



Board of Trustees' Board Meeting

Date: Monday, April 27, 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:

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

Student Representatives:
Rebecca Girolametto, Jace Krysko

Senior Administration:
Patrick Eby, Gerald Foran, Shesh Maharaj, Paul Mendonça, Judy Merkel, Kerry Pomfret, Jennifer Ritsma, Annalisa Varano

Special Resource:

Recording Secretary:
Stephanie Medeiros

ITEM	Who	Agenda Section	Method & Outcome
1. Call to Order	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 Chonnonton 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 Triple In Camera meeting of Monday, March 23, 2026, regarding HRS matters.	Board of Trustees		Approval
2. Consent Agenda: Director of Education (e.g.: day –to –day operational matters from the Ministry of Education that the Board is required to do)			

ITEM	Who	Agenda Section	Method & Outcome
3. Consent Agenda: Board (Minutes of meetings, staff report)			
3.1 Approval of Minutes of Regular and Special Meetings			
3.1.1 Board of Trustees Minutes – Mar 23, 2026 3.2 CPIC Minutes – Jan 14, 2026 3.3 SEAC Minutes – Mar 4, 2026	Board of Trustees Board of Trustees Board of Trustees	pp. 4-8 pp. 9-11 pp. 12-14	Approval Information Information
4. Delegations/Presentation			
5. Advice from the CEO			
5.1 Extended Day Update 5.2 2025-2026 Estimates Budget Plan: Trustee Update #4 5.3 Director's Report	P. Mendonça S. Maharaj A. Varano	pp. 15-17 pp. 18-20 pp. 21-28	Approval Information Information
6. Ownership Linkage (Communication with the External Environment)			
7. Reports from Board Committees/Task Forces			
7.1 Student Trustee Report	R. Girolametto, J. Krysko	pp. 29-31	Information
8. Board Education (at the request of the Board)			
8.1 OCSTA/CCSTA Communications OCSTA/CCSTA Communications Link	Chair	Link	Information
8.2 Chair of the Board Report	Chair	pp. 32-33	Information
9. Policy Discussion			
10. Assurance of Successful Board Performance			
10.1 Board Policy Review			
10.1.1 Board Policy II 015 Ownership Linkage Is there a need to review the Policy?	Chair	Link	Approval
10.1.2 Board Policy II 016 Trustee Meeting Attendance Is there a need to review the Policy?	R. Sikora	Link	Approval
10.1.3 Board Policy III 005 Monitoring CEO Performance Is there a need to review the Policy?	T. Weiler	Link	Approval
11. Assurance of Successful Director of Education Performance			
11.1 Monitoring Reports			
11.1.1 Board Policy IV 004 Treatment of Staff 11.1.2 Board Policy IV 006 Legal Responsibilities & Liabilities 11.1.3 Board Policy IV 008 Financial Conditions & Activities 11.1.4 Board Policy IV 012 Communication & Support to Board	K. Pomfret S. Maharaj S. Maharaj A. Varano	pp. 34-39 pp. 40-42 pp. 43-51 pp. 52-56	Approval Approval Approval Approval
12. Potential Agenda Items/Trustee Inquiry Report (CEO)			

