



Board of Trustees' Board Meeting

Date: Monday, December 10, 2018

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:

Bill Conway (Chair), Manuel da Silva, Kevin Dupuis, Jeanne Gravelle, Wendy Price, Greg Reitzel, Brian Schmalz, Melanie Van Alphen, Tracey Weiler

Student Representatives:

Meghan Nemeth, Izabella Tyc

Senior Administration:

Loretta Notten, Jason Connolly, Gerald Foran, John Klein, Shesh Maharaj, Judy Merkel, Richard Olson, Laura Shoemaker

Special Resource:

Recording Secretary:

Alice Figueiredo

ITEM	Who	Agenda Section	Method & Outcome
1. Call to Order	Board Chair		
1.1 Opening Prayer & Memorials	Board Pastoral Team		
1.2 Territorial Acknowledgement I (we) would like to begin by acknowledging that the land on which we gather today is the land traditionally used by the Haudenosaunee, Anishinaabe and Neutral People. I (we) also acknowledge the enduring presence and deep traditional knowledge, laws and philosophies of the Indigenous People with whom we share this land today.	Board Chair		
1.3 Approval of Agenda	Board of Trustees		Approval
1.4 Declaration of Pecuniary Interest 1.4.1 From the current meeting 1.4.2 From a previous public or in-camera meeting	Individual Trustees		
1.5 Items for Action from previous In-camera meeting of December 10 th , 2018 regarding Human Resource matters.	Board Chair		Approval
2. Consent Agenda: Director of Education (e.g.: day –to –day operational matters from the Ministry of Education that the Board is required to do)			

ITEM	Who	Agenda Section	Method & Outcome
3. Consent Agenda: Board (Minutes of meetings, staff report)			
3.1 Approval of Minutes of Regular and Special Meetings			
3.1.1 Minutes of November 26, 2018 Board Meeting	Trustees	pp. 4-7	Approval
3.1.2 Minutes of December 3, 2018 Board Meeting	Trustees	pp. 8-9	Approval
4. Delegations/Presentation			
5. Advice from the CEO			
5.1 2019-2020 Estimates Budget Plan	S. Maharaj	pp. 10-11	Decision
5.2 Revised Estimates – Impacts on Approved Budget	S. Maharaj	pp. 12-13	Information
5.3 Annual Report on Surpluses	S. Maharaj	pp. 14-16	Decision
5.4 FSL	J. Klein	pp. 17-20	Information
5.5 Well Being Plan – Equity Action Plan	R. Olson	pp. 21-24	Information
5.6 Director's Annual Report	L. Notten	pp. 25-26	Decision
5.7 New MYSP	L. Notten	pp. 27-32	Decision
6. Ownership Linkage (Communication with the External Environment)			
7. Reports from Board Committees/Task Forces			
8. Board Education (at the request of the Board)			
8.1 Chair's Update	B. Conway	pp. 33	Information
8.2 OCSTA/CCSTA Communications	B. Conway	pp. 34-40	Information
8.3 Trustee Committee Assignments	B. Conway	pp. 41	Information
9. Policy Discussion			
10. Assurance of Successful Board Performance			
10.1 Board Policy I 001 Ends - Broad Policy Provision (all)	Trustees	pp. 42-43	Approval
10.1.1 Is There a Need to Review This Policy?	Trustees		Discussion
10.2 Board Policy II 005 Consultation	G. Reitzel	pp. 44	Approval
10.1.2 Is There a Need to Review This Policy?	Trustees		Discussion
11. Assurance of Successful Director of Education Performance			
11.1 Monitoring Reports & Vote on Compliance			
12. Potential Agenda Items/Trustee Inquiry Report (CEO)			
12.1 Trustee Inquiry Report from the CEO			
12.2 Shared concerns			
13. Announcements			
13.1 Upcoming Meetings/Events (all scheduled for the Catholic Education Centre unless otherwise indicated):			
• Dec 13: Stuff in Stockings			
• Dec 20: CEC Christmas Mass & Lunch			
• Jan 9: SEAC			
• Jan 14: Committee of the Whole			
• Jan 18-19: OCSTA Seminar			
• Jan 21: Governance			
• Jan 28: Board of Trustees			
13.2 Pending Items:	<u>Committee/Task Force</u>	<u>Due Date</u>	<u>Action Taken</u>
13.3 Pending Items for OCSTA Consideration			
14. Items for the Next Meeting Agenda	Trustees		

ITEM	Who	Agenda Section	Method & Outcome
15. Adjournment Confirm decisions made tonight	Director of Education		
16. Closing Prayer			
17. Motion to Adjourn	Board of Trustees	Motion	Approval

CLOSING PRAYER

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

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

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

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

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

Amen

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

Board of Trustees' Board Meeting

A public meeting of the Board of Trustees was held on Monday, November 26th, 2018 at the Waterloo Region Catholic Education Centre.

Trustees Present:

Wayne Buchholtz, Bill Conway, Manuel da Silva, Jeanne Gravelle, Wendy Price (Chair), Greg Reitzel, Brian Schmalz, Melanie Van Alphen

*6:12 p.m. Manuel da Silva -Arrival

Student Trustees Present:

Izabella Tyc, Meghan Nemeth

Administrative Officials Present:

Loretta Notten, Jason Connolly, Gerald Foran, John Klein, Shesh Maharaj, Judy Merkel, Richard Olson, Laura Shoemaker

Special Resources For The Meeting:

Regrets:

Joyce Anderson

Recorder:

Alice Figueiredo, Executive Administrative Assistant

NOTE ON VOTING: Under Board by-law 5.7 all Board decisions made by consensus are deemed the equivalent of a unanimous vote. A consensus decision is therefore deemed to be a vote of 9-0. Under Board by-law 5.11 every Trustee "shall vote on all questions on which the Trustee is entitled to vote" and abstentions are not permitted.

1. Call to Order:

The Chair of the Board called the meeting to order at 6:00 p.m.

1.1 Opening Prayer & Memorials

The meeting opened with prayer by Trustee Schmalz.

1.2 Approval of Agenda

Amendments to November 26th agenda:

- **1.5 Items for action "None"**
- **Add - 10.2 "Closing Comments"**

2018-101 -- It was moved by Trustee Buchholtz and seconded by Trustee Gravelle

THAT the agenda for Monday, November 26th, 2018, 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

1.4 Items for Action from Previous Meeting: None

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)

- **Approval of Minutes of Regular and Special Meetings**

- 3.1 Approval of Minutes of Regular and Special Meetings

- 3.1.1 Minutes of October 29, 2018 Board Meeting

- 3.2 SEAC Minutes of October 3, 2018

- 3.3 Audit Committee-Annual Report

- 3.4 Financial Statements/Year End Report
(Financial Conditions – IV – 008)

2018-102 -- It was moved by Trustee Van Alpen and seconded by Trustee Schmalz:

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 Director's Report

Director Notten provided the Board of Trustees with notable events and accomplishments during the month of November. Director Notten also thanked Wendy Price for excellent leadership as chair of the Board of Trustees.

5.2 Autism Support

Superintendent Shoemaker introduced Erin Lemak, Principal-Section 23, Student Services, Carol Sullivan, Special Education Liaisons, Tee Battistella, ABA Facilitator/BCBA, Alivia Ditmars, ABA Facilitator/BCBA and Cara Cressman, Speech-Language Pathologist who provided the Board of Trustees with a presentation on supporting our students with Autism Spectrum Disorder. The role of BCBA/ABA Facilitator was discussed along with Universal Support Strategies.

Trustees asked clarifying questions and provided feedback.

5.3 ESL

Superintendent Klein introduced Carrie Mage, ESL/ELD Student Achievement Consultant who provided the Board of Trustees with an update on English Language Learners at Waterloo Catholic. Mrs. Mage hopes that English as Second Language (ESL) will one day to English as an Additional Language (EAL) as many students speak more than two languages.

Trustee asked clarifying questions and provided feedback.

5.4 Response to HRT0 recommendations

Superintendent Shoemaker updated the Board of Trustees with the Board's response to the OHRC's new policy on accessible education for students with disabilities and that Waterloo Catholic District School Board continues to take all necessary steps to meet recommendations. Waterloo Catholic District School Board has had a philosophy of full inclusion for all of our students with exceptionalities since 1989.

Trustees provided feedback.

6 Ownership Linkage (Communication with the External Environment)

7 Actions From Board Committees/Task Forces

7.1 Student Trustee Report

Students Trustee provided an update on activities that took place during the month of November in the secondary schools.

8 Board Education (at the request of the Board)

8.1 Chair's Report

Trustee Price provided highlights from notable events from the month of November 2018.

