



**Board of Trustees' Board Meeting**

Date: Monday, February 23, 2026.  
 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 W, Kitchener

Attendees:	<p><b>Board of Trustees:</b> Linda Cuff, Kathy Doherty-Masters, Winston Francis, David Guerin, Renée Kraft (Chair), Marisa Phillips, Robert Sikora, Conrad Stanley, Tracey Weiler (Vice-Chair)</p> <p><b>Student Representatives:</b> Rebecca Girolametto, Jace Krysko</p> <p><b>Senior Administration:</b> Patrick Eby, Gerald Foran, Shesh Maharaj, Paul Mendonça, Judy Merkel, Kerry Pomfret, Jennifer Ritsma, Annalisa Varano</p> <p><b>Special Resource:</b></p> <p><b>Recording Secretary:</b> Stephanie Medeiros</p>
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ITEM	Who	Agenda Section	Method & Outcome
<b>1. Call to Order</b>	Chair		
1.1 Opening Prayer/Memorials	Board of Trustees		
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 1.4.1 From the current meeting 1.4.2 From a previous public or in-camera meeting	Individual Trustees		
1.5 Items for Action:  Items for action arising from the In Camera meeting of Monday, February 23, 2026, regarding financial matters.	Board of Trustees		Approval

ITEM	Who	Agenda Section	Method & Outcome
<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>			
<b>3. Consent Agenda: Board (Minutes of meetings, staff report)</b>			
<b>3.1 Approval of Minutes of Regular and Special Meetings</b> 3.1.1 Special Board of Trustees Minutes – Feb 2, 2026 3.2 Audit Committee Minutes – Nov 12, 2025 3.3 CPIC Minutes – Nov 26, 2025 3.4 SEAC Minutes – Nov 5, 2025 3.5 SEAC Minutes – Dec 3, 2025 3.6 SEAC Minutes – Jan 7, 2026 3.7 Administrative Procedure Update	Board of Trustees Board of Trustees Board of Trustees Board of Trustees Board of Trustees Board of Trustees A. Varano	pp. 4-9 pp. 10-11 pp. 12-14 pp. 15-16 pp. 17-18 pp. 19-21 pp. 22-24	Approval Information Information Information Information Information Information
<b>4. Delegations/Presentation</b>			
<b>5. Advice from the CEO</b> 5.1 Audit Report on Trustee Expenses 5.2 2025-2026 Estimates Budget Plan: Trustee Update #2 5.3 2026-2027 School Year Calendar 5.4 Director’s Report	S. Maharaj S. Maharaj J. Ritsma A. Varano	pp. 25-34 pp. 35-37 pp. 38-41 pp. 42-49	Approval Information Approval Information
<b>6. Ownership Linkage (Communication with the External Environment)</b>			
<b>7. Reports from Board Committees/Task Forces</b>			
7.1 Student Trustee Report	R. Girolametto, J. Krysko	pp. 50-51	Information
<b>8. Board Education (at the request of the Board)</b>			
8.1 OCSTA/CCSTA Communications <a href="#">OCSTA/CCSTA Communications Link</a>	Chair	Link	Information
8.2 Chair of the Board Report	Chair	pp. 52-53	Information
<b>9. Policy Discussion</b>			
<b>10. Assurance of Successful Board Performance</b>			
<b>10.1 Board Policy Review</b>			
10.1.1 <a href="#">Board Policy II 007 Board Members’ Code of Conduct</a> Is there a need to review the Policy?	D. Guerin	Link	Approval
10.1.2 <a href="#">Board Policy III 003 Accountability of the CEO</a> Is there a need to review the Policy?	W. Francis	Link	Approval
10.1.3 <a href="#">Board Policy III 004 Delegation of the CEO</a> Is there a need to review the Policy?	R. Sikora	Link	Approval

ITEM	Who	Agenda Section	Method & Outcome
<b>11. Assurance of Successful Director of Education Performance</b>			
<b>11.1 Monitoring Reports</b>			
11.1.1 Board Policy IV 002 – Treatment of the Public	A. Varano	pp. 54-57	Approval
11.1.2 Board Policy IV 003 – Treatment of Students	A. Varano	pp. 58-63	Approval
11.1.3 Board Policy IV 011 – Emergency CEO Replacement	A. Varano	pp. 64-67	Approval
<b>12. Potential Agenda Items/Trustee Inquiry Report (CEO)</b>			
<b>13. Announcements</b>			
<b>13.1 Upcoming Meetings/Events (all scheduled for the Catholic Education Centre unless otherwise indicated):</b>	Chair	--	Information
<ul style="list-style-type: none"> <li>• Feb 25 - Pink Shirt Day</li> <li>• Feb 27 – Student Trustee Election</li> <li>• Mar 2 – Governance Committee Meeting</li> <li>• Mar 4 - SEAC Meeting</li> <li>• Mar 9 – Committee of the Whole</li> <li>• Mar 11 – CPIC Meeting</li> <li>• Mar 16-20 – March Break</li> <li>• Mar 23 – Board of Trustees</li> </ul>			
<b>13.2 Pending Items:</b>	<u>Committee/Task Force</u>	<u>Due Date</u>	<u>Action Taken</u>
<b>13.3 Pending Items for OCSTA Consideration</b>			
<b>14. Items for the Next Meeting Agenda</b>			
	Trustees		
<b>14.1 March 9, 2026 – Committee of the Whole</b>	Board of Trustees	--	Information
<ul style="list-style-type: none"> <li>• Student Success Update</li> <li>• Math Action Achievement Plan (MAAP)</li> <li>• Indigenous Education Update (BAP)</li> </ul>			
<b>15. Adjournment</b>			
<b>Confirm decisions made tonight</b>			
15.1 Confirm Decisions Made Tonight	Recording Secretary	--	Information
15.2 Trustees move into a Triple In Camera meeting	Board of Trustees	--	Approval
<b>16. Closing Prayer</b>			
16.1 Closing Prayer	All		
<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



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

A public meeting of the Board of Trustees was held on Monday, February 2, 2026, at 1st floor Board Room, Catholic Education Centre, 35 Weber Street, Kitchener.

**Trustees Present:**

Linda Cuff, Kathy Doherty-Masters, Winston Francis, David Guerin, Renée Kraft (Chair), Marisa Phillips\*, Robert Sikora\*, Conrad Stanley\*, Tracey Weiler (Vice-Chair)

\*- attended virtually via Teams

**Student Trustees Present:**

Rebecca Girolametto, Jace Krysko

**Administrative Officials Present:**

Patrick Eby, Gerald Foran, Shesh Maharaj, Paul Mendonça, Judy Merkel, Kerry Pomfret, Annalisa Varano

**Special Resources For The Meeting:**

**Regrets:** Jennifer Ritsma

**Recorder:**

Stephanie Medeiros, Executive Administrative Assistant

NOTE ON VOTING: Under Board by-law 4.7, when a decision is reached by consensus, the minutes of the Meeting shall indicate a decision by consensus with the notation in the minutes that consensus means the decision was supported by all Trustees present and eligible to vote on a matter. Under Board by-law 4.11 Whenever a vote is required, every Trustee present when a vote is taken, including the Chair but excluding any Trustee who has declared a direct or indirect pecuniary interest as required by the Municipal Conflict of Interest Act, shall vote on all questions on which the Trustee is entitled to vote and abstentions are not permitted.

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### **1. Call to Order:**

The Chair of the Board called the meeting to order at 6:02 p.m.

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

Student Trustees Krysko and Girolametto led prayer.

#### **1.2 Territorial Acknowledgment**

Territorial Acknowledgement declared by Chair Kraft.

#### **1.3 Approval of Agenda**

Chair Kraft motioned for approval of the agenda:

**2026-01-- It was moved by Trustee Weiler and seconded by Trustee Francis:  
THAT the agenda for Monday, February 2, 2026, 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**

Items for action arising from the In Camera meeting of Monday, February 2, 2026, regarding infrastructure matters.

**2026-02-- It was moved by Trustee Weiler and seconded by Trustee Stanley:  
THAT the items for action arising from the In Camera meeting of Monday, February 2, 2026, regarding infrastructure 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)**

#### **3.1 Approval of Minutes of Regular and Special Meetings**

- 3.1.1 Board of Trustees Minutes – Dec 8, 2025
- 3.2 Governance Committee Minutes – Oct 20, 2025
- 3.3 Governance Committee Minutes – January 19, 2026
- 3.4 French as a Second Language (FSL)
- 3.5 Healthy Active Living

**2026-03-- It was moved by Trustee Weiler and seconded by Trustee Cuff:  
THAT the Consent Agenda: Board of Trustees and the recommendations contained therein, excluding item 3.3, be now approved.**

**--- Carried by consensus**

**2026-04-- It was moved by Trustee Weiler and seconded by Trustee Guerin:  
That the Governance Committee approve item 3.3 Governance Committee minutes of Monday, January 19, 2026.**

**--- Carried by consensus**

## **4. Delegations**

### **5. Advice from the CEO**

#### **5.1 Annual Report on Properties and Major Construction Projects**

Superintendent Maharaj delivered the Annual Report on Properties and Major Construction Projects, highlighting updates on property dispositions and usage, regarding St. Boniface in Maryhill, which has been repurposed for storage. The report also detailed current and potential property acquisitions, including five elementary schools, and one secondary school. Additionally, updates on construction projects were provided, specifically for the Notre Dame CSS and Southeast Galt Cambridge CES, both of which are on track for a September 2026 opening. The presentation concluded with information on approved funding for new additions to five elementary schools and one secondary school.

#### **5.2 Estimates Budget Plan**

Superintendent Maharaj welcomed Laura Isaac, the Senior Manager of Finance, to present the Estimates Budget Plan. The presentation outlined the preliminary timeline and process for the budget of the 2026-2027 school year, along with Ministry announcements and assumptions.

#### **5.3 RNEF School Listing Update**

Superintendent Maharaj delivered the report on the updates to the RNEF School Listing. The report examined the current schools on the list and provided revisions to the Rural and Northern Education

Allocation (RNEA), which supports provincially identified rural schools. To ensure the eligibility list remains accurate, it was recommended to remove the closed St. Boniface (Maryhill) and St. Agatha schools while adding Holy Family (New Hamburg), St. Boniface (Breslau), and St. Teresa of Avila (Elmira) based on criteria related to rural enrollment and community needs. The new Baden school will be added upon its opening. These changes will be reported to the Ministry.

**2026-05-- It was moved by Trustee Guerin and seconded by Trustee Stanley:**

**That the Board of Trustees approves the following changes to the Waterloo Catholic District School Board's list of schools eligible to benefit from the RNEA grant:**

- **The removal of St. Boniface School in Maryhill as it is closed**
- **The removal of St. Agatha School in St. Agatha as it is closed**
- **The addition of Holy Family School in New Hamburg as a large portion of the student population comes from rural communities**
- **The addition of St. Boniface School in Breslau as it is the only school operated by WCDSB in that community**
- **The addition of St. Teresa of Avila in Elmira as it is the only school operated by WCDSB in that community**

**--- Carried by consensus**

#### **5.4 Naming of new Southeast Galt Cambridge school**

Superintendent Eby presented the Naming of the new Southeast Galt Cambridge school. The report outlined the boundaries of the nearby schools including St. Vincent de Paul, St. Anne Cambridge and Holy Spirit. The report detailed the naming process, and community consultation while highlighting approval of the names for consideration by his excellency, Bishop Crosby, of the Roman Catholic Diocese of Hamilton. The report reviewed discussions about potential names and the rationale behind them. Feedback from the consultation indicated strong support for the name Guardian Angels Catholic Elementary School as the preferred choice for the new Southeast Galt Elementary School. Trustees asked clarifying questions.

**2026-06-- It was moved by Trustee Doherty-Masters and seconded by Trustee Weiler:**

**That the Board of Trustees approve the recommendation of the Naming Committee, Guardian Angels Catholic Elementary School to be the name of the Southeast Galt Elementary School. The approved name will then be sent to the Minister's office as per Bill 33.**

**--- Carried by consensus**

#### **5.5 New MYSP presentation**

Director Varano introduced Lema Salaymeh, Senior Manager of Communications, and Courtney Brewer, Research Coordinator, to present the new MYSP presentation. The presentation outlined the development, structure and stages of activity of the Monitoring Strategy, highlighting its goals and indicators through visually engaging branding and color-coded icons. Visual identity was crafted in partnership with a graphic designer, emphasizing the fusion of faith and strategic priorities through stained glass motifs and distinctive icons for each objective. The session also explored the significance of these visuals in relation to the goals and indicators they represent. Trustees asked clarifying questions.

#### **5.6 Director's Report**

Director Varano presented the Director's report for the month of January. The report provided an overview of recent activities, including school initiatives, partnerships with local institutions, and participation in professional development and community engagement events.

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

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

### **7.1 Student Trustee Update**

Student Trustees Girolametto and Krysko presented the Student Trustee report and provided an update on events and activities happening in the secondary school community along with Student Trustee role update for the month of January.

### **7.2 Governance Recommendations of Board Policies – Jan 19, 2026**

Chair Kraft acknowledged the Governance Committee's recommendations for approval. The Chair inquired whether the group agreed to approve the recommendations collectively, except for board policy II 004, which contains a grammatical error and will be addressed separately.

**2026-07-- It was moved by Trustee Cuff and seconded by Trustee Weiler:**

**That the Board of Trustees approve the amendments outlined in Appendices A through J, excluding Board Policy II 004 Advocacy and Advertising – Appendix I**

**--- Carried by consensus**

**2026-08-- It was moved by Trustee Sikora and seconded by Trustee Weiler:**

**That the Board of Trustees approve the Board Policy II 004 Advocacy and Advertising – Appendix I, with a grammatical amendment to remove 'An' in the second paragraph and capitalizing 'Advocacy'.**

**--- Carried by consensus**

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

**8.1** Chair Kraft noted OCSTA Communications.

### **8.2 Chair's Report**

Chair Kraft delivered the Chair's report for January.

## **9. Policy Discussion**

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

### **10.1 Board Policy Review**

#### **10.1.1 Board Policy I 001 Ends. Is there a need to review the Policy?**

Trustees confirmed the review of Board Policy I 001 Ends and confirmed compliance. The policy does not require review at the Governance Committee.

Chair Kraft moved the motion and called for a seconder to affirm compliance.

**2026-09-- It was moved by Trustee Kraft and seconded by Trustee Doherty-Masters:**

**THAT the Board of Trustees reviewed Board Policy I 001 Ends and find that the Board is in compliance.**

**--- Carried by consensus**

#### **10.1.2 Board Policy II 006 Celebration of Excellence. Is there a need to review the Policy?**

Trustee Phillips confirmed the review of Board Policy II 006 Celebration of Excellence and confirmed compliance. Recommendation to send it to the Governance Committee to update the name of the Pope.