ITEM	Who	Agenda Section	Method & Outcome
13. Announcements			
13.1 Upcoming Meetings/Events (all scheduled for the Catholic Education Centre unless otherwise indicated): <ul style="list-style-type: none"> Apr 30 – OCSTA Business Seminar (Windsor) May 1-2 - OCSTA AGM (Windsor) May 3-8 – Catholic Education Week May 5-7 – Folk Dance Festivals May 6 – SEAC Meeting May 7 – Mayor Shantz’s State of the Township Address (Elmira) May 11 – Committee of the Whole May 14 – Community Leaders Breakfast May 18 – Victoria Day May 19 – Governance Committee Meeting May 20 – Interfaith Community Breakfast May 20 - CPIC Meeting May 21-24 – OSTA/AECO AGM (Toronto) May 25 – Board of Trustees 	Chair	--	Information
13.2 Pending Items: 13.3 Pending Items for OCSTA Consideration	<u>Committee/Task Force</u>	<u>Due Date</u>	<u>Action Taken</u>
14. Items for the Next Meeting Agenda	Trustees		
14.1 May 11, 2026 – Committee of the Whole <ul style="list-style-type: none"> Innovation Long Term Accommodation Plan Presentation Math Report Safe School Update Trustee Self Evaluation 	Board of Trustees	--	Information
15. Adjournment Confirm decisions made tonight	Director of Education		
15.1 Confirm Decisions Made Tonight	Recording Secretary	--	Information
16. Closing Prayer			
16.1 Closing Prayer	All		
17. Motion to Adjourn	Board of Trustees	Motion	Approval

CLOSING PRAYER

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

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

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

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

Grant us the wisdom of your Spirit so that we might always be faithful to our responsibilities.

We make this prayer through Christ our Lord.

Amen

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



Board of Trustees' Board Meeting

A public meeting of the Board of Trustees was held on Monday, March 23, 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, Jennifer Ritsma, Annalisa Varano

Special Resources For The Meeting:

Regrets:

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.

1. Call to Order:

The Chair of the Board called the meeting to order at 6:07 p.m.

1.1 Opening Prayer & Memorials

Trustee Guerin 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 with the following amendment:

- Add item 15.2 Trustees move into a Triple In Camera meeting.

2026-28-- It was moved by Trustee Weiler and seconded by Trustee Sikora:

THAT the agenda for Monday, March 23, 2026, be now approved, as amended.

--- Carried by consensus

1.4 Declaration of Pecuniary Interest

1.4.1 From the current meeting – NIL

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

1.5 Items for Action

Items for action arising from the Triple In Camera meeting of Monday, February 23, 2026, regarding HRS matters.

Items for action arising from the In Camera meeting of Monday, March 23, 2026, regarding Trustee and property matters.

2026-29-- It was moved by Trustee Sikora and seconded by Trustee Weiler:

THAT the items for action arising from the Triple In Camera meeting of Monday, February 23, 2026 regarding HRS matters and the In Camera meeting of Monday, March 23, 2026, regarding Trustee and property 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 – Feb 23, 2026

3.2 SEAC Minutes – Feb 4, 2026

2026-30-- It was moved by Trustee Stanley and seconded by Trustee Francis:

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

--- Carried by consensus

4. Delegations

5. Advice from the CEO

5.1 2025-2026 Estimates Budget Plan: Trustee Update #3

Superintendent Maharaj introduced Renée King, Manager of Budget, to present the 2025-2026 Estimates Budget Plan: Trustee Update #3. The presentation outlined the status of enrollment projections, operational budget submissions, collective agreement considerations, and anticipated timelines. Trustees asked clarifying questions.

5.2 2026 Catholic Trustee Determination and Distribution

The Chair called for a mover and seconder for the following motion.

2026-31-- It was moved by Trustee Sikora and seconded by Trustee Francis:

- 1. That the Board of Trustees determine the number of Catholic Trustees to be elected in the 2026 Municipal Election is 9.**
- 2. That the Board of Trustees not designate any municipality as an area of low population for the purposes of Trustee distribution in the 2026 Municipal Election.**
- 3. That the Board of Trustees, for the purpose of the 2026 Municipal Election, distributes 9 Catholic Trustees as follows:**
 - Kitchener / Wilmot – 4 Trustees**
 - Cambridge / North Dumfries – 3 Trustees**
 - Waterloo / Woolwich / Wellesley – 2 Trustees**

--- Carried by consensus

5.3 Director's Report

Director Varano presented the Director's report for the month of March. The report provided an overview of recent and upcoming activities, including school visits, 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 Trustee 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 March.

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 March.

