



**Board of Trustees' Board Meeting**

Date: Monday, June 12, 2023

Time: 6:00 p.m.

*\* Committee of the Whole In Camera, if necessary, will precede or follow the Board Meeting, as appropriate.*

Location: 1st floor Board Room, Catholic Education Centre, 35 Weber Street, Kitchener

Attendees: **Board of Trustees:**  
Linda Cuff, Kathy Doherty-Masters (Vice-chair), Sally Fuentes, David Guerin, Renee Kraft, Marisa Phillips, Robert Sikora, Tracey Weiler (Chair)

**Student Representatives:**  
Chloe Armstrong, Anika Fejerpataky

**Senior Administration:**  
Tyrone Dowling, Gerald Foran, Shesh Maharaj, Paul Mendonca, Judy Merkel, Kerry Pomfret, Jennifer Ritsma, Annalisa Varano

**Special Resource:**

**Recording Secretary:**  
Alice Figueiredo/Stephanie Medeiros

ITEM	Who	Agenda Section	Method & Outcome
1. Call to Order	Chair		
1.1 Opening Prayer/Memorials	Pastoral Committee Trustee		
1.2 Territorial Acknowledgement I (we) would like to begin by acknowledging that the land on which we gather today is the land traditionally cared for 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.	Chair		
1.3 Approval of Agenda	Board of Trustees		Approval
1.4 Declaration of Pecuniary Interest	Individual Trustees		
1.4.1 From the current meeting			
1.4.2 From a previous public or in-camera meeting			
1.5 Items for Action: NA			
<b>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)</b>			

ITEM	Who	Agenda Section	Method & Outcome
<b>3. Consent Agenda: Board (Minutes of meetings, staff report)</b>			
3.1 Approval of Minutes of Regular and Special Meetings	Board of Trustees	pp. 4-6	Approval
3.1.1 Special Board of Trustee's Meeting – May 24, 2023	Board of Trustees	pp. 7-12	Approval
3.1.2 Board of Trustee's Meeting – May 29, 2023	Board of Trustees	pp.13-15	Approval
3.1.3 Special Board of Trustee's Meeting Budget Presentation-June 5, 2023	Board of Trustees	pp.16-19	Approval
3.1.4 Special Board of Trustee's Meeting – June 6, 2023	Board of Trustees	pp. 20-21	Information
3.2 SEAC Minutes – April 5, 2023	Board of Trustees	pp. 22-23	Information
3.3 CPIC Minutes – February 15, 2023	Board of Trustees	pp. 24-25	Information
3.4 Audit Committee Minutes- March 22, 2023	Board of Trustees	pp. 26-28	Information
3.5 Director's Monthly Report	T. Dowling	pp. 29-30	Information
3.6 Chair's Report	Chair	pp. 31	Information
3.7 2023-2024 Board/Committee of the Whole Meeting Dates - Amended	Board of Trustees		Information
<b>4. Delegations/Presentation</b>			
<b>5. Advice from the CEO</b>			
5.1 Interim Financial Report #3	S. Maharaj	pp. 32-37	Information
5.2 MYSP Report	T. Dowling	pp. 38-45	Approval
<b>6. Ownership Linkage (Communication with the External Environment)</b>			
<b>7. Reports from Board Committees/Task Forces</b>			
7.1 Student Trustee Update	C. Armstrong, A. Fejerpataky	pp. 46-48	Information
7.2 Pastoral Care Committee Annual Report	D. Guerin	pp. 49-50	Information
7.3 Linkages Committee Annual Report	R. Sikora	pp. 51-53	Information
7.4 Governance Committee Annual Report	K. Doherty-Masters	pp. 54-55	Information
<b>8. Board Education (at the request of the Board)</b>			
8.1 OCSTA/CCSTA Communications <a href="#">OCSTA/CCSTA Communications Link</a>	Board of Trustees	Link	Information
<b>9. Policy Discussion</b>			
<b>10. Assurance of Successful Board Performance</b>			
<b>10.1 Board Policy Review</b>			
10.1.1 Board Policy II 001 General Governance Commitment Is there a need to review the Policy?	All	pp. 56-58	Approval
10.1.2 Board Policy II 009 Board Committee Principles Is there a need to review the Policy?	Chair	pp. 59	Approval
10.1.3 Board Policy II 010 Board Committee Structure Is there a need to review the Policy?	L. Cuff	pp. 60	Approval
<b>11. Assurance of Successful Director of Education Performance</b>			
<b>11.1 Monitoring Reports</b>			
11.1.1 Board Policy IV 001 - General Executive Limitation	T. Dowling	pp. 61-63	Approval
11.1.2 Board Policy IV 002 - Treatment of Public	T. Dowling	pp. 64-66	Approval
11.1.3 Board Policy IV 003 - Treatment of Students	T. Dowling	pp. 67-70	Approval
11.1.4 Board Policy IV 007 Monitoring Report and 2023-2024 Budget	S. Maharaj	pp. 71-76	Approval

ITEM	Who	Agenda Section	Method & Outcome
Approval			
<b>12. Potential Agenda Items/Trustee Inquiry Report (CEO)</b>			
12.1 Trustee Appointment 12.2 Notice of Motion 12.3 Student Trustee Acknowledgment	Chair M. Phillips R. Kraft, B. Sikora	--	Information Decision Information
<b>13. Announcements</b>			
<b>13.1 Upcoming Meetings/Events (all scheduled for the Catholic Education Centre unless otherwise indicated):</b> <ul style="list-style-type: none"> <li>• Jun 14: Community Leaders Breakfast</li> <li>• Jun 13: St. David Convocation</li> <li>• Jun 14: Resurrection Convocation</li> <li>• Jun 15: St. Mary's Convocation</li> <li>• Jun 15: Monsignor Doyle Convocation</li> <li>• Jun 27: St. Benedict Convocation</li> <li>• Sept 11: Committee of the Whole</li> </ul>	Chair	--	Information
<b>13.2</b> Pending Items: <b>13.3</b> Pending Items for OCSTA Consideration	<u>Committee/Task Force</u>	<u>Due Date</u>	<u>Action Taken</u>
<b>14. Items for the Next Meeting Agenda</b>	Trustees		
<b>15. Confirm Decision Made Tonight</b>	Director of Education		
15.1 Confirm Decision Made Tonight	Recording Secretary	--	Information
<b>16. Closing Prayer</b>			
<b>17. Motion to Adjourn</b>	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



## **Special Board of Trustees' Board Meeting**

A public meeting of the Board of Trustees was held on Wednesday, May 24, 2023, at 1st floor Board Room, Catholic Education Centre, 35 Weber Street, Kitchener.

### **Trustees Present:**

Wendy Ashby, Linda Cuff, Kathy Doherty-Masters (Vice-chair), Sally Fuentes, David Guerin, Renee Kraft, Marisa Phillips, Robert Sikora, Tracey Weiler (Chair)

### **Student Trustees Present:**

Chloe Armstrong, Anika Fejerpataky

### **Administrative Officials Present:**

Tyrone Dowling, Gerald Foran, Shesh Maharaj, Paul Mendonca, Judy Merkel, Kerry Pomfret, Jennifer Ritsma, Annalisa Varano

### **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 Chair of the Board called the meeting to order at 6:03 p.m.

### **1.1 Opening Prayer & Memorials**

Opening prayer was led by Trustee Guerin.

### **1.2 Territorial Acknowledgment**

Territorial Acknowledgement declared by Chair Weiler.

### **1.3 Approval of Agenda**

Chair Weiler requested a mover and seconder for approval of the agenda.

**2023-36-- It was moved by Trustee Guerin and seconded by Trustee Doherty-Masters:**

**THAT the agenda for Wednesday, May 24, 2023, be now approved.**

**--- Carried by *consensus*.**

### **1.4 Declaration of Pecuniary Interest**

1.4.1 From the current meeting – NIL

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

### **1.5 Items for Action**

Chair Weiler requested a mover and seconder for the items for action of the Private, Private meeting of Wednesday, May 24, 2023, regarding Trustee matters.

Point of Order should be 2023 not 2024 by Trustee Doherty-Masters.

**2023-37-- It was moved by Trustee Sikora and seconded by Trustee Fuentes:**

**THAT the Items arising from the Private, Private meeting of Wednesday, May 24, 2023, regarding Trustees matters be now approved.**

**--- Carried by *consensus*.**

## **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)**

## **4 Delegations**

## **5 Advice from the CEO**

## **6. Board Education (at the request of the Board)**

## **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**

### **12.1 Resignation of Trustee Ashby**

On May 12, 2023, Trustee Ashby forwarded via email a statement to Trustees announcing her intention to resign her seat.

**2023-38-- It was moved by Trustee Kraft and seconded by Trustee Phillips:**

**THAT the Board of Trustees accepts Trustee Ashby's resignation, effective immediately.**

**--- Carried by *consensus*.**

### **12.2 Trustee Replacement Process**

Trustees discussed possible replacement processes for the vacant seat. Trustees were informed of the two possibilities of replacement by either By-election or appointment. Director Dowling shared information received the City/Township on By-election timelines and cost. Also shared was the appointment process. Chair Weiler invite questions or comments.

Trustees engaged in roundtable discussion. Chair Weiler asked Trustees if they would like to hear motion this evening by show of hands.

In favour: 3

Opposed: 5

Chair Weiler confirmed that motions would not be heard. Decision to come back to the May 29, 2023, Board meeting.

## **13 Announcements**

### **13.1 Upcoming Meetings/Events**

Trustees discussed upcoming events.

### **13.2 Pending Items: N/A**

### **13.3 Pending Items for OCSTA Consideration: N/A**

## **14 Items for the Next Meeting Agenda**

Trustees discussed upcoming agenda items.

**15 Adjournment – Confirm decisions made tonight.**

15.1 Confirm Decisions made tonight

**16 Closing Prayer**

**17 Motion to Adjourn**

2023-39-- It was moved by Trustee Cuff and seconded by Trustee Phillips:  
THAT the meeting be now adjourned. The meeting was adjourned by consensus at 6:37 p.m.

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Chair of the Board

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Secretary



## **Board of Trustees' Board Meeting**

A public meeting of the Board of Trustees was held on Monday, May 29, 2023, at 1st floor Board Room, Catholic Education Centre, 35 Weber Street, Kitchener.

### **Trustees Present:**

Linda Cuff, Kathy Doherty-Masters (Vice-chair), Sally Fuentes, David Guerin, Renee Kraft, Marisa Phillips, Robert Sikora, Tracey Weiler (Chair)

### **Student Trustees Present:**

Chloe Armstrong, Anika Fejerpataky

### **Administrative Officials Present:**

Tyrone Dowling, Gerald Foran, Shesh Maharaj, Paul Mendonca, Judy Merkel, Kerry Pomfret, Jennifer Ritsma, Annalisa Varano

### **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 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 Fuentes.

### **1.2 Territorial Acknowledgment**

Territorial Acknowledgement declared by Chair Weiler.

### **1.3 Approval of Agenda**

Chair Weiler noted the following amendments to the agenda:

- 12.3 to follow Section 4 Delegations
- Remove 4.1 Delegation

**2023-40-- It was moved by Trustee Doherty-Masters and seconded by Trustee Cuff:  
THAT the agenda for Monday, May 29, 2023, be now approved, as amended.  
--- Carried by *consensus*.**

### **1.4 Declaration of Pecuniary Interest**

1.4.1 From the current meeting – NIL

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

### **1.5 Items for Action**

N/A

## **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 Board of Trustees' Board Meeting Minutes – April 24, 2023

3.2 2023-2024 Board Meeting Dates

3.3 Governance Minutes – May 15, 2023 (Approval of Minutes)

3.4 Governance Minutes – May 15, 2023 (Approval of recommendations)

3.5 Director's Report

3.6 Chair's Report

Chair Weiler requested a mover and seconder from the Governance Committee for approval of the Minutes of May 15, 2023

**2023-41- It was moved by Trustee Doherty-Masters and seconded by Trustee Cuff:**

**THAT the Governance Minutes of May 15, 2023, be now approved with amendment that David Guerin sent regrets.**

**--- Carried by consensus.**

Chair Weiler requested a mover and seconder for approval of the consent agenda.

**2023-42- It was moved by Trustee Sikora and seconded by Trustee Guerin:**

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

**--- Carried by consensus.**

## **4 Delegations**

4.1 Delegation Presentation – J. Richard

4.2 Delegation Presentation - C. Bogias  
Phillips appreciate everything you said.

Chair brought forward 12.3 (See 12.3)

## **5 Advice from the CEO**

### **5.1 Energy Conservation Plan**

Superintendent Maharaj introduced the Energy Conservation and Demand Management Plan and presenter Zeb Foss, Energy Conservation Supervisor. Mr. Foss discussed Energy Consumption/Greenhouse Gas Emissions, data, sustainability, reporting requirements, conservation efforts and projects.