8.2 OCSTA/CCSTA Communications

Trustees Van Alphen suggested that the Board of Trustees incorporate Catholic Education Week themes into Board meetings, it was recommended that the Pastoral Committee review this request.

9 Policy Discussion

10 Assurance of Successful Board Performance

10.1 Board Policy II 004 Advocacy and Advertising

Trustee Schmalz reviewed and noted the Board is in compliance.

2018-103 -- It was moved by Trustee Schmalz and seconded by Trustee da Silva:

THAT the Board of Trustees find Board Policy II 004 Advocacy and Advertising in compliance. --- Carried by consensus.

10.1.1 Is There a Need to Review This Policy? No.

10.2 Closing Comment

Appreciation and gratitude were given to Trustee Buchholtz for filling in for the vacant Trustee position over the past few months. Trustee Conway expressed thanks to Trustee Price for being Chair since 2017. Trustee Price thanked the Board of Trustees for a successful Term.

11 Assurance of Successful Director of Education Performance

11.1 Monitoring Reports & Vote on Compliance

12 Potential Agenda Items

12.1 Trustee Inquiry Report from the CEO

12.2 Shared Concerns

13 Announcements

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

- Dec 3: Inaugural
- Dec 6: Director's Office/Trustee Christmas Dinner
- Dec 7: Spiritual Development Day
- Dec 10: Board of Trustees Meeting
- Dec 13: Stuff in Stockings
- Dec 20: CEC Christmas Mass & Lunch

13.2 Pending Items:

13.3 Pending Items for OCSTA Consideration

14 Items for the Next Meeting Agenda

15 Adjournment – Confirm decisions made tonight.

The Recording Secretary confirmed the meeting decisions.

16 Closing Prayer

17 Motion to Adjourn

2018-104-- It was moved by Trustee da Silva and seconded by Trustee Reitzel:
THAT the meeting be now adjourned. The meeting was adjourned by consensus at 7:45 p.m.

Chair of the Board

Secretary



Board of Trustees' Annual General Meeting

A public meeting of the Board of Trustees was held on Monday, December 3, 2018 at the Waterloo Region Catholic Education Centre.

Trustees Present:

Bill Conway, Manuel da Silva, Kevin Dupuis, Jeanne Gravelle, Wendy Price, Greg Reitzel, Brian Schmalz, Melanie Van Alphen, Tracey Weiler

Student Trustees Present:

Meghan Nemeth, Izabella Tyc

Administrative Officials Present:

Loretta Notten, Jason Connolly, Gerald Foran, John Klein, Shesh Maharaj, Judy Merkel, Richard Olson, Laura Shoemaker

Special Resources For The Meeting:

Regrets:

Recorder:

Alice Figueiredo, 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 Secretary of the Board called the meeting to order at 7:00 p.m.

2. Prayer and Blessing of Bibles for New Trustees

Father Joseph de Viveiros led in prayer.

3. Roll Call

All Trustees were present.

4. Declaration and Signing of Oath of Allegiance

Trustees together made their declaration and signed their Oath of Allegiance.

5. Election of the Chair

5.1 Election of the Chair

The Secretary asked for nominations for Chair of the Board.

**2017-01 -- It was moved by Trustee Schmalz and seconded by Reitzel:
THAT Bill Conway is nominated to be Chair of the Board of Trustees.**

The Secretary asked if there were further nominations for Chair of the Board. No further nominations were received.

Bill Conway was elected as Chair of the Board.

6. Election of the Vice-Chair

6.1 Election of the Vice-Chair

The Chair asked for nominations for Vice-chair of the Board.

**2016-02 -- It was moved by Trustee da Silva and seconded by Trustee Gravelle:
THAT Melanie Van Alphen is nominated to be Vice-chair of the Board of Trustees.**

The Chair asked if there were further nominations for Vice-chair of the Board. No further nominations were received.

Melanie Van Alphen was elected as Vice-chair of the Board.

7. Inaugural Remarks by the Chair of the Board

Trustee Bill Conway gave his inaugural remarks and appreciation for celebrant Bishop Douglas Crosby.

8. Motion to Adjourn

**2017-03-- It was moved by Trustee Gravelle and seconded by Trustee Price:
THAT the meeting be now adjourned.**

The Meeting was adjourned by consensus at 7:19 p.m.

Chair of the Board

Secretary

Date: December 10, 2018
To: Board of Trustees
From: Director of Education
Subject: 2019-2020 Estimates Budget 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, 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 Trustees on June 3, 2018. Administration will request budget approval on June 17, 2018 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
6. Present a budget that does not allow sufficient time for decision-making

Alignment to the MYSP:

Building Capacity to Learn, Learn and Live Authentically

Strategic Direction: Our decisions, actions and stewardship of resources are evidence-based and responsive

- Goal: To commit to evidence based, responsive, timely and professionally executed planning and gap analysis in all budgetary decisions.

Background/Comments:

For **2018-2019 budget year**, the Board budget development process followed the major timelines and changes as indicated:

Major Timelines in 2018-2019:

1. Development of budget consultation survey
 - a. Engage budget holders **late-January** to pre-determine questions for survey
2. Budget Advisory Committee (BAC) finalization of budget consultation questions and methods: **February 20, 2018**
3. Public budget consultation survey
 - a. Online questionnaire open **February 28 – March 29, 2018**
4. Analysis of Results
 - a. **April 3, 2018**: distribution of survey results to budget holders
 - b. **April 13, 2018**: budget holder indication of incorporation of results into budget
5. Balancing of budget by **May 14, 2018**
6. Budget finalization and presentation:
 - a. Formal budget presentation: **June 4, 2018**
 - b. Budget deliberation period: **June 5 – 18, 2018**
 - c. Budget approval: **June 18, 2018**
 - d. Ministry submission: **June 29, 2018**

Proposal for 2019-2020 Estimates Budget



For **2019-2020 budget year**, the Board budget development process will follow a similar structure to prior year. The major timelines are proposed below, with no significant changes anticipated:

Major Timelines:

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 19, 2019**
3. Public budget consultation survey
 - a. Online questionnaire open **February 27 – March 25, 2019**
4. Analysis of Results
 - a. **April 1, 2019**: distribution of survey results to budget holders
5. **April 15, 2019**: budget holder indication of incorporation of results into budget
6. Balancing of budget by **May 6, 2019**
7. Budget finalization and presentation:
 - a. Formal budget presentation: **June 3, 2019**
 - b. Budget deliberation period: **June 4 – 17, 2019**
 - c. Budget approval: **June 17, 2019**
 - d. Ministry submission: **June 28, 2019**

Recommendations:

That the Board of Trustees receives the above noted methods of consultation and the proposed budget timelines set forth in this report.

Prepared/Reviewed By:

Loretta Notten
Director of Education

Shesh Maharaj
CFO

Laura Isaac
Senior Manager, Financial Services

Renee King
Manager of Budget

*Bylaw 4.2 "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: December 10, 2018
To: Board of Trustees
From: Director of Education
Subject: Revised Estimates – Impacts on Approved Budget

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)

This report provides Trustees with information on changes made to the approved budget as a result of enrolment changes and operational needs.

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

N/A

Alignment to the MYSP:

Building Capacity to Lead, Learn and Live Authentically

- Strategic Direction: Our decisions, actions and stewardship of resources are evidence-based and responsive
Goal: To commit to evidence based, responsive, timely and professionally executed planning and gap analysis in all budgetary decisions

Background/Comments:

Revised Estimates has been prepared using actual enrolment as at October 31, 2018 and a revised projection for March 2019. This has resulted in an increase of enrolment of 90 students over the Estimates budget. In addition to the increased revenues from enrolment, the Board is also realizing an increase in English as a Second Language (ESL) learners, which has resulted in additional language funding.

Due to revised enrolment and changing operational needs, 6.0 teachers and 5.0 Designated Early Childhood Educators have been added to the budget. Non-staff and departmental budgets have mainly increased due to portable movement, contractual services and required projects.

The balanced revised estimates budget will be filed with the Ministry of Education on December 14, 2018 based on the changes outlined below.

Enrolment changes:

	2018-2019 Estimates	2018-2019 Revised Estimates	Change
Elementary	16,200	16,250	50
Secondary	6,510	6,550	40
Difference	22,710	22,800	90

Changes to budget:

2018-2019 Estimates submission – June 2018**\$ -****Revenue Adjustments**

Additional Enrolment - GSN	\$ 1,021,604
Additional Language funds	1,087,551

Changes to Revised Estimates

Additional teaching staff	\$ (808,499)
Additional Designated Early Childhood Educators	(312,154)
Other staffing requirements	(312,833)
Revised contracts, portable movement	(470,300)
Non-Staff and Department budget adjustments	(205,369)

2018-2019 Revised Estimates Submission – December 2018**\$ -**

The budget will be monitored throughout the year, and forecasts will be prepared and presented to Trustees on a quarterly basis.