9. Policy Discussion

10. Assurance of Successful Board Performance

10.1 Board Policy Review

10.1.1 Board Policy II 014 Trustee Expenses. Is there a need to review the Policy?

Trustees confirmed the review of Board Policy II 014 Trustee Expenses and confirmed compliance. The policy does not require review at the Governance Committee.

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

2026-32-- It was moved by Trustee Sikora and seconded by Trustee Weiler:

THAT the Board of Trustees reviewed Board Policy II 014 Trustee Expenses and find that the Board is in compliance.

--- Carried by consensus

10.1.2 Board Policy II 008 Role of the Chair. Is there a need to review the Policy?

Trustee Doherty-Masters confirmed the review of Board Policy II 008 Role of the Chair and confirmed compliance. The policy does not require review at the Governance Committee.

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

2026-33-- It was moved by Trustee Doherty-Masters and seconded by Trustee Guerin:

THAT the Board of Trustees reviewed Board Policy II 008 Role of the Chair and find that the Board is in compliance.

--- Carried by consensus

10.1.3 Board Policy II 013 Cost of Governance. Is there a need to review the Policy?

Trustee Francis confirmed the review of Board Policy II 013 Cost of Governance and confirmed compliance. The policy does not require review at the Governance Committee.

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

**2026-34-- It was moved by Trustee Francis and seconded by Trustee Sikora:
THAT the Board of Trustees reviewed Board Policy II 013 Cost of Governance and find that the Board is in compliance.**

--- No consensus

Vote by Show of Hands:

In Favour: 7

Opposed: 2

--- Motion Carried by Majority

11. Assurance of Successful Director of Education Performance

11.1 Monitoring Reports

11.1.1 Board Policy IV 005 – Hiring and Promotions

Superintendent Pomfret presented on Board Policy IV 005 – Hiring and Promotions and confirmed compliance. Chair Kraft requested a mover and seconder of the recommendation.

**2026-35-- It was moved by Trustee Cuff and seconded by Trustee Doherty-Masters:
That the Board accept this report indicating compliance with Board Policy IV 005 – Hiring and Promotions.**

--- Carried by consensus

11.1.2 Board Policy IV 010 – Facilities Accommodations

Superintendent Maharaj presented on Board Policy IV 010 – Facilities Accommodations and confirmed compliance. Chair Kraft requested a mover and seconder of the recommendation.

**2026-36-- It was moved by Trustee Weiler and seconded by Trustee Stanley:
That the Board accept this report indicating compliance with Board Policy IV 010 – Facilities Accommodations.**

--- 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.

15.2 Trustees move into a Triple In Camera Meeting

**2026-37-- It was moved by Trustee Sikora and seconded by Trustee Weiler:
That the Board of Trustees move into a Triple In Camera meeting.**

--- Carried by consensus

Trustees moved into a Triple In Camera meeting at 7:10 p.m.

Trustees reconvened the public meeting at 8:28 p.m. after rising from the Triple In Camera session.

16. Closing Prayer

16.1 Closing prayer.

17. Motion to Adjourn

**2026-38-- It was moved by Trustee Cuff and seconded by Stanley:
THAT the meeting be now adjourned. The meeting was adjourned by consensus at 8:30 p.m.**

Chair of the Board

Secretary



Catholic Parent Involvement Committee (CPIC) - Minutes

Date:	January 14, 2026
Time:	6:00pm – 7:30pm
Location (Hybrid):	In-Person: St. Francis Room (2 nd Floor), Catholic Education Centre Online: Via Teams : Join the meeting
<p>Committee Members: 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 Administrative Officials: Paul Mendonca, Andrew Gordon, Monica Carlin Absent: Akpos Ohwofaraye, Paulina Ebie, Tracey Antonio-Uttley</p>	