Chair Kraft called for a mover and seconder to affirm compliance.

**2026-10-- It was moved by Trustee Phillips and seconded by Trustee Cuff:**

**THAT the Board of Trustees reviewed Board Policy II 006 Celebration of Excellence and find that the Board is in compliance.**

**--- Carried by consensus**

### **10.1.3 Board Policy III 002 Unity of Control. Is there a need to review the Policy?**

Chair Kraft confirmed the review of Board Policy III 002 Unity of Control and confirmed compliance. The policy does not require review at the Governance Committee.

Chair Kraft moved the motion and called for a seconder to affirm compliance.

**2026-11-- It was moved by Trustee Kraft and seconded by Trustee Cuff:**

**THAT the Board of Trustees reviewed Board Policy III 002 Unity of Control and find that the Board is in compliance.**

**--- Carried by consensus**

### **10.2 OCSTA Resolutions**

Vice-Chair Weiler briefly reviewed the final nine OCSTA Resolutions and recommended that the resolutions be approved as a group.

1. Ensuring fiscal sustainability through Inflation-Indexed School Board Funding
2. Full year funding of Mental Health Lead Role
3. Increased funding for devices used by students
4. Integrating Summer Special Education supports into the Core Education Fund
5. Providing funding to staff “Developmental Disabilities Student Transitions – Project SEARCH”
6. Support for Permanent Core Funding of the Special Education Needs Transition Navigator
7. Sustainable funding for Short-Term Staffing Pressures
8. Sustainable funding for Student Success and Achievement: Graduation Coaches Core Funding
9. Sustainable funding for Student Success and Achievement: Math Special Assignment Teachers

**2026-12-- It was moved by Trustee Weiler and seconded by Trustee Cuff:**

**THAT the WCDSB Board of Trustees submit the following resolutions contained in the agenda of February 2, 2026, for consideration at the OCSTA AGM of May 1, 2026, and that they be submitted by the deadline of February 6, 2026.**

- 1. Ensuring fiscal sustainability through Inflation-Indexed School Board Funding**
- 2. Full year funding of Mental Health Lead Role**
- 3. Increased funding for devices used by students**
- 4. Integrating Summer Special Education supports into the Core Education Fund**
- 5. Providing funding to staff “Developmental Disabilities Student Transitions – Project SEARCH”**
- 6. Support for Permanent Core Funding of the Special Education Needs Transition Navigator**
- 7. Sustainable funding for Short-Term Staffing Pressures**
- 8. Sustainable funding for Student Success and Achievement: Graduation Coaches Core Funding**
- 9. Sustainable funding for Student Success and Achievement: Math Special Assignment Teachers**

**---Carried by consensus**

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

### **11.1 Monitoring Reports**

11.1.1 Board Policy IV-13 – Leadership

Director Varano presented on Board Policy IV-13 – Leadership and confirmed compliance. Chair Kraft requested a mover and seconder of the recommendation.

**2026-13-- It was moved by Trustee Sikora and seconded by Trustee Francis:**

**That the Board accept this report indicating compliance with Policy IV 013 Leadership.**

**--- Carried by consensus**

## **12. Potential Agenda Items**

**13. Announcements**

**13.1 Upcoming Meetings/Events**

Chair Kraft reviewed upcoming meetings and events.

**13.2 Pending Items: N/A**

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

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

**14.1** Chair Kraft noted upcoming agenda items.

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

15.1 The Recording Secretary confirmed decisions made tonight.

**16. Closing Prayer**

16.1 Closing prayer.

**17. Motion to Adjourn**

**2026-14-- It was moved by Trustee Cuff and seconded by Francis:  
THAT the meeting be now adjourned. The meeting was adjourned by consensus at 7:36 p.m.**

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Chair of the Board

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Secretary



## Audit Committee Open Meeting

**Date:** November 12, 2025  
**Time:** 6:00 p.m.  
**Location:** CEC 109a – St. Mary’s Board Room  
**Next Meeting:** January 28, 2026

<b>Attendees:</b>	<b><u>Committee Members:</u></b> Marissa Phillips, Bob Sikora, Winston Francis
	<b><u>Community Members:</u></b> Jennifer Gruber, Zeynep Danis
	<b><u>Administrative Officials:</u></b> Annalisa Varano, Shesh Maharaj, Shane Durham, Laura Isaac
	<b><u>Guests:</u></b> Don Luce (RIAT), Kashif Khan (Doane Grant Thornton)
	<b><u>Regrets:</u></b> Melanie Dugard (Doane Grant Thornton)

1. Welcome and Opening Prayer
2. Territorial Acknowledgement
3. Declared Pecuniary Interest  
*None*
4. Approval of the Minutes  
Amend to remove Jennifer Gruber

*Motion: That the Audit Committee Open Meeting Minutes from October 2, 2025 be approved as amended.*  
*Moved by: Bob Sikora*  
*Seconded: Winston Francis*  
**Carried by consensus**

Audit Committee Closed Session  
*Motion: That the Audit Committee move into Closed Audit Committee agenda at 6:08 pm*  
*Moved by: Jennifer Gruber*  
*Seconded: Winston Francis*  
**Carried by consensus**

5. Approval of Agenda

Move into Closed session ahead of discussion items

*Motion: That the Audit Committee Open Agenda of November 12, 2025 be approved as amended.*

*Moved by: Bob Sikora*

*Seconded: Winston Francis*

**Carried by consensus**

6. Discussion Items

6.1 Year-end presentation of Financial Statements

- Laura presented the year end financial statements which showed a small surplus
- Members asked clarifying questions of management with respect to key variances and items of interest

*Motion: That the audited Consolidated Financial Statements and 4<sup>th</sup> Quarter dashboard report for the year ended August 31, 2025 be sent to the Board of Trustees for approval.*

*Motion: Jennifer Gruber*

*Seconded: Bob Sokora*

**Carried by consensus**

6.2 Audit Committee Administration

- 2025 AC Self-Assessment
  - Shane indicated that this will be sent out to committee members soon and he will report back in January

6.3 Regional Internal Audit Team

- November Status Update
  - RIAT is in the process of hiring new auditor; hoping to find a suitable candidate by the next report

6.4 Audit Committee Closed Session

*Motion: That the Audit Committee move into Closed Audit Committee agenda at 7:03 pm*

*Moved by: Bob Sikora*

*Seconded: Winston Francis*

**Carried by consensus**

6. Pending Items

None

7. Adjournment

*Motion: That the Audit Committee meeting of November 12, 2025 is adjourned at 7:50pm*

*Moved by: Jennifer Gruber*

*Seconded: Winston Francis*

**Carried by consensus**





## Catholic Parent Involvement Committee (CPIC) - Minutes

Date:	January 14, 2026
Time:	6:00pm – 7:30pm
Location (Hybrid):	In-Person: St. Francis Room (2 <sup>nd</sup> Floor), Catholic Education Centre Online: Via Teams : <a href="#">Join the meeting</a>
<p><b>Committee Members:</b> Joey Stephen, James Sebastian-Scott, Craig LeBlanc, Paul Marchwica, Irene Vassalo, Akpos Ohwofaraye, Paulina Ebie, Jennifer Allore, Tracey Antonio-Uttley, John Murphy, Marisa Phillips, Linda Cuff, Laura Shoemaker  <b>Administrative Officials:</b> Paul Mendonca, Andrew Gordon, Monica Carlin  <b>Absent:</b> Akpos Ohwofaraye, Paulina Ebie, Tracey Antonio-Uttley</p>	

TOPIC	Presenter	Minutes
<p><b>1. Land Acknowledgment, Opening Prayer/Intentions &amp; Welcome, Call for additional Agenda items</b>            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.</p>	Joey Stephen/ Paul	5
<p><b>2. Approval of Agenda</b>            Motion by: Paul Marchwica            Seconded: James Sebastian - Scott</p>	James/ Paul	2
<p><b>3. Approval of the November minutes:</b>            Motion by: Craig LeBlanc            Seconded: James Sebastian - Scott</p>	James/ Paul	2
<p><b>4. Discussion Items/Updates:</b>  <b>4.1. New Pastoral Plan</b></p> <ul style="list-style-type: none"> <li>• Goals for the Pastoral Plan               <ul style="list-style-type: none"> <li>➤ Provide context</li> <li>➤ Collaborative</li> <li>➤ Alignment</li> </ul> </li> </ul>	Deacon Richard Olson	30



<ul style="list-style-type: none"> <li>➤ Arise from Catholic Daith Tradition guided by scripture, uses images</li> <li>➤ Animates</li> <li>➤ Amplification</li> <li>➤ Pilgrimage</li> <li>• Pastoral Plan Thymes:             <ul style="list-style-type: none"> <li>➤ Listen to Understand</li> <li>➤ Inspired to Engage</li> <li>➤ Courage to Serve</li> </ul> </li> </ul> <p>Q&amp;A</p>		
<p><b>5. Superintendent Updates</b></p> <ul style="list-style-type: none"> <li>• Community Representative Dr. Laura Shoemaker</li> <li>• Other new members elected by the current committee to be invited to the next meeting:             <ul style="list-style-type: none"> <li>➤ Lesley Ciampaglia -Elementary Resurrection</li> <li>➤ Nicole McKelvie – Member at Large</li> <li>➤ George Winsor – Secondary Cambridge</li> </ul> </li> <li>• c. CSAC dates for the year             <ul style="list-style-type: none"> <li>➤ Dates collected to be shared with the members</li> </ul> </li> <li>• d. CPIC Logo</li> <li>• e. Poster listing all members to be created and shared with schools</li> <li>• f. Social Media parent webinar sponsored by the CPIC committee created huge response</li> </ul>	Paul	10
<p><b>6. Faith/Diocesan Update</b></p> <ul style="list-style-type: none"> <li>• Bishop Dabrowski: Installation, Digital Prayer Card shared with the system, Installation Mass on Feb 2<sup>nd</sup></li> <li>• Schools working on the gratitude book for Bishop Crosby</li> <li>• Celebration of Bible Sunday</li> </ul> <p>Q&amp;A</p>	John	10
<p><b>7. Trustee Updates</b></p> <ul style="list-style-type: none"> <li>• Trustees updated the committee on the events since November.</li> </ul>	Marisa Linda	5
<p><b>8. Administrator Updates</b></p> <ul style="list-style-type: none"> <li>• Elementary Updates:             <ul style="list-style-type: none"> <li>➤ Mental Health Awareness week</li> <li>➤ Term 1 reports</li> <li>➤ Term II IEPs</li> <li>➤ Pancake Tuesday</li> <li>➤ Ash Wednesday</li> </ul> </li> </ul>	Monica Andrew	5



<ul style="list-style-type: none"> <li>➤ March Break</li> <li>➤ CCAT &amp; CAT 4 Testing</li> <li>• Secondary Updates:             <ul style="list-style-type: none"> <li>➤ Christmas Dinners with the Community</li> <li>➤ Ending Term 1</li> <li>➤ Math EQAO testing</li> <li>➤ Final Term I evaluations</li> <li>➤ Winter Athletics</li> <li>➤ Black History Month</li> <li>➤ Ash Wednesday</li> </ul> </li> </ul>		
<p><b>9. Pending Items:</b> N/A</p>	James/ Paul	
<p><b>10. Gratitude and Closing Prayer</b></p>	James/ Paul	5
<p><b>11. Adjournment</b> Motion by: James Sebastian - Scott Seconded: Joey Stephen</p>	James/ Paul	1





**SEAC Committee Meeting Minutes**

<b>Date&amp; Time:</b>	November 5, 2025, at 6:00 p.m.
<b>Location (Hybrid)</b>	In-Person: St. Francis Room (2 <sup>nd</sup> Floor), Catholic Education Centre Online: Via Teams : <a href="#">Join the meeting</a>
<b>Next Meeting:</b>	December 3, 2025 @ 6:00 pm
<b>Committee Members:</b> Kim Murphy, Amanda Hennig, Cindy Benedetti, Karen Applebee, Laura Shoemaker, Jeanne Gravelle, Monica Wenzlaff, Bob Sikora, Conrad Stanley	
<b>Administrative Officials:</b> Gerald Foran, Erin Lemak	
<b>Regrets:</b> Jeanne Gravelle	

<b>1. Opening Prayer</b> Welcome	Erin Lemak
<b>2. Approval of Agenda</b> Motion by: Karen Applebee Seconded: Bob Sikora	
<b>3. Declared Pecuniary Interest</b> N/A	
<b>4. Approval of the October minutes:</b> Motion by: Laura Shoemaker Seconded: Bob Sikora	
<b>5. School System Operational Business</b> 5.1. Self-Regulation Support and Resources Q&A	A. Snyder
<b>6. Ministry Updates (10 min)</b> N/A	
<b>7. SEAC Committee Functions:</b> 7.1. Letter of Support for Summer Spec Ed Funding (5 min) • Revised letter to be shared at the next meeting.  7.2. AI Parent Guidelines Survey (20 min) • <a href="#">PARENT GUIDELINES SURVEY LINK</a>  7.3. Sacramental Kits Event (5 min) • Confirmed that we are going ahead with the event on February 4 <sup>th</sup>	Chair/All
<b>8. Policy Advice to the Board</b> N/A	
<b>9. Updates</b> <b>9.1. Trustee Updates</b>	



<ul style="list-style-type: none"> <li>• Trustees Sikora and Stanley shared October updates.</li> </ul> <p><b>9.2. Autism Updates:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Autism Ontario - November 2025 update.pdf</a></li> </ul> <p><b>9.3. WRFN Updates:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Social and Recreational Info Fair</a> – Nov 24<sup>th</sup> at RIM Park</li> <li>• <a href="#">School Navigation workshop series</a> – next session in January on Transitions</li> <li>• <a href="#">Kaleidoscope Kids</a> – December 6<sup>th</sup></li> <li>• Sensory Santa at Cambridge Centre mall – to book <a href="#">contact the city</a></li> </ul> <p><b>9.4. WRPS:</b></p> <ul style="list-style-type: none"> <li>• Sensory Santa at Conestoga Mall Conestoga Mall – November 3<sup>rd</sup> and December 7<sup>th</sup></li> </ul> <p><b>9.5. WWDSS:</b></p> <ul style="list-style-type: none"> <li>• WWDSS Fall Mini Conference - Saturday November 15, 2025, 9:00 am to 2:30 pm at KidsAbility - 500 Hallmark Dr, Waterloo, the agenda is:             <ul style="list-style-type: none"> <li>➢ Agenda Self Advocate Presentation</li> <li>➢ Planning for the Future: Wills Trusts and Guardianship</li> <li>➢ Lunch</li> <li>➢ Future Financial Planning for Families and Individuals with Down Syndrome (RDSP, DTC, ODSP)</li> </ul> </li> <li>• WWDSS Table at Social &amp; Recreation Information Fair - Nov 24 RIM Park</li> <li>• WWDSS Christmas Party -Saturday December 6, 2025, 2:00 pm to 5:00 p.m. at Alpine Club, 464 Maple Avenue, Kitchener</li> <li>• WWDSS: Speech &amp; Music Social Groups Registration Ongoing. Details and registration for all events can be found at <a href="http://wwdss.ca">wwdss.ca</a></li> </ul>	
<p><b>10. Pending Items</b> N/A</p>	
<p><b>11. Adjournment</b> Motion by: Kim Murphy Seconded: Amanda Wenzlaff</p>	
<p><b>12. Action Items Place Holder</b> N/A</p>	



