr>
<td>Issues</td>
<td>Land must be available for development in May 2016 for these dates to be met. At the time of writing, the land is not yet available.</td>
</tr>
<tr>
<td>Next Steps</td>
<td>Land is conditionally purchased. Once it is legally available and the title is transferred, planning will begin.</td>
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to occur, and the property will be subsequently acquired. Concurrent with these processes, the operating agreement will continue to be developed.

DRAFT timelines for each of these two projects is attached as information. These plans are preliminary and will change.

**Recommendation:**

This report is presented to Trustees and information only.

**Prepared/Reviewed By:**

Loretta Notten  
Director of Education

Shesh Maharaj  
Superintendent of Corporate Services

Terri Pickett  
Senior Manager of Facility Services

Lindsay Ford  
Manager of Planning

Adrian Frigula  
Construction Supervisor

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The Ontario Leadership Strategy was developed in 2008-2009 to foster leadership of the highest possible quality in schools and school boards. School and system leaders play a critical role in creating the conditions of success, increasing student achievement, reducing gaps in student achievement and increasing public confidence in publicly funded education.

As part of the Ontario Leadership Strategy (OLS), each district in the province is provided with funding and support to develop and implement a Board Leadership Development Strategy (BLDS). The goals of the BLDS mirror the goals of the OLS – that is, to:

• attract the right people to leadership roles;
• develop personal leadership resources in individuals and promote effective leadership practices in order to have the greatest possible impact on student achievement and well-being; and
• develop leadership capacity and coherence in organizations to strengthen their ability to deliver on education priorities.

The Board Leadership Development Strategy Goals for the Waterloo Catholic District School Board are the following:

**Overall Goal:**

To develop leadership capacity to support the achievement of goals outlined in the Multi-Year Strategic Plan and the Board Improvement Plan for Student Achievement.

**Goal One:**

Create and promote leadership opportunities that engage all school and system leaders in order to strengthen staff...
capacity for instructional and spiritual leadership, to enhance organizational effectiveness, and to support succession planning as defined by research, Strong Districts and their Leadership and the Catholic Leadership Framework.

Goal Two:

School and system leaders in the WCDSB will develop the capacity to appropriately respond to the needs of learners by fostering a holistic view of student learning that encourages shepherd, servant and steward leadership.

Goal Three:

Create and provide opportunities for enhancing leadership capacity for the entire system by engaging in active professional lifelong learning, faith formation, mentorship and coaching.

Leadership Strategy

Our aspiring leadership strategy for our teaching staff includes Leadership Part I, Leadership Part II and Leadership Part III.

Leadership Part I

In Part I, aspiring leaders read and explore the book *Shepherd Leadership* by McCormick and Davenport under the context of the vision of Catholic leadership in the Waterloo Catholic District School Board. The focus of this program is to learn the model of shepherd leadership and to engage staff in their discernment of leadership within the board. In addition, participants study the gift of leadership, the Catholic Leadership Framework, Leadership Resources, Emotional Intelligence and Myers Briggs. Aspiring leaders also have the opportunity for a personal entrance and exit interview with a Family of School Superintendent and Administrator.

Leadership Part II

In Part II, aspiring leaders read and explore the book *The Catholic Vision for Leading like Jesus*. This program integrates Shepherd, Servant and Steward leadership. Participants explore the notion of a shared vision of leadership through God’s call. They will pray, worship and reflect together. They will learn how to sustain leadership capacity by investing in those carrying the message forward to our communities and model leadership that benefits everyone. Sessions include cognitive coaching, courageous conversations and Catholic Leadership, Integrating Life and Work from the Catholic Principals’ Council of Ontario. Also, aspiring leaders continue to develop their leadership portfolio based on the Catholic Leadership Framework.

Leadership Part III

In Part III, aspiring leaders have the opportunity to job shadow a mentor who holds a position of added responsibility for which they are interested in pursuing in the future. Participants are to complete a journal on their learning from the visits. They are also to choose a book based on their personal analysis of growth which is tied to the Catholic Leadership Framework to explore with their mentor. In addition, aspiring leaders have the opportunity to choose from six sessions on topics relevant to our board’s vision of leadership and on their feedback from what they need moving forward. Sessions include active listening, cognitive coaching and Habits of Effective Catholic School Leaders from the Catholic Principals’ Council of Ontario. This program culminates with a meeting with their Family of School Superintendent in small groups sharing their job shadowing, book and session learning.

Our Administrator leadership strategy includes Induction and Innovation in Leadership.

Induction for Newly Appointed Administrators

Schools boards are required to implement induction programs for newly appointed administrators through BLDS funding.