Recommendation:

That the Board of Trustees receive this report as information.

Prepared/Reviewed By:

Loretta Notten
Director of Education

Shesh Maharaj
Executive Superintendent of Corporate Services

Laura Isaac
Senior Manager of Financial Services

Renée King
Manager of Budget

*Bylaw 4.2 "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: December 10, 2018
To: Board of Trustees
From: Loretta Notten, Director of Education
Subject: Annual Report on Accumulated Surpluses/Reserves

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

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

Origin:

Board Policy IV 008 allows the CEO to use only those amounts from reserves that have been approved in advance by the Board of Trustees. This report is being presented to Trustees to request the use of certain reserves.

Policy Statement:

Board Policy IV 008 Policy Provision 3:

“...the CEO shall not:
1. Use any reserves”

Alignment to the MYSP:

Building Capacity to Learn, Learn and Live Authentically

Strategic Direction: Our decisions, actions and stewardship of resources are evidence-based and responsive

Goal: To commit to evidence based, responsive, timely and professionally executed planning and gap analysis in all budgetary decisions.

Background/Comments:

Accumulated surpluses are amounts held by the school board that have resulted from surpluses in prior years where no external restrictions have been imposed on their use. Some amounts have been apportioned internally for various uses, but the amounts are all generally available for use at the discretion of the Board of Trustees. The terms accumulated surplus and reserve are often used interchangeably.

The CEO is required to obtain permission from the Board of Trustees regarding any use of reserves per Board Policy IV 008. This report serves as the annual request for the use of such funds to ensure that the Board is compliant with Board Policy.

Accumulated Surplus Balances

1. WSIB: \$29,892

This reserve is used by an outside agency to settle WSIB obligations on our behalf. The balance fluctuates depending on needs and level of replenishment. A budget of \$483,000 has been approved in contributions to the account for the year. The actuarially determined obligation for our WSIB claims at August 31, 2018 is \$2,600,388. Since the balance in this account fluctuates, administration would like full access to the balance to service our WSIB obligations. **A request for the full use of these reserves can be found at the end of this report.**

2. Operating/Working Funds: \$2,894,663

This is a general surplus without internal or external restrictions. There is no request for the use of these funds.

3. Technology Renewal: \$1,200,000

This amount was set aside to fund the Board's portion of the infrastructure for access to the Waterloo Region Education and Public Network (WREPNet). Funds will be required in order to reallocate some existing network infrastructure located at the building on Moore Avenue in 2018-2019. This surplus also includes funds set aside for a new Human Resources Information System (HRIS) to track staffing and process payroll. The Board is currently undergoing an HR/payroll functional process overview with a consultant. The result of this review may require an HRIS system upgrade. **A request for \$700,000 of these reserves can be found at the end of this report.**

4. Insurance: \$150,000

The insurance surplus was set aside to manage the deductibles related to multiple incidences of property damage where available operating budget dollars are insufficient. There is no request to use these funds at this time.

5. Early Learning Resources: \$279,241

This reserve was set up to provision for future resource needs related to the Extended Day Program which require renewal. **A request for the full use of these reserves can be found at the end of this report.**

6. Administrative Capital: \$715,385

This reserve was set up in order to provision for future administrative capital needs. The Ministry of Education does not provide funding for renewal or replacement of administrative buildings. Funding can be taken from the Board Administration envelope to a maximum of administrative grants exceeding administrative expenses. Building condition assessments have been undertaken for the Catholic Education Centre and Facility Services buildings. This assessment will dictate the need and priority of work being carried out within the funding available for this purpose. An original plan for renovations to the CEC was presented to Trustees in October 2017. This plan was re-visited in November 2018 costs will begin to be incurred with respect to this renovation in 2018-2019. **A request for the full use of these reserves can be found at the end of this report.**

7. Committed Sinking Fund Interest: \$641,289

These funds have been set aside to service interest costs relating to certain retired sinking fund debentures which have been refinanced by the Ministry of Education. **A request for \$50,000 for associated interest costs can be found at the end of this report.**

8. Committed Capital Projects: \$648,299

The Board has internally set aside funds to pay for investments in capital assets. This amount will be drawn down on an annual basis to offset the costs of depreciation related to assets which the Board has purchased. **A request for \$210,000 from these funds can be found at the end of this report.**

9. Learning Priority Funds: \$79,241

These funds were received in 2017-2018 from the Ministry for the hiring of specific staff for various union groups as per collectively bargained arrangements. These funds have been set aside to offset costs in 2018-2019. **A request for the full use of these reserves can be found at the end of this report.**

Recommendation:

1. That Administration be given permission to use up to \$29,892 from the WSIB surplus to service potential WSIB costs.
2. That Administration be given permission to use up to \$700,000 from the Technology Renewal surplus to service potential WREPNet costs.
3. That Administration be given permission to use up to \$279,241 from the Early Learning Resources surplus to purchase resources as needed.
4. That Administration be given permission to use up to \$715,385 from the Administrative Capital surplus to renovate Board Administrative buildings as previously discussed.
5. That Administration be given permission to use up to \$50,000 from the Committed Sinking Fund surplus to service known Committed Sinking Fund costs.
6. That Administration be given permission to use up to \$210,000 from the Committed Capital Project surplus to service depreciation on internally funded capital projects.
7. That Administration be given permission to use up to \$79,241 from the Learning Priority Fund surplus to offset staffing costs as required.

Prepared/Reviewed By: Loretta Notten
Director of Education

Shesh Maharaj
Executive Superintendent of Corporate Services

Laura Isaac
Amazing 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.”

Date: December 10, 2018
To: Board of Trustees
From: Director of Education
Subject: FSL Program Overview at the WCDSB

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)

- *A Framework for French as a Second Language in Ontario Schools, Kindergarten to Grade 12, 2013*, available at www.edu.gov.on.ca/eng/amenagement/frameworkFLS.pdf
- *The Ontario Curriculum: French as a Second Language – Core, Grades 4–8; Extended, Grades 4–8; Immersion, Grades 1–8, 2013*, available at www.edu.gov.on.ca/eng/curriculum/elementary/fsl18-2013curr.pdf
- *The Ontario Curriculum: French as a Second Language – Core, Extended, and Immersion French, Grades 9 to 2014*, available at www.edu.gov.on.ca/eng/curriculum/secondary/fsl912curr2014.pdf
- APA001 Admissions to Elementary Catholic Schools – https://www.wcdsb.ca/ap_memos/PDF/APA001.pdf
- APO012 Transportation https://www.wcdsb.ca/AP_Memos/PDF/APO012.pdf

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

Achieving Excellence: A Renewed Vision for Education in Ontario (2014)
School Effectiveness Framework (2013)

Alignment to the MYSP:

Priority Area:

Student Engagement, Achievement, & Innovation

Strategic Direction: Parents, parishes, community partners and student engagement are nurtured and valued.

Goals: To engage students in authentic learning experiences that reflect real-life application and engagement.

Priority Area:

Student Engagement, Achievement, & Innovation

Quality • Inclusive • Faith-based • Education
 w w w . w c d s b . c a

Strategic Direction: *Students are achieving their highest potential in a 21st century world*

Goal: *To support our students in meeting the Ontario Graduate expectations*

Background/Comments:

English-language school Board in Ontario are required to provide students with a minimum of 600 hours of French instructional hours by the end of elementary school. In Secondary, one FSL credit (110 hours) is compulsory for the OSSD. A second FSL course can be counted towards the compulsory credits required for the OSSD.

The Waterloo Catholic District School Board currently offers four program options for French as a Second Language:

- Core French (offered in grades 4-12 at all sites)
- Intensive French (offered in grade 5 at 4 sites and grade 9-10 at 1 site)
- Advanced Placement (AP) and pre-AP French (offered in grades 9-12 at 2 sites and grades 9-10 at 1 site)
- French Immersion (offered in grades 1-3 at 3 sites and in grade 4 at 2 sites)

CORE FRENCH

We offer Core French for 40 minutes per day, 5 days per week from grades 4-8 at all elementary schools. In secondary, the FSF credit is offered in every secondary school from grades 9-12.

CHALLENGES:

- While hiring qualified FSL teachers has always been challenging, we have been increasingly impacted by the province-wide FSL Labour Market shortage.
- Although all elementary and secondary teachers were all offered the chance to take the DELF Correcteur training over the summer (Diplôme d'études de langue française), in the end, no teachers were able to attend. This limits the number of grade 12 DELF candidates we will be able to test in May 2019.