### **5.2 Long Term Accommodation Plan**

Superintendent Maharaj presented the Long Term Accommodation Plan for approval.

**2023-43- It was moved by Trustee Sikora and seconded by Trustee Guerin:**

**That the Board of Trustees approve the 2022-23 Long Term Accommodation Plan as presented on May 1, 2023.**

**--- Carried by consensus.**

### **5.3 Special Education Update/Plan**

Superintendent Foran presented the Special Education Plan. The presentation highlighted the special education programs and services provided by the Board such as Individual Education Plan (IEP) Monitoring and Development, Staff Professional Development, Student Services Referral System; Right to Read Update and Special Education Support for Summer 2023. Trustees asked clarifying questions and provided feedback.

### **5.4 Update on Budget Preparation**

Superintendent Maharaj provided an update on the 2023-2024 Budget preparation. Trustees asked clarifying questions and provided feedback.

## **6. Board Education (at the request of the Board)**

### **7. Reports From Board Committees/Task Forces**

#### **7.1 Student Trustee Update**

Student Trustees provided an update on events in the school community along with Student Trustee Role update for the month of May. Trustee Doherty-Masters suggested that in the Student Trustee final report that they reflect on their role and how better they can represent student voice.

**2023-44 -- It was moved by Trustee Fuentes and seconded by Trustee Sikora:**

**That the meeting be extended past 9:00 p.m. to 9:30 p.m.**

**---carried by consensus.**

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

8.1 Chair Weiler noted OCSTA Communications

## **9 Policy Discussion**

### **10 Assurance of Successful Board Performance**

#### **10.1 Board Policy Review**

##### **10.1.1 Board Policy II 011 Student Representation on the Board Is there a need to review the Policy?**

Trustee Phillips confirmed review of Board Policy II 011 and find the Board in Compliance.

**2023-45 -- It was moved by Trustee Phillips and seconded by Trustee Cuff:**

**THAT the Board of Trustees reviewed Board Policy II 011 Student Representation on the Board and find that the Board is in compliance.**

**--- Carried by consensus**

There is no need to review policy.

##### **10.1.2 Board Policy II 012 Student Trustee Role Description Is there a need to review the Policy?**

Trustee Doherty-Masters reviewed Board Policy II 012 Student Trustee Role and in addition sent the policy to be reviewed by Student Trustees and noted that there is one minor amendment to change his or her to them. She also confirmed the Board was in compliance.

**2023-46 -- It was moved by Trustee Doherty-Masters and seconded by Trustee Fuentes:**

**THAT the Board of Trustees reviewed Board Policy II 012 Student Trustee Role Description and find that the Board is in compliance.**

**--- Carried by consensus**

Policy to be referred to Governance to update him/her to them.

##### **10.1.3 Board Policy III 001 Global Governance-Management Connection Is there a need to review the Policy?**

Chair Weiler confirmed review of Board Policy III 001 Global Governance-Management and confirmed the Board is in compliance.

**2023-47-- It was moved by Trustee Weiler and seconded by Trustee Sikora:**

**THAT the Board of Trustees reviewed Board Policy III 001 Global Governance-Management and find that the Board is in compliance.**

**--- Carried by consensus**

Chair Weiler noted that policy should be referred to Governance as it has not been updated since 2008.

### **11 Assurance of Successful Director of Education Performance**

#### **11.1.1 Treatment of Staff – Monitoring Report IV – 004**

Superintendent Pomfret presented Board Policy IV-004 Treatment of Staff Monitoring Report seeking compliance.

**2023-48 -- It was moved by Trustee Doherty-Master and seconded by Trustee Phillips:**

**That the Board accept this report indicating compliance of Board Policy IV 004 - Treatment of Staff.  
--- Carried by consensus**

Chair Weiler noted that it was approaching on 9:30 p.m. and another date will be scheduled for the continuation of this meeting.

Trustee Phillips requested a change to her Notice of Motion, Chair Weiler noted that she will take question away and will advise once she can confirm process.

Chair Weiler noted that Asset Protection – Monitoring Report IV – 009, Notice of Motion, Wellness (Guarding Minds at Work) and Trustee Replacement Process will be recessed until the rescheduled meeting.

**(See Section 17 for Adjournment)**

**11.1.2 Asset Protection – Monitoring Report IV – 009 – Deferred to next meeting**

## **12 Potential Agenda Items**

**12.1 Notice of Motion - Deferred to next meeting**

**12.2 Wellness (Guarding Minds at Work) - Deferred to next meeting**

### **12.3 Trustee Replacement Process**

Chair Weiler brought forth Trustee Replacement Process after section 4 Delegations. Trustee Sikora sought clarification on whether what the intention was to vote on the replacement Trustee or on the process? Chair Weiler clarified 12.3 noted that it was indicated for decision. Director Dowling addressed outstanding issues brought forth by Trustees.

Trustee Kraft, Sikora and Phillips voiced concerns of not having information beforehand to make informed decision tonight. Trustees commenced round table discussion on cost of by-election, process of using reserves, how best the funds would be used and the best method for Trustee replacement.

Trustee Armstrong provided student voice of how the cost of the By-election could affect herself and other students who are the stakeholders of the Board. Asked that Trustees consider this when deciding whether By-election is in best interest of students.

Trustee Kraft noted that silence in this matter did not mean acceptance, herself and other Trustees were following Board communication protocols with respect to Trustee Ashby's comments.

Chair Weiler asked if it was the will of the group to entertain motions this evening and requested support by shows of hands. Seven in favour and it was confirmed that any motion could be brought forward.

Trustee Phillips moved to fill the vacancy via By-election by recorded vote. Trustee Sikora seconded that motion and round table discussion took place.

Trustee Sikora noted point of order that 5<sup>th</sup> candidate received 1423 votes.

Trustee Armstrong requested to a non-binding recorded vote.

**2023-49 -- It was moved by Trustee Phillips and seconded by Trustee Sikora:**

**That the Board of Trustee hold a By-election to fill the vacancy seat open through resignation of Wendy Ashby.**

**By recorded vote:**

**In favour 3: Trustee Sikora, Phillips and Cuff**

**Opposed 5: Trustee Kraft, Guerin, Doherty-Masters, Fuentes and Weiler**

**Non-Binding Vote: Trustee Armstrong**

**Motion defeated.**

Chair Weiler requested another motion to be presented. Trustee Kraft presented a motion to replace Wendy Ashby by looking at the second most voted across the region. It was seconded by Trustee Phillips. Round table discussion took place.

Friendly amendment was requested to add the name Conrad Stanley. After further discussion it was noted to remove Conrad Stanley's as another friendly amendment and proceed with next in line within the region.

**2023-50 -- It was moved by Trustee Kraft and seconded by Trustee Phillips:**

**That the Board of Trustee except candidate that came in next in line in the entire region to replace Wendy Ashby.**

**By show of hands:**

**In favour: 4**

**Opposed: 4**

**Motion defeated.**

Trustee Doherty-Masters brought forward a motion to fill the trustee Vacancy with the fifth candidate in Kitchener-Wilmot created by resignation of Wendy Ashby. It was seconded by Trustee Fuentes. Round table discussion took place. Trustee Kraft was not comfortable with voting as she required more information and requested to abstain her vote. Chair Weiler noted that our By-laws to not allow same, Trustee Kraft noted she was opposed.

**2023-51 -- It was moved by Trustee Doherty-master and seconded by Trustee Fuentes:**

**That the Waterloo Catholic District School Board fill the trustee vacancy with the fifth candidate in Kitchener-Wilmot created by the resignation of Wendy Ashby.**

**Show of hands:**

**In Favour: 4**

**Opposed 4**

**Motion defeated.**

Trustee Sikora brought forth a motion stating "that the Board appoint a committee to review the qualifications of any candidates who ran for position of Trustee in the 2022 elections and further that the positions on the committee be open to all Trustees who express a desire to sit on such a committee and further, that the committee provide a report to the Board within 2 weeks". Trustees discussed this option.

Point of order by Director Dowling noting that motion defeated tonight, the two individual's names could not apply. Trustees raised concerns that they were not aware and if they have known this information names would have not been released. Trustees requested legal opinion on this matter and to recess this matter. Trustee Sikora withdrew motion as it conflicted with Board By-law.

Director Dowling noted that he will gather information requested this evening and forward to Trustees before the next meeting.

## **13 Announcements**

### **13.1 Upcoming Meetings/Events**

Trustees discussed upcoming events.

### **13.2 Pending Items: N/A**

### **13.3 Pending Items for OCSTA Consideration: N/A**

## **14 Items for the Next Meeting Agenda**

Trustees discussed upcoming agenda items.

## **15 Adjournment – Confirm decisions made tonight.**

### **15.1 Confirm Decisions made tonight**

## **16 Closing Prayer**

**17 Motion to Adjourn**

**2023-52-- It was moved by Trustee Phillips and seconded by Trustee Fuentes:  
THAT the meeting be returned to public and be now adjourned. The meeting was adjourned by consensus at 9:40 p.m.**

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Chair of the Board

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Secretary



## **Special Board of Trustees' Board Meeting**

A public meeting of the Board of Trustees was held on Monday, June 5, 2023, at 1st floor Board Room, Catholic Education Centre, 35 Weber Street, Kitchener.

### **Trustees Present:**

Linda Cuff, Kathy Doherty-Masters (Vice-chair), Sally Fuentes, David Guerin, Renee Kraft, Marisa Phillips, Robert Sikora, Tracey Weiler (Chair)

### **Student Trustees Present:**

Chloe Armstrong, Anika Fejerpataky

### **Administrative Officials Present:**

Tyrone Dowling, Gerald Foran, Shesh Maharaj, Paul Mendonca, Judy Merkel, Kerry Pomfret, Jennifer Ritsma, Annalisa Varano

### **Special Resources For The Meeting:**

### **Regrets:**

### **Recorder:**

Stephanie Medeiros, 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**

Opening prayer was led by Trustee Kraft.

### **1.2 Territorial Acknowledgment**

Territorial Acknowledgement declared by Chair Weiler.

### **1.3 Approval of Agenda**

Chair Weiler requested a mover and seconder for approval of the agenda with the following amendments:

Add 1.5 Items for Action, Trustee Private, Private Meeting of June 5, 2023, regarding Trustee Matters

Add 15.2 Private, Private, Private

**2023-53-- It was moved by Trustee Fuentes and seconded by Trustee Sikora:**

**THAT the agenda for Monday, June 5, 2023, as amended, be now approved.**

**--- Carried by *consensus*.**

### **1.4 Declaration of Pecuniary Interest**

1.4.1 From the current meeting – NIL

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

### **1.5 Items for Action**

Chair Weiler requested a mover and seconder for the items for action of the Private, Private meeting of June 5, 2023, regarding Trustee matters.

2023-54-- It was moved by Trustee Guerin and seconded by Trustee Doherty-Masters:  
THAT the items for action of the Private, Private meeting of Monday, June 5, 2023 be now approved.  
--- Carried by *consensus*.

**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)**

**4 Delegations**

**5 Advice from the CEO**

**5.1 Proposed 2023-2024 School Year Budget**

Superintendent Maharaj presented a balanced 2023-2024 School Year Budget for Trustee approval on Monday, June 12, 2023. Laura Isaac, Senior Manager of Financial Services and Renee King, Manager of Budget and Financial Reporting presented various budget topics. All Superintendents presented on topics related to their individual portfolio. Trustees asked clarifying questions. Questions from the Trustees will also be accepted by email to [budget@wcdsb.ca](mailto:budget@wcdsb.ca).

**6. Board Education (at the request of the Board)**

**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**

**13.1 Upcoming Meetings/Events**

13.2 Pending Items: N/A

13.3 Pending Items for OCSTA Consideration: N/A

**14 Items for the Next Meeting Agenda**

Trustees discussed upcoming agenda items.

**15 Adjournment – Confirm decisions made tonight.**

15.1 Confirm Decisions made tonight.

15.2 Move into Private, Private, Private

2023-55-- It was moved by Trustee Cuff and seconded by Trustee Guerin:  
That the Board of Trustees move into Private, Private, Private at 8:14 p.m.  
--- Carried by *consensus*.