Administrators in year one or two of this role are partnered with an experienced administrator in a mentor/mentee relationship. This program includes mentor/mentee coaching, job shadowing, Teacher Performance Appraisal/NTIP, School Budget & Student Generated Funds, and Administrator Learning Walks all rooted in the Catholic Leadership Framework.
Innovation in Leadership

This program is provided for all administrators in an effort to broaden their experiences and knowledge around innovation in education from a leadership perspective; rooted in the book by Chris Lowney – *Pope Francis – Why He Leads the Way He Leads*. Administrators are reminded from Pope Francis that the call to action asks us to unify our team to a common mission. Ignatius exhorted Jesuits to live "with one foot raised" ever ready to seize opportunity. However, this call is to ensure a disciplined approach with prayer and recollection. To wit, part of a virtuous circle that includes diligence, doing what is right and thinking anew. Sessions include guest speakers from the Rotman School of Business, a Computer Simulation, reflections on a wide body of educational and business leadership readings and sharing of innovative leadership practices within our Catholic Learning Communities.

Our new leadership strategy for ALL staff within the Waterloo Catholic District School Board is called the Lifelong Learning Series.

The Lifelong Learning Series is an exemplary Catholic leadership and growth development program offered through the Waterloo Catholic District School Board’s Building Leadership Development Strategy to all employees. The program reflects in content and approach, the Gospel values. All sessions align with our Multi-Year Strategic Plan and Board Improvement Plan for Student Achievement.

In its pursuit of excellence in the development and selection of leaders within all employee groups, the Waterloo Catholic District School Board recognizes and values the Life-Long Learning Series and the important role it plays in capacity building, leadership development and succession planning. This program supports the development of leaders, and it provides an excellent learning opportunity that can support all staff in their personal and professional growth.

The Lifelong Learning Series includes
a) The Faith Leadership Series
b) The Introduction to Leadership Series
c) The 21st Century Learning Series
d) The Building Interpersonal Skills Series &
e) The Mental Health Series

Next Steps:

Through the feedback from staff that engage in any of the learning opportunities offered through this portfolio, our Leadership Steering Committee will continue to refine the leadership strategy to ensure alignment with the Multi-Year Strategic Plan and the Board Improvement Plan for Student Achievement.

By adopting a multi-faceted approach, we anticipate that we will broaden the resourcefulness of all our staff, the current generation of leaders and the generations to follow thus ensuring sustainability and effective succession planning.

Recommendation:

For Information

Prepared/Reviewed By: Loretta Notten
Director of Education

David DeSantis
Superintendent of Learning

Lorrie Temple
Secondary School Vice-Principal

*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: November 9th, 2015
To: Board of Trustees
From: Director of Education
Subject: Update on Development of WCDSB MYSP

Type of Report: ☑ Monitoring

Type of Information: ☑ Monitoring Information

Origin:
1. 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 just as importantly, the vision of the board. The multi-year plan is aimed at achieving the Ministry of Education goals of increased student achievement and well-being, equity of achievement and opportunity for all students, as well as increased public confidence, which are now re-affirmed within their newest roadmap for education in the province, released this April 2014 (Achieving Excellence: A Renewed Vision for Education in Ontario). The province has clearly identified its aspiration that Ontario’s Educators will be supported in learning continuously and will be recognized as amongst the best in the world. The Waterloo Catholic District School Board Draft Multi-Year Strategic Plan has endeavoured to be faithful to these articulated priorities, as well to our Catholic Graduate Expectations and the principles of our Catholic Social Teachings.

Policy Statement:
- The Education Act, Section 169
- Board Governance I.001: Ends

Background/Comments:
The Board approved the renewal process for its Multi-year Strategic Plan (MYSP) in December 2014. An Appreciative Inquiry approach was adopted to seek input from all stakeholders. A Steering Committee reviewed the process and questions used in the stakeholder survey. A Communication Guide and survey questions invited stakeholder feedback from mid-March until the end of April 2015.

The Steering Committee then identified common themes that emerged from the survey which were shared at the Trustee MYSP planning session on May 30, 2015. The Board of Trustees task was to identify Strategic Priorities and Strategic Directions that would provide direction to develop an Annual Operation Plan. On May 30, 2015 the Board of Trustees identified draft Strategic Priorities and Strategic Directions. These were refined at the June 15, 2015 Committee of the Whole. On June 22nd, 2015 the three Strategic Priorities and nine Strategic Directions were approved. At that time, staff were tasked with now developing the corresponding operational plan.