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



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



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





SEAC Committee Meeting Minutes

Date& Time:	March 4, 2026, at 6:30 p.m.
Location (Hybrid)	In-Person: St. Francis Room (2 nd Floor), Catholic Education Centre Online: Via Teams: Join the meeting
Next Meeting:	April 1, 2026 @ 6:00 pm
Committee Members: Kim Murphy, Amanda Hennig, Cindy Benedetti, Karen Applebee, Laura Shoemaker, Jeanne Gravelle, Monica Wenzlaff, Bob Sikora, Conrad Stanley	
Administrative Officials: Gerald Foran, Erin Lemak	
Regrets: Erin Lemak and Karen Applebee	

1. Opening Prayer Welcome	G. Foran
2. Approval of Agenda Motion by: Bob Sikora Seconded: Jeanne Gravelle	
3. Declared Pecuniary Interest N/A	
4. Approval of the February minutes: Motion by: Cindy Benedetti Seconded: Karen Applebee	
5. School System Operational Business: 5.1. Assistive Technology <ul style="list-style-type: none"> • Specialized Equipment Allocation (SEA) is to provide students with special education needs with the equipment and technology that are directly required and essential for attending school. • SEA Funding Model <ul style="list-style-type: none"> ➢ Formula Component ➢ Claims Based Component • SEA Funding (computer related) is divided into: <ul style="list-style-type: none"> ➢ Computer Hardware ➢ Computer Software ➢ Training Costs ➢ Staffing Costs • Building Capacity in Schools: <ul style="list-style-type: none"> ➢ Elementary Teachers have time on schedule for assistive technology ➢ Secondary – each site has 0.5 SEA technicians 	C. Runstedler



<p>Speech and Language Pathologist - Assistive Technology</p> <ul style="list-style-type: none"> • Technology varies from very low tech to high tech tools • Assisting students communicate and function in our community <p>Q&A</p>	<p>V. Miles</p>
<p>5.2. Sapphire Program at Laurier</p> <ul style="list-style-type: none"> • For students that are transitioning to post-secondary schools <ul style="list-style-type: none"> ➢ Sapphire is a program created by students for students ➢ First cohort last year ➢ Autistic graduates have the lowest employment out of all categories ➢ Only 15% of Canadian postsecondary institutions have autistic specific supports • First and Only Comprehensive Transition to work program for autistic postsecondary students in Canada • Program is offering: <ul style="list-style-type: none"> ➢ Networking and Mentorship ➢ Career Readiness Training ➢ Work Experience • High school guidance program heads aware of this program <p>Q&A</p>	<p>L. Allan</p>
<p>6. Ministry Updates (10 min)</p> <p>6.1. Durham DSB Letter to the Minister re: Provincial Proposal to Replace Trustees with Provincially Appointed Supervisors</p>	<p>G. Foran</p>
<p>7. SEAC Committee Functions:</p> <p>7.1. Security for SEAC meetings</p> <ul style="list-style-type: none"> ➢ SEAC will seek an alternate solution which doesn't involve security to ensure members feel safe to and from to (i.e., walking in pairs, etc.) 	
<p>8. Policy Advice to the Board</p> <p>N/A</p>	
<p>9. Updates</p> <ul style="list-style-type: none"> • WWCSS Updates: <ul style="list-style-type: none"> ➢ World Down Syndrome Day March 21, 2026 ➢ Celebrate World Down Syndrome Day at school on Friday March 13th School Activities Link • Autism Updates <ul style="list-style-type: none"> ➢ World Autism Awareness Day information ➢ Volunteer With Us! <p>Do you want to support our autism community and make a difference in someone's life? Are you at least 16 years old and willing to help? Volunteers are needed to help with regional programs and events! Join us in making a positive impact. Your time and talents can make a real difference.</p> 	



<p>Looking for passionate volunteers in the following cities: Burlington, Orangeville, Waterloo, Wellington, Hamilton Apply today and get involved!</p> <ul style="list-style-type: none">• Trustee Updates<ul style="list-style-type: none">➤ Trustee Sikora shared February updates	
<p>10. Pending Items</p> <ul style="list-style-type: none">• Item 6.0. to be added to the April agenda – Gerald to connect with the Ministry to confirm how this possible change might impact SEAC committee.• Feedback from the Grace for All event.	
<ul style="list-style-type: none">• 11. Adjournment Motion by: Jeanne Gravelle Seconded: Cindy Benedetti	
<ul style="list-style-type: none">• 12. Action Items Place Holder N/A	