**16 Closing Prayer**

**17 Motion to Adjourn**

**2023-56-- It was moved by Trustee Guerin and seconded by Trustee Sikora:  
THAT the meeting be now adjourned. The meeting was adjourned by consensus at 9:08 p.m.**

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Chair of the Board

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Secretary



## **Special Board of Trustees' Board Meeting**

A public meeting of the Board of Trustees was held on Tuesday, June 6, 2023, at 1st floor Board Room, Catholic Education Centre, 35 Weber Street, Kitchener.

### **Trustees Present:**

Linda Cuff, Kathy Doherty-Masters (Vice-chair), Sally Fuentes, David Guerin, Renee Kraft, Marisa Phillips, Robert Sikora, Tracey Weiler (Chair)

### **Student Trustees Present:**

Chloe Armstrong, Anika Fejerpataky

### **Administrative Officials Present:**

Tyrone Dowling, Gerald Foran, Shesh Maharaj, Paul Mendonca, Judy Merkel, Kerry Pomfret, Annalisa Varano

### **Special Resources For The Meeting:**

**Regrets:** Judy Merkel, Jennifer Ritsma

### **Recorder:**

Stephanie Medeiros, 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 6:02 p.m.

### **1.1 Opening Prayer & Memorials**

Opening prayer was led by Trustee Fejerpataky.

### **1.2 Territorial Acknowledgment**

Territorial Acknowledgement declared by Chair Weiler.

### **1.3 Approval of Agenda**

Chair Weiler requested a mover and seconder for approval of the agenda with the following amendments:

- Add 1.5 items arising Private, Private, Private on June 5, 2023, regarding Trustee matters.
- Move 12.3 forward after 1.5.

**2023-57-- It was moved by Trustee Guerin and seconded by Trustee Doherty-Masters:**

**THAT the agenda for Tuesday, June 6, 2023, as amended, be now approved.**

**--- Carried by *consensus*.**

### **1.4 Declaration of Pecuniary Interest**

1.4.1 From the current meeting – NIL

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

### **1.5 Items for Action**

Approval of the Private, Private, Private meeting of Monday, June 5, 2023, regarding Trustee matters.

2023-58-- It was moved by Trustee Sikora and seconded by Fuentes:

THAT the items for action of the Private, Private, Private meeting of Tuesday, June 6, 2023, be now approved.

--- Carried by *consensus*.

*Chair Weiler brought forth 12.3 Trustee Replacement Process.*

## **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)**

## **4 Delegations**

## **5 Advice from the CEO**

## **6. Board Education (at the request of the Board)**

## **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**

### **11.1 Monitoring Reports**

#### **11.1.1 Asset Protection – Monitoring Report IV – 009**

Superintendent Maharaj presented the Asset Protection – Monitoring Report IV – 009 seeking compliance.

2023-58 -- It was moved by Trustee Doherty-Masters and seconded by Trustee Fuentes:

That the Board of Trustees approves this report as demonstrating compliance with Board Policy IV 009 for the 2022-23 school year.

--- Carried by consensus

## **12 Potential Agenda Items**

### **12.1 Notice of Motion**

Chair Weiler asked Trustee Phillips to provide information on the motion she is seeking. Trustee Phillips shared background and reason for letter. Chair Weiler read motion and opened the floor to discussion. Trustee Sikora requested a friendly amendment to change to Minister Lecce. Trustees requested information from Superintendent Pomfret on different union groups and impact. Chair Weiler requested a friendly amendment to have Trustees write the letter and not the Director of Education as they are advocating.

Superintendent Foran was asked his opinion and he suggested that the advocacy be for a permanent position as opposed to temporary funding as it could attract more potential employees.

Chair Weiler expressed gratitude for Trustee Phillips bringing this very important topic to Board. Felt that the Notice Motion could use come updates to make it more impactful and asked Trustee Phillips if she was interested in working together amend the Notice of Motion bring back to the next Board meeting. Trustee Phillips agreed.

### **12.2 Wellness (Guarding Minds at Work)**

Superintendent Pomfret shared the Wellness (Guarding Minds at Work) report. Trustees asked clarifying questions and provided feedback.



**17 Motion to Adjourn**

**2023-62-- It was moved by Trustee Phillips and seconded by Trustee Fuentes:  
THAT the meeting be now adjourned. The meeting was adjourned by consensus at 7:02 p.m.**

---

Chair of the Board

---

Secretary



## SEAC Committee Meeting Minutes

<b>Date&amp; Time:</b>	May 17 <sup>th</sup> , 2023, at 6:00 p.m.
<b>Location (Hybrid):</b>	In-Person: St. Aloysius (2 <sup>nd</sup> Floor), Catholic Education Centre Online: Via Teams <a href="#">Click here to join the meeting</a>
<b>Next Meeting:</b>	June 7 <sup>th</sup> , 2023
<b>Committee Members:</b> Kim Murphy, John Gilbert, Cindy Benedetti, Erin Sutherland, Daina Colbourne, Laura Shoemaker, Jeanne Gravelle, Bob Sikora, Sally Fuentes	
<b>Administrative Officials:</b> Gerald Foran, Erin Lemak	
<b>Regrets:</b> J	

<b>1. Opening Prayer &amp; Land Acknowledgment</b> Welcome	Erin Lemak
<b>2. Approval of Agenda</b> Motion by: Karen Applebee Seconded: Sally Fuentes	
<b>3. Declared Pecuniary Interest</b> N/A	
<b>4. Approval of the March 1<sup>st</sup> minutes:</b> Motion by: Erin Sutherland Seconded: Bob Sikora	
<b>5. School System Operational Business</b>  5.1. Building Independence <ul style="list-style-type: none"> <li>• What we are doing and what the next steps are:             <ul style="list-style-type: none"> <li>➤ Looking at the student needs individually (independence rubric)</li> <li>➤ The moral imperative to build independence, students to achieve maximum</li> <li>➤ About 50 % needs FDK and Primary and a large percent of students are in gr 12 and above</li> </ul> </li> <li>• Knowledge and understanding of:             <ul style="list-style-type: none"> <li>➤ Evidence based practices; system wide approach</li> <li>➤ Role of Classroom Teacher</li> <li>➤ Role of Spec. Ed Teacher</li> <li>➤ Role of EA/CYCW</li> </ul> </li> <li>• Comprehensive plan:             <ul style="list-style-type: none"> <li>➤ Logic model</li> <li>➤ Targeted professional development</li> <li>➤ Direct support via collaborative team</li> <li>➤ Onboarding</li> <li>➤ Capacity building</li> </ul> </li> </ul>	T. Battistella Senior Manager of Student Services



<ul style="list-style-type: none"> <li>• Class wide Universal Supports: typically, CYCW but collaborative team can offer additional supports</li> <li>• Peers: evidence-based program (all secondary and some elementary schools)</li> <li>• Pre-School life skills program: teaching skills to 4-6 old students</li> <li>• Skill Building Resource Tool</li> <li>• Direct Supports</li> <li>• Next Steps (monitoring logic models and programming)</li> </ul> <p>Q&amp;A</p>	
<p><b>6. Ministry Updates (10 min)</b></p> <p>6.1. Near North District School Board letter to the Minister of Education regarding the increase in SIP (Special Incident Portion) funding that is being clawed back.</p> <ul style="list-style-type: none"> <li>• Trustees would like to support the letter.</li> <li>• The Committee would support the letter being sent from the co-chairs of the committee.</li> </ul>	G. Foran
<p><b>7. SEAC Committee Functions</b></p> <ul style="list-style-type: none"> <li>• Members to review PAAC on SEAC pg. 22-23 re: next year topics and planning</li> </ul>	
<p><b>8. Policy Advice to the Board</b></p> <p>N/A</p>	
<p><b>9. Updates</b></p> <p><b>Organization updates:</b></p> <ul style="list-style-type: none"> <li>• WWDSS: Kim Murphy <ul style="list-style-type: none"> <li>➢ Waterloo Wellington Down Syndrome Association (WWDSS) celebrated World Down Syndrome Day (WSDS) on March 21. Thanks to the Board's Senior Leadership and schools who participated in rocking their colorful socks for awareness and participating on social media.</li> <li>➢ We continue to offer our members cooking classes, speech &amp; music social groups for all ages, New Parent Program, Mother's Connection, Adult Hangouts, independence sessions in partnership with KW Hab and so much more!</li> </ul> </li> <li>• <b>Trustees Updates:</b></li> </ul> <p><a href="#">Committee of The Whole</a></p>	
<p><b>10. Pending Items</b></p>	
<p><b>11. Adjournment</b></p> <p>Motion by: Karen Applebee Seconded: Kim Murphy</p>	
<p><b>12. Action Items Place Holder</b> N/A</p>	



## Catholic Parent Involvement Committee (CPIC) Minutes

Date	Wednesday, February 15, 2023																																			
Time	5:30pm to 7:00pm																																			
Location (Hybrid)	Catholic Education Centre, 35 Weber St. W., Kitchener Teams Link:																																			
	<p><b>Attendees:</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 40%;">Judy Merkel</td> <td>Superintendent</td> </tr> <tr> <td>Margaret Ingoldsby</td> <td>Administrator, Secondary</td> </tr> <tr> <td>Sharon Adie</td> <td>Administrator, Elementary</td> </tr> <tr> <td>Monica Czagan</td> <td>Parent Representative (Member at Large)</td> </tr> <tr> <td>Abuobeida (Obaida) Mudawi</td> <td>Parent Representative (Member at Large)</td> </tr> <tr> <td>Dave Perlaky</td> <td>Parent Representative (Secondary – Cambridge)</td> </tr> <tr> <td>James Sebastian-Scott</td> <td>Parent Representative (Elementary – St. Benedict FOS)</td> </tr> <tr> <td>Melanie VanAlphen</td> <td>Parent Representative (Secondary – Waterloo)</td> </tr> <tr> <td>Shana McTurk</td> <td>Parent Representative (Secondary – Kitchener)</td> </tr> <tr> <td>Melissa Phillips</td> <td>Parent Representative (Member at Large)</td> </tr> <tr> <td>Sally Fuentes</td> <td>Trustee</td> </tr> <tr> <td>Wendy Ashby</td> <td>Trustee</td> </tr> <tr> <td>Tyrone Dowling</td> <td>Director of Education</td> </tr> </table> <p><b>Regrets:</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 40%;">Susan Macri</td> <td>Parent Representative (Elementary – Mons. Doyle FOS)</td> </tr> </table> <p><b>Absent:</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 40%;">Wilma Laku</td> <td>Parent Representative (Member at Large)</td> </tr> <tr> <td>Brenda Tibingana-Ahimbisibwe</td> <td>Parent Representative (Member at Large)</td> </tr> </table> <p><b>Recorder:</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 40%;">Jessey Fraga</td> <td>Executive Administrative Assistant</td> </tr> </table> <p>Action Items <span style="color: green; font-weight: bold;">Noted in Green</span></p>		Judy Merkel	Superintendent	Margaret Ingoldsby	Administrator, Secondary	Sharon Adie	Administrator, Elementary	Monica Czagan	Parent Representative (Member at Large)	Abuobeida (Obaida) Mudawi	Parent Representative (Member at Large)	Dave Perlaky	Parent Representative (Secondary – Cambridge)	James Sebastian-Scott	Parent Representative (Elementary – St. Benedict FOS)	Melanie VanAlphen	Parent Representative (Secondary – Waterloo)	Shana McTurk	Parent Representative (Secondary – Kitchener)	Melissa Phillips	Parent Representative (Member at Large)	Sally Fuentes	Trustee	Wendy Ashby	Trustee	Tyrone Dowling	Director of Education	Susan Macri	Parent Representative (Elementary – Mons. Doyle FOS)	Wilma Laku	Parent Representative (Member at Large)	Brenda Tibingana-Ahimbisibwe	Parent Representative (Member at Large)	Jessey Fraga	Executive Administrative Assistant
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TOPIC	Presenter	Time
<p><b>1. Opening Prayer &amp; Welcome, Call for Additional Agenda Items</b>  <i>We would like to acknowledge that the land on which we gather today is the traditional home of the Haudenosaunee, Anishinaabe and Neutral People. We acknowledge the enduring presence and deep traditional knowledge, laws and philosophies of the Indigenous Peoples with whom we share this land today. We seek a new relationship with the Original People of this land, one based on honour and deep respect. We are grateful for the opportunity to learn here and reaffirm our collective commitment to make the promise and the challenge of Truth and Reconciliation real in our community.</i></p>	Judy	5 min
<p><b>2. Approval of Agenda</b></p>	Judy	2 min





## Audit Committee Open Meeting

**Date:** March 22, 2023  
**Time:** 6:00 p.m.  
**Location:** CEC 201 - St Francis - (Previous 227 Boardroom)  
**Next Meeting:** June 7, 2023

**Attendees:**

**Committee Members:**  
 Marisa Phillips, Robert Sikora, David Guerin

**Community Members:**  
 Jennifer Gruber, Zeynep Danis

**Administrative Officials:**  
 Tyrone Dowling, Shesh Maharaj, Laura Isaac, Shane Durham

**Guests:**  
 Andrea Eltherington (RIAM)

**Regrets:**

1. Welcome and Opening Prayer
2. Territorial Acknowledgement

3. Approval of Agenda  
*Motion: Robert Sikora*  
*Seconded: Marisa Phillips*  
**Carried by consensus**

4. Declared Pecuniary Interest  
*None*

5. Approval of the Minutes
  - Meeting of January 31, 2023*Motion: Zeynep Danis*  
*Seconded: Marisa Phillips*  
**Carried by consensus**

6. Discussion Items

- 6.1 Q2 Dashboard Report
  - Laura presented the Q2 Dashboard as at February 28, 2023 reflecting actual costs up to February 2023 and forecasted to August 31<sup>st</sup>, 2023.