Throughout the months of late August, September and October several conversations were held with various stakeholder groups, from trustees and senior staff, to administrators, teachers, students, clergy and federation representatives of all employee groups. The primary focus of those conversations was a SWOT analysis where respondents were invited to
comment on the Strengths, Weaknesses, Opportunities for and Threats to the school board. Informed by the work of the spring of 2015 and the conversations of the fall of 2015, the Director and Senior staff have worked to identify goals for each of the pre-identified strategic directions. (See Appendix A) For each of the goals, specific actions, evidence and timelines have been identified in an operational plan. (See working draft) The draft goals and draft operational plan will now be vetted for feedback. Senior staff are targeting to bring a final draft of the multi-year plan to Board by the end of the calendar year (ideally November Board).

Recommendation:

For information.

Prepared/Reviewed By: Loretta Notten
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.”*
Waterloo Region’s Catholic Schools

Strategic Plan
2015 - 2018

Nurturing Our Catholic Community
Faith is lived and witnessed in community;
Students and staff are healthy in mind, body and spirit;
Everyone is included, respected and welcomed.

Student Engagement, Innovation and Achievement
Parents, parishes, community partners and student engagement are nurtured and valued;
Students are achieving at their highest potential in a 21st century world;
Staff are engaged in cultivating collaborative learning communities.

Living in Faith

Building Capacity to Lead, Learn and Live authentically
Professional learning for ALL staff is timely and responsive;
Leadership & succession planning is intentional and nurtured;
Our decisions, actions and stewardship of resources are evidence-based and responsive.
Our Vision:
Our Catholic Schools: heart of the community – success for each, a place for all.

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

Our Beliefs:
If our students are nurtured in an environment in which they are Living in Faith, and experiencing authentic learning environments of collaboration, inquiry and engagement, then they will become global citizens who transform God’s world.

If we welcome all students, believe in all students and nurture hope in all students, basing our decisions on stated priorities, then we will be successful in bringing each child to their God-given potential.

If we fulfill our calling to nurture students who meet the Catholic Graduate Expectations then we will also produce successful 21C learners who give witness to their faith.
Nurturing Our Catholic Community

**Faith is lived and witnessed in community**
- To fulfill a three year pastoral plan that places a lived witness of faith at its core
- To strengthen and cultivate school, parish and home relationships
- To work in collaboration with our charitable partners to ensure our students in need are receiving the assistance they need to succeed in school

**Students and staff are healthy in mind, body and spirit**
- To strengthen system-wide commitment to WCDSB’s vision for mental health & wellness through initiatives which engage students, parents and staff in working towards mentally healthy school communities
- To strengthen system commitment to Physical Health and its importance to mental and spiritual health
- To strengthen system commitment to school, student and staff spiritual health

**Everyone is included, respected and welcomed**
- To support an environment of inclusion with improved implementation of the principles of *Learning for All*
- To increase awareness and respect of differences within our school communities
- To attain improved access to Board facilities and services

Student Engagement, Innovation & Achievement

**Parents, parishes, community partners and student engagement are nurtured and valued**
- To authentically engage parents, parishes and community in Pastoral and School Learning Plans
- To engage students in authentic learning experiences that reflect real-life application and engagement
- To strengthen our partnerships among colleges, universities, employers and community partners

**Students are achieving at their highest potential in a 21st Century world**
- To ensure that all PD in relation to digital technology is mapped to one of the 4 pillars of the BIPSA and a specific area of student learning need
- To focus on the 21st C competencies of critical thinking & problem solving, creativity and collaboration
- To focus on personalized authentic and (culturally) relevant inquiry
- To support our students in meeting the Ontario Catholic Graduate Expectations
- To optimize and support our Continuing Education and Adult Education Programs that reflect the interests and needs of the community
Student Engagement, Innovation & Achievement (con’t)

Staff are engaged in cultivating collaborative learning communities
- To improve student learning and achievement in mathematics
- To improve student learning and achievement in Applied level classrooms
- To improve student learning and achievement for those students who have an IEP
- To use collaborative team structures, mapped to the School Effectiveness Framework for all professional learning

Building Capacity to Lead, Learn & Live Authentically

Professional learning for ALL staff is timely and responsive
- To foster professional learning that is job-embedded and evidence informed

Leadership & succession planning is intentional and nurtured
- To increase the number of individuals who partake in our Leadership Series who then go on to apply to Leadership opportunities
- To improve and to build collaborative ownership of system goals and priorities so they are owned by all
- To support Principals and educators in maintaining high levels of professional judgement and assessment