**SEAC Committee Meeting Minutes**

<b>Date&amp; Time:</b>	December 3, 2025, at 6:00 p.m.
<b>Location (Hybrid)</b>	In-Person: St. Francis Room (2 <sup>nd</sup> Floor), Catholic Education Centre Online: Via Teams : <a href="#">Join the meeting</a>
<b>Next Meeting:</b>	January 7, 2025 @ 6:00 pm
<b>Committee Members:</b> Kim Murphy, Amanda Hennig, Cindy Benedetti, Karen Applebee, Laura Shoemaker, Jeanne Gravelle, Monica Wenzlaff, Bob Sikora, Conrad Stanley	
<b>Regrets:</b> Laura Shoemaker	
<b>Administrative Officials:</b> Gerald Foran, Erin Lemak, Jeanne Gravelle	

<b>1. Opening Prayer</b> Welcome	Erin Lemak
<b>2. Approval of Agenda</b> Motion by: Karen Applebee Seconded: Amanda Hennig	
<b>3. Declared Pecuniary Interest</b> N/A	
<b>4. Approval of the October minutes:</b> Motion by: Bob Sikora Seconded: Amanda Hennig	
<b>5. School System Operational Business</b> 5.1. SAP (Student Achievement Plan) • Board SAP • School SAP – new this year Q&A  5.2. MAAP (Math Achievement Action Plan) • Summary of the 25-26 Report Q&A	J. Ritsma / K. Robers   P. Leduc
<b>6. Ministry Updates (10 min)</b> N/A	
<b>7. SEAC Committee Functions:</b>  7.1. Letter of Support for Summer Spec Ed Funding (5 min) • Add the note about student achievement to the Summer Spec. Ed. Funding letter • Create an additional letter to advocate for Special Education Transition Navigator position to be added to core funds.	Chair



<p>7.2. Sacramental Kits Event (5 min)</p> <ul style="list-style-type: none"> <li>• Task list reviewed</li> <li>• Reminders to be sent out the week before and few days before the event.</li> </ul>	<p>E. Lemak</p>
<p><b>8. Policy Advice to the Board</b> N/A</p>	
<p><b>9. Updates</b></p> <p><b>9.1. Trustee Updates</b></p> <ul style="list-style-type: none"> <li>• Trustees Sikora shared Trustee updates for the month of November.</li> </ul> <p><b>9.2. WRFN Updates</b></p> <ul style="list-style-type: none"> <li>• Transitions workshop <a href="#">FLYER</a></li> <li>• WRFN Focus Group for Parents/Caregivers - Community-Led needs Assessment <a href="#">FLYER</a></li> <li>• WRFN Annual Appeal is currently running until Dec 31. Please help us reach our goal of \$50,000 so we can continue to offer Family Resource Coach support free of charge to families.</li> </ul> <p><b>9.3. Autism Updates</b></p> <ul style="list-style-type: none"> <li>• <a href="#">December Updates</a></li> </ul> <p><b>9.4. WRDSS Update</b></p> <ul style="list-style-type: none"> <li>• Annual Holiday party coming up December 6<sup>th</sup></li> </ul> <p><b>9.5. WCDSB Update</b></p> <ul style="list-style-type: none"> <li>• Workshop series for parents of students in Grades 7 or 8 in Ontario with learning disabilities or ADHD</li> </ul>	
<p><b>10. Pending Items</b> N/A</p>	
<p><b>11. Adjournment</b> Motion by: Amanda Hennig Seconded: Kim Murphy</p>	
<p><b>12. Action Items Place Holder</b> N/A</p>	



**SEAC Committee Meeting Minutes**

<b>Date&amp; Time:</b>	January 7, 2026, at 6:00 p.m.
Location (Hybrid)	In-Person: St. Francis Room (2 <sup>nd</sup> Floor), Catholic Education Centre Online: Via Teams : <a href="#">Join the meeting</a>
<b>Next Meeting:</b>	February 4, 2025 @ 5:15 pm
<b>Committee Members:</b> *Kim Murphy, *Amanda Hennig, *Cindy Benedetti, *Karen Applebee, Laura Shoemaker, *Jeanne Gravelle, Monica Wenzlaff, Bob Sikora, *Conrad Stanley *=online Regrets: Monica Wenzlaff  <b>Administrative Officials:</b> Gerald Foran, Erin Lemak	

<b>1. Opening Prayer and Land Acknowledgement</b> Shared by Erin Lemak	Erin Lemak
<b>2. Approval of Agenda</b> Motion by: Bob Sikora Seconded: Jeanne Gravelle  Chair Shoemaker requested a motion to approve the agenda.  Karen Applebee noted that the agenda references incorrect information for the next meeting. It was confirmed that the February 4 <sup>th</sup> , 2026, meeting will take place from 5:15 to 5:45 PM at St. Anthony Daniel Parish Hall.  <b>It was moved by Bob Sikora and seconded by Jeanne Gravelle that the agenda, as amended, be approved.</b> <b>Consensus.</b>	
<b>3. Declared Pecuniary Interest</b> None	
<b>4. Approval of the December minutes:</b> Motion by: Bob Sikora Seconded: Karen Applebee  Chair Shoemaker requested a motion to approve the December minutes. Jeanne Gravelle noted that the minutes require an amendment as she was not present and should be noted in regrets.	



<p><b>It was moved by Bob Sikora and seconded by Karen Applebee, that the Minutes of December be approved with amendments.</b> <b>Consensus.</b></p>	
<p><b>5. School System Operational Business</b> 5.1. Community Transitions</p> <ul style="list-style-type: none"> <li>➤ Filomena Cruz provided SEAC with an overview of her role as a Community Transition Support Worker at WCDSB. She highlighted her responsibilities and shared information on Community Connections, collaborations with local agencies, and emerging trends. Clarifying questions from committee members were received.</li> <li>➤ Erin Sutherland provided SEAC with an overview of her role as a Special Education Transition Navigator at WCDSB. She highlighted her responsibilities and shared information on who she supports, role in schools, community connections, and emerging trends. Clarifying questions from committee members were received.</li> </ul>	<p>E. Sutherland and F. Cruz</p>
<p><b>6. Ministry Updates (10 min)</b> No Ministry Updates</p>	
<p><b>7. SEAC Committee Functions:</b> 7.1. Letters to the Ministry (5 min)</p> <ul style="list-style-type: none"> <li>➤ Shared drafts will be sent to the Ministry.</li> </ul> <p>7.2. Sacramental Kits Event (5 min)</p> <ul style="list-style-type: none"> <li>➤ Erin Lemak shared event details, set up as stations, families will rotate through each station. School Messenger went up today and 17 families have already signed up. SEAC will meet prior to the meeting at 5:15 PM and be there to greet families.</li> <li>➤ Families will have opportunities to ask SEAC members questions at the end of the evening one individually.</li> <li>➤ John Murphy will be able to suggest resources to families looking for detailed information.</li> </ul>	<p>Chair E. Lemak</p>
<p><b>8. Policy Advice to the Board</b> None</p>	
<p><b>9. Updates</b> <b>9.2. WWDSS Updates:</b></p> <ul style="list-style-type: none"> <li>➤ Speech &amp; Music Social Groups - KW, Guelph and Virtual - Registration Ongoing</li> <li>➤ Feb 22/26 - Members Bowling Party</li> <li>➤ Mar 31/26 - World Down Syndrome Day Celebration</li> <li>➤ Jun 16/26 - WWDSS Golf Tournament</li> <li>➤ Aug 10-14/26 - WWDSS Summer Camp School</li> </ul>	



<b>9.3. WRFN Updates</b> ➤ <a href="#">School Navigation Workshop Series</a>	
<b>10. Pending Items</b> N/A	
<b>11. Adjournment</b> Motion by: Cindy Benedetti Seconded: Amanda Hennig	
<b>12. Action Items Place Holder</b> N/A	



**Date:** February 23, 2026  
**To:** Board of Trustees  
**From:** Director of Education  
**Subject:** Administrative Procedure 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)**

Board Policy IV 012 Communication to Board

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

Board Policy IV 012 Communication to Board

**Alignment to the MYSP:**

**Learning**

- Support multiple pathways & tools for success
- Accelerate excellence & innovation while building transferable, future-ready skills
- Engage students as co-creators in their learning
- Transform learning through leadership & staff support & development

**Serving**

- Celebrate & promote our distinct Catholic identity
- Develop faith & live gospel values
- Strengthen connections between home, school, & parish
- Connect faith formation to learning

**Belonging**

- Create safe, welcoming environments that reflect our diversity
- Promote a sense of mattering & dignity
- Foster equitable, inclusive, & barrier-free learning & work environments
- Engage families & build community partnerships



## Background/Comments:

From February 24, 2025 to January 1, 2026, the following Administrative Procedure (AP) Memos have been revised/updated and posted on our website:

AP No.	AP	Summary of Changes
APC029	PLAR Challenge	Changes required by Ministry or legislation.
APC051	PLAR Prior Learning Assessment and Recognition – Mature Students	Updates required by Ministry/legislation.
APC009	Elementary Attendance Procedures	Updated guidance with revised forms.
APC031	Research at the Waterloo Catholic District School Board	Updated reference and updated application and approval processes to reflect current practice.
APC045	Advanced Placement (AP) - Enriched Curriculum Delivery	3-year review; forms discontinued; bonus appendix removed; appendices reordered.
APH020	Guide Dogs and Service Animals - Student Use	Minor wording condensed.
APH030	Medical Conditions	Minor content removal and updated procedures.
APH031	Epilepsy/Seizure Disorder	Minor content and updated procedures.
APH033	Virtual Care Platforms for Regulated Health Care Professionals	Reviewed as part of a three-year cycle, with no major changes.
APO020	Home/Hospital Instruction	Reviewed as part of a three-year cycle, with no major changes.
APO026	Student Services Partnerships	Reviewed with no major changes and condensed wording.
APB001	School Operating Budgets	Updated school allocations.
APB005	Engaging Individuals for Contract Work	Updated references to CRA information, formatting. Cyclical update.
APB006	Fraud and Accountability Management	Added reporting information.
APC040	Privacy Breach Protocol	Policy clarifications and cyclical update.
APF011	Appliances, Home Furnishings and Carpets	Minor content additions and cyclical update.
APF013	Naming of Schools & Dedications Within Board Facilities	Minor content additions.
APH037	Extreme Weather Procedures	Updated to include information on extreme heat.
APO027	Surplus Assets	Updated procedures and cyclical update.
APS010	Expense Rules	Update due to Ministry or legislative directives.
APS017	Responsible Use of Information Technology and Electronic Data	Updated Procedures (small tweaks, not full overhaul).
APS035	Electronic Mail and Social Media Use Guidelines	Updated Procedures (small tweaks, not full overhaul).
APC038	Religious Accommodation	Updated Procedures (small tweaks, not full overhaul).
APC013	School Board - Police Protocol	Update due to Ministry or legislative directives.
APH023	Workplace Violence Prevention	Terminology updates. Cyclical update.
APO028	Fair and Equitable Hiring and Promotions	Terminology updates. Cyclical update.

APS024	Workplace Harassment/Discrimination Prevention	Full rewrite; streamlined process, definitions, and roles for complaints/investigations.
APS037	Employee Attendance Support Program	Update due to Ministry or legislative directives.
		Full-scale rewrite to meet Ministry requirements.
APS043	Conflict of Interest, Nepotism and Cronyism Hiring/Supervision	Cyclical update.
APS052	Principal and Vice-Principal Work Year	Update due to Ministry or legislative directives. Brand new AP per the requirements of central bargaining between OCSTA and CPCO.
APS053	Progressive Discipline	Brand new AP to provide guidelines on performance management and progressive discipline including definitions and processes.
APC001	Communication Guidelines	Update due to Ministry or legislative directives
APS013	Staff Recognition Program	Updated Procedures (small tweaks, not full overhaul)

**Recommendation:**

This report is for the information of the Board.

**Prepared/Reviewed By:** Annalisa Varano  
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:** February 23, 2026  
**To:** Board of Trustees  
**From:** Audit Committee  
**Subject:** 2024-2025 Trustee Expense Audit 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 014
- Information only of day-to-day operational matters delegated to the CEO

**Origin: Board Policy II 014 - 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.

**Policy Statement citation:**

Board Policy II 014 s.22 requires that:  
 “On an annual basis, the Internal Audit Officer will review and make available a summary report on all Trustees and their compliance with this policy.”

The Internal Audit Mandate requires that the:  
 “The Internal Auditor shall have the authority to conduct audits to include, but not limited to, financial, performance, and compliance audits, or reviews of all departments, offices, schools, activities, and programs under the control of the Board.”

**Alignment to the MYSP:**

- Learning**
  - Support multiple pathways & tools for success
  - Accelerate excellence & innovation while building transferable, future-ready skills
  - Engage students as co-creators in their learning
  - Transform learning through leadership & staff support & development
- Serving**
  - Celebrate & promote our distinct Catholic identity

- Develop faith & live gospel values
- Strengthen connections between home, school, & parish
- Connect faith formation to learning
- Belonging**
  - Create safe, welcoming environments that reflect our diversity
  - Promote a sense of mattering & dignity
  - Foster equitable, inclusive, & barrier-free learning & work environments
  - Engage families & build community partnerships

**Background/Comments:**

Status and Results

As part of the 2025-2026 Internal Audit Plan, audit procedures were performed over Trustee expenses to measure compliance with Board policy and the appropriateness of expenditures. Except for the findings noted in the audit report, expenses incurred by Trustees were compliant with Board policies and were reasonable in nature.

Please find attached:

- The 2024-2025 Trustee Expense Audit Report including the Public Statement of Trustee Expenses.