*Motion: That the Q2 Quarterly dashboard report for the period ended February 28, 2023 be sent to the Board of Trustees for approval, in the consent agenda.*  
*Motion: David Guerin*  
*Seconded: Marisa Philips*  
**Carried by consensus**

6.2 Audit Committee Closed Session

*Motion: That the Audit Committee move into Closed Audit Committee agenda at 6:48pm*

*Motion: Marisa Philips*

*Seconded: Robert Sikora*

***Carried by consensus***

5 Pending Items

6 Adjournment at 7:20pm

*Motion: David Guerin*

*Seconded: Marisa Philips*

***Carried by consensus***

*Jennifer Gruber*



**Date:** June 12, 2023  
**To:** Board of Trustees  
**From:** Director of Education  
**Subject:** June Director's 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 **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)**

Executive Limitation IV 012 Communication to Board

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

Policy 1 001 Ends  
 Policy IV 013 Leadership

**Alignment to the MYSP:**

**Awaken to Belong**

- Every student can see themselves reflected in their learning.
- Staff experiences a positive, healthy, and inclusive workplace.
- Are aware of and/or use the available resources to assist in navigation of the school system.

**Ignite to Believe**

- Every student experiences the Ontario Catholic School Graduate Expectations (OCSGEs) and the WCDSB pastoral plan within their learning environments.
- Staff are welcomed and invited to continue to be a partner in their adult faith formation journey.
- The relationship between home, parish and school is strengthened.

**Strengthen to Become**

- Every student reaches their full potential.
- Staff see their impact on student achievement.
- Are engaged as active partners in our students' Catholic education journey.





**Prepared/Reviewed By:** Tyrone Dowling  
Director of Education

\*4.2 DIRECTOR Monitoring Reports: Where the Board receives from the CEO a monitoring report that flows from a responsibility delegated to the Director under Board Policy – except where approval is required by the Board 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 CEO, subject in all instances to what otherwise actually occurred.





**Date:** June 12, 2023  
**To:** Board of Trustees  
**From:** Chair of the Board  
**Subject:** Chair's 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 **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)**

N/A

**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

**Alignment to the MYSP:**

**Awaken to Belong**

- Every student can see themselves reflected in their learning.
- Staff experiences a positive, healthy, and inclusive workplace.
- Are aware of and/or use the available resources to assist in navigation of the school system.

**Ignite to Believe**

- Every student experiences the Ontario Catholic School Graduate Expectations (OCSGEs) and the WCDSB pastoral plan within their learning environments.
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**Strengthen to Become**

- Every student reaches their full potential.
- Staff see their impact on student achievement.
- Are engaged as active partners in our students' Catholic education journey.



**Background/Comments:**

The Month of June is dedicated to the Sacred Heart. The Church celebrates the Solemnity of the Sacred Heart of Jesus on the Friday following the second Sunday after Pentecost. In addition to the liturgical celebration, many devotional exercises are connected with the Sacred Heart of Jesus. Of all devotions, devotion to the Sacred Heart was, and remains, one of the most widespread and popular in the Church.

- Bi-weekly meetings with Vice Chair Doherty-Masters
- Regular meetings with Director Dowling

Here are a few of my activities during the month of June

June 1 – June 4 - Canadian Catholic School Trustees Association Conference with Vice-Chair Doherty-Masters, Trustee Guerin and Trustee Sikora.

June 5 – Special Board Meeting – Budget Presentation

June 6 – Special Board Meeting

June 12 – Board Meeting

June 14 – Community Breakfast

This is our last board meeting of the year; I wish everyone a safe and wonderful summer with family and friends.

**Recommendation:**

This report is for the information of the Board

**Prepared/Reviewed By:** Tracey Weiler  
Chair of the Board

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**Date:** June 12, 2023  
**To:** Board of Trustees  
**From:** Director of Education  
**Subject:** Interim Financial Report - #3 of 3

**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-Board Policy IV 008 "Financial Conditions and Activities"
- Information only of day-to-day operational matters delegated to the CEO

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

Interim financial reports are presented to the Board to assist Trustees in their monitoring of the financial well-being of the school board. Interim reports are presented to the Board of Trustees three times per school year (January, March, and June). Reports are reviewed by the Audit Committee prior to being sent to the Board of Trustees.

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

Executive Limitation IV008: Financial Conditions and Activities:

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

**Alignment to the MYSP:**

**Awaken to Belong**

- Every student can see themselves reflected in their learning.
- Staff experiences a positive, healthy, and inclusive workplace.
- Families are aware of and/or use the available resources to assist in navigation of the school system.

**Ignite to Believe**

- Every student experiences the Ontario Catholic School Graduate Expectations (OCSGEs) and the WCDSB pastoral plan within their learning environments.
- Staff are welcomed and invited to continue to be a partner in their adult faith formation journey.
- The relationship between home, parish and school is strengthened.

**Strengthen to Become**

- Every student reaches their full potential.
- Staff see their impact on student achievement.
- Families are engaged as active partners in our students' Catholic education journey.





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.”











June 12, 2023

**To:** Board of Trustees  
**From:** Director of Education  
**Subject:** MYSP 2022 – 2025 Report Card Update

**Type of Report:**  Decision-Making  
 Monitoring  
 Incidental Information concerning day-to-day operations

**Type of Information:**  Information for Board of Trustees Decision-Making  
 Monitoring Information of Board Policy **XX XXX**  
 Information only of day-to-day operational matters delegated to the CEO

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

The 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. These objectives were articulated in *Achieving Excellence* in April 2014 and find a role in the Ministry’s newer vision for education “*Education that Works for You*”. (March 2019) The province has clearly identified its aspiration that Ontario’s classrooms will be modernized, numeracy will improve, and our schools 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 and/or Education Act/other Legislation citation:**

Education Act Section 169.1  
 Policy 1 001 Ends

**Alignment to the MYSP:**

- Awaken to Belong**
  - Every student can see themselves reflected in their learning.
  - Staff experiences a positive, healthy, and inclusive workplace.
  - Are aware of and/or use the available resources to assist in navigation of the school system.
  
- Ignite to Believe**
  - Every student experiences the Ontario Catholic School Graduate Expectations (OCSGEs) and the WCDSB pastoral plan within their learning environments.
  - Staff are welcomed and invited to continue to be a partner in their adult faith formation journey.



The relationship between home, parish and school is strengthened.

**Strengthen to Become**

Every student reaches their full potential.

Staff see their impact on student achievement.

Are engaged as active partners in our students' Catholic education journey.

**Background/Comments:**

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

Section 169 of The Education Act, requires the Director of Education to submit a multi-year strategic plan.

In December of 2022 the Board accepted the 2022-2025 Multi-Year Strategic Plan. As the plan was developed it was informed by the stakeholder survey administered in the spring of 2022, along with feedback from administrators in the fall of 2022. Within that work was found stakeholder feedback regarding our previously identified Mission, Vision, Beliefs. There was a high affirmation rate for each and thus it was identified at that time that those would remain constant and provide a foundational framework for the new strategic plan.

Informed by the work and MYSP survey of the spring of 2022 and several conversations throughout the fall of 2022, the Director and senior staff worked to identify both new Strategic Directions and corresponding goals for each of the three pillars.

The MYSP was created using an accountability framework and will monitor our progress using evidence-based indicators. One of the key considerations for the MYSP is to have a through-line across all WCDSB plans (i.e., Pastoral Plan, Board Improvement and Equity Plan (BIEP), School Improvement and Equity Plan (SIEP), Mental Health & Well-Being Strategy).

The 2022-2025 Multi-Year Strategic Plan has strategic goals within three pillars: Awaken to Belong, Ignite to Believe, and Strengthen to Become. Each of the three pillars has a goal for students, staff and for our parents, families, and community. The goals are written to ensure that every stakeholder can see themselves in this plan, without exerting complete control over every outcome. Due to the many challenges throughout and flowing from the pandemic, we intentionally avoided creating a rigid reporting and monitoring methodology. Based on our stakeholder consultation, our aim was to keep the plan concise and relevant to the needs of the system.

There was a concerted effort to reduce the number of strategic directions and the number of goals. For each of the goals relevant plans or invested programs/departments/resources accountable to reach our goals were identified, along with indicators or data sources that would provide evidence about our progress on each. (See Appendix A) These exact indicators were designed to specifically match each goal.

Each action plan, program or strategy includes significant qualitative and quantitative data (i.e., performance measures) collected by departments to guide and inform implementation. Performance measures (i.e., information that informs our programming and/or implementation) are beyond the scope of this document and will be reported on throughout various Board reports.

The creation of the 2022-2025 MYSP utilized evidence-based practices. As such, many of the indicators have or are being designed from scratch to provide information directly correlated to the specific goal. The majority of the indicators are currently being administered or have just been administered. In the past we have taken time each spring to review all goals and indicators for the past year. Moving forward we will be publishing the list of indicators



(Appendix A) in September 2023 and updating them monthly so that they are dynamic, allowing stakeholders to have ready access throughout the school year.

**Recommendation:**

That the Board approve the Multi-Year Strategic Plan Report Card Update for the 2022-2023 school year, as presented in this report and found in Appendix A.

**Prepared/Reviewed By:** Tyrone Dowling  
Director of Education

\*4.2 DIRECTOR Monitoring Reports: Where the Board receives from the CEO a monitoring report that flows from a responsibility delegated to the Director under Board Policy – except where approval is required by the Board 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 CEO, subject in all instances to what otherwise actually occurred.





## **MONITORING STRATEGY**

The purpose of the 2022-2025 Multi-Year Strategic Plan (MYSP) is to convey the collective focus of the board. The MYSP was created using an accountability framework and will monitor our progress using evidence-based indicators. One of the key considerations for the MYSP is to have a through-line across all WCDSB plans (i.e., Pastoral Plan, Board Improvement and Equity Plan (BIEP), School Improvement and Equity Plan (SIEP), Mental Health & Well-Being Strategy).

The 2022-2025 Multi-Year Strategic Plan has strategic goals within three pillars: Awaken to Belong, Ignite to Believe, and Strengthen to Become. Each of the three pillars has a goal for students, staff and for our parents, families, and community. The goals are written to ensure that every stakeholder can see themselves in this plan, without exerting complete control over every outcome. Due to the many challenges throughout and flowing from the pandemic, we intentionally avoided creating a rigid reporting and monitoring methodology. Based on our stakeholder consultation, our aim was to keep the plan concise and relevant to the needs of the system. Implementing and monitoring the MYSP is a learning process in this context.

Our accountability framework to guide our planning, programming and implementation is rooted in these 4 key questions:

1. What do we need to do? (*monitored by indicators*)
2. What will we do? How much? (*monitored by performance measures*)
3. How well is it working? (*monitored by performance measures*)
4. Is anyone better off? (*monitored by indicators*)

The scope of our monitoring strategy outlined in this document focuses only on indicators (i.e., data that identifies our needs and/or determines if we have met our goals). Each action plan, program or strategy includes significant qualitative and quantitative data (i.e., performance measures) collected by departments to guide and inform implementation. Performance measures (i.e., information that informs our programming and/or implementation) is beyond the scope of this document and will be reported on throughout various Board reports.

By presenting our priorities for the next three years in a streamlined fashion, we can provide better transparency and accountability while aligning our work across the board with our staff, students, and families coherently. Through precise programming to respond to our system needs, we aim to monitor our impact for students, staff and parents, families and community.