Our decisions, actions and stewardship of resources are evidence-based and responsive
- To commit to evidence based, responsive, timely and professionally executed planning and gap analysis in all budgetary decisions.
- To ensure all decisions connected to stewardship of environmental and capital resources are ecologically and socially responsible, in alignment with our Catholic social teachings and gospel values.
- To continue implementation of emerging technologies that enable forward thinking, global education
- To ensure all program offerings are tied to student need and stakeholder interests, and that they will equip students to become globally-engaged responsible citizens
- To improve employee health and relations across the system
- To increase staff efficiency and reduce workloads through process improvements
- To attain more equitable sharing of material and human resources across the board in ways that reflect a shared responsibility of all students and families across the board.
November 3, 2015

The Honourable Liz Sandals  
Minister of Education  
22nd Floor, Mowat Block, 900 Bay Street  
Toronto, ON  M7A 1L2

Dear Minister Sandals:

On behalf of the Board of Trustees of Superior-Greenstone District School Board we are sending this letter to voice our support for the Bluewater District School Board communique sent to you on October 1, 2015.

Having reviewed the Bluewater DSB letter at its Regular Board meeting on October 26, the Superior-Greenstone DSB carried the following motion expressing its sentiments for expanding the Ontario Aboriginal curriculum in schools.

Moved by T. Pitre, Seconded by K. Figliomeni
That the Director of Education be directed to send a letter to Minister Liz Sandals in support of the Bluewater District School Board motion regarding developing Kindergarten to grade 12 curriculum and learning resources on Aboriginal People in Canadian History.

Further to this, the Board concurs that the Ministry should in consultation with First Nations, continue and expand the process of developing the Kindergarten to grade 12 curriculum and learning resources on Aboriginal people in Canadian history, and the history and legacy of residential schools, as per Calls to Action 62 i) and 63 i) of the Truth and Reconciliation Report.

Certainly, we recognize the Ministry’s efforts to date regarding the Aboriginal portfolio, however we believe that boards desire such work continue in earnest toward cultivating a much deeper awareness and understanding of all facets of Aboriginal Canadian history amongst our youth. Educating our students from kindergarten through high school provides a marvelous opportunity to foster stronger connections and relationships between Aboriginal and non-Aboriginal Canadians.

Superior-Greenstone DSB urges the Ministry to develop a more comprehensive curriculum where teachings on Aboriginal cultures, history and the legacy of residential schools are embedded across several subject areas. Our Board with its robust Aboriginal enrolment looks forward to the Ministry’s continued and expanded movement toward the delivery of a more comprehensive Aboriginal curriculum.

Yours in education,

Pinky McRae  
Chair

Mark Mannisto  
Vice-Chair
cc: The Honourable Kathleen Wynne, Premier of Ontario - kwynne.mpp@liberal.ola.org
    Michael Barrett, President of OPSBA - MBarrett@opsba.org
    National Chief Perry Bellegarde, Assembly of First Nations - pbellegarde@afn.ca
    MPP Michael Gravelle, Thunder Bay-Superior North - mgravelle.mpp.co@liberal.ola.org
    MPP Bill Mauro, Thunder Bay-Atikokan - bmauro.mpp.co@liberal.ola.org
    The Honourable David Zimmer, Minister of Aboriginal Affairs - dzimmer.mpp@liberal.ola.org
    MPP Norm Miller, PC Aboriginal Affairs Critic - norm.miller@pc.ola.org
    MPP France Gélinas, NDP Aboriginal Affairs Critic - fgelinas-qp@ndp.on.ca
    MPP Patrick Brown, PC Education Critic - Patrick.brown@pc.ola.org
    MPP Lisa Gretzky, NDP Education Critic – LGretzky-QP @ndp.on.ca
    All School Boards in Ontario - Via E-mail to Directors

DT:rmj
Recommendation to be added to the Consent Agenda: Board of Trustees for November 23, 2015:

Whereas the Ministry of Education’s efforts to date in building a deeper understanding of First Nations, Métis and Inuit issues and needs is commendable;

Whereas the contributions of indigenous peoples to Waterloo Region are historic and many;

Whereas as a Catholic school system we strive to create an environment promoting success for each and providing a place for all; and,

Whereas, the Bluewater District School Board and Superior-Greenstone District School Board have both eloquently and respectfully asked the Ontario government to, in consultation with First Nations, continue and expand the process of developing the Kindergarten to grade 12 curriculum and learning resources on the historic and ongoing importance of indigenous peoples in Canadian society, and the history and legacy of residential schools, as per Calls to Action 62 i) and 63 i) of the Truth and Reconciliation Report;

Therefore, be it resolved that:

*The Director of Education be directed to send a letter to the Minister of Education supporting development of Kindergarten to grade 12 curriculum and learning resources on the historic and ongoing importance of indigenous peoples in Canadian society, including the history and legacy of residential schools, as per Calls to Action 62 i) and 63 i) of the Truth and Reconciliation Report.*