**Recommendation:**

That the Board of Trustees accepts the 2024-2025 Trustee Expense Audit Report for information purposes only and recommends that the public Statement of Trustee Expenses be posted to the WCDSB website.

**Prepared By:** Shane Durham  
Internal Audit Officer

**Reviewed By:** Audit 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.





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**To:** Audit Committee  
**CC:** Shesh Maharaj, Executive Superintendent of Corporate Services  
**From:** Shane Durham, Internal Audit Officer  
**Date:** January 28, 2026  
**Subject:** 2024-2025 Trustee Expense Audit Report

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### Summary

As part of the 2025-2026 Internal Audit Plan and as required by Board Policy II 014 – *Trustee Expenses*, audit procedures were performed over the expense reimbursement claims of Trustees to measure their compliance with Board Policy and the appropriateness of expenditures. Trustee expenses are lower in 2024-2025 compared to the 2023-2024 year due to a reduction in conference fees and associated travel. This varies from year to year based on conference location that may require longer travel and accommodation.

### Introduction

I am writing to report to you the results of the internal audit procedures performed on the Trustee expense claims for the 2024-2025 school year. The audit took place in November and December 2025. **Appendix A** provides a 2024-2025 Statement of Trustee Expenses to be posted on the WCDSB website. **Appendix B** provides an analysis of actual expenses to budget. **Appendix C** is a summary of exceptions to board policies and recommendations.

### References

References used throughout the internal audit procedures include:

- Board Policy II 014 – Trustee Expenses
- APS010 – Travel, Expenses, Meals, and Refreshments
  - Expense Reimbursement Process

### Audit Procedures

The following audit procedures were performed to measure compliance with Board Policy and to determine the appropriateness of expenditures:

- Review expense reimbursement claims and supporting documentation of all Trustees for the year under audit,



- Review purchase card transactions and supporting documentation made by the Executive Administrative Assistant on behalf of Trustees,
- Review purchase card transactions and supporting documentation for the Chair of the Board where applicable, and
- Inquiries of the Chief Financial Officer, Finance Staff or Trustees, as required.

### Results

After reviewing the expense reimbursements, the following findings were noted:

- Insufficient travel details,
- Insufficient details relating to meals,
- Late timing of expense submissions, and
- An expense report was reimbursed in duplicate after being submitted twice.

The following areas of strength were noted:

- Expense claims were reviewed and approved by the Chair of the Board and/or the Executive Superintendent of Corporate Services and Chief Financial Officer, in accordance with Board procedures.

**Appendix A** is the 2024-2025 Statement of Trustee Expenses. This statement, with personal expenses netted against mileage, is provided to the public on the Waterloo Catholic DSB website. Details of the nature of the individual expenses may be provided to the public (including media outlets), upon request, to the Privacy, Records, and Information Management Officer through a formal Freedom of Information process.

**Appendix B** provides a high-level analysis of actual expenses to budget. The Trustee budget captures expenses incurred directly and indirectly by Trustees, in addition to all other expenses related to Trustee matters not incurred by individual Trustees.

**Appendix C** provides a summary of exceptions to board policies and recommendations for improvement thereof.

### Conclusions

Based on my audit and analysis of Trustee expenses, and except for the findings noted, overall expenses are reasonable in nature and supported by sufficient invoices or detailed receipts.

Once the Audit Committee has reviewed the Trustee Expenses Audit Report, a recommendation should be made to the Board of Trustees to accept the report and approve the Statement of Trustee Expenses for posting on the WCDSB website.

If there are any other questions, concerns, or further analysis required please do not hesitate to contact me.

Kind Regards,





Shane Durham, CPA, CA  
Internal Audit Office

**Appendix A**  
Waterloo Catholic District School Board  
Statement of Trustee Expenses  
School Year 2024-2025  
Audited

	Mileage & Travel	Conferences	Meals	Supplies	Books	Parking	Other	Total		
Conrad Stanley	1,470	3,191	-	-	-	-	44	4,705	Trustee	
Winston Francis	765	1,946	272	-	-	10	-	2,993	Trustee	
Linda Cuff	-	2,899	130	-	-	-	-	3,029	Trustee	Vice-Chair (To April 14, 2025); Acting Chair (March 26, 2025 to April 14, 2025)
Kathy Doherty-Masters	729	567	-	-	-	-	-	1,296	Trustee	
David Guerin	1,963	2,079	130	-	-	-	-	4,172	Trustee	
Renee Kraft	413	1,168	216	-	-	-	577	2,374	Trustee	Chair (From April 14, 2025)
Marisa Phillips	2,381	3,240	301	-	-	-	-	5,922	Trustee	
Robert Sikora	2,656	3,102	198	-	-	-	4,153	10,109	Trustee	Chair (To March 26, 2025)
Tracey Weiler	269	2,333	207	-	-	55	44	2,908	Trustee	Vice-Chair (From April 28, 2025)
Matteo Leone	581	5,610	-	-	-	-	25	6,216	Student Trustee (Outgoing)	
Rebecca Girolametto	-	2,136	-	-	-	-	-	2,136	Student Trustee (Incoming)	
Allison-Hannah Berwick	581	6,568	-	-	-	-	25	7,174	Student Trustee (Outgoing)	
Jace Krysko	-	2,136	-	-	-	-	-	2,136	Student Trustee (Incoming)	
<b>Totals</b>	<b>\$ 11,808</b>	<b>\$ 36,975</b>	<b>\$ 1,454</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 65</b>	<b>\$ 4,868</b>	<b>\$ 55,170</b>		



## Appendix B Budget to Expense Analysis

001  
Trustees

Description	Budget	Expenses	Amount Spent	Available to Spend	% Available
0013-01-6-600-001 SBAF - 7A Trustees and Parent Engagement Allocation	(144,292.00)	(144,292.00)	(144,292.00)	0.00	0.0%
0014-01-6-600-001 SBAF - 7C Central Employer Bargaining Agency Fees Allocation	(50,276.00)	(50,276.00)	(50,276.00)	0.00	0.0%
3170-31-6-600-001 PD Non-Academic	31,780.00	34,338.09	34,338.09	(2,558.09)	-8.0% 1
3510-31-6-600-001 Catering	13,876.00	14,011.67	14,011.67	(135.67)	-1.0% 2
3520-31-6-600-001 Other Trustee Travel	9,360.00	5,283.57	5,283.57	4,076.43	43.6%
3630-31-6-600-001 Other Travel Expenses	9,000.00	8,612.72	8,612.72	387.28	4.3%
3631-31-6-600-001 Travel Expenses-Outside Region	2,000.00	909.99	909.99	1,090.01	54.5%
4100-31-6-600-001 Office Supplies	700.00	186.99	186.99	513.01	73.3%
6520-31-6-600-001 Legal Fees	12,500.00	190,195.01	190,195.01	(177,695.01)	-1421.6% 3
6540-31-6-600-001 Other Contracts	15,000.00	30,225.46	30,225.46	(15,225.46)	-101.5% 4
7010-31-6-600-001 Board Memberships	156,000.00	150,589.82	150,589.82	5,410.18	3.5%
7040-31-6-600-001 Trustee Awards	2,000.00	49.93	49.93	1,950.07	97.5%
7250-31-6-600-001 Miscellaneous	1,400.00	280.00	280.00	1,120.00	80.0%
<b>Total</b>	<b>59,048.00</b>	<b>240,115.25</b>	<b>240,115.25</b>	<b>(181,067.25)</b>	<b>-306.6%</b>

1 - As part of the discharge of their duties, Trustees are expected to participate in association and other local events, which are driven primarily by CCSTA and OCSTA. Expenses include registration fees, travel costs, and accommodation for these events which vary depending on location. In addition, student trustees participate in the OSTA-AECO conferences. Costs associated with these events include registration fees, transportation, and accommodation fees for both the student trustees and their required chaperones. These expenses are lower in 2025 vs. 2024 and are compliant with WCDSB policies.

2 - Catering costs are generally associated with regular and special Board meetings. Costs are reasonable and compliant with WCDSB policies.

3 - The overage in legal fees pertains to governance matters.

4 - Non-recurring expenses were for an executive search consultant which is compliant with WCDSB policies.



### Appendix C Summary of Exceptions to Board Policy and Improvement Opportunities

Audit Finding 1:	Inadequate Descriptions - Mileage												
Observation and Implication	<p>Several instances were identified where travel descriptions for mileage claims were inadequate or overly vague (e.g., “CEC”).</p> <p>In this example, “CEC” refers to the Catholic Education Centre located at 35 Weber St. W. in Kitchener. However, the description does not include key details such as the point of origin, whether the travel was one-way or round-trip, or the purpose of the trip.</p> <p>Without this information, it is difficult to assess the appropriateness of the trip (e.g., business versus personal) or to determine whether the mileage claimed is reasonable. This lack of clarity raises concerns about the eligibility of the expense for reimbursement.</p>												
Policy Statements	<p>“Trustees will be reimbursed based on the standard travel distance, where applicable or for actual mileage travelled.”</p> <p>“An expense reimbursement request may be submitted at the end of each month for payment but must be submitted at least quarterly listing dates, location and reasons for the claim.”</p>												
Recommendation	<p>All business trips must be supported with the following details:</p> <ul style="list-style-type: none"> <li>• Specific locations and dates of travel (i.e. point of origin, destination, and return if applicable)</li> <li>• Number of kilometers travelled</li> <li>• Business purpose of travel (i.e. public board meeting)</li> </ul> <p>An example of a submission for business is as follows:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 15%;">Date</th> <th style="width: 65%;">From/To or Details of the Expenses</th> <th style="width: 20%;">KM</th> </tr> </thead> <tbody> <tr> <td>11/11/2024</td> <td>Home – CEC – Home (Public Board Meeting)</td> <td>20.0</td> </tr> <tr> <td>11/14/2024</td> <td>Home – St. Mary’s – Home (School Council meeting)</td> <td>10.4</td> </tr> <tr> <td>11/21/2024</td> <td>Home – CEC – Home (Audit Committee Meeting)</td> <td>20.0</td> </tr> </tbody> </table>	Date	From/To or Details of the Expenses	KM	11/11/2024	Home – CEC – Home (Public Board Meeting)	20.0	11/14/2024	Home – St. Mary’s – Home (School Council meeting)	10.4	11/21/2024	Home – CEC – Home (Audit Committee Meeting)	20.0
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Audit Finding 2:	Inadequate Descriptions - Meals												
<p>Observation and Implication</p>	<p>In one instance, the stated reason for a meal claim was “lunch expenses in Calgary.”</p> <p>There were no other claims related to Calgary, nor was any context provided to explain why the claimant was in Calgary. The description lacks essential details such as the purpose of the trip or its connection to business activities (see also: Audit Finding 3).</p> <p>Without this information, it is difficult to assess whether the expense was appropriate (e.g., business versus personal). This lack of clarity raises concerns regarding the eligibility of the claim for reimbursement.</p>												
<p>Policy Statement</p>	<p>“All meals must be accompanied by an original, separate, and itemized receipt including written on the back – the names of the people at the meal and the business reason for the meal (i.e. attending conference). Meals appearing on a Trustee’s hotel bill must be accompanied by an itemized receipt.”</p>												
<p>Recommendation</p>	<p>All meals claimed during business trips must be supported with the following details:</p> <ul style="list-style-type: none"> <li>• Names of the people for whom the expense covers</li> <li>• Business purpose of the meal (i.e. attending conference)                             <ul style="list-style-type: none"> <li>○ This should also include high-level details such as the conference name and location</li> </ul> </li> </ul> <p>An example of a submission for business is as follows:</p> <table border="1" data-bbox="520 889 1808 1097"> <thead> <tr> <th>Date</th> <th>From/To or Details of the Expenses</th> <th>Meals</th> </tr> </thead> <tbody> <tr> <td>6/11/2025</td> <td>Dinner (John) – OCSTA AGM (Halifax)</td> <td>\$37.50</td> </tr> <tr> <td>6/12/2025</td> <td>Dinner (John, Jane &amp; Tom) - OCSTA AGM (Halifax)</td> <td>\$112.50</td> </tr> <tr> <td>6/13/2025</td> <td>Dinner (John &amp; Jane) – OCSTA AGM (Halifax)</td> <td>\$75.00</td> </tr> </tbody> </table>	Date	From/To or Details of the Expenses	Meals	6/11/2025	Dinner (John) – OCSTA AGM (Halifax)	\$37.50	6/12/2025	Dinner (John, Jane & Tom) - OCSTA AGM (Halifax)	\$112.50	6/13/2025	Dinner (John & Jane) – OCSTA AGM (Halifax)	\$75.00
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Audit Finding 3:	Late Submission of Expense Claims
<p>Observation and Implication</p>	<p>In two instances, expenses related to the previous fiscal year were submitted to WCDSB for reimbursement well after year-end financial records had been closed and the audit report issued.</p> <p>Financial reporting standards require that expenses be recorded in the period in which they are incurred. Late submissions can lead to uncorrected errors in the financial statements. While individually immaterial misstatements may only require additional disclosures in the audit report, material misstatements could result in a qualified audit opinion. This not only creates additional work for WCDSB finance staff but can also have significant repercussions for the school board.</p> <p>When an expense claim lacks sufficient information and is submitted after the original expense period, determining its eligibility may be challenging (see also Audit Finding 2).</p> <p>To mitigate these risks, WCDSB reserves the right to deny any expense claims submitted after the year-end cutoff date. However, where expenses are personally significant, denial of a claim may result in unnecessary financial hardship for the claimant.</p>
<p>Policy Statements</p>	<p>“An expense reimbursement request may be submitted at the end of each month for payment but must be submitted at least quarterly...”</p> <p>“At year end, all expenses must be approved and submitted to accounting for reimbursement prior to the second Friday in September. Claims filed after that date will be denied.”</p>
<p>Recommendation</p>	<p>Expense reimbursement requests should be submitted <b>at least quarterly</b>.</p> <p>As the WCDSB fiscal year ends on <b>August 31</b>, Trustees must ensure that all outstanding expenses, with appropriate approvals, are submitted <b>no later than the second Friday in September</b>.</p> <p>To reinforce compliance, the <b>Chair of the Board</b> should remind Trustees of these requirements at the <b>final Board meeting of each school year</b> and review them again at the <b>first Board meeting of the new school year</b>. Additionally, these policies should be reviewed at the <b>inaugural Board meeting following elections</b>.</p>



Audit Finding 4:	Duplicated Expense Claims
<p>Observation and Implication</p>	<p>An expense reimbursement claim was submitted twice and reimbursed both times, resulting in a duplicate payment of over \$600. This occurred due to several factors:</p> <ul style="list-style-type: none"> <li>• Infrequent expense submissions by the claimant</li> <li>• Inadequate record-keeping practices</li> <li>• A change in the Chair of the Board during the approval process</li> <li>• Invoice naming conventions that make prior submissions difficult to identify</li> </ul> <p>The new Chair, who approved the second claim, was unaware of the original submission because it was included with year-end expenses. Current naming practices, which rely on the date of the last expense in the report, prevent easy matching of previous claims.</p> <p>Duplicate reimbursements are ineligible and must be returned to WCDSB. Where expenses are personally significant, repayment may cause financial hardship for the claimant.</p>
<p>Policy Statements</p>	<p>“An expense reimbursement request may be submitted at the end of each month for payment but must be submitted at least quarterly...”</p>
<p>Recommendation</p>	<p>Expense reimbursement requests should be submitted <b>at least quarterly</b>.</p> <p>Trustees are responsible for maintaining records of their submitted claims and reviewing these records before submitting new expenses to prevent duplication.</p> <p>The Chair of the Board must keep records of all approved expense claims. When there is a change in Chair, the outgoing Chair must provide these records to the incoming Chair and review them together to help avoid duplicate approvals.</p> <p>If a duplicate expense claim is suspected and the Chair’s records are inconclusive, the Chair of the Board must request confirmation from the WCDSB Finance Team before approving the new claim. This ensures accuracy and prevents duplicate reimbursements.</p>





**Date:** February 23, 2026  
**To:** Board of Trustees  
**From:** Director of Education  
**Subject:** 2026-2027 Estimates Budget: Trustee Update #2

**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)**

This report provides Trustees with information on the development of the 2026-2027 school year Estimates budget.