MYSP Pillar	Goal	Examples of Relevant Strategic Plans or Programs/ Department/ Resources Invested accountable to reach our goals	Examples of Key Indicators or Data Sources
	Parents/Families/ Community : Are engaged as active partners in our students' Catholic education journey.	x CPIC	xAnnual Stakeholder survey : Stakeholders will be asked if they believe our students are reflected in the shared stories xMedia Analytics : WCDSB will track stories over time across different categories to measure representation (e.g., media outlet, sentiment, etc. )



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**Date:** June 12, 2023  
**To:** Board of Trustees  
**From:** Student Trustees  
**Subject:** June 2023 Student Trustee Report

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**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)**

Policy II 011 Student Representation on the Board  
Policy II 012 Student Trustee Role Description

**Alignment to the MYSP:**

- Awaken to Belong
  - Every student can see themselves reflected in their learning.
  - Staff experience a positive, healthy, and inclusive workplace.
  - Are aware of and/or use available resources to assist in navigation of the school system.
  
- Ignite to Believe
  - Every student experiences the Ontario Catholic School Graduate Expectations (OCSGEs) and the WCDSB pastoral plan within their learning environments.
  - Staff are welcomed and invited to continue to be a partner in their adult faith formation journey.
  - The relationship between home, parish and school is strengthened.

- Strengthen to Become
  - Every student reaches their full potential.
  - Staff see their impact on student achievement.
  - Are engaged as active partners in our students' Catholic education journey.

### **Background/Comments:**

This June, the WCDSB secondary schools are ready to end the school year with assemblies, activities and opportunities to celebrate the accomplishments of their students. Many students are excited to begin summer vacation, and many senior students are ready to move on to the next chapters of their lives, into their chosen pathways. Final exams and culminating activities conclude the month of June, and mark the endings of a year well done. The 2023 Senate is eager to transition the 2024 Senate into their new roles, as well as say their farewells.

### *Common Activities Hosted by The Schools:*

- **Final Exams:** This June, the high schools prepare students for their final exams before Summer vacation. On June 19th, St Benedict's will be having a Cookies and Cram session after school in the cafeteria. There will be an assortment of refreshments, as well as teachers from a multitude of subject areas to help students study. Resurrection also dedicated the lunch periods from June 19th to June 22nd to Cookies and Cram.
- **End of Year Activities:** To bring the year to a close, all of the high schools have activities planned to leave on a fun note. St David's has their Athletic Banquet on June 7th to celebrate the accomplishments of their various athletics teams. Similarly, Resurrection will also have an Athletics Banquet on June 15th. On June 9th, Monsignor Doyle is hosting a school-wide barbeque lunch with hotdogs, chips and water for students. St Mary's is holding their final assembly of the year on June 14th with games, a recap video and a speech by the co-presidents. St Benedicts will be having a school-wide barbeque on June 15th, and a final assembly on June 16th with games, club and sports teams highlights, and student performances.

### *Student Trustee Role Update:*

- **Transitional Senate Meeting:** On June 7th, the transitional senate meeting was hosted. During this meeting both the outgoing and incoming senates came together to share best practices in their respective roles. The meeting allowed for collaboration and for the outgoing senate to share their year's work, in order to provide guidance and inspiration for our incoming senate members. Our outgoing and incoming senate members are both excited to see what the next year holds for them!

### **Recommendation:**

This report is for the information of the Board.

**Prepared/Reviewed By:** Chloe Armstrong and Anika Fejerpatak

## Student Trustees

\*4.2 DIRECTOR Monitoring Reports: Where the Board receives from the CEO a monitoring report that flows from a responsibility delegated to the Director under Board Policy – except where approval is required by the Board 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 CEO, subject in all instances to what otherwise actually occurred.



**Date:** June 12, 2023  
**To:** Board of Trustees  
**From:** David Guerin, Chair  
**Subject:** Pastoral Care Committee 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 **XX XXX**  
 Information only of day-to-day operational matters

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

Board Policy II 010 Board Committee Structure

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

2. Trustees who are assigned to chair a Board of Trustee Committee will:  
 f) Facilitate the performance review of the committee and it works

**Alignment to the MYSP:**

**Awaken to Belong**

- Every student can see themselves reflected in their learning.
- Staff experiences a positive, healthy, and inclusive workplace.
- Are aware of and/or use the available resources to assist in navigation of the school system.

**Ignite to Believe**

- Every student experiences the Ontario Catholic School Graduate Expectations (OCSGEs) and the WCDSB pastoral plan within their learning environments.
- Staff are welcomed and invited to continue to be a partner in their adult faith formation journey.
- The relationship between home, parish and school is strengthened.

**Strengthen to Become**

- Every student reaches their full potential.
- Staff see their impact on student achievement.
- Are engaged as active partners in our students' Catholic education journey.



### **Background/Comments:**

The Pastoral Care Team Committee is composed of the following trustees: Chloe Armstrong, Anika Fejerpataky, Sally Fuentes, David Guerin (Chair), Renee Kraft, and Tracey Weiler, Former trustee Wendy Ashby was a member until her resignation from the Board in May 2023.

The committee has worked on the following throughout the 2022-2023 school year.

- 1) Fr. Joseph de Viveiros retired from his position as Spiritual Animator for the WCDSB in January 2023. Many trustees attended the farewell event at the CEC in his honour. We thank him for his years of support and service.
- 2) Helped to organize a Spiritual Retreat with Acting Spiritual Animator Richard Olson on April 1, 2023. The theme was on “Awaken to Stewardship” and included an Indigenous Map activity with Jen Staats.
- 3) Trustees attended Catholic Education Week activities at several schools.
- 4) Prayers for each Board meeting and Committee of the Whole meeting were led by members of the Pastoral Care Committee.

### **Recommendation:**

- 1) That the Board of Trustees pursue further team building and/or retreat ideas with the focus being healing and reconciliation after a tumultuous period prior to and following the resignation of Trustee Ashby.
- 2) The Pastoral Care Committee should support social justice issues by explicitly focusing on local groups and issues so that our actions are reflective of our Board Ends.
- 3) Trustees will continue to participate in activities at our schools.
- 4) The Board should consider inviting elementary and secondary school students to lead Board meeting prayer and territorial acknowledgment.

This report is provided as monitoring information for the Board of Trustees

**Prepared/Reviewed By:** David Guerin  
Chair, Pastoral Care Committee

\*4.2 DIRECTOR Monitoring Reports: Where the Board receives from the CEO a monitoring report that flows from a responsibility delegated to the Director under Board Policy – except where approval is required by the Board 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 CEO, subject in all instances to what otherwise actually occurred.





**Date:** Monday, June 12th, 2023  
**To:** Board of Trustees  
**From:** Robert Sikora, Chair, Linkages Committee  
**Subject:** Linkages Committee 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 II 010  
 Information only of day-to-day operational matters delegated to the CEO

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

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

Trustees who are assigned to chair a Board of Trustee committee will:  
 • Facilitate the performance review of the committee and its work

**Alignment to the MYSP:**

**Awaken to Belong**

- Every student can see themselves reflected in their learning.
- Staff experiences a positive, healthy, and inclusive workplace.
- Are aware of and/or use the available resources to assist in navigation of the school system.

**Ignite to Believe**

- Every student experiences the Ontario Catholic School Graduate Expectations (OCSGEs) and the WCDSB pastoral plan within their learning environments.
- Staff are welcomed and invited to continue to be a partner in their adult faith formation journey.
- The relationship between home, parish and school is strengthened.

**Strengthen to Become**

- Every student reaches their full potential.
- Staff see their impact on student achievement.
- Are engaged as active partners in our students' Catholic education journey.



## Background/Comments:

For the 2021/22 school year the Linkages Committee has consisted of five trustees:

- Linda Cuff,
- Kathy Doherty Masters,
- Marisa Phillips,
- Robert Sikora (Chair).

Note: Due to Municipal Elections being held in October 2023 and further delayed in Cambridge/North Dumphries until November 2023, the new Linkages Committee did not convene until January 2023.

Additionally, since all Trustees on the Linkages Committee are new to the role and this is the first year in the “post-pandemic” era ( where it is expected that public gatherings can proceed as planned) there was limited information to draw upon from prior years.

The committee has worked on the following;

1. Identifying regularly occurring events (e.g. annually) where Trustee involvement helps to strengthen relationships with the broader community to ensure support for board ends. Providing notice to Trustees when and where these events are taking place.
2. Letters were sent to the Chairs of the SEAC, and CPIC committees as an invitation to an upcoming Committee of the Whole meeting to discuss success and challenges over the past year. We will continue this annually as part of our Linkages work.
3. Linkages will be hosting Community Leaders Gathering on June 14, 2023 at the Catholic Education Centre.
4. Congratulatory and thank you letters have been sent out to all new clergy taking up their new posts before June 30th, 2022.
5. Congratulatory letters have been sent to, or in the process of being sent to:
  - Lorraine Harris for Provincial Parliament recognition for the My Place in This World curriculum.
  - Very Reverend Monsignor O’Mahony for his appointment as Monsignor.
  - Roger Lawler for his appointment as Chair of the Board of Directors of the Catholic Community Foundation of Waterloo Region
  - St. David Celtics Girls Hockey Team for their victory at OFSSA Girls A/AA hockey championship
  - Team DAVE for their strong performance at FIRST Robotics competition winning a Silver and the Innovation in Control Award.
  - St Luke CES choir for being the only elementary school in Waterloo Region invited to the OMFA Provincial Finals
  - Several students for their recent accomplishments at Skills Ontario and Skills Canada competitions.
6. Attending upcoming secondary school graduation ceremonies.

Future plans for the Linkages Committee:

- Continue to identify and notify Trustees of events.
- Sending ongoing recognition and appreciation letters.
- Arranging an event with WRDSB Trustees to determine joint efforts to promote education and student achievement.

## Recommendation:

For information of the BOARD.

**Prepared/Reviewed By:** Robert Sikora  
Trustee

\*4.2 DIRECTOR Monitoring Reports: Where the Board receives from the CEO a monitoring report that flows from a responsibility delegated to the Director under Board Policy – except where approval is required by the Board 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 CEO, subject in all instances to what otherwise actually occurred.





**Date:** June 5, 2023  
**To:** Board of Trustees  
**From:** Kathy Doherty-Masters – Vice Chair  
**Subject:** Governance Committee 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 **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 Policy II 010 Board Committee Structure

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

Trustees who are assigned to chair a Board of Trustee Committee will  
f) facilitate the performance review of the committee and its works

**Alignment to the MYSP:**

**Awaken to Belong**

- Every student can see themselves reflected in their learning.
- Staff experiences a positive, healthy, and inclusive workplace.
- Are aware of and/or use the available resources to assist in navigation of the school system.

**Ignite to Believe**

- Every student experiences the Ontario Catholic School Graduate Expectations (OCSGEs) and the WCDSB pastoral plan within their learning environments.
- Staff are welcomed and invited to continue to be a partner in their adult faith formation journey.
- The relationship between home, parish and school is strengthened.

**Strengthen to Become**

- Every student reaches their full potential.
- Staff see their impact on student achievement.



- Are engaged as active partners in our students' Catholic education journey.

**Background/Comments:**

The Governance Committee met 4 times over the course of the first year of the Board's term. The first meeting saw all trustees attend and the remaining 3 meetings were just the committee.

The committee reviewed policies with the lens of:

- Use of consistent language for "Catholic School Ratepayers" (from OCSTA connecting to our constitutional rights)
- Edit with the lens of inclusive language
- Updating remuneration for Trustees and align expense reimbursement with staff
- Providing additional information for clarification, especially for new Trustees.

As part of Trustee professional development, Trustees engaged in two 2-hour sessions with Marion Thomson-Howell (President, Shaughnessy Howell Inc.) specific to Policy and Governance as it relates to School Boards. Trustees also reviewed modules on the topic during COW meetings.

**Recommendation:**

To further investigate and review Policy II 007 Board Members' Code of Conduct to create a more streamlined process.  
That Trustees continue to engage in regular Professional Development specific to Governance and Policy.

**Prepared/Reviewed By:** Kathy Doherty-Masters – Vice Chair





**Number: II 001**  
**Subject: Global Governance Commitment**

**Approval Date:** September 29, 2008  
**Effective Date:** September 29, 2008  
**Revised:** May 31, 2010, January 25, 2021

**ACCESSIBILITY:**

To request this file in large print, please email [aoda@wcdsb.ca](mailto:aoda@wcdsb.ca) or call (519) 578-3660.

**Policy Statement:**

On behalf of the Catholic ratepayers of Waterloo Region, the board will govern the Waterloo Catholic District School Board with a faith-filled future focused perspective while achieving appropriate results at an appropriate cost and avoiding unacceptable actions and situations.