GREAT MOMENTS IN CORE FRENCH:

- In March 2018, 61 students participated in our Board-wide French Impromptu Speech contest. In this contest, students are shown a picture and given 15 minutes to prepare before coming before the audience to describe the photo, explain what is happening, or justify an opinion, depending on their ability level. Eight of our students from grades 4-10 moved on to represent the WCDSB at the Provincial-level of the contest.
- In May 2018, 96 Intermediate students from a variety of elementary schools came together for a one-day French language outdoor education programme at which they learned about the Great Deportation of Acadians from Nova Scotia in 1755 and their resettlement as the Cajun people of Louisiana.
- In May 2018 we ran a mock version of the B1 level DELF scolaire exam with Grade 11 & 12 students from our 5 secondary schools. The DELF (Diplôme d'études de langue française) exam provides students with an internationally accredited certificate from the Ministry of Education in France, that is recognized around the world when applying for positions requiring language fluency, and also here at home with the government of Canada.

LOOKING AHEAD:

- In February 2019, 60 Core French students from 4 WCDSB secondary schools will be embarking on a 4-day journey to St Donat, Quebec for an action-packed French language and outdoor education programme. This cross-curricular programme incorporates Physical Education, Science, Music, Dramatic Arts and Language, resulting in a unique opportunity for students to practice their language skills in a truly French environment.
- In February 2019, we will once again offer a Board-wide French Impromptu Speech contest for up to 65 students in grades 4-12.
- In May 2019, in collaboration with the WRDSB, up to 20 Grade 12 students from the WCDSB will have the opportunity to write the International DELF scolaire exam at the A2, B1 or B2 level.
- In May 2019 we will offer a local outdoor education programme for up to 100 Intermediate students in which they will explore cultural aspects of Paris, France.

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INTENSIVE FRENCH

Intensive French, also known as the Neurolinguistic Approach, is currently offered in grade 5 at 4 elementary schools: Our Lady of Fatima, St Dominic, Sir Edgar Bauer, and St Luke. It is taught for 240 minutes per day in the Intensive semester, and 200 minutes per week in the non-Intensive semester (chunked in blocks of 60 minutes or more over 2-3 days). After the Intensive French year, students re-enter the Core French stream, with a higher degree of fluency.

CHALLENGES:

- Teachers are required to take a 30 hour training course on Intensive French in order to be qualified to teach this program. This becomes increasingly challenging when there is temporary staffing in place, or a frequent turn-over in staffing for this class.
- 2018-2019 will be the final year for Intensive French at Sir Edgar Bauer, as the French Immersion Program will expand to Grade 5 in 2019-2020. Fall 2020 will be the last year for Intensive French at Our Lady of Fatima, and Fall 2023 will see the Intensive French at St Luke phased out. In 2023-2024, St Dominic will be the only remaining Intensive French site in the elementary panel. We will review this program as French Immersion expands.

GREAT MOMENTS IN INTENSIVE FRENCH:

- Intensive French remains a popular option for Core French students at the current sites.

LOOKING AHEAD:

- In 2023-2024 St Benedict will run its final grade 9 Intensive French course with the last cohort from Our Lady of Fatima. The following year it will begin offering the French Immersion course for the first cohort of Immersion students.

AP FRENCH

The French AP (Advanced Placement) program is offered to grade 12 students at St. Mary's and Resurrection. Pre-AP courses are being offered at St Mary's, Resurrection, and Monsignor Doyle. AP French is an accelerated program that caters to motivated students that have a passion for learning. AP courses offer college-level curricula and examinations to high school students. American and Canadian colleges and universities may grant placement and course credit to students who obtain high scores on the AP examination taken in Grade 12.

GREAT MOMENTS IN AP FRENCH:

- 15 students from St Mary's chose to write the French AP exam last Spring
- Resurrection is offering the AP course to grade 12 students for the first time this year.

CHALLENGES:

- At most schools, the French Department consists of only 2-3 teachers. For the program to remain sustainable, more than one teacher in the department would need to attend the AP training.
- The AP curriculum is created by the College Board and includes content that is in addition to the expectations of the Revised Ontario French Curriculum.

LOOKING AHEAD:

- The pre-AP program at Monsignor Doyle will expand into grade 11 in 2019-2020.

FRENCH IMMERSION

French Immersion is an optional regionally-based program. In addition to learning to speak French, students in the French Immersion program learn subject content in French. In the WCDSB, the French Immersion Program offers 150 minutes of French Instruction, and 150 minutes of English Instruction daily. We currently offer programs at 3 regional sites, beginning in Grade 1, at St Anne Kitchener, Sir Edgar Bauer, and Our Lady of Fatima School.

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CHALLENGES:

- While the two-teacher model eases staffing challenges, it presents additional challenges at the school-level with scheduling planning time and itinerant planning time.

GREAT MOMENTS IN FRENCH IMMERSION:

- We have been building French connections in the community to support our Immersion program. For instance, Grade 2 students at Our Lady of Fatima students participated in a French program at Shade's Mill and performed a French Christmas song which aired the show "On s'sent chez nous" on our community radio station CKWR 98.5.
- Our French and English teachers have been collaborating to provide instructional consistency across the English and French parts of the day. For instance, at St Anne Kitchener, students in grades 1 and 4 have been using the inquiry process to examine why leaves change colour, and how animals change throughout the seasons, addressing expectations in math, science, English, and French.
- We have been purposeful in ensuring that students in both the English and French streams have a variety of opportunities to interact and build community within the school. For instance, Grade 1 students in both streams at Sir Edgar Bauer, held a celebration of reading in June where they were awarded certificates for their achievement growth and had parents join them for a celebratory pot luck.

LOOKING AHEAD:

- In the fall of 2019, we will be adding two additional sites: Holy Rosary and St Luke. The addition of these 2 sites will change the French Immersion boundaries. Details on boundaries can be found at <https://www.wcdsb.ca/about-us/accommodations/>
- In 2019-2020 we will be phasing in Grade 5 at Sir Edgar Bauer and St Anne Kitchener, and phasing in Grade 4 at Our Lady of Fatima.
- In 2019-2020 the two-teacher model will expand to nearly all Immersion classrooms.
- In 2022, subject to funding and planning approvals, the grade 7-8 French Immersion Program may move from St Anne K to a new East Kitchener Secondary School
- In 2023 St David will begin to offer the FIF 1D French Immersion Credit.
- In 2024-2025 St Benedict will begin to offer FIF 1D, the French Immersion Credit.

Recommendation:

This report is presented to the Board as information.

Prepared/Reviewed By: Loretta Notten, Director of Education
John Klein, Superintendent of Learning
Jennifer Kruithof, FSL Consultant

*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: December 10, 2018
To: Board of Trustees
From: Director of Education
Subject: Well Being Plan – Equity

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)

Board Governance Policy I:001 Ends
Ontario Catholic School Graduate Expectations (OCSGE, 2011): [Institute for Catholic Education]

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

Ontario's Equity and Inclusive Education Strategy (2009)
APC037: Equity and Inclusive Education Policy
Learning for All: A Guide to Effective Assessment and Instruction for All Students, K-12 (2013)
Ontario's Well-Being Strategy for Education: Discussion Document (2016)
Ontario's Equity Action Plan (2017)
APO028: Fair and Equitable Hiring and Promotions Policy

Alignment to the MYSP:

Nurturing Our Catholic Community

- *Faith is lived and witnessed in community:*
To strengthen and cultivate school, parish and home relationships.
- *Students and Staff are healthy in mind body and spirit:*
To strengthen system commitment to school, student and staff spiritual health.
- *Everyone is included, respected and welcomed:*
To increase improved awareness respect of differences within our school communities.

Background/Comments:

The Ministry of Education made a commitment to every student in the province of Ontario that regardless of 'ancestry, culture, ethnicity, gender, gender identity, language, physical and intellectual ability, race, religion, sex, sexual orientation, socio-economic status or other factors' (Equity Action Plan, p. 8), all students should be able to access the curriculum, feel safe at school, and also have a sense of belonging.

At Waterloo Catholic DSB, our Equity, Diversity and Learning (EDL) Committee has set a goal of building

educator capacity to serve all students and assist in removing identified barriers to success. In our Catholic context, we employ a lens of liberation theology with a strong emphasis on the social teaching of preferential option for the poor. Simply stated, this involves empowering students and their families to advocate for change so that they may not just survive but thrive in our school communities. Additionally, we have committed to supporting our school administrators and educators in understanding and working to remove barriers that exist for students in accessing their learning.

To support this goal, our EDL Committee completed the following throughout 2017-2018:

- Delivered three workshop sessions to all school administrators
- Offered three after-school leadership sessions to our system educators
 - Introduction to Leadership for Equity
 - Encouraging Teacher Leadership, Student Leadership and Empowering Communities
 - Sustaining Leadership for Equity

Additionally, our Senior Administration Team participated in two equity awareness workshop days.