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

[Board Policy IV 007 “Financial Planning/Budgeting”](#)

“The CEO shall not ...

1. Develop a budget without conducting a formal process for soliciting input on the needs and priorities of the system ...
6. Present a budget that does not allow sufficient time for decision-making
7. Present a budget that cannot be readily understood by persons without a financial/education background”

**Alignment to the MYSP:**

**Learning**

- Support multiple pathways & tools for success
- Accelerate excellence & innovation while building transferable, future-ready skills
- Engage students as co-creators in their learning
- Transform learning through leadership & staff support & development

**Serving**

- Celebrate & promote our distinct Catholic identity
- Develop faith & live gospel values
- Strengthen connections between home, school, & parish
- Connect faith formation to learning

**Belonging**

- Create safe, welcoming environments that reflect our diversity
- Promote a sense of mattering & dignity
- Foster equitable, inclusive, & barrier-free learning & work environments
- Engage families & build community partnerships

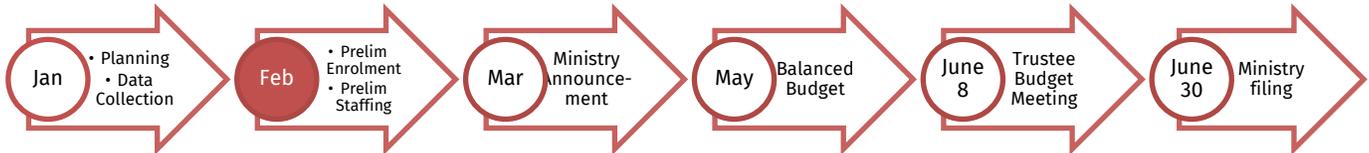


## Background/Comments:

Board Executive Limitation IV007 dictates the criteria to which staff must adhere in the preparation, planning, and presentation of the proposed school year budget. Planning commences in January and will conclude with the presentation of the budget to Trustees on June 8, 2026. Management will request budget approval on June 22, 2026 in order to file the Estimates budget with the Ministry on time.

For the 2026-2027 budget, the budget development process will follow a similar structure to prior years.

The major timelines are proposed below:



### Secondary Enrolment Committee Meeting #1: January 30, 2026

Objective of Committee:

The purpose of this committee is to generate secondary enrolment projections using documented methods that will establish a secondary student average daily enrolment (ADE) for the purposes of calculating revenues and staffing expenses.

Meeting highlights:

- Reviewed 2025-2026 enrolment projections and current headcount data for October 31.
- Discussed timelines for the 2026-2027 enrolment projections.
- Assessed the methodology behind the four enrolment projection models.
- Considered one, two, and three-year retention rates. Used the three-year rate, with further discussion planned in the next meeting.
- Discussed impact of Notre Dame Catholic on each model.
- Rescheduled the second meeting from March 23 to March 30 to give principals more time for projections.
- Identified deliverables for March 30 meeting, and outstanding IT reporting needed for finalizing projections.

### Elementary Enrolment Committee Meeting #1: January 30, 2026

Objective of Committee:

The purpose of this committee is to discuss the methods used to calculate elementary enrolment scenarios and to identify a preferred option which will support the calculation of revenues and staffing expenses.

Meeting highlights:

- Reviewed 2025-2026 enrolment projections and the finalized October 31 data.
- Discussed timelines for the 2026-2027 enrolment projections.
- Assessed the methodology behind the four enrolment projection models.
- Examined Ministry enrolment trends indicating enrolment peaked in 2025-2026, with expectations for modest growth followed by year-over-year declines due to lower birth rates, reduced inflow of international students, and a decrease in non-permanent residents.
- Analyzed retention rates and noted that models were updated to apply a one-year retention or growth rate, replacing the previous three-year methodology given the lower growth observed in 2025-2026 compared to prior years.
- Considered the impact of Notre Dame Catholic and Southeast Galt Catholic on each model.
- Outlined deliverables required for the March 23 meeting.

### Operational Budget Submissions

- Budget holder templates have been distributed for completion. Final budget submissions are due to Finance on March 13, 2026
- Finance and Human Resource Services are reviewing employee groups that are not dependent on enrolment

- All collective agreements are open with the exception of PVP agreements. Board will await increment direction from Ministry of Education.
- Senior Administration is reviewing all areas of budget weekly for discussion, inclusion and connection to MYSP as information becomes available

### Upcoming

1. Core Education Announcement: TBD
2. Trustee Update #3: **March 23, 2026**
3. Enrolment projections due to Finance: **April 8, 2026**
4. Budget Advisory Committee: **April 9, 2026**
5. Trustee Update #4: **April 27, 2026**
6. Balanced budget: **May 5, 2026**
7. Budget finalization and presentation:
  - a. Budget materials available: **June 1, 2026**
  - b. Formal budget presentation: **June 8, 2026**
  - c. Budget deliberation period: **June 9 - 21, 2026**
  - d. Budget approval: **June 22, 2026**
  - e. Ministry submission: **June 30, 2026**

Management may need to alter timelines depending on the timing and content of Ministry of Education budget announcements. Monthly updates will be provided to Trustees on the progress of budget development. These reports will also highlight any significant issues that may arise prior to the June presentation.

Management will need to make several assumptions as the budget for 2026-2027 is prepared. These assumptions will be disclosed in budget materials for purposes of transparency and decision-making.

### Recommendation:

This report is for the information of the Board.

### Prepared/Reviewed By:

Annalisa Varano  
Director of Education

Laura Isaac  
Senior Manager of Financial Services

Renée King  
Manager of Budget

Shesh Maharaj  
Executive Superintendent of Corporate Services

\*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:** February 23, 2026  
**To:** Board of Trustees  
**From:** Director of Education  
**Subject:** 2026-27 School Year Calendar

**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)**

*Education Act Section 169. (1)*

*Every Board shall: (a) promote student achievement and well-being; (b) ensure effective stewardship of the board’s resources; (c) deliver effective and appropriate education programs to its pupils; f) develop a multi-year plan aimed at achieving the goals of student achievement and well-being, positive school climate, inclusive and accepting schools, stewardship of resources, and effective and appropriate education programs to its pupils.*

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

- PPM 159 Collaborative Professionalism (2016)
- PPM 151 Professional Activity Days Devoted to Provincial Education Priorities (2024)

**Alignment to the MYSP:**

**Learning**

- Support multiple pathways & tools for success
- Accelerate excellence & innovation while building transferable, future-ready skills
- Engage students as co-creators in their learning
- Transform learning through leadership & staff support & development.

**Serving**

- Celebrate & promote our distinct Catholic identity
- Develop faith & live gospel values
- Strengthen connections between home, school, & parish
- Connect faith formation to learning



**Belonging**

- Create safe, welcoming environments that reflect our diversity
- Promote a sense of mattering & dignity
- Foster equitable, inclusive, & barrier-free learning & work environments
- Engage families & build community partnerships

**Background/Comments:**

Regulation 304 provides that school boards are required to prepare, adopt, and submit to the Minister the school year calendar(s) to be followed by the schools in their jurisdiction for the subsequent school year.

School Boards are required to identify a minimum of 194 school days between September 7, 2026, and June 30, 2027, of which a minimum of 4 and a maximum of 7 days may be identified as Professional Activity (PA) days.

Three of these must be for Ministry priorities. The remaining school days shall be instructional days. Boards may designate up to ten instructional days as examination days. Each school year calendar must be accompanied by a general outline of the activities to be conducted on PA days. The minimum number of instructional days is 187.

In the preparation of the 2026-2027 School Year Calendar, representatives from the following groups were asked to provide input:

- OECTA, CUPE, PASS, APSSP, OSSTF, Unifor
- Waterloo Catholic Administrators' Associations
- Learning Services Department
- Senior Administration
- Trustees
- Catholic Parent Involvement Committee

Consultation with representatives from our coterminous board, the Waterloo Region District School Board (WRDSB), also took place in the development of the 2026-2027 school year calendar. It should be noted that the WCDSB and the WRDSB, share some transportation costs. Consequently, on days when we do not share transportation costs (*i.e.* when the WRDSB has scheduled a PA Day and the WCDSB has not or, whenever WCDSB elementary and secondary schools do not share the PA Day) there are added costs. These non-aligned PA days in the 2026-2027 school year will cost the Board approximately \$ 48,127.32. Themes for the PA Days have been identified/mandated through labour agreements and Ministry policy (PPM151). Specifics identified in the chart may further develop as the year unfolds.

The first day of the school year will be **Tuesday, September 7, 2026.**

The last day of the school year will be **June 30, 2027.**

The last day of school in December will be **December 18, 2026**, and the first day of school in the new year is **January 4, 2027.**

**Note: Christmas Break takes place between December 21, 2026- January 1, 2027**



The following charts outline the Professional Activity Days and Examination Days.

**Elementary PA Days**

Priority	
September 2, 2026	Ministry PD/Health and Safety (1.0)
September 3, 2026	Ministry PD (1.0)
October 26, 2026	Faith Day (1.0)
January 15, 2027	Report Cards (1.0)
April 23, 2027	Ministry PD (1.0)
May 31, 2027	Report Cards (1.0)
June 30, 2027	AM-Union Partner PM – Transition/Curriculum Planning

**\*Note:** All WCDSB extended day activities will be cancelled on Friday, October 26, 2026, so that all DECEs can participate in our FAITH Day

**Elementary Report Card Distribution Dates**

<i>Elementary Report Card Distribution Dates Report</i>	<i>Due to Administrator</i>	<i>Report Cards sent home:</i>	<i>Parent/Student/Teacher conferencing will be on</i>
Progress Report	November 12, 2026	November 23, 2026	November 26, 2026
Term 1	February 1, 2027	February 18, 2027	
Term 2	June 14, 2027	June 18, 2027	



**Secondary PA Days**

<b>Priority</b>	
September 2, 2026	<i>Ministry PA</i>
September 3, 2026	<i>Ministry PA Health &amp; Safety</i>
October 26, 2026	<i>Faith Day</i>
February 3, 2027	<i>Curriculum &amp; Assessment</i>
April 23, 2027	<i>Ministry PA</i>
May 31, 2027	<i>Curriculum &amp; Assessment</i>
June 30, 2027	<i>AM- Union Partner PM- Transition/ Curriculum Planning</i>

**Secondary School Examination & Reporting**

November 27, 2026 & May 7, 2027	Midterm Reports Distribution
February 23, 2027 & July 9, 2027	Reports Distribution
January 27-Feb 2 & June 23-29, 2027	Exams
October 30, 2026 & April 8, 2027	Student / Parent / Teacher Conference

**Recommendation:**

That the Board of Trustees approve the 2026-2027 School Year Calendar as presented

**Prepared/Reviewed By:**

Annalisa Varano  
Director of Education

Jennifer Ritsma  
Superintendent of Learning

Patrick Eby  
Superintendent of Learning

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**Date:** February 23, 2026  
**To:** Board of Trustees  
**From:** Director of Education  
**Subject:** Director’s Report – February 2026

**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-XX**
- 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  
 Education Act, Ontario Regulation 298, Section 283 - Duties of Director of Education

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

Policy 1 001 Ends  
 Policy IV 013 Leadership  
 The Director of Education shall provide leadership and direction for the effective operation of the board and ensure compliance with applicable legislation, regulations, and board policies

**Alignment to the MYSP:**

**Learning**

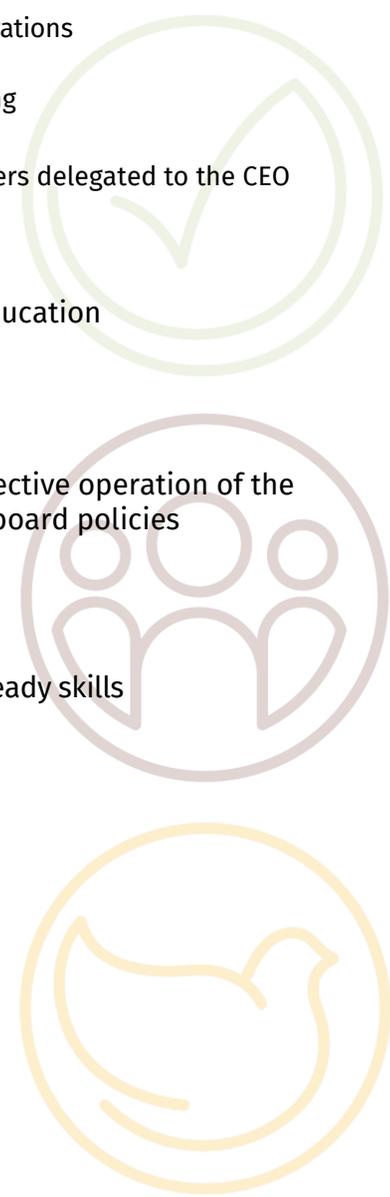
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## **Background/Comments:**

February 2026 has been a month of significant engagement, faith-based celebration, and strategic advancement. As we welcomed Bishop Joseph Dabrowski as the 10th Bishop of the Diocese of Hamilton, we also continued our work on implementing the Multi-Year Strategic Plan 2025-2030 with the official launch of our MYSP website and the convening of a dedicated implementation committee. This month saw rich professional development for our educators in artificial intelligence integration, important community partnerships addressing critical social issues, and continued comprehensive school visits. Our focus remains steadfast on our mission of educating and nurturing hope in all learners through the three pillars of Learning, Serving, and Belonging, with Faith at the centre.