**Governing Style:**

The board will govern with an emphasis on:

- a) outward vision rather than an internal preoccupation,
- b) encouragement of diversity of viewpoints,
- c) strategic leadership more than administrative detail,
- d) clear distinction of board and chief executive roles,
- e) collective rather than individual decisions,
- f) future rather than past or present, and
- g) proactivity rather than reactivity.

**Board Job Description:**

The responsibility of the Board is to serve as trustees for the Catholic ratepayers of Waterloo Region in determining and ensuring appropriate organizational performance within the legal requirements of the Province of Ontario. The Board will establish its priorities and the work to be completed at the first Committee of the Whole Board meeting of the new school year in September, concentrating its efforts on the following outputs:

- a) The link between the organization and the Catholic ratepayers of Waterloo Region.
- b) Clarity of values and vision in written governing policies which, at the broadest levels of all organizational decisions and situations, address: Aims/Ends: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good, for which people and needs, at what cost), Governance Process: Description of how the board conceives, carries out and monitors its own work, Board-Director of Education Relationship: Delegation of power and its proper use monitored; the Director of Education role, authority and accountability, Executive



Limitations: Constraints on executive authority which establish the prudence and ethics boundaries within which all executive activity and decisions must take place.

- c) The assurance of Director of Education performance as described in all board policies and detailed in legal responsibilities.
- d) Advocacy for positive change to legislation and government policy that impact the organization.
- e) Orientation of all new Board member.
- f) The priorities of the Board will be set in September, with progress of the work of the Board reviewed in January and a report prepared and brought to June board meeting, of each year.
- g) Continuous improvement including a self-evaluation every year, to be presented at the May board meeting

### **Advocacy and Advertising:**

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

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

### **Consultation:**

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 informs the work of the board.

### **Celebration of Excellence:**

As a Board that appreciates and recognizes the achievements of our staff and students and the contributions made by stakeholders in our Catholic education system, we wish to foster a culture of celebration of excellence.

### **Board Members' Code of Conduct:**

Waterloo Catholic District School Board Trustees represent all the citizens of Waterloo Region and are responsible to separate school supporters through the democratic process. The separate school supporters of Waterloo Region have entrusted Trustees, through the democratic process, with the education of all students in its schools and serve as their advocates. The public is entitled to expect the highest standards from the school Trustees it elects.

### **The Role of the Chair:**

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

### **Board Committee Principles:**

The Board of Trustees specifies the roles of committees and its relationship to them. It uses committees to facilitate effective and efficient governance. Committees do not do the work of the Board nor compromise the Board of Trustee integrity, authority and responsibility. Board of Trustee committees will be used sparingly and time limited and will be created to reinforce the wholeness of the board's job and to never interfere with delegation from the Board to Director.

### **Board Committee Structure:**

A committee is a Board committee only if its existence and charge comes from the Board, regardless of whether Board members sit on the committee. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

### **Student Representation on the Board:**

As per the Education Act and Regulation 7/07 it is the policy of the Waterloo Catholic District School Board that the interests of pupils be represented on the Board through the position of student trustee.

### **Student Trustee Role Description:**

As per the Education Act, Regulation 7/07 and this policy, the position of Student Trustee of the Waterloo Catholic District School Board has three distinct roles; as members of the Board of Trustees, as school and student representatives and as leaders within the system.

### **Cost of Governance:**

Because poor governance costs more than learning to govern well, the board will invest in its governance capacity.

### **Trustee Expenses:**

The Waterloo Catholic District School Board is committed to an organizational culture that operates with integrity and promotes responsibility, excellence and accountability with respect to decisions and practices. The Board recognizes the need to reimburse trustees for expenses reasonably incurred in carrying out their role as trustee. Therefore, it is a policy of the Waterloo Catholic District School Board that trustees shall be reimbursed for travel and out-of-pocket expenses reasonably incurred in connection with carrying out the responsibilities of a trustee.

### **Ownership Linkages:**

It is the job of the Board of Trustees of the Waterloo Catholic District School Board to be the link between the organization and the Catholic ratepayers of Waterloo Region. As such, the Board of Trustees will ensure that opportunities exist for communication with the ratepayers for the purposes of determining community values and vision for the school system, demonstrating accountability for what has been achieved, and to build on-going support for Catholic education.



**Number: II 009**  
**Subject: Committee Principles**

**Approval Date:** September 29, 2008  
**Effective Date:** September 29, 2008  
**Revised:**

### **ACCESSIBILITY:**

To request this file in large print, please email [aoda@wcdsb.ca](mailto:aoda@wcdsb.ca) or call (519) 578-3660.

### **POLICY STATEMENT:**

The Board of Trustees specifies the roles of committees and its relationship to them. It uses committees to facilitate effective and efficient governance. Committees do not do the work of the Board nor compromise the Board of Trustee integrity, authority and responsibility. Board of Trustee committees will be used sparingly and time limited and will be created to reinforce the wholeness of the board's job and to never interfere with delegation from the Board to Director.

Accordingly:

1. Board committees will work under a specified terms of reference and timelines so that the duties and mandate of the committee are clearly understood.
2. Committee terms of reference will be carefully stated in order to avoid conflicting with authority delegated to the CEO.
3. Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes.
4. Board committees may facilitate the use of resources, expert opinion and data information necessary to fully prepare the board on the topic before the committee.
5. Non-Board of Trustee Committees are committees that have been created and mandated by organizations, other than the Board of Trustees, where trustee representation has been requested. Board involvement provides opportunity for connecting with the community and bringing new information and understanding to the Board of Trustees. Involvement on Non-Board of Trustee Committees is subject to the following considerations:
  - a) availability of a trustee to participate
  - b) relevance of the committee work to the current work of the Board of Trustees
  - c) contribution that the Board and/or the individual trustee can bring to the committee
  - d) opportunity to foster on-going partnerships and community relationships
  - e) ability to raise the profile of the board
  - f) annual review of membership to ensure that involvement continues to be meaningful





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**Number: II 010**  
**Subject: Board Committee Structure**

**Approval Date:** September 29, 2008  
**Effective Date:** October 1, 2008  
**Revised:**

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**ACCESSIBILITY:**

To request this file in large print, please email [aoda@wcdsb.ca](mailto:aoda@wcdsb.ca) or call (519) 578-3660.

**POLICY STATEMENT:**

A committee is a Board committee only if its existence and charge comes from the Board, regardless of whether Board members sit on the committee. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

1. The Board of Trustees will assess the contribution of and need for each committee, reviewing committee terms of reference, objectives and work plans.
2. Trustees who are assigned to chair a Board of Trustee committee will:
  - a) oversee the activities delegated to the committee
  - b) ensure committee work adheres to board policy and committee terms of reference
  - c) schedule all meetings of the committee and prepare agendas
  - d) provide sufficient time during meetings to discuss adequately the agenda items
  - e) ensure committee minutes are completed
  - f) facilitate the performance review of the committee and its work





**Date:** June 12, 2023  
**To:** Board of Trustees  
**From:** Director of Education  
**Subject:** Board Policy IV 001 General Executive Limitation

**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 **IV 001**  
 Information only of day-to-day operational matters delegated to the CEO

**Origin: (cite Education Act and/or Board Policy or other legislation)**  
 General Executive Limitation IV 001

**Policy Statement and/or Education Act/other Legislation citation:**  
 Education Act Section 169.1  
 Achieving Excellence: A Renewed Vision for Education in Ontario  
 Education that Works for You, March 2019  
 Multi-Year Strategic Planning: A Guide for School Board Trustees, 2017  
 Communication Guidelines for Staff and Parents APC 001

**Alignment to the MYSP:**

- Awaken to Belong**
  - Every student can see themselves reflected in their learning.
  - Staff experiences a positive, healthy, and inclusive workplace.
  - Are aware of and/or use the available resources to assist in navigation of the school system.
- Ignite to Believe**
  - Every student experiences the Ontario Catholic School Graduate Expectations (OCSGEs) and the WCDSB pastoral plan within their learning environments.
  - Staff are welcomed and invited to continue to be a partner in their adult faith formation journey.
  - The relationship between home, parish and school is strengthened.
- Strengthen to Become**
  - Every student reaches their full potential.
  - Staff see their impact on student achievement.



Are engaged as active partners in our students' Catholic education journey.

**Background/Comments:**

**The CEO shall not cause or allow any practice, activity, decision or circumstance in the organization that is unlawful, imprudent, unethical, or contrary to the teachings and traditions of the Catholic Church.**

**CEO Interpretation:**

*This policy signals that the CEO must ensure that no decision that is made or action that is taken shall breach any and all applicable legislation and should be consistent with and informed by our Catholic values. Therefore – to me it signals that we must ensure all applicable laws have been considered, that thoughtful consideration is given to the consequences of all decisions, guided by a strong moral and ethical compass, that looks at the impacts to all WCDSB stakeholders and that we ensure we are consistent with Catholic teaching.*

**Evidence:**

- a) A listing of legal liabilities is reviewed on a regular basis to the audit committee to ensure that any liabilities faced by the Board are both known and understood. Cases are usually related to matters related to Human Resource grievances.
- b) Complaints to the Ontario Human Rights Commission are also possible, though typically rare. Such cases are always immediately shared with the Chair of the Board. Legal counsel will advise regarding any potential liability and as CEO, all decisions regarding direction in such cases are reviewed with Chair and/or full Board of Trustees as need be.
- c) The CEO and senior team are guided by the regulations of the Education Act when making decisions and writing Administrative Procedure memos. All APs are reviewed within a three-year cycle and are fully compliant with the most recent legal and ethical guidance. All revisions to APs are vetted at the senior team table. The APs outline guidelines and process that staff and stakeholders must follow to ensure that the Board's obligations are discharged in compliance with common legislation applicable to all school boards. The addition of the Sr. Manager of Equity to the Senior team, as well as the addition of Human Rights reflection questions, further ensures that an even more rigorous Human Rights, equity, diversity and inclusion (EDI) lens is brought to all policies and administrative procedures as they undergo this cyclical review.
- d) As the volume of legislation and common law in the education sector cannot be contained in a concise primer for senior leaders, management relies on several sources for advice, direction, and guidance.

Management works closely with the Ontario Ministry of Education, Ontario Catholic School Trustees Association, Council of Senior Human Resource Officials, Council of Senior Business Officials, Ontario Association of School Business Officials, Council of Directors of Education, employee groups, legal firms, and other school boards to ensure operational practices are in alignment with expectations set out in legislation and in common law, and more importantly that leading practices are employed throughout the organization.

- e) Further, as of the 2019-2020 school year there had been a semi-annual report to Board listing those APs which have been revised, and summarizing with any significant changes, revisions or deletions of an Administrative Procedure. During the pandemic, this cycle had to be adjusted. In this past year those reports came forward in February 2023 and will resume the semi-annual cycle for the 2023-2024 school year.



- f) The Board regularly consults with the Vicar of Catholic Education and the Diocese of Hamilton on issues that arise where there is need for guidance, to ensure compliance with the teachings and traditions of the Catholic Church.
- g) The Superintendent of Faith Development and our Religious Education Consultant attend meetings with our Catholic Consortium partners to ensure fulsome discussion of the topics of the day and to ensure best practices are followed and decisions are consistent with our Catholic Church Teachings.
- h) The CEO meets two times a year with the Bishop of the Diocese and other Directors of Education of the Diocese to ensure alignment and discussion regarding any challenges in relations to our Catholic Teaching, and to share promising practices.
- i) The CEO and other members of the Board team work in close partnership with the Board's Spiritual Animator to ensure a strong parish relationship, and to discuss issues of concern within our Waterloo Catholic region. We have benefitted greatly from this partnership and the Spiritual Animator works to further support and strengthen our relationship with the region's parishes, clergy and Catholic community. As our previous Spiritual Animator had to leave mid-year we have engaged a new relationship with our Acting Spiritual Animator and hope to continue it into the 2023-2024 school year.
- j) The CEO attends Regional Deanery Meetings three times a year. These meetings are used as an opportunity to share key highlights from the Board, particularly those that are related to spiritual and faith development.
- k) The CEO regularly shares all memos and directives from the Ontario Catholic School Trustees Association sharing best practices or recommendations for prudent decision making faithful to the traditions of the Catholic Church.
- l) The CEO shares with all appropriate staff the guidance shared by the Institute for Catholic Education (ICE), intended to assist in strengthening the distinct ethos of Catholic schools within our publicly funded education system. This guidance informs our actions and curriculum delivery as a board.

**Recommendation:**

That the Board accept this report indicating compliance with General Executive Limitation Policy IV 001 for the 2022-2023 school year.