Throughout this school year, at the Waterloo Catholic District School Board, we are following the Ontario Education Equity Action Plan's key priorities in four areas:

- School and classroom practices:
 - During the summer 2018, development of culturally relevant and responsive pedagogical (CRRP) resources for teachers.
 - During this school year, our Equity Trainers' Collaborative (ETC) is developing CRRP workshops to be shared with teachers/educators: after school workshops, OECTA Professional Development Workshops, Summer Institute.
 - Culturally Responsive Resources Team (CRRT) is meeting regularly to initiate the process and procedure for choosing learning resources that are culturally responsive.
- Leadership, governance and human resource practices:
 - Full day workshop for senior managers and all school administrators on unconscious bias awareness
 - On-going workshop sessions for all school administrators
 - On-going implementation of our Fair and Equitable Hiring Practices policy.
- Data collection, integration and reporting:
 - Through Managing Information for Student Achievement (MISA) resource contacts, our Research Coordinator has developed a work plan, recently vetted through Executive Council, to begin the process of conducting an anonymous staff census, followed by a voluntary student identity census with the goal of gathering data to more intentionally measure the academic success of students who belong to more marginalized groups.
- Organizational culture change:
 - The Well-being Strategy Steering Committee has developed a plan that is mapped to our multi-year strategic plan, and aligned with our three-year Pastoral Plan, the goal of which is to demonstrate coherence across the system with regards to the intersection between equity and our Catholic values of inclusion and respect for the dignity of all.

Much of the work done by our senior team and with our school administrators has been informed by the following compelling question: What if our interactions with people of other backgrounds (e.g. race, gender, sexual orientation, etc.) are influenced by things happening below the radar of awareness, hidden even from ourselves? Research demonstrates that despite good intentions and being fair-minded, our unconscious mind and automatic brain processes frequently favour those most like us, creating blind-spots and hard-to-see discrimination that is systemic, preventing many hardworking people and groups from moving forward in society. In order to advance diversity and inclusion, leaders need to understand how the hardware of the mind fuses with the software of socialization, and what steps can be taken to offset implicit bias in workplace practices. Workshop sessions based on Shakil Choudhury's book, Deep Diversity: Overcoming Us vs. Them, helped to deepen key leadership knowledge and skills in support of equity and inclusive schools.



It is important to note that the work of equity and inclusion is nested within our Waterloo Catholic DSB Well-Being Strategy (anticipated final draft January 2019). As our Well-Being Strategy evolves in its development, as stated above, it is mapped to our larger multi-year strategic plan and our pastoral plan. A coherent articulation of our system goals includes the intentional alignment of our strategic plans: multi-year, well-being, pastoral. The Well-Being Strategy goals are aligned with our new Pastoral Plan:

- Students and staff feel a sense of belonging and inclusion in their learning community. Pastoral Plan (Belonging)
- Students have equitable access to learning opportunities. Pastoral Plan: (Becoming)
- Building a culture of well-being that supports success for all in the WCDSB community. Pastoral Plan (Building)

The alignment of our system goals seeks to eliminate barriers, including those that emerge with complex intersectionality's such as when physical and/or intellectual ability are combined with race, or socio-economic status. At WCDSB we are committed to continuing the work of making sure that all students are served, especially those who have traditionally had difficulty accessing the curriculum and achieving academic success. Three examples of support include:

1. Using the Family of School model, our five intermediate Student Success Consultants (SSC) support Grade 7/8 students in negotiating a successful transition from elementary to secondary school, especially those students who are achieving below provincial standards of achievement and who may be immersed in in-risk situations. SSCs also have been trained in restorative justice practices and employ these skills in healing damaged relationships that become barriers to well-being and student achievement.
2. Universal Design for Learning (UDL) strategies are being supported and promoted through the Student Support Services department. Professional development sessions have provided for special education teachers, student support staff and school administrators. UDL supports our goal of providing equity of learning opportunities for all students as *'what is good for one learner is good for all learners'*.
3. Finally, through the work of our WCDSB Re-Engagement Committee, disengaged or early-leaver students are contacted, supported, and encouraged in a variety of ways and with a variety of strategies so that they can successfully complete their Ontario Secondary School Diploma (OSSD) within four or five years.

In Summary:

With the harmonization of several working committees and planning tables – equity, well-being, pastoral – we continue to work together to achieve our goal of removing barriers to student success and well-being in Waterloo Catholic.

As stated in Ontario's Well-Being Strategy for Education: "Supporting equity and inclusive education helps the education community identify and remove discriminatory biases and systemic barriers in order to support student achievement and well-being. Research confirms that students who feel welcome and accepted in their schools are more likely to succeed academically. In fact, everyone in our publicly funded education system – regardless of background or personal circumstances – should feel engaged and included." (page 6) At WCDSB, our core Catholic values are strongly congruent with the goals of the well-being strategy. We value the dignity of all learners and work to ensure that everyone feels welcomed, included and has opportunity to experience academic success.

Recommendation:

This report is for the information of the Board.

Prepared/Reviewed By: Loretta Notten
Director of Education

Richard Olson
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."



Date: December 10, 2018
To: Board of Trustees
From: Director of Education
Subject: Director's Annual Report

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)

Multi-Year Strategic Plan

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

Education Act Section 283(3)
Achieving Excellence: A Renewed Vision for Education in Ontario
Multi-Year Strategic Planning A Guide for School Board Trustees

Alignment to the MYSP:

Strategic Priority: Nurturing Our Catholic Community

Strategic Priority: Student Engagement, Achievement and Innovation

Strategic Priority: Building Capacity to Lead, Learn and Live Authentically

Background/Comments:

The Multi-Year Strategic Plan provides the roadmap for the staff of Waterloo Catholic District School Board and proclaims to the boarder community our goals and aspirations.

Per Section 283(3) of The Education Act the Director of Education will submit an Annual Report at the first Board meeting of December of each year reporting on the progress of the Board against the stated goals.

As was reflected when the June 2018 Report Card brought to board on the Multi-Year Strategic Plan 2015-2018, there has been strong progress against all of our nine strategic directions, within our three priority areas.

There are many points of celebration and there was direction as to how the work of Waterloo Catholic had to continue to evolve to remain relevant and responsive to our students and stakeholders. We can be most proud that our Vision and Mission which is firmly rooted in our faith and gospel values, is perhaps recognized as our strongest or most clearly affirmed indicator. Rather than identify individual points of celebration and accomplishment, the Annual Report will provide those highlights.

The report takes a primarily electronic format this year – which is to say – while there will be a limited number of hard copy versions of the report, the primary design was intended for web presentation, and the hope is that the points of celebration will be seen equally strongly in word and picture.

We are tremendously proud of the accomplishments of our staff and students, and the vibrant connection that exists between home, parish and school. The report will be presented at the Board meeting and posted to our corporate website shortly thereafter. At Waterloo Catholic we are Heart of the Community, providing Success for Each and a Place for All.

Recommendation:

That the Board accept this report indicating compliance with our obligations under Section 282(3) of The Education Act.

Prepared/Reviewed By: Loretta Notten
Director of Education

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Date: December 10th, 2018
To: Board of Trustees
From: Director of Education
Subject: WCDSB MYSP 2018 - 2021

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

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

Origin:

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 the most recent roadmap for education in the province, released in 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's Multi-Year Strategic Plan has endeavored 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

Alignment to the MYSP:

Strategic Priority: Nurturing Our Catholic Community

Strategic Priority: Student Engagement, Achievement and Innovation

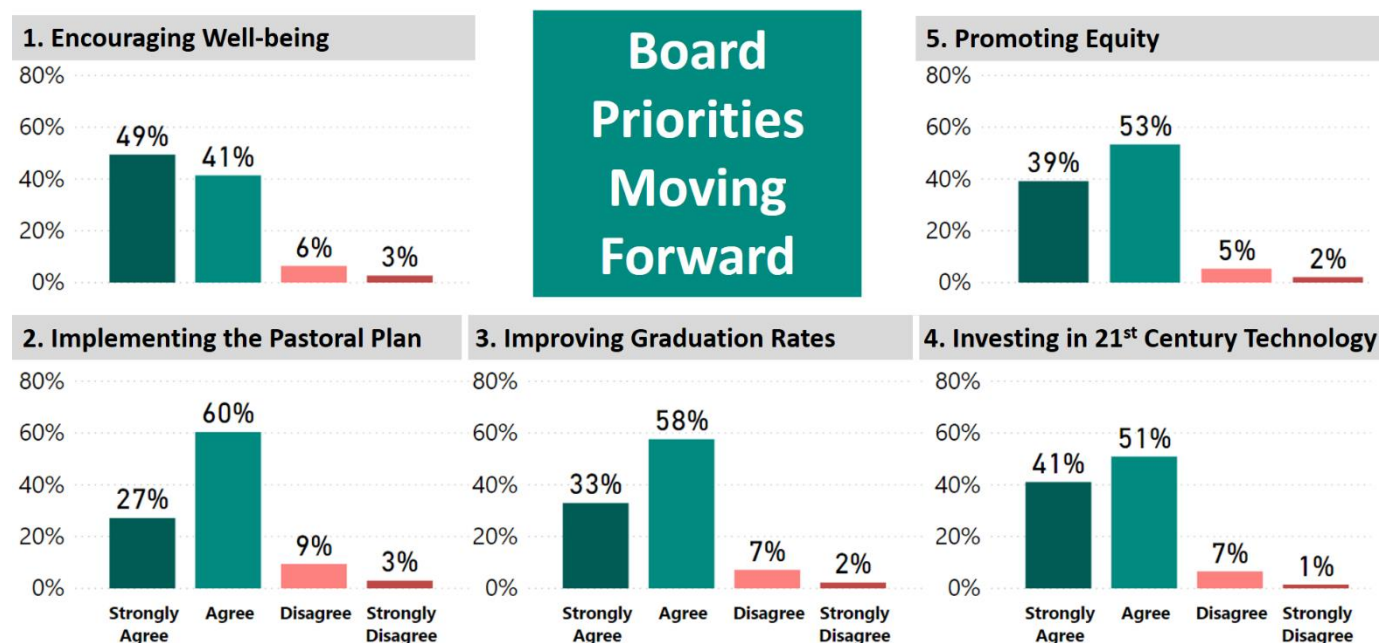
Strategic Priority: Building Capacity to Lead, Learn and Live Authentically

Background/Comments:

The current three-year Multi-Year Strategic Plan (MYSP), approved in December of 2015, comes to a conclusion at the end of December 2018. In the spring of 2018 a system survey took place to both inform the report card on the current plan and to inform direction for the next iteration of the MYSP.

The Stakeholder Survey also examined our current **Vision, Mission, Beliefs**, (found in **Appendix A**), as well as **early Priorities** that had been identified by the senior team through the budget process. Stakeholders were asked about the relevance of each as the Board moved forward into its new plan. It was heartening to note that the feedback suggested strong endorsement for the current **Vision (87% agree or strongly agree)**, **Mission (89% agree or strongly agree)** and our three **Belief statements – all at approximately 87% agreement**. Thus there was a strong foundational lens from which to build up the priorities and correspondingly plan for the years encompassing 2018 through 2021.

Similarly – in looking at the responses to the 5 areas identified in the Budget process as priorities moving forward, we found strong endorsement amongst respondents. This feedback was helpful in the formation of the new plan.



The Multi-Year Strategic Plan for Waterloo Catholic 2015-2018 set out to prioritize our work in the areas of:

Nurturing Our Catholic Community

*Student Engagement, Innovation and Achievement and
Building Capacity to Lead, Learn and Live Authentically.*

The three areas are not silos, but rather are intimately interconnected. As the work of the 2015-2018 plan was seen to be a strong foundation from which to build, and survey data indicated endorsement of the evolving priorities of that plan, staff have built a plan which is not fully new, but rather an advancement of the previous plan. The three big priority areas remain the same, but the strategic directions and goals have evolved.

The goals and actions identified within the plan speak to the specifics of how we aspire to bring the system forward, consistent with leading practices in education and respectful of building the required global competencies our students will require to live and thrive in a rapidly changing world. The plan is predicated on a culture of high expectations and a belief that reflects our core vision statement that at Waterloo Catholic we represent: *Heart of the Community, Success for Each and A Place for All*. We aspire to transform our school communities into learning spaces where Faith and gospel values are witnessed, students are empowered, and leadership is distributed. There is no strategic direction or goal that is the sole responsibility of any one person

or department. There is a collective responsibility embedded within each and as such, the senior team has worked in collaboration to create this Multi-Year Strategic Plan.

Staff were tasked with developing an operational plan. Throughout the months of late August, September, October and November the senior team has worked in a very dedicated manner to refine the new articulation of goals, actions and key performance indicators which will move the system forward. Throughout the process there were several conversations held with various stakeholder groups, from administrators to central teams, teachers, students, and federation representatives. Informed by the work of the spring of 2018, which again included feedback from all relevant stakeholder groups, and the ongoing conversations of the fall of 2018, the Director and Senior staff have worked to identify goals for the six newly evolved strategic directions. This represents a streamlining to 2 strategic directions for each of the 3 priority areas. Similarly – now the number of total goals has been reduced almost in half, with a total of 17 goals for the full plan (See **Appendix A**) For each of the goals, specific actions, evidence and timelines have been identified in an operational plan. (See **Appendix B**) The MYSP, including beliefs, goals and draft operational plan were vetted for feedback and the insights gained have been considered and incorporated as appropriate within the final draft of the plan.

Embedded within the MYSP reside all other plans that drive the system forward and keep us accountable to the Ministry of Education and our stakeholders. Efforts are being made to ensure strong alignment of all evolving plans, so that there is an integration and streamlining of work for all involved, but most especially for the end-user. This will translate to such documents as the Pastoral Plan, The Well Being Plan (which holds the Safe Schools Strategy, Mental Health Strategy, Equity Strategy and Healthy Active Living Strategy), and the Board Improvement Plan for Student Achievement (BIPSA), as well as the Capital Plan and the Budget.

On a go-forward basis, reports to Board will include a direct alignment back to the Multi-Year Strategic Plan 2018-2021, indicating the Strategic Priority, (new) Strategic Direction and where possible goal that is being addressed by the report. Similarly throughout the system, we will work to ensure that all meeting agendas and reports to a meeting/committee forum reflect an alignment back to our new stated priorities and goals. At the midpoint and conclusion of the term of MYSP, staff will conduct surveys with our stakeholders that will help to inform our understanding of the efficacy of our work. Further, staff will provide detailed reporting against our articulated goals using the metrics identified in the operational plan.

Recommendation:

That the Board approve the Multi-Year Strategic Plan for 2018-2021, as found in Appendix A and B.

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 Catholic District School Board Strategic Plan 2018-2022





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

All students nurtured in a community grounded in our Gospel values, and experiencing authentic learning environments of collaboration, inquiry and engagement, will become global citizens who transform God's world.

We maximize the God-given potential of each child when we welcome all students, believe in all students and instill hope in all students, basing our decisions on stated priorities.

In fostering students who meet the Ontario Catholic School Graduate Expectations we also produce successful and independent global 21st century learners who give witness to their faith.





Nurturing Our Catholic Community

Bear witness to our Faith through joyful discipleship and our relationships with and in Christ

- Provide opportunities to live out and inform our faith through implementation of our Pastoral Plan, which will be rooted in a response to the pastoral letter, Renewing the Promise
- Promote stewardship of the earth and its resources
- Increase parent and community engagement in all our Catholic school faith-related activities

Promote a culture of belonging and respect, that supports success for all

- Successful Implementation of WCDSB equity action plan to facilitate organizational change
- Equitable access to learning opportunities

Student Engagement, Innovation & Achievement

Nurture a Culture of Innovation

- Ensure classroom pedagogy and pathway opportunities are relevant and provide transferable skills for student success
- Continue to seek and support reciprocal partnerships with Community/educational partners and leverage the mutual learning

Foster maximum opportunity for success for all

- Improve Numeracy Achievement
- Improve Graduation Rate
- Improve Secondary Literacy Achievement
- Increased Opportunity for Experiential Learning

Building Capacity to Lead, Learn & Live Authentically

Investment in global competency development and leading technologies

- Increased awareness of and responsible implementation of Digital Citizenship
- Increase in precise student programming and use of New Pedagogies for Deep Learning (NPDL)
- Ensure technology is current and relevant to optimal teaching and learning practices

Nurture the well being of all students and staff

- Decrease in staff absenteeism/sick leave usage, and health and safety incidents
- Increase in student attendance and engagement
- Provide opportunities to nurture faith and spirituality of staff and students





Date: December 10, 2018
To: Board of Trustees
From: Chair of the Board
Subject: Chair's Report

Type of Report: ☒ Incidental Information

Type of Information: ☒ Information only of the activities of the Chair

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

Policy I 001 Ends
Policy II 003 Board Job Description
Policy II 004 Advocacy and Advertising

Background/Comments:

The month of December provided the opportunity to reach out and meet other levels of local and provincial government representatives as well as we prepare for the Christmas season help those in need this season and to meet with some of our students, schools and other education partners.