## **LEARNING: We set high expectations & challenge learners**

### **Multi-Year Strategic Plan 2025-2030: Website Launch and Implementation Committee**

This month marked the official launch of our MYSP website, providing all stakeholders with accessible information about our strategic priorities, monitoring frameworks, and implementation progress. Simultaneously, we convened a committee dedicated to develop comprehensive plans for permeating the system with our 5-year plan. This committee brings together representatives from all levels of the organization to ensure the MYSP becomes embedded in our daily practices, decision-making processes, and continuous improvement efforts. This work demonstrates our commitment to transforming learning through leadership and staff support while engaging families and building community partnerships.

### **Induction Leadership Program: Mid-Year Panel Session**

On February 5th, as part of the WCDSB Leadership Strategy, a mid-year panel session was delivered within the Induction Leadership Program to support our newly appointed vice-principals and principals. The session brought together mentors/coaches and mentees for collaborative dialogue focused on key leadership issues identified by participants in advance. These questions were synthesized into targeted discussion topics that guided a panel conversation with four experienced vice-principals and principals and encouraged deeper reflection through follow-up questions. The session reinforced relational leadership, professional dialogue, and shared learning as core elements of leadership development within a formal Catholic leadership position.

### **Grade 9 Math Strategy and Planning**

On February 11th, the secondary administrators met with our 7-12 math consultant (Sarah Gonzalez-Day) and our math coordinator (Petra Leduc). This session was focused specifically on grade 9 math and the strategy and planning for semester two. The team worked through WCDSB EQAO and school-specific results, discussed and revised the Mock EQAO participation plan, reviewed the data teachers receive, identified additional resources for classroom teachers, and explored how entry/exit assessments support EQAO and program development. This focused work on Grade 9 mathematics demonstrates our commitment to supporting multiple pathways and tools for success while accelerating excellence and innovation.

### **Director Mentor Coaching Session**

I continue to participate in the Director mentor coaching sessions, attending the session on February 12th. These sessions provide valuable opportunities for professional growth, reflection on leadership practices, and connection with fellow Directors across the province. The collaborative learning

environment supports continuous improvement in system leadership and provides insights that inform strategic decision-making and improvement at WCDSB.

### **Leadership Strategy: Vice-Principal and Principal Hiring Pool Interviews**

On February 13th and 17th, as part of the WCDSB leadership strategy, we interviewed candidates for consideration of placement into the elementary and secondary vice-principal hiring pools. As part of this process, candidates make their way through three parts: a 20-minute portfolio presentation, a 30-minute case study and a 40-minute formal interview. Candidates are given an opportunity to share their leadership experiences rooted in the Ontario Catholic Leadership Framework and showcase how they contribute to Catholic education as educational leaders, including sharing their vision for formal educational system leadership. This rigorous process demonstrates our commitment to transforming learning through leadership and staff support while celebrating our distinct Catholic identity.

### **Artificial Intelligence Professional Development: Secondary Educators**

On February 17th, the Secondary AI PD: Rethinking Pedagogy in the Age of AI professional learning session was delivered as a one-day, hands-on experience for secondary educators at Holy Trinity CES in the Innovation Lab. The session moved beyond technical instruction to focus on human-centered pedagogy, examining how Artificial Intelligence can be integrated thoughtfully into teaching and learning. Participants explored the ethical implications of AI in education, engaged in practical prompt-engineering activities, and applied instructional frameworks that emphasized student voice, critical thinking, and professional judgment. The session supported educators in developing a clearer, pedagogically grounded approach to AI-enabled classroom practice. Additionally, many of our Superintendent's Office team members attended the Region 6 OCSOA AI, From Strategies to Implementation session with Tom D'Amico, further building our collective capacity to support AI integration across the system.

### **CODE Webinar Series: Understanding the Current AI K-12 Landscape**

I participated in the first session of the CODE webinar series on February 19th, focused on 'Understanding the current AI K-12 landscape: A leader's perspective.' This professional learning opportunity provided insights into how education leaders across the province are approaching artificial intelligence integration, ethical considerations, policy development, and supporting educators in leveraging AI tools responsibly and effectively. Participating in this provincial dialogue ensures WCDSB remains informed of emerging best practices and contributes to the broader conversation about AI in Catholic education.

### **New School Opening Working Group**

Our new school opening working group meetings continued on February 19th, advancing preparations for Notre Dame Catholic Secondary School and our SE Galt joint school. These collaborative planning sessions ensure smooth transitions, effective resource allocation, and the establishment of strong foundations for new learning communities within our system.

### **School Visits: Celebrating Literacy and Numeracy Initiatives**

Throughout February, I continued comprehensive school visits across our system, including St. Brigid, St. Gregory, and St. Augustine on February 20th, and will follow with St. John Paul II, St. Aloysius, St. Timothy, and St. Patrick on February 26th. These visits are intentionally focused on celebrating the exceptional literacy and numeracy-focused initiatives underway in our schools. I had the opportunity to observe innovative instructional practices, assessment strategies, and intervention supports that are making a measurable difference in student achievement. From rich literacy environments and



guided reading programs to hands-on mathematics manipulatives and problem-solving strategies, our educators are implementing evidence-based practices that engage students as active learners. These visits across our 52 schools strengthen our collective focus on student achievement while maintaining visible leadership presence and reinforcing the connections that build a cohesive learning community.

### **Math Achievement Action Plan 2025-2026: Ministry Priority Visits**

On February 25th, representatives from the Ministry of Education will conduct a Math Achievement Action Plan priority visit at St. Gregory Catholic Elementary School. This visit provides a valuable opportunity to showcase our mathematics instruction, demonstrate effective practices, and engage in dialogue with Ministry representatives about innovative approaches to improving student achievement in mathematics across all grade levels.

### **Graduation Coach Program Virtual Meeting**

On February 26th, we will participate in the virtual ministry meeting of the Graduation Coach Program, which focuses on supporting students to successfully complete their secondary education and transition to post-secondary pathways. The program demonstrates our commitment to supporting multiple pathways and tools for success while ensuring every student has the support needed to achieve their graduation goals.

### **SERVING: We listen & serve in education & Faith**

#### **Installation of Bishop Joseph Dabrowski**

On February 2nd, I had the distinct honor of attending the Installation Mass of Bishop Joseph Dabrowski as the 10th Bishop of the Diocese of Hamilton at the Cathedral Basilica of Christ the King in Hamilton, alongside Chair of the Board Renee Kraft. This solemn and joyful liturgical celebration marked the beginning of Bishop Dabrowski's episcopal ministry in Hamilton. Bishop Dabrowski brings a deep commitment to collaborative ministry, pastoral care, and Catholic education. His installation represents an important milestone for Catholic education in the Diocese of Hamilton, and we look forward to working closely with him to strengthen connections between home, school, and parish while celebrating and promoting our distinct Catholic identity.

#### **Sacramental Kits Event for Students with Special Needs**

On February 4th, we held the Sacramental Kits event for students with special needs at St. Anthony Daniel Parish Hall. This well-attended event provided families with resources, support, and community as they prepare their children to receive the sacraments. The event demonstrates our commitment to creating barrier-free learning environments, promoting a sense of mattering and dignity, and ensuring all students can fully participate in the sacramental life of the Church.

#### **OCSOA Regional Retreat with Monsignor Con O'Mahony**

I attended the OCSOA retreat led by Monsignor Con O'Mahony, Diocese Education Vicar. This retreat provided an opportunity for spiritual renewal, reflection on our vocation as Catholic educational leaders, and connection with colleagues serving Catholic schools across the region. These gatherings strengthen our commitment to developing faith and living gospel values while celebrating our distinct Catholic identity as educators in Catholic schools.



### **Shrove Tuesday Pancakes with Tiny Home Takeout**

On Shrove Tuesday, February 17th, pancakes were provided by Tiny Home Takeout as part of the traditional celebration marking the day before Ash Wednesday. This partnership with Tiny Home Takeout continues to strengthen our connections with community organizations addressing food security and homelessness while helping our students understand the traditions of the Church year and our call to serve those most in need.

### **Ash Wednesday Mass and Distribution of Ashes**

On Ash Wednesday, February 18th, I participated in Mass and the Distribution of Ashes, marking the beginning of the holy season of Lent. This sacred liturgy calls us to reflection, repentance, and renewal as we journey toward Easter. Throughout WCDSB, students and staff engaged in Ash Wednesday services, deepening their understanding of Lenten practices and their call to conversion, prayer, fasting, and almsgiving.

### **Parish-School Collaboration Working Group**

We held a full Parish-School Collaboration Working Group meeting with Father Mazur to continue our planning for the April 21st event. This collaborative initiative brings together school administrators, senior team members, parish priests, catechetical leaders, and diocesan representatives to explore strategies for deepening partnerships. The planning demonstrates our commitment to strengthening connections between home, school, and parish while connecting faith formation to learning.

### **BELONGING: We foster meaningful connections for students & staff**

#### **Digital Citizenship and Online Safety: Respecting Yourself and Others Online**

On February 5th, an evening workshop for educators and parents/guardians was held, offering families and staff guidance on understanding youth social media use and supporting safe, respectful, and informed online behaviour at home and at school. On February 9th, a system-wide presentation titled "Respecting Yourself and Others Online" was delivered to all Grade 6-12 students, providing them with strategies to respect themselves, respect others, and engage responsibly in online spaces through a focus on digital citizenship and digital literacy. A recording of the presentation was also provided for those classes not able to participate live. The workshop was facilitated by Matthew Johnson, Director of Education at MediaSmarts, and supported students in developing critical thinking skills to reduce negative online experiences and enhance positive use of social media. This initiative demonstrates our commitment to creating safe, welcoming environments while engaging families and building community partnerships to support student wellbeing in digital spaces.

#### **Meet and Greet with Mayor Berry Vrbanovic and CAO Dan Chapman**

We hosted Mayor Berry Vrbanovic and Chief Administrative Officer Dan Chapman from the City of Kitchener. These collaborative sessions strengthen partnerships between WCDSB and municipal leaders, explore opportunities for collaboration on shared priorities such as facility development, community programming, and services for families.

#### **Catholic Partners Meeting**

WCDSB hosted the Catholic Partners meeting on February 12th, bringing together representatives from across Catholic education and social service organizations in Waterloo Region. These collaborative gatherings strengthen our partnerships, facilitate resource sharing, and create opportunities for coordinated support for students and families across our Catholic community.



### **Southwest Regional Education Council Meeting**

I attended the Southwest Regional Education Council (SWREC) meeting on February 13th. SWREC provides a forum for Directors of Education from across Southwestern Ontario to engage in professional dialogue, share leading practices, and address common challenges facing education in the region. These collaborative relationships support continuous improvement and strengthen our collective capacity to serve students.

### **Student Transportation Services of Waterloo Region Board of Directors Meeting**

I attended the Student Transportation Services of Waterloo Region (STSWR) Board of Directors meeting on February 20th. STSWR provides safe, efficient transportation for students across Waterloo Region, serving both WCDSB and Waterloo Region District School Board. Board participation ensures WCDSB's interests and needs are represented in transportation planning, policy development, and service delivery decisions.

### **Student Trustee Election**

On February 27th, the Student Trustee election will take place, providing secondary students with the opportunity to elect their representatives to the Board of Trustees. This democratic process engages students as partners in governance, ensures student voice is heard at the Board table, and develops civic engagement and leadership skills. The Student Trustee election demonstrates our commitment to promoting a sense of mattering and engaging students as co-creators in their learning community.

### **Meeting with Waterloo Regional Police Services: #Not in My City Campaign**

We met with Waterloo Regional Police Services to discuss their new '#Not in My City' campaign, which focuses on raising awareness about human trafficking and sexual exploitation. This community-wide initiative, founded by country music artist Paul Brandt, seeks to build awareness and mobilize action to prevent and end human trafficking through education, training, and community partnerships. The campaign is particularly relevant for our schools as it includes aviation-focused e-learning platforms, awareness resources, and tools to help individuals recognize signs of trafficking and respond appropriately. Understanding this important information enables us to support our students and families while contributing to community-wide efforts to address human trafficking, which disproportionately affects vulnerable youth. This partnership demonstrates our commitment to creating safe environments and engaging families and building community partnerships.

### **Business Education Partnership Board Meeting**

I attended the Business Education Partnership (BEP) board meeting. The BEP continues to be an essential partner in providing students with career exploration opportunities, co-operative education placements, and connections to local employers. This partnership demonstrates our commitment to supporting multiple pathways and tools for success while engaging families and building community partnerships.

### **Catholic Community Foundation of Waterloo Region Board of Directors Meeting**

I attended the Catholic Community Foundation of Waterloo Region (CCFOWR) Board of Directors meeting in my role as Campaign Chair. The Foundation supports Catholic education, social services, and pastoral ministries throughout Waterloo Region through fundraising, grant-making, and community engagement. My involvement demonstrates the strong connections between WCDSB and the broader Catholic community while supporting initiatives that benefit our students and families.



## Looking Ahead

As we move into March and the continuation of the Lenten season, we carry forward the momentum of February's accomplishments and the grace of this holy time. The Installation of Bishop Dabrowski marks a new chapter for Catholic education in the Diocese of Hamilton, and we look forward to growing in partnership with him. The launch of our MYSP website and the convening of our implementation committee position us well for continued progress on our strategic priorities. The continued commitment to professional development, particularly around AI integration and leadership development, strengthens our collective capacity to serve students. The months ahead will bring continued school visits, deeper community partnerships, the important Parish-School Collaboration event in April, and ongoing engagement with students, staff, families, and community partners who share our commitment to excellent Catholic education.