**Prepared/Reviewed By:** Tyrone Dowling  
Director of Education

\*4.2 DIRECTOR Monitoring Reports: Where the Board receives from the CEO a monitoring report that flows from a responsibility delegated to the Director under Board Policy – except where approval is required by the Board 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 CEO, subject in all instances to what otherwise actually occurred.





**Date:** June 12, 2023  
**To:** Board of Trustees  
**From:** Director of Education  
**Subject:** Board Policy IV 002 Treatment of Public

**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 **IV 002**  
 Information only of day-to-day operational matters delegated to the CEO

**Origin: (cite Education Act and/or Board Policy or other legislation)**  
 Executive Limitation IV 002

**Policy Statement and/or Education Act/other Legislation citation:**  
 Education Act Section 169.1  
 Education that Works for You, March 2019  
 Communication Guidelines for Staff and Parents APC 001

**Alignment to the MYSP:**

- Awaken to Belong**
  - Every student can see themselves reflected in their learning.
  - Staff experiences a positive, healthy, and inclusive workplace.
  - Are aware of and/or use the available resources to assist in navigation of the school system.
  
- Ignite to Believe**
  - Every student experiences the Ontario Catholic School Graduate Expectations (OCSGEs) and the WCDSB pastoral plan within their learning environments.
  - Staff are welcomed and invited to continue to be a partner in their adult faith formation journey.
  - The relationship between home, parish and school is strengthened.
  
- Strengthen to Become**
  - Every student reaches their full potential.
  - Staff see their impact on student achievement.
  - Are engaged as active partners in our students' Catholic education journey.



## Background/Comments:

### IV 002 Policy states:

*With respect to interactions with the public, the CEO shall not cause or allow conditions, procedures, actions, or decisions that are undignified, unprofessional, or contrary to the preservation and promotion of Catholic values and teachings and to a positive image of the Board.*

### CEO Interpretation:

This policy signals that the CEO must ensure that no reputational damage comes to the Board in the broader community and that in particular, that the direction given to our school staff, students and communities should be consistent with and informed by our Catholic values so that the WCDSB is not cast in a negative light within the region or the province. Therefore – to me it signals that I need to demonstrate how we assess people’s understanding of our reputation, indicate if we have not had negative stories associated with Catholic teaching and speak to ways we ensure we are consistent with Catholic teaching.

- a) The Board regularly consults with the Vicar of Catholic Education and the Diocese of Hamilton on issues that arise where there is need for guidance to ensure compliance with the teachings and traditions of the Catholic Church.
- b) The CEO administered a survey in spring of 2023 of the WCDSB MYSP to all stakeholders of the board. The expressed purpose of the survey was to signal to all stakeholders that their feedback and impressions are important to the overall governance and operation of the board. This spring the survey was implemented for 3 weeks in May. It provided us with our initial feedback from the current MYSP using the voice of our public / stakeholders.
  - i. 2577 surveys were completed, with 1900 parent/guardians and 21 “another” offering feedback to represent “the public”. Further, 521 staff and 84 students participated. The total number of participants shows a healthy rise from the most recent MYSP survey in the spring of 2022 (1050).
  - ii. Over 1800 respondents understood the goals listed, while over 1600 saw themselves reflected in those goals.
- c) The current MYSP has a goal expressly tied to increased parent engagement and awareness.
  - i. In the MYSP survey over 1100 parents indicated that they were provided with opportunities to be an active partner in their child’s Catholic education journey.
- d) The CEO shares with the Board of Trustees, in a timely manner, any items of interest that are likely to garner media attention and that may, in any way, cast a negative light on the WCDSB. Those items have been (for the most part) limited.
- e) In the last year, there have been primarily positive media stories that have promoted the reputation of the board and in one case more recently where the integrity and commitment of the board was called into question, there was a strong and transparent statement issued.
- f) An audit by an external Marketing firm a few years ago has produced evidence that our Board is noted for the strength of its community and the broader perception that we are inclusive and strongly faith-based. The steady growth in enrolment over the past 8 years, COVID notwithstanding, and popularity of the board, suggests a high degree of public confidence. We have seen a 0.25% increase in market share this past year.
- g) Within the WCDSB Administrative Procedures there is an express Communication Guideline for Parents and Staff, that ensures that feedback and information to stakeholders is timely, and shared in a clear, concise and easily followed manner. (APC 001) We have ensured that our public facing website it always current, containing the CEO’s communications and all other relevant updates.



- h) Currently the CEO is working with the Sr. Manager of Equity to refine existing supports (i.e., the equity systems navigator assists to establish/re-establish the school/family partnership) so that parents and the public navigate the system, particularly if there are cultural, racial or diversity issues which may be impeding full understanding and engagement in WCDSB processes. This is being further supported by ensuring that we expand the translation of key surveys and communications to our parents.
- i) The CEO supports the Board of Trustees Linkages Committee and spearheads other efforts that bring community leaders into the board for special functions that celebrate our presence in the community, e.g., Community Leaders' Breakfast, Beacons of Hope, Winter Walk to School Day, etcetera. While some activities (Bishop's Banquet, Cambridge event) have been postponed, altered or cancelled due to COVID, they will return in 2023-2024 or we will continue to find ways to redefine that presence.
- j) The CEO chairs the Board's FACE committee which oversees three sub-committees related to communications, political advocacy and School-Parish relationships. Within the meeting the cause of Catholic education and constructive ideas are generated which will enhance the reputation of the board as a representative of the Catholic community in Waterloo Region.
- k) All employees of the Board are governed by APS 017, an Acceptable Use Policy – "Responsible Use of IT and Electronic Data - Staff" - when using the communication tools of the WCDSB, which ensures that WCDSB social media presence does not adversely affect the reputation of the Board or conflict with our Catholic values.
- l) The Superintendent of Faith Development and our Religious Education Consultant attend meetings with our Catholic Consortium partners to ensure fulsome discussion of the topics of the day and to ensure best practices are followed, and decisions are consistent with our Catholic Church Teachings.
- m) The CEO meets two times a year with the Bishop of the Diocese and other Directors of Education of the Diocese to ensure alignment and discussion regarding any challenges in relations to our Catholic Teaching, and to share promising practices.
- n) The CEO and other members of the Board team, work in close partnership with the Board's Faith Animator to ensure a strong parish relationship, and to discuss issues of concern within our Waterloo Catholic region.
- o) The CEO and/or superintendent designate attend Regional Deanery Meetings three times a year. Reciprocal knowledge sharing is a feature of these meetings, with Waterloo Catholic regularly providing updates to the group.
- p) In order to ensure that the reputation of the Board is protected and decisions are well informed, the CEO regularly shares all memos and directives from the Ontario Catholic School Trustees Association, sharing best practices or recommendations for prudent decision-making, faithful to the traditions of the Catholic Church.

**Recommendation:**

That the Board accept this report indicating compliance with communication and support to Board Policy IV 002 Treatment of Public for the 2022-2023 school year.

**Prepared/Reviewed By:** Tyrone Dowling  
Director of Education

\*4.2 DIRECTOR Monitoring Reports: Where the Board receives from the CEO a monitoring report that flows from a responsibility delegated to the Director under Board Policy – except where approval is required by the Board 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 CEO, subject in all instances to what otherwise actually occurred.





**Date:** June 12, 2023  
**To:** Board of Trustees  
**From:** Director of Education  
**Subject:** Board Policy IV 003 Treatment of Students

**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 **IV 003**
- Information only of day-to-day operational matters delegated to the CEO

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

Executive Limitation IV 002

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

Education Act Section 169.1  
 Achieving Excellence: A Renewed Vision for Education in Ontario  
 APH APs: APH 004, APH 005, APH 028, APH 027, APH 015, APH 021, APH013, APH 026, APH 029, APH022, APH 008, APH 012, APH 016, APH 001, APH 002, APH 017, APH 019, and APH 010

**Alignment to the MYSP:**

- Awaken to Belong**
  - Every student can see themselves reflected in their learning.
  - Staff experiences a positive, healthy, and inclusive workplace.
  - Are aware of and/or use the available resources to assist in navigation of the school system.
  
- Ignite to Believe**
  - Every student experiences the Ontario Catholic School Graduate Expectations (OCSGEs) and the WCDSB pastoral plan within their learning environments.
  - Staff are welcomed and invited to continue to be a partner in their adult faith formation journey.
  - The relationship between home, parish and school is strengthened.
  
- Strengthen to Become**
  - Every student reaches their full potential.
  - Staff see their impact on student achievement.
  - Are engaged as active partners in our students' Catholic education journey.



## Background/Comments:

### IV 003 Policy states:

*In addition to all of the policy direction that applies to the public, with respect to interactions with students, the CEO shall not cause or allow conditions, procedures, actions, or decisions that are unsafe, or unhealthy or inherently inequitable.*

### CEO Interpretation:

This policy signals that the CEO must ensure that consistent with the policy on the treatment of public, that there should be no reputational damage comes to the Board in the broader community and that in particular, that the direction given to our school staff, students and communities should be consistent with and informed by our Catholic values so that the WCDSB is not cast in a negative light within the region or the province. Further – it signals to me as CEO that we have to ensure our schools are places where all children can excel and be treated fairly regardless of their background or identity, while also having the confidence that they will not come to any harm.

- a) In addition to all those measures which ensure compliance with IV 002 (found in items b-p below), the following would also be offered as evidence of compliance:
- i. The welfare of students is governed by a number of [Administrative Procedures](#) dealing with Health and Safety, including but not limited to: APH 004, APH 005, APH 028, APH 027, APH 015, APH 021, APH013, APH 026, APH 029, APH022, APH 008, APH 012, APH 016, APH 001, APH 002, APH 017, APH 019, and APH 010. These APs are listed as evidence that the safety of our children is well considered in the administrative procedures by which our schools are bound.
  - ii. This year APC 052 – Responsible Use of Information Technology and Electronic Data was added. Student has been added to make explicit the requirement for students in terms of responsible use of technology and social media. Further we have added APH 036 in relation to Human Trafficking, also aimed at increasing awareness and education for our students on this heinous crime that victimizes too many youth.
  - iii. In addition to the Education Act, and APH 024 – Health and Physical Education Safety Guidelines, staff are informed and governed by regulations and best practice shared by OPHEA which ensures that practices in all Health and Active Living settings is safe.
  - iv. There is an Equity, Diversity and Inclusive Education Committee comprised of educators and staff who are offering a critical eye and guidance regarding the advancement of equitable practices in the WCDSB. There is now formal alignment to the WCDSB Wellness Strategy, with a Well-Being Steering Committee and aligned well-being (equity) goals now in place. This year we have seen a strong investment in and deployment of culturally responsive resources, as well as the requirement for school-based goals related to equity at the local level. Further “environmental audits” are taking place in our schools to ensure they are appropriately and sensitively reflective of the population our schools serve.
  - v. The WCDSB initiated a review of its School Resource Officer (SRO) program with results being shared with the Board in spring and fall of 2021. The WRPS terminated the program. We have been involved in meetings with WRPS to examine our relationship and how it can continue to evolve so the needs of all students are met, while not adversely impacting our racialized student population.
  - vi. Staff have instituted an annual Student Transition Survey which allows students to share their experience of transition from grades 8 to 9 and from grades 9 to 10.