- Attended with Trustee Price and Trustee da Silva Inaugural meeting of the City of Cambridge Council for 2018-2022 term, we spoke to and congratulated new mayor Kathryn McGarry on her new position as well as some of the returning council members. (Dec. 4)
- With Trustee Van Alphen met with Director Notten to discuss our new roles as Chair and vice-chair (Dec. 5)
- Attended with Trustee Gravelle and Trustee Dupuis December SEAC meeting, we provided board update to the committee as well advised changes that will be starting in January to trustee representatives on SEAC (Dec. 5)
- Attended Trustee/Senior Staff Christmas Social (Dec. 6)
- Attended with Trustee da Silva, MPP Amy Fee Constituency Office Open house (Dec. 8)
- Attending SAC Unity Conference lunch at St. Jerome's University (Dec. 12)
- Attending Pastoral committee event stuffinstockings in St. Jacob's (Dec. 13)
- Attending Christmas Lunch at St. Boniface (Dec. 18)
- Attending Waterloo Region Catholic Schools Foundation Christmas Social (Dec. 19)
- Attending St. Gabriel Christmas Dinner (Dec. 19)
- Attending CEC Christmas Mass & Lunch (Dec. 20)

Prepared/Reviewed By: Bill Conway, Chair

Members' Centre

f t y .. SEARCH 🔍



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OCSTA NEWSWIRE – DECEMBER 4, 2018

Posted by Editor | Dec 4, 2018 | OCSTA Newswire | 0 🗨️ | ★★★★★

UPCOMING EVENTS



OCSTA Catholic Trustees Seminar

When: January 18 – 19, 2019

Location: Delta Hotels by Marriott Toronto Airport

For program and registration details please click [here](#).

FACE LOBBY DAY AT QUEEN'S PARK

The annual lobby day for Catholic education coordinated under the FACE (Friends and Advocates for Catholic Education) umbrella took place on Tuesday, November 27, 2018. On that day teams of Catholic trustees (representing OCSTA), Catholic teachers (representing OECTA) and Bishops from the Assembly of Catholic Bishops of Ontario (ACBO) gathered in Queen's Park to spend the day meeting with various MPPs.

The purpose of this annual event is to raise awareness about the achievements and contributions of Ontario's publicly funded Catholic schools to community life and the goals of our education system. FACE lobby teams discussed with MPPs current priorities in education and provided infographic sheets that highlighted timely facts about Catholic education at the provincial and local levels.

We sincerely appreciate the participation of the following members of the FACE delegation teams:

OCSTA Representatives:

OCSTA President, Beverley Eckensweiler; Hamilton-Wentworth CDSB Chair and OCSTA Past President, Patrick Daly; Toronto CDSB Trustee, Nancy Crawford; Northeastern CDSB Vice Chair and OCSTA Director, Colleen Landers; Simcoe-Muskoka CDSB Chair, Carol Corriveau-Truchon, and OCSTA Executive Director, Nick Milanetti.

2018 STUDENT SHORT-VIDEO CONTEST



CATHOLIC EDUCATION WEEK



SPEAK UP FOR CATHOLIC EDUCATION



CATHOLIC SCHOOL BOARD DIRECTORY



OECTA Representatives:

OECTA President, Liz Stuart; OECTA Past President, Ann Hawkins; OECTA First Vice-President, Warren Grafton; OECTA Second Vice-President, Barb Dobrowolski, and OECTA General Secretary, Marshall Jarvis.

ACBO Representatives:

His Eminence, Thomas Cardinal Collins, Archbishop of Toronto; Most Rev. Ronald P. Fabbro, Bishop of London; Most Rev. Douglas Crosby, Bishop of Hamilton; Most Rev. Wayne Kirkpatrick, Bishop of Toronto, and; Most Rev. John A. Boissonneau, Bishop of Toronto.

FACE delegates were also seated in the House galleries and were acknowledged during Question Period by Members. Following are excerpts from Hansard featuring acknowledgements and recognition of FACE members.

Mr. Gilles Bisson: ...We have Colleen Landers, who is here with the English Catholic Boards. We welcome you all to Queen's Park.

Hon. Bill Walker: ...From the Bruce Grey Catholic District School Board, board chair and chair of the Ontario Catholic School Trustees' Association, Bev Eckensweiler, and student trustee Mackenzie Finamore.

Hon. Lisa M. Thompson: It's a pleasure today to rise and also add my welcome to Beverley Eckensweiler from Mildmay, Ontario, in Bruce County. She is serving as chair of the Ontario Catholic School Trustees' Association, and she is joined as well by Nick Milanetti.

Mr. Sam Oosterhoff (Parliamentary Assistant to the Minister of Education): I also wish to introduce to the Legislature today those who are here today with Cardinal Collins and the friends of Catholic education who are in the members' gallery. I look forward to joining you for lunch. Thank you for being here.

Ms. Marit Stiles (NDP Education Critic): It gives me great pleasure to welcome the many Friends and Advocates for Catholic Education who are joining us here today, including, as others have mentioned, His Eminence Thomas Cardinal Collins; Beverley Eckensweiler, president of the Ontario Catholic School Trustees' Association; and Liz Stuart, Ontario English Catholic Teachers' Association; as well as many trustees and other representatives. Thank you for being here.

Hon. John Yakabuski: I would also like to bring greetings from the House to His Eminence Cardinal Collins and all of the advocates for Catholic education here today.

FACE delegation teams met with the following MPPs during the day:

- MPP Sam Oosterhoff (Parliamentary Assistant to the Minister of Education), *Niagara West* (PC)
- MPP Stephen Lecce, *King-Vaughan* (PC)
- MPP Doug Downey, *Barrie-Springwater-Oro Medonte* (PC)
- MPP John Fraser, *Ottawa South* (Liberal)
- MPP David Piccini, *Northumberland-Peterborough South* (PC)
- MPP Stephen Crawford, *Oakville* (PC)
- MPP Marit Stiles, *Davenport* (NDP Education Critic)
- MPP Jeff Burch, *Niagara Centre* (NDP)
- MPP Laura Mae Lindo, *Kitchener Centre* (NDP)
- MPP Nina Tangri, *Mississauga-Streetsville* (PC)



- MPP Aris Babikian, *Scarborough-Agincourt* (PC)
- MPP Doly Begum, *Scarborough Southwest* (NDP)
- MPP Deepak Anand, *Mississauga-Malton* (PC)
- MPP Ian Arthur, *Kingston and the Islands* (NDP)
- MPP Judith Monteith-Farrell, *Thunder Bay-Atikokan* (NDP)
- MPP Sara Singh, *Brampton Centre* (NDP)
- MPP Goldie Ghamari, *Careleton* (PC)
- MPP Faisal Hassan, *York South-Weston* (NDP)
- MPP Natalia Kusendova, *Mississauga Centre* (PC)
- MPP Billy Pang, *Markham-Unionville* (PC)
- MPP Rudy Cuzzetto, *Mississauga Lakeshore* (PC)
- MPP Kinga Surma, *Etobicoke Centre* (PC)

Following the day meetings with MPPs, a special FACE reception celebrating Ontario's Catholic schools was held in the Legislative Dining Room. Representing the FACE partners and serving as host for this event was the Most Rev. Ronald P. Fabbro (ACBO). Bishop Fabbro welcomed and introduced the following key presenters for the evening:

- Minister of Education, The Hon. Lisa Thompson
- NDP Education Critic MPP Marit Stiles
- Liberal Education Critic and Former Premier, MPP Kathleen Wynne
- Green Party Representative, MPP Mike Schreiner
- Ontario Student Trustees' Association Catholic Board Council President, York CDSB Student Trustee Sophia Trozzo

OCSTA wishes to acknowledge and thank the following students and staff who participated in this year's Lobby Day activities by demonstrating student and school achievements in art, music and communications:

Students from the Waterloo Catholic District School Board:

- Hunter Tyska, Olivier Szczepaniak, Abby Barbosa, Lulia Habtemichael and Caroline Szawłowski – with teachers John Murphy and Marianna Worth.

Students from St. Joseph's College – Toronto CDSB:

- Madeline Martino, Maya Mckeown, Sydney Tri, Michaela Cotter, and Abigail Cerna – with teacher Paul Sabyan.

Students from Cardinal Carter Academy (string quartet) – Toronto CDSB:

- Sharon Nicholas, Zachary Alatraca, Emily Choi, and Aryan Ghosh with teacher Dr. Daniel Hasznos.

Student Trustees from the Catholic Board Council of OSTA-AECO:

- Sophia Trozzo, Cali Brake, Denzel Herrero, Will Charlebois, Rynel Pinto, Stephanie Mazza, Julia Cara, Sofia Zamorano, and Mackenzie Finamore.