## Ongoing Regular Meetings:

Weekly meetings: Senior Manager of Communications, Executive Council, Research Team (MYSP monitoring)

Biweekly meetings: Superintendent of Human Resources, CFO, Senior Manager of Equity Services

Monthly meetings: STSWR, Administrative meetings with school leaders, Audit Committee, CPIC, SEAC, Canadian AI Collaboration

Regular meetings with Chair of the Board for agenda setting and preparation

## February 2026 Events and Meetings:

- Installation of Bishop Joseph Dabrowski (February 2)
- Sacramental Kits Event for Students with Special Needs at St. Anthony Daniel Parish Hall (February 4)
- Induction Leadership Program Mid-Year Panel Session (February 5)
- Grade 9 Math Strategy and Planning Session with Secondary Administrators (February 11)
- Director Mentor Coaching Session (February 12)
- Catholic Partners Meeting with Mayor Berry Vrbancovic and COA Dan Chapman (February 12)
- SWREC Meeting (February 13)
- Vice-Principal and Principal Hiring Pool Interviews (February 13 and 17)
- Shrove Tuesday Pancakes with Tiny Home Takeout (February 17)
- Secondary AI PD: Rethinking Pedagogy in the Age of AI at Holy Trinity CES (February 17)
- Ash Wednesday Mass and Distribution of Ashes (February 18)
- Partnership Meeting with Nelson (February 18)
- CODE Webinar Series: Understanding the Current AI K-12 Landscape (February 19)
- New School Opening Working Group Meeting (February 19)
- School Visits: St. Brigid, St. Gregory, St. Augustine (February 20)
- STSWR Board of Directors Meeting (February 20)
- Math Achievement Action Plan Priority Visits at St. Gregory (February 25)
- School Visits: St. John Paul II, St. Aloysius, St. Timothy, St. Patrick (February 26)
- Graduation Coach Program Virtual Meeting (February 26)
- Student Trustee Election (February 27)
- OCSOA Regional Retreat with Monsignor Con O'Mahony
- Caribbean Canadian Association of Waterloo Region Event (Lynn Garrioch)
- CODE Discussion on PPM 120: Reporting Violent Incidents
- Meeting with Waterloo Regional Police Services: Not in My City Program
- BEP Board Meeting



- Parish-School Collaboration Working Group Meeting with Father Mazur
- Lenten Book Study: Mary Magdalene - A Resurrection Disciple
- CCFOWR Board of Directors Meeting
- Region 6 OCSOA AI Session with Tom D'Amico (SO Team Members)
- School Visits (ongoing throughout February)
- SEAC Meeting
- CPIC Meeting
- Committee of the Whole and Board Meeting Preparation

**Recommendation:** This report is for the information of the Board.

**Prepared/Reviewed By:** Annalisa Varano  
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:** February 23, 2026  
**To:** Board of Trustees  
**From:** Director of Education  
**Subject:** Student Trustee Report - February 2026

**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)**

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

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

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

**Alignment to the MYSP:**

**Learning**

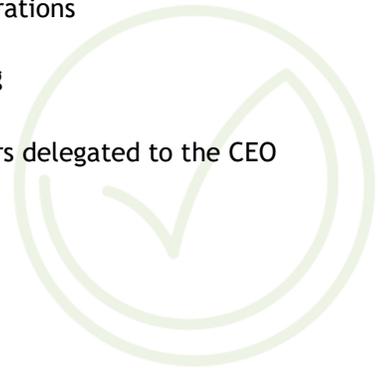
- Support multiple pathways & tools for success
- Accelerate excellence & innovation while building transferable, future-ready skills
- Engage students as co-creators in their learning
- Transform learning through leadership & staff support & development

**Serving**

- Celebrate & promote our distinct Catholic identity
- Develop faith & live gospel values
- Strengthen connections between home, school, & parish
- Connect faith formation to learning

**Belonging**

- Create safe, welcoming environments that reflect our diversity
- Promote a sense of mattering & dignity



- Foster equitable, inclusive, & barrier-free learning & work environments
- Engage families & build community partnerships

**Background/Comments:**

Summary: This month, the WCDSB celebrated Black History Month in a variety of ways, with Shrove Tuesday and Ash Wednesday as the focal points of our faith celebrations.

Many schools hosted their annual semi-formal dance this month, serving as a chance to come together and showcase school spirit.

St. Mary's hosted a reflective stretching and meditation session, helping students slow down and reset their minds for the new semester.

Resurrection and Doyle had Valentine's Candy Grams and Carnations, respectively, spreading some love to students and staff.

**Recommendation:**

This report is for the information of the board.

**Prepared/Reviewed By:** Rebecca Girolametto and Jace Krysko  
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:** February 23, 2026  
**To:** Board of Trustees  
**From:** Chair of the Board of Trustees  
**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)**

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

Policy I Ends  
 Policy II 003 Board Job Description

**Alignment to the MYSP:**

**Learning**

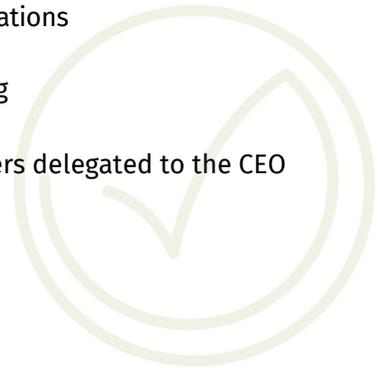
- Support multiple pathways & tools for success
- Accelerate excellence & innovation while building transferable, future-ready skills
- Engage students as co-creators in their learning
- Transform learning through leadership & staff support & development

**Serving**

- Celebrate & promote our distinct Catholic identity
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- Strengthen connections between home, school, & parish
- Connect faith formation to learning

**Belonging**

- Create safe, welcoming environments that reflect our diversity
- Promote a sense of mattering & dignity
- Foster equitable, inclusive, & barrier-free learning & work environments
- Engage families & build community partnerships



**Background/Comments:**

Several discussions with Director Varano  
Feb 2 – Installation of Bishop Joseph Dabrowski  
Feb 2 – Special Board Meeting  
Feb 23 – Board of Trustees Meeting

**Recommendation:**

This report is for the information of the Board.

**Prepared/Reviewed By:** Renée Kraft  
Chair of the Board

\*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:** February 23, 2026  
**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 **IV002**
- 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 IV 002 Treatment of the Public](#)

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

Ontario Human Rights Code, R.S.O. 1990, c. H.19  
 Education Act Section 169.1  
 Education that Works for You: A new vision for education in Ontario (March 2019)  
 Communication Guidelines for Staff and Parents APC 001

**Alignment to the MYSP:**

- Learning**
  - Support multiple pathways & tools for success
  - Accelerate excellence & innovation while building transferable, future-ready skills
  - Engage students as co-creators in their learning
  - Transform learning through leadership & staff support & development
- Serving**
  - Celebrate & promote our distinct Catholic identity
  - Develop faith & live gospel values
  - Strengthen connections between home, school, & parish
  - Connect faith formation to learning
- Belonging**
  - Create safe, welcoming environments that reflect our diversity
  - Promote a sense of mattering & dignity
  - Foster equitable, inclusive, & barrier-free learning & work environments



- ☒ Engage families & build community partnerships

**Background/Comments:**

**Board Policy IV 002 - Treatment of Public 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.

A reasonable interpretation of this policy statement above allows the CEO to use any reasonable interpretation of this policy within the legal requirements of the Province of Ontario.

**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, 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.

**Evidence:**

- 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 current MYSP (2025-2030), Learning, Serving, and Belonging has goals connected to family engagement and partnership. Following extensive consultation with over 5,300 participants, the MYSP emphasizes families as active partners in students' Catholic education journey. School Catholic School Advisory Councils (CSACs) continue to play a vital role in supporting parent engagement initiatives, including local Parent Reaching Out Grants (PRO). Our CPIC Parent Commissioning was held again this year, along with the return of the CSAC Onboarding session. Both sessions were in person and were well attended, strengthening our partnership with school communities and enhancing parent voice in Board decision-making.
- c) Within the WCDSB Administrative Procedures there is a Communication Guideline for Parents and Staff that ensures feedback and information to stakeholders is timely, and shared in a clear, concise and easily followed manner (APC 001). During this school year regular communications have been shared with both staff and with parents as necessary, including updates regarding school transitions, the opening of Notre Dame Catholic Secondary School, as well as ongoing communications regarding system priorities. We work to ensure that our public-facing website is always current, containing the CEO's communications and all other relevant updates.
- d) The Board's Communications team plays a vital role in protecting and enhancing the Board's reputation through strategic and responsive communications. The team has established positive, professional relationships with local and regional media, ensuring that when issues arise, the Board is able to respond promptly with accurate information that reflects our Catholic values and commitment to transparency. This proactive approach to media relations helps ensure that the WCDSB's perspective is fairly represented in public discourse and that



our community receives timely, accurate information directly from the Board. The Communications team works closely with the CEO and senior administration to coordinate messaging across all platforms, maintaining consistency and professionalism in all public-facing communications.

- e) The CEO works closely with the Senior Manager of Equity and the Superintendent of Learning responsible for Equity and the Superintendent of Indigenous Education to build strong, collaborative relationships with community groups that support students and families who have been traditionally underserved. These partnerships reflect our shared commitment to removing barriers and ensuring every learner can succeed and community voice is heard.

The Board's dedication to Truth and Reconciliation is demonstrated through its ongoing, reciprocal partnerships with Indigenous leaders, Elders, Knowledge Keepers, and community organizations. These relationships guide our work and help ensure that Indigenous students and families experience culturally grounded, meaningful support.

In addition, all Superintendents of Learning continue to participate in community consultations to listen deeply to the perspectives of diverse groups. The insights gathered through these collaborative conversations continue to inform our efforts to create welcoming, inclusive, and identity-affirming learning environments where all students feel a strong sense of belonging and are empowered to thrive.

- f) The CEO supports the Board of Trustees Linkages Committee in their efforts to build relationships with community leaders and celebrate the Board's presence in the community through events and partnerships that strengthen WCDSB's reputation as a leader in Catholic education.
- g) The CEO chairs the Board's Friends and Advocates of Catholic Education (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.
- h) The Superintendent of Learning responsible for Faith Development and Religious Education Consultants attend meetings with Catholic Consortium partners to ensure fulsome discussion of contemporary topics and to ensure best practices are followed, with decisions consistent with Catholic Church teachings. The Board's Parish-School Collaboration Working Group continues to strengthen connections between home, school, and parish by bringing together school administrators, parish priests, catechetical leaders, and diocesan representatives. This initiative focuses on communication protocols, coordinating sacramental preparation, and fostering reciprocal relationships where schools and parishes support each other's missions.
- i) The CEO meets two times a year with the Bishop of the Diocese of Hamilton and other Directors of Education of the Diocese to ensure alignment and discussion regarding any challenges in relation to our Catholic teaching, and to share promising practices.

- j) The CEO and members of the Board leadership team work in close partnership with the Board's Faith Animator to ensure strong parish relationships and to discuss issues of concern within the Waterloo Catholic region.
- k) The CEO and/or Superintendent designate attend Regional Deanery Meetings throughout the year. Reciprocal knowledge sharing is a feature of these meetings, with Waterloo Catholic regularly providing updates to the group, including information about sacramental preparation and participation in WCDSB schools.
- l) To ensure that the reputation of the Board is protected and decisions are well informed, the CEO regularly shares communications and directives from the Ontario Catholic School Trustees' Association (OCSTA), sharing best practices and recommendations for prudent decision-making faithful to the traditions of the Catholic Church.
- m) The CEO actively participates in the Council of Ontario Directors of Education (CODE), maintaining professional relationships with directors across the province to share effective practices and ensure WCDSB remains at the forefront of educational excellence within a Catholic framework.
- n) The CEO maintains direct, responsive communication with parents and community members who reach out with questions or concerns. By providing timely, thoughtful responses that reflect Catholic values and professional courtesy, the CEO ensures that stakeholders feel heard and respected while protecting the Board's reputation. This approach to individual communications reinforces the Board's commitment to treating all members of the public with dignity and transparency.

**Recommendation:**

That the Board accept this report indicating compliance with Policy IV 002 – Treatment of Public.

**Prepared/Reviewed By:** Annalisa Varano  
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:** February 23, 2026  
**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 **IV003**
- Information only of day-to-day operational matters delegated to the CEO

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

[IV 003 Treatment of Students](#)

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

Ontario Human Rights Code, R.S.O. 1990, c. H.19  
 Education Act Section 169.1

Achieving Excellence: A Renewed Vision for Education in Ontario

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:**

**Learning**

- Support multiple pathways & tools for success
- Accelerate excellence & innovation while building transferable, future-ready skills
- Engage students as co-creators in their learning
- Transform learning through leadership & staff support & development

**Serving**

- Celebrate & promote our distinct Catholic identity
- Develop faith & live gospel values
- Strengthen connections between home, school, & parish
- Connect faith formation to learning

**Belonging**

- Create safe, welcoming environments that reflect our diversity
- Promote a sense of mattering & dignity



- ☒ Foster equitable, inclusive, & barrier-free learning & work environments
- ☒ Engage families & build community partnerships

### **Background/Comments:**

#### **Board Policy IV 003 Treatment of Students 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.*

*A reasonable interpretation of this policy statement above allows the CEO to use any reasonable interpretation of this policy within the legal requirements of the Province of Ontario.*

#### **CEO Interpretation:**

This policy indicates that the CEO must ensure that consistent with the policy on the treatment of public, that there should be no reputational damage 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. It indicates 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.

#### **Evidence:**

In addition to all those measures which ensure compliance with IV 002, the following would also be offered as evidence of compliance:

#### **1. Comprehensive Data Systems and Transparency**

The CEO has ensured that data related to student outcomes is available in a timely, accurate and detailed platform. Within the Multi-Year Strategic Plan 2025-2030, each of the goals have been operationalized across 30 indicators and will be updated monthly on our Board website for transparency and accountability. The MYSP Monitoring Strategy provides comprehensive reporting on student outcomes including graduation rates, achievement data, well-being metrics, and suspension data, all disaggregated across various sub-groups of students utilizing student census data. This PowerBI dashboard approach ensures that all stakeholders (Board of Trustees, senior leadership, school administrators, and the public) have access to real-time data on how we are serving our students.

#### **2. Evidence-Based Decision Making**

System and school leaders are currently analyzing trends and patterns from Semester 1 (e.g., credit accumulation, enrollment across pathways, EQAO achievement data, CAT-4 assessment results) and Term 2 (e.g., Acadiance screener results, early literacy and numeracy progress, Middle Development Instrument wellbeing data). System and school leaders participate in regular and recurring professional learning opportunities designed to strengthen their capacity to access, interpret, and program from disaggregated data. This includes utilizing the results of ongoing student census work joined to current student outcome data across multiple years.



Leveraging these comprehensive data sets and reports supports our evidence-based practices when programming for individuals, sub-groups and/or large groups of students. Critically, this data-informed approach allows for a more in-depth consideration of potential systemic biases or structural impediments to the full success of all students at both the school and system level. This continued census work and data analysis assists in ensuring that WCDSB continues to improve in meeting the needs of its diverse and evolving population while identifying and addressing disproportionalities in outcomes for equity-seeking student groups.