- vii. There are 2 student Trustees who have ample opportunity to share the voice of students within the Boardroom but also in a variety of forums throughout the WCDSB. There is also an active Student Senate which provides students a forum for discussion and advancement of their thoughts and opinions.
- b) The CEO administered a survey in spring of 2023 of the WCDSB MYSP to all stakeholders of the board. The expressed purpose of the survey was to signal to all stakeholders that their feedback and impressions are important to the overall governance and operation of the board. This spring the survey was implemented for 3 weeks in May. It provided us with our initial feedback from the current MYSP using the voice of our public / stakeholders.
  - i. 2577 surveys were completed, with 1900 parent/guardians and 21 “another” offering feedback to represent “the public”. Further, 521 staff and 84 students participated. The total number of participants shows a healthy rise from the most recent MYSP survey in the spring of 2022 (1050).
  - ii. Over 1800 respondents understood the goals listed, while over 1600 saw themselves reflected in those goals.
- c) The current MYSP has a goal expressly tied to explicit metrics related to increased parent engagement and awareness.
  - i. In the MYSP survey over 1100 parents indicated that they were provided with opportunities to be an active partner in their child’s Catholic education journey.
- d) The CEO shares with the Board of Trustees, in a timely manner, any items of interest that are likely to garner media attention and that may, in any way, cast a negative light on the WCDSB. Those items have been (for the most part) limited.
- e) In the last year, there have been primarily positive media stories that have promoted the reputation of the board and in one case more recently where the integrity and commitment of the board was called into question, there was a strong and transparent statement was issued.
- f) An audit by an external Marketing firm a few years ago has produced evidence that our Board is noted for the strength of its community and the broader perception that we are inclusive and strongly faith-based. The steady growth in enrolment over the past 8 years, COVID notwithstanding, and popularity of the board, suggests a high degree of public confidence. We have seen a 0.25% increase in market share this past year.
- g) Within the WCDSB Administrative Procedures there is an express Communication Guideline for Parents and Staff, that ensures that feedback and information to stakeholders is timely, and shared in a clear, concise and easily followed manner. (APC 001) We have ensured that our public facing website it always current, containing the CEO’s communications and all other relevant updates.
- h) Currently the CEO is working with the Sr. Manager of Equity refine existing supports – community based and full time who can support parents and the public navigate the system, particularly if there are cultural, racial or diversity issues which may be impeding full understanding and engagement in WCDSB processes. This is being further supported by ensuring that we expand the translation of key surveys and communications to our parents.
- i) The CEO supports the Board of Trustees Linkages Committee and spearheads other efforts that bring community leaders into the board for special functions that celebrate our presence in the community, e.g., Community Leaders’ Breakfast, Beacons of Hope, Winter Walk to School Day, etcetera. While some activities (Bishop’s Banquet, Cambridge event) have been postponed, altered or cancelled due to COVID, they will return in 2023-2024 or we will continue to find ways to redefine that presence.
- j) The CEO chairs the Board’s FACE committee which oversees three sub-committees related to communications, political advocacy and School-Parish relationships. Within the meeting the cause of Catholic education and constructive ideas are generated which will enhance the reputation of the board as a representative of the Catholic community in Waterloo Region.
- k) All employees of the Board are governed by APS 017, an Acceptable Use Policy – “Responsible Use of IT and Electronic Data - Staff” - when using the communication tools of the WCDSB, which ensures that WCDSB social media presence does not adversely affect the reputation of the Board or conflict with our Catholic values.



- l) The Superintendent of Faith Development and our Religious Education Consultant attend meetings with our Catholic Consortium partners to ensure fulsome discussion of the topics of the day and to ensure best practices are followed, and decisions are consistent with our Catholic Church Teachings.
- m) The CEO meets two times a year with the Bishop of the Diocese and other Directors of Education of the Diocese to ensure alignment and discussion regarding any challenges in relations to our Catholic Teaching, and to share promising practices.
- n) The CEO and other members of the Board team, work in close partnership with the Board's Faith Animator to ensure a strong parish relationship, and to discuss issues of concern within our Waterloo Catholic region.
- o) The CEO and/or superintendent designate attend Regional Deanery Meetings three times a year. Reciprocal knowledge sharing is a feature of these meetings, with Waterloo Catholic regularly providing updates to the group.
- p) In order to ensure that the reputation of the Board is protected and decisions are well informed, the CEO regularly shares all memos and directives from the Ontario Catholic School Trustees Association, sharing best practices or recommendations for prudent decision-making, faithful to the traditions of the Catholic Church.

**Recommendation:**

That the Board accept this report indicating compliance with Board Policy IV 003 Treatment of Students for the 2022-2023 school year.

**Prepared/Reviewed By:** Tyrone Dowling  
Director of Education

\*4.2 DIRECTOR Monitoring Reports: Where the Board receives from the CEO a monitoring report that flows from a responsibility delegated to the Director under Board Policy – except where approval is required by the Board 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 CEO, subject in all instances to what otherwise actually occurred.





**Date:** June 12, 2023  
**To:** Board of Trustees  
**From:** Director of Education  
**Subject:** Board Policy IV 007 Monitoring Report and 2023-24 Budget Approval

**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 **IV007**
- Information only of day-to-day operational matters delegated to the CEO

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

A monitoring report on how the proposed budget aligns with Board Policy IV 007 is required on an annual basis. This report satisfies this requirement.

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

[Board Policy IV 007](#)

**Alignment to the MYSP:**

**Awaken to Belong**

- Every student can see themselves reflected in their learning.
- Staff experiences a positive, healthy, and inclusive workplace.
- Are aware of and/or use the available resources to assist in navigation of the school system.

**Ignite to Believe**

- Every student experiences the Ontario Catholic School Graduate Expectations (OCSGEs) and the WCDSB pastoral plan within their learning environments.
- Staff are welcomed and invited to continue to be a partner in their adult faith formation journey.
- The relationship between home, parish and school is strengthened.

**Strengthen to Become**

- Every student reaches their full potential.
- Staff see their impact on student achievement.
- Families are engaged as active partners in our students' Catholic education journey.



## Primary Resources:

2023-24 Budget Presentation  
2023-24 Budget Report

Both can be found at <https://www.wcdsb.ca/financial-information/>

## Background/Comments:

### Policy Statement:

**Financial Planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from board's Ends priorities, established in the Board's Ends policy, risk fiscal jeopardy, violate the Education Act or Ministry of Education Guidelines, or fail to be derived from a multi-year plan.**

### Definition:

This policy statement is interpreted to mean that the Director of Education shall ensure that all published operational plans and commitments in the MYSP are supported through the proposed budget. Further, reserves will not be used to support on-going expenditures (i.e., structural deficit), and all applicable laws, regulations, and directives will be followed in the development of the budget.

### Evidence:

The proposed budget supports the priorities outlined in the plans referenced on pages 8 and 9 of the Budget Book.

**Energy Conservation and Demand Management Plan** – through capital renewal programs, new build projects, preventative maintenance activities, and sustainability initiatives.

**Board Improvement and Equity Plan** – through professional development for teachers, gathering and making use of data on student needs, and acquiring resources / materials / staff for students based on data analysis.

**Long Term Accommodation Plan** – through budgets and staff for boundary reviews, making applications to the province for funding, and carrying out activities relating to acquiring land and managing construction projects.

**Learning Innovation and IT Strategic Plan** – through IT budgets for hardware renewal, software, security, and innovation budgets for professional development and programs / support for teaching staff.

**Pastoral Plan** – through professional development programs, acquisition of resources for staff, and site-based activities for students.

**Wellbeing** – through wellness programs for staff, surveys, and programming for students, and for site-based work.

**Multi-Year Strategic Plan** – this budget supports all areas of the MYSP.

Confirmation of drawing on surpluses not previously approved or legislatively required can be found on page 30 of the Budget Book. The draw shown is comprised of pre-approved MYSP initiatives (\$1M) and legislatively required debt payments (\$109,398).

Finally, the proposed budget is fully compliant with all regulations including class size, applicable sections of the education act, ministry priorities and directives, and legislation as applies to employers in general.

An example of budget compliance can be found on page 38 of the Budget Book.



**Further, without limiting the scope of the foregoing, the CEO shall not:**

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

Interpretation:

The Director of Education must engage stakeholders to obtain feedback on system priorities and potential investments. Where possible and appropriate this feedback should be reflected in the proposed budget.

Evidence:

Stakeholders were involved in the budget development process in the following ways:

- Parents, families, staff members, and the general public were invited to take part in the development of the current MYSP which sets out the priorities of the system and are supported through the school year budget. In 2022, the Governance Committee of the Board of Trustees determined this fulfilled the requirements of specific outreach to stakeholders.
- A Budget Advisory Committee was established. The Committee assisted in establishing enrolment used to calculate revenues and gave valuable feedback on our process and budget materials. Membership included Trustees, parents (via CPIC and SEAC), administrators, the Director, and staff from Corporate Services. Reference to this committee can be found on page 20 of the Budget Book

**2. Develop a budget without employing credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosing planning assumptions**

Definition:

This policy provision is defined to mean that the budget must be built on a foundation of verifiable and accurate information. Where estimates must be made, they must be realistic and conservative. This policy provision also requires the Director of Education to provide summaries of proposed capital and operational budgets, planning assumptions, and to ensure the budget provisions for any expense associated with negative cash flow.

Evidence:

Revenues are based primarily on enrolment projections. To ensure revenue projections are realistic and conservative, management has created internal enrolment committees to develop enrolment scenarios for both elementary and secondary panels. These enrolment committees consist of school administrators and staff from IT, HR, Finance, Internal Audit, the Director's Office, and Planning.

An Enrolment Committee agenda and minutes can be found [here](#).

The enrolment projections were reviewed by the Budget Advisory Committee, and the numbers that were approved were believed to be realistic given prior years' trends and registration information.

A Budget Advisory Committee agenda can be found [here](#).

Enrolment information can be found on pages 20 and 23 of the Budget Book.

Detailed information on revenues can be found on pages 22, 26, and 36 of the Budget Book.

Descriptions and details on expenditures can be found on pages 24, 28, and 37 Budget Book. Planning areas contain additional details on spending and can be found beginning on page 40 of the Budget Book.



A proposed budget dashboard has been provided to allow stakeholders to quickly assess projections of revenue and expenses as well as key drivers – enrolment and staffing. This can be found on page 34 of the Budget Book.

A summary of capital and operating budgets can be found beginning on page 41 of the Budget Book.

Cash flow has been considered based on payment schedules from the province, municipalities, and other funders. An amount to support interest expense has been incorporated into the budget based on these scheduled payments and a forecast of expenditures and capital projects. This amount (\$34,000) is shown on slide 41 of the budget presentation.

Planning assumptions are listed on page 52 of the Budget Book.

### **3. Develop a budget that does not include trend analysis and historical comparators**

Definition:

The Director of Education must provide multiple years of historical and projected data to support trustee budget deliberation. Areas to be reported on include enrolment, revenues, and expenditures.

Evidence:

Throughout the Budget Book and Presentation, there are examples of historical and projected data.

Specific examples:

Expenditures: Page 37 of the Budget Book

Revenues: Page 36 of the Budget Book

Enrolment: Page 23 of the Budget Book

### **4. Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period**

Definition:

This policy provision is defined to mean that reserves will not be used to balance the budget except where previously approved or required by legislation.

Evidence:

The proposed budget does not contain a draw on unencumbered reserves for the 2023-24 school year.

A continuity schedule for reserves can be found on page 30 of the Budget Book. The draw of \$1,109,398 consists of a previously approved draw on reserves for MYSP implementation (\$1M) and \$109,398 in legislatively required draws to service debt.

### **5. Provide less for board prerogatives during the year than is set forth in the Cost of Governance policy**

Definition:

This policy is defined to mean that the trustees' proposed budget will be included in its entirety as submitted.

Evidence:

The budget has been included as requested.



The budget amount requested by Trustees can be found on page 43 of the Budget Book.

## **6. Present a budget that does not allow sufficient time for decision-making**

Definition:

This policy provision is defined to mean that the Director of Education will work with trustees to determine meeting dates including those related to budget presentation. The agreed upon dates will be used to define the time for decision-making.

Evidence:

The budget was presented on June 5, 2023.

The budget has been scheduled for approval on June 12, 2023.

These dates were approved by the Board of Trustees on May 30, 2022.

Questions can be asked of staff up to and including June 12<sup>th</sup> as trustees deem necessary.

To support awareness around budget related matters leading up to the presentation dates, management has provided Trustees with monthly updates on budget preparation and has also shared with Trustees a summary of the April budget announcement.

## **7. Present a budget that cannot be readily understood by persons without a financial/education background**

Definition:

This policy provision is defined to mean that any budget materials presented to trustees and other stakeholders must not be overly technical and must incorporate the use of charts, graphs, pictures, and easy to read narratives with limited edu-jargon.

Evidence:

The budget materials and presentation have been developed with a non-financial user in mind. All materials are provided in easy-to-understand formats including pictographs, charts, and simple narratives. Limited jargon has been included only where necessary and a glossary of these terms is provided in the Budget Book on page 68.

The Association of School Business Officials International (ASBOI) recognized WCDSB's budget presentation materials in 2022 with their Meritorious Budget Award. This award celebrates those school boards who meet international standards for budget clarity, accessibility, and accuracy. As the only Ontario school board to receive this award, management believes the materials provided fulfil the policy provision and definition.



**Recommendation:**

1. That the Board of Trustees accept this report as providing evidence that the CEO is compliant with Board Policy IV007 “Financial Planning/Budgeting”.
2. That the Board of Trustees approve an operating budget of \$338,516,836 for the 2023-24 school year as presented to the Board.
3. That the Board of Trustees approve a capital budget of \$22,834,741 for the 2023-24 school year as presented to the Board.
4. That the Board of Trustees direct Administration to file this balanced budget with the Ministry of Education before the deadline of June 30, 2023.

**Prepared/Reviewed By:** Tyrone Dowling  
Director of Education

Shesh Maharaj  
Executive Superintendent of Corporate Services, Treasurer + CFO

\*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.”