Also in attendance at the reception were representatives from a number of Catholic education partners in Ontario including: The Archdiocese of Toronto; Association franco-ontariennedes conseils scolaires catholiques; Catholic Principals' Council of Ontario, Ontario Association for Parents in Catholic Education, English Catholic Council of Directors of Education, Institute for Catholic Education, and Ontario Catholic Supervisory Officers' Association.

This event was once again coordinated under the leadership of FACE Project Manager, Carol Allen. **To enlarge the pictures below please click on the image.**



Catholic Trustees, Teachers and Bishops prepare to meet with MPPs during the annual FACE Lobby Day for Catholic Education at Queen's Park



Trustee Nancy Crawford (TCDSB) with The Most Rev. Bishop John Boissonneau



Catholic School Student Trustees lunch with His Eminence, Thomas Cardinal Carter.



Minister of Education, The Hon. Lisa Thompson with Catholic school students.



OCSTA President Beverly Eckensweiler (L), His Eminence Thomas Cardinal Collins, Bruce-Grey CDSB Student Trustee, McKenzie Finamore and The Hon. Lisa Thompson, Minister of Education



The Most Rev. Bishop Ronald Fabbro welcomed MPPs and all guests to the evening reception on behalf of the FACE partnership.



MPP and former Premier Kathleen Wynne



OCSTA President, Beverly Eckensweiler, Bruce-Grey CDSB Student Trustee, Mackenzie Finamore and MPP Bill Walker.



Students from the Waterloo CDSB



Students from St. Joseph College, Toronto CDSB with art display



NDP Official Opposition Leader, Andrea Horwath, Student Trustee Mackenzie Finamore and OCSTA President Bev Eckensweiler.



Cardinal Carter Academy String Quartet – Toronto CDSB



Waterloo CDSB Director of Education, Loretta Notten, PC MPP Belinda Karahalios, Cambridge, and FACE Project Manager, Carole Allen.



AFOCSC: Communications Manager, Marie-Josée Roy; Executive Director, Benoit Mercier, and; Board

Member, Trustee
Melinda Chartrand

CDSB HIGHLIGHT: NIAGARA CATHOLIC WELCOMES VATICAN REPRESENTATIVE



(L – r) Niagara CDSB former Board Chair, Fr. Paul MacNeil, Director of Education, John Crocco, the Most Rev. Luigi Bonazzi, Apostolic Nuncio to Canada, and the Most Rev. Bishop Gerard Bergie.

The Niagara Catholic CDSB recently had the honour of welcoming the Most Reverend Luigi Bonazzi, the Apostolic Nuncio to Canada.

His Excellency travelled to Welland to concelebrate Mass with Bishop Bergie and outgoing Board Chair, Fr. Paul MacNeil in honour of the Diocese of St. Catharines' 60th Anniversary.

Following Mass, Bishop Bonazzi enjoyed lunch and conversation with students. Lunch was prepared by the Culinary Arts students from Notre Dame College School, under the guidance of Chef Chris Begin.

CSTA STUDENT SHORT-VIDEO CONTEST



The deadline of December 10 for submissions for the 2018 short-video contest "Community Builders" is almost here!

"Community Builders"

This year's theme invites students to demonstrate in a 2-minute video how their participation in a school or parish based charitable/social justice initiative serves to strengthen their community.

PARTNERS IN THE COMMUNITY BUILDER PROGRAM

OCSTA is pleased to announce that the Ontario chapters of the Catholic Women's League (CWL) and the Knights of Columbus (KoC) are collaborating with the Association in support of this year's "Community Builders" short-video contest for students.

Many CWL and KoC chapters have or will be launching charitable initiatives this fall and invite students to explore these local Christian service activities as possible subjects for students' "Community Builders" short-video submissions.

Given that CWL and KoC chapters are not located in every parish, students are encouraged to contact their parish to explore alternative parish based charitable or social justice activities or similar Christian service activities at their local schools.

SUBMISSION GUIDELINES AND FORMS

The contest is open to all students in grades 4 – 12 at Ontario's publicly funded Catholic schools. Participants are asked to submit a **2-minute** video that demonstrates how through Christian service in local social justice and charitable initiatives they are helping to strengthen their local communities.

The submission deadline is **December 10, 2018**.

Submission forms can be downloaded [here](#).

Prizes




First place: \$300 Best Buy Gift Certificate

Second place: \$150 Best Buy Gift Certificate

Third place: \$100 Indigo Gift Certificate.

1st, 2nd, and 3rd place prizes will be awarded at both the Elementary and Secondary panels. The winners will be announced in January.

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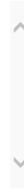
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22, 2018

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2019 Committee Assignments												
Committee	Needs	Bill	Brian	Greg	Jeanne	Kevin	Manuel	Melanie	Tracey	Wendy	Izabella	Meghan
Audit	3 trustees											
Awards	Vice Chair											
Budget Advisory	2 trustees											
Catholic Parent Involvement	2 trustees + 1 alt		Alt									
Director Performance	Chair/Vice + 2											
FACE	Chair											
Governance	Chair/Vice + 2											
Linkages	4 Trustees											
Pastoral Care	5 Trustees + 2 Students											
SAL*	3 trustees											
SEAC	2 trustees + 1 alt					Alt						
Suspension/Expulsion	3 trustees + 2 alt						Alt		Alt			
Student Trustee Mentor					Izabella			Meghan				
Trustee Trustee Mentor							Kevin			Tracey		
# of assignments (including alt)		4	5	4	3	4		6	3	7	1	1
* NOTE for SAL	Wendy for Cambridge SAL	Any of the 3 assigned can serve as an alternate for the other 2 but any trustee could be called.										
	Brian for Kitchener SAL											
	Melanie for Waterloo SAL											

Number: I 001

Subject: Ends

Approval Date: September 2, 2008

Effective Date: September 2, 2008

Revised: May 31, 2010; November 29, 2010; January 27, 2014, February 23, 2015, February 26, 2018

Policy Statement:

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 create, implement and monitor a multi-year strategic plan that ensures – via the Director of Education – the Board acts responsibly to ensure learners achieve their fullest potential in learning communities that are a living experience of Catholic faith.

Heart of the Community:

Our schools are heart of the community:

- I. When faith practice is integrated into the daily lives of our students as members of their school community,
- II. When they have the knowledge of the history, and regular experiences with, the values, doctrines and social justice imperatives of the Catholic faith,
- III. When they are contributors to society, dedicated to the common good and,
- IV. When all are included, welcomed, cared for, respected, and treated with dignity in invitational learning environments that help every student fully utilize their unique gifts while meeting their individual spiritual, physical, learning and/or emotional needs.

Success for Each:

We create the conditions for success for our students by knowing our students, knowing our staff and doing what matters.

Our students achieve academic success:

- I. When given the necessary supports to work to their highest level of ability,
- II. When they have the knowledge, skills and confidence to pursue their desired career and life paths and,
- III. When they are prepared for the challenges and opportunities of an ever-changing world that demands a diverse skill set as well as a broad social conscience aligned with our Catholic values and,
- IV. When they meet the Ontario Catholic Schools Graduate Expectations.

We Create **A Place for All:**

When our schools, system departments, processes and policies reflect our belief that students deserve the best programs, delivered by well-prepared staff who are supported in their professional learning. Our schools will be supported in this by a strategic plan that includes processes whereby:

- I. WCDSB school and system initiatives are monitored through ongoing internal and external assessment measures to ensure students are learning at their highest possible level of achievement through programming that meets their individual learning needs, spiritual needs and learning styles and
- II. When all WCDSB departments are held to the highest standards through periodic external reviews to ensure the Board meets its financial and legal obligations to its employees, the Ministry of Education and its ratepayers.

Monitoring would take place on an ongoing basis but more formally in the June of each year, as the Multi-year Strategic Plan is monitored along with CEO Performance.



Number: II 005
Subject: Consultation

Approval Date: September 29, 2008
Effective Date: September 29, 2008
Revised: May 31, 2010, February 28, 2011, May 27, 2013

Policy Statement:

The Board of Trustees values a culture that holds consultation at its core. Consultation occurs to gain different perspectives. We believe that meaningful consultation is planned, purposeful, and equitable and that it contributes to enhanced decision making. Consultation occurs because the views and experiences of our owners, stakeholders and other partners in Catholic education are valued and inform the work of the board.

1. The Board of Trustees and associated advisory committees will confirm that meaningful consultation occurs on matters of importance that affect the WCDSB. Matters of importance shall include but not be limited to:
 - a. Establishment or amendment of Board policies affecting one or more groups.
 - b. Matters which specifically require a board decision.
2. Consultation may be formal or informal.
3. All consultations will provide feedback to participant groups/individuals