### 3. Comprehensive Health and Safety Framework

The welfare of students is governed by a comprehensive set of Administrative Procedures dealing with Health and Safety, including but not limited to:

- APH 004 [APH004-MedAdminUnder18](#)
- APH 005 [APH005-Anaphylaxis](#)
- APH 028 [APH028-00\\_AsthmaRyansLaw](#)
- APH 027 [APH027-00\\_Concussion](#)
- APH 015 [APH015-00\\_-DiabetesManagement](#)
- APH 021 [APH021-00-ElemSchFoodNutrition](#)
- APH013 [APH013-00\\_EmergencyPlanning](#)
- APH 026 [APH026-00\\_InfectiousDiseasesPrevention](#)
- APH 029 [APH029-00\\_CalmingRoomsProactiveSelfRegulation](#)
- APH022 [APH022-00-LockdownsHoldSecureShelterinPlace](#)
- APH 008 [APH008-00\\_InclementWeather](#)
- APH 012 [APH012-00\\_PhysicalContainmentofStudents](#)
- APH 016 [APH016Play Structures](#)
- APH 001 [APH001-00\\_SafeArrivalsDeparture](#)
- APH 002 [APH002-00\\_SchoolAccidents](#)
- APH 017 [APH017-00\\_SchoolFoodNutrition](#)
- APH 019 [APH019-00\\_SuicideDepressionSelfHarm](#)
- APH 010 [/APH010-00\\_ViolentIncidentRecordkeeping](#)

These Administrative Procedures are listed as evidence that the safety of our children is purposeful and embedded in the policies by which our schools are bound, ensuring consistent, proactive approaches to student health and safety across all 52 schools.

### 4. Culturally Responsive and Equitable Practices

The Board's Culturally Responsive and Relevant Pedagogy (CRRP) Committee brings together educators from across the system to strengthen equitable instructional practices and improve student achievement outcomes. The committee provides a critical, equity-focused lens on classroom pedagogy, offering guidance on teaching practices, curricular resources, and learning materials that honour students' identities and lived experiences. Through ongoing professional learning sessions and system-wide consultation, the CRRP Committee supports educators in implementing culturally responsive approaches that foster inclusive learning environments, validate student identities, and contribute to stronger academic outcomes for all students, particularly those from historically marginalized communities.

### 5. Indigenous Education Leadership and Partnership

The Indigenous Education Council, comprised of WCDSB staff, Knowledge Keepers, and Elders, continues to offer guidance and recommendations on policies, programs, and initiatives as we work to be inclusive



and respectful of Indigenous cultures, histories, and perspectives. The IEC's work ensures that Indigenous ways of knowing are integrated authentically into curriculum and school programming, that cultural protocols are followed, and that Indigenous students see themselves reflected in their learning. Additionally, the Indigenous Student Group, comprised of students from within the system, provides valuable input on Indigenous education initiatives from the student perspective, ensuring youth voice informs our direction. This multi-level approach to Indigenous education (combining Elder wisdom, staff expertise, and student voice) strengthens our commitment to Truth and Reconciliation.

## **6. Equity Services and Community Engagement**

The CEO leads the Equity Services team, which includes the Senior Manager of Equity, the Equity Systems Navigator, and the Equity Specialist. This team works collaboratively with parents, community partners, police services, and school leaders to create inclusive, identity-affirming environments where all students can thrive. Their work focuses on three interconnected areas: (1) identifying and removing systemic barriers that impede student success; (2) addressing all forms of discrimination, including but not limited to classism, racism, ableism, homophobia, and transphobia; and (3) providing direct support to marginalized individuals and groups experiencing barriers to full participation.

Through policy implementation, professional learning for staff, and direct consultation support to schools, Equity Services promotes equitable access and fosters belonging and well-being. The team's work is data-informed, drawing on student census results, achievement data, and qualitative feedback to identify priorities and measure progress.

WCDSB also employs specialized staff including a Special Education Transition Navigator, Community Transition Support Worker, Graduation Coach for Black Students, and two Indigenous Student Support Workers. These roles provide targeted supports to reduce disproportionality in graduation outcomes, with data monitored through MYSP indicators.

To deepen community engagement, the CEO is actively collaborating with the Senior Manager of Equity and Superintendents of Learning to build intentional partnerships with agencies serving historically marginalized students and families. All Superintendents have participated in community feedback sessions focused on Student Census data, creating structured dialogue with cultural organizations, faith-based groups, advocacy organizations, and social service agencies. This engagement process directly informs equity planning, resource allocation, and the development of more responsive and inclusive learning environments for all students.

## **7. Student Voice and Representation**

There are two Student Trustees who have the opportunity to share the voice of students within the Board of Trustees meetings and also in a variety of forums throughout the WCDSB, ensuring student perspectives inform governance decisions. There is also an active Student Senate which provides students a structured forum for discussion and advancement of their thoughts and opinions on matters affecting student life and learning. This student leadership structure ensures that student voice is not tokenistic but genuinely integrated into decision-making processes at both the school and system level.

## **8. Catholic Identity and Episcopal Partnership**

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.

## **9. Parent Engagement and Family Partnership**

The current MYSP has a goal connected to metrics related to increased parent engagement (MYSP Indicator), recognizing that family partnership is essential to student success. Our Catholic Parent

Involvement Committee (CPIC) Parent Commissioning was held again this year, along with the return of the Catholic School Advisory Council (CSAC) Onboarding session. Both sessions were held in person and were well attended by parent leaders from across the system. School CSACs shared their proposals with CPIC for local Parent Reaching Out Grants (PRO), supporting targeted parent engagement initiatives at the school level.

#### **10. Clear Communication Protocols**

Within the WCDSB Administrative Procedures there is a Communication Guideline for Parents and Staff (APC 001), which ensures that feedback and information to stakeholders is timely, and shared in a clear, concise and easily followed manner. During this school year, regular communications have been shared with both staff and with parents as necessary. We work to ensure that our public-facing website is always current, containing the CEO's communications, school news, and all other relevant updates. Communication data is tracked through our MYSP indicators, monitoring both volume and sentiment of family communications.

#### **12. Community Leadership and Partnerships**

The CEO supports the Board of Trustees Linkages Committee in their efforts to bring community leaders into the Board for special functions that celebrate our presence in the community, such as the annual Community Leaders' Breakfast. These events strengthen relationships between WCDSB and civic leaders, business partners, post-secondary institutions, and community agencies.

The CEO chairs the Board's FACE (Friends and Advocates of Catholic Education) committee which oversees three sub-committees related to communications, political advocacy, and school-parish relationships. Within these meetings, the cause of Catholic education and constructive ideas are generated which enhance the reputation of the Board as a representative of the Catholic community in Waterloo Region.

#### **13. Catholic Partners Initiative**

Established in 2012, the Catholic Partners initiative affirms the vital and interconnected roles of the family, the parish, and the school in forming individuals in the Catholic Christian faith. These collaborative gatherings play an essential role in strengthening our shared mission by deepening relationships, fostering alignment, and supporting the coordinated delivery of programs and services for students and families. Through this partnership, we continue to promote and advance Catholic education as a lifelong journey, one rooted in faith, community, and a shared commitment to supporting the spiritual and educational well-being of all learners.

#### **14. Diocesan Leadership Engagement**

The CEO meets two times a year with the Bishop of the Diocese and other Directors of Education within the Diocese to ensure alignment and discussion regarding any challenges in relation to our Catholic teaching, and to share promising practices across the diocese. These meetings provide opportunities for collaborative problem-solving and ensure consistency in how Catholic education is delivered across the region.

#### **15. Parish Partnerships and Sacramental Life**

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. 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. At the most recent meeting, the CEO was able to provide



information about sacramental data in WCDSB schools (tracked through MYSP Indicator #14), demonstrating our commitment to the sacramental life of students.

### **16. Catholic Education Advocacy and Best Practices**

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 (OCSTA), sharing best practices and recommendations for prudent decision-making faithful to the traditions of the Catholic Church. This ensures WCDSB remains aligned with provincial Catholic education priorities and benefits from collective wisdom across Ontario's Catholic school boards.

### **17. Innovation in Teaching and Learning: AI Literacy Initiative**

During the past two school years, WCDSB has implemented a comprehensive AI literacy initiative, providing professional learning to over 1,000 staff members on the pedagogical integration of artificial intelligence tools in Catholic education. This initiative has been grounded in our Catholic values, ensuring that technology serves humanity and enhances (rather than replaces) the essential human relationships at the heart of Catholic education. The professional learning has focused on helping educators develop both digital literacy and critical evaluation skills around AI while maintaining focus on sound pedagogical principles and the development of transferable skills such as critical thinking, creativity, and ethical discernment. This work aligns with our MYSP Learning pillar goals related to building future-ready skills (MYSP Indicator #8) while ensuring student safety through the use of board-approved tools with appropriate data privacy protections.

### **Recommendation:**

That the Board accept this report indicating compliance with Policy IV 003 – Treatment of Students.

**Prepared/Reviewed By:** Annalisa Varano  
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:** February 23, 2026  
**To:** Board of Trustees  
**From:** Director of Education  
**Subject:** Board Policy IV 011 - Emergency CEO Replacement

**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 IV 011 - Emergency CEO Replacement instructs the Director of Education “to have procedures to assure operational and administrative continuity for a minimum of thirty days.” The following report outlines a variety of procedures that are in place to assure operational and administrative continuity at Waterloo Catholic District School Board in the event of the sudden loss of the CEO. It should be accessed and followed in such an eventuality.

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

Policy 1 001 Ends  
 Policy IV 011 Emergency CEO Replacement  
 Policy IV 012 Communication to Board

**Alignment to the MYSP:**

- Learning**
  - Support multiple pathways & tools for success
  - Accelerate excellence & innovation while building transferable, future-ready skills
  - Engage students as co-creators in their learning
  - Transform learning through leadership & staff support & development
- Serving**
  - Celebrate & promote our distinct Catholic identity
  - Develop faith & live gospel values
  - Strengthen connections between home, school, & parish

- ☒ Connect faith formation to learning

**☒ Belonging**

- ☒ Create safe, welcoming environments that reflect our diversity
- ☒ Promote a sense of mattering & dignity
- ☒ Foster equitable, inclusive, & barrier-free learning & work environments
- ☒ Engage families & build community partnerships

**Background/Comments:**

**IV 011 Policy states:**

In order to protect the board from sudden loss of CEO services, the CEO may not have fewer than two other designees familiar with board and CEO issues and processes. Accordingly, without limiting the scope of the foregoing, the CEO shall not fail to have procedures to ensure administrative and operational continuity for a minimum of thirty days.

**CEO Interpretation:**

This policy indicates that the CEO must have contingency plans in the eventuality that she is not able to carry out her duties. The policy notes that there should be a minimum of two people who could carry out the CEO’s duties, that how they would assume those duties are understood and that the replacement should be able to do so for no shorter than 30 days.

**A) Overriding Policy/Contractual Language**

The personal services contract of the Director of Education provides that “In the event of any substantial absence by the Employee due to illness or injury, the Board may appoint an Acting Director of Education and Secretary to the Board until the Employee returns to active employment or this Agreement and the employment of the Employee terminate, whichever happens first.”

When the Director of Education is absent for a period not exceeding thirty calendar days the current personal services contract of the Director of Education is silent.

Board Policy IV 011 “Emergency CEO Replacement” provides that “In order to protect the board from the sudden loss of CEO services, the CEO may not have fewer than two other designees familiar with the board and CEO issues and processes. Accordingly, the CEO shall not:

1. Fail to have procedures to assure administrative and operation continuity for a minimum of thirty days.”

**B) Scenarios**

There are several scenarios that can unfold where the system requires operational and administrative continuity and would not be in the position to have the services of the Director of Education for a period of time. These scenarios are:



1. The Director is out of the Province or Country for the day or a number of consecutive days;
2. The Director is ill, hospitalized or otherwise not able to be at work;
3. The Director has resigned;
4. The Director has died.

**1. When the Director of Education is out of the Province or Country**

When the Director of Education is out of the Province or Country, the position of Acting Director of Education is assigned according to the following rotation and/or availability:

- |  |                   |
|--|-------------------|
| a) Exec Superintendent of Corporate Services and CFO | (Shesh Maharaj)   |
| b) Superintendent of Learning                        | (Judy Merkel)     |
| c) Superintendent of Learning                        | (Gerald Foran)    |
| d) Superintendent of Learning                        | (Jennifer Ritsma) |
| e) Superintendent of Human Resources                 | (Kerry Pomfret)   |
| f) Superintendent of Learning                        | (Paul Mendonça)   |
| g) Superintendent of Learning                        | (Patrick Eby)     |

An email is sent to the members of Senior Administration, including the Senior Manager of Communications and the Executive Administrative Assistants indicating that the Director of Education will be out of the Province or Country, the duration of the time away and who is in charge.

**2. When the Director of Education is ill, hospitalized, incapacitated or otherwise not able to be at work**

The designated Superintendent of Learning, Corporate Services or Human Resources assumes the role of Director of Education and Secretary of the Board for a period not exceeding thirty calendar days as outlined in part A above (Policy IV 011). The Chair of the Board would call a meeting of the Board of Trustees prior to the thirtieth day and would approve the continuation of the Superintendent in the Acting Director of Education role or name another Supervisory Officer to the Acting Director of Education role for a period specified by the Board until the return to work of the Director of Education.

**3. When the Director of Education has resigned**

If there is a period between the effective date of the resignation of the current Director of Education and when a new Director of Education is appointed, it would be appropriate for the Board of Trustees to appoint an Acting Director of Education until such times as a search process has resulted in the Board of Trustees appointing a new Director of Education. If the current Director of Education remains in office until the new Director of Education is appointed there is no need to action this item.

**4. When the Director of Education has died**

There are two sub-scenarios:

- a) Immediate action until the Board of Trustees can meet, and,



b) Action after the Board of Trustees has met.

**a) Immediate action until the Board of Trustees can meet:**

In the time immediately after the knowledge of the Director's death is known, the designated Superintendent will be in charge as Acting Director of Education and Secretary of the Board. The Acting Director will co-ordinate and manage all the affairs of the system with the first responsibility being calling the Board Chair who, in turn, shall call the Board to meet in emergency session as soon as possible.

**b) Action after the Board of Trustees has met:**

The Board of Trustees will meet and determine if the Acting Director of Education appointed under 4 (a) above shall remain in that role or whether another Supervisory Officer shall be appointed Acting Director of Education and Secretary of the Board until such time as the Board of Trustees can implement a search process and appoint a new Director of Education.

**Recommendation:**

Part 1 of this report will be implemented by the CEO when the Director is out of the Province or Country. Part 2 through 4 will be implemented as indicated.

**Recommendation:**

That this report be accepted as evidence of compliance with Policy IV 011 - Emergency CEO Replacement

**Prepared/Reviewed By:** Annalisa Varano  
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.