Date: April 24, 2026
To: Board of Trustees
From: Director of Education
Subject: Extended Day 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)

- O. Reg. 221/11 – Extended Day Programs and Third-Party Programs
- MOE Memo EL12 – Regulatory Amendments for Full-Day Junior Kindergarten and Kindergarten and Extended Day Programs
- [O. Reg. 236/22: Child Care and Early Years Act, 2014, S.O. 2014](#)

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

WCDSB’s Extended Day Program offers parents and students in kindergarten to Grade Six, a convenient school location with equity of access in a safe and healthy learning environment for young children.

For more information on the “The Kindergarten Program” and “How Does Learning Happen” documents please visit:

[The Kindergarten Program 2016 | Ontario.ca](#)

<https://files.ontario.ca/edu-how-does-learning-happen-en-2021-03-23.pdf>

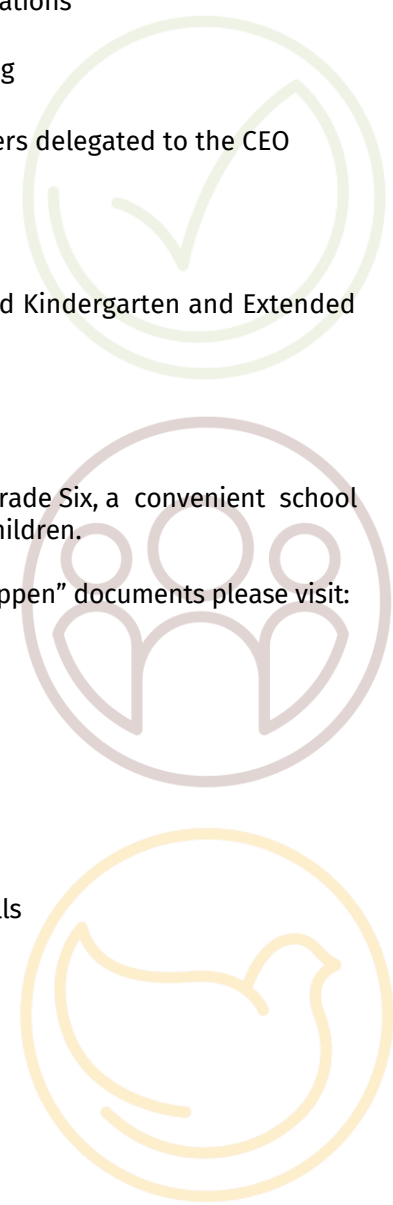
Alignment to the MYSP:

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:

The Extended Day Program is an integral component of the Early Learning–Kindergarten program and is led by Registered Early Childhood Educators (RECEs). The program is funded through parent fees and operates on a cost-recovery model. Participation in the Extended Day Program is optional for families and is offered by school boards where there is sufficient demand to ensure viability at individual school sites. In accordance with provincial requirements, all school boards are required to ensure the operation of an Extended Day Program, or a third-party equivalent, for children from kindergarten to Grade 6 in every elementary school where sufficient demand exists. As of September 2024, these programs became licensed under the Child Care and Early Years Act, enabling eligible families to access Canada-Wide Early Learning and Child Care (CWELCC) reduced fees.

RFP for New Vendors to Maintain Registration and Waitlist

As an update to the February 2025 Board Report, WCDSB partnered with the Waterloo Region District School Board (WRDSB) to undertake a joint Request for Proposal (RFP) process following the one-year extension of the existing registration platform. The purpose of the RFP was to secure a new vendor to support student registration and waitlist management.

The RFP process has now concluded, and a successful vendor has been identified. Final preparations of the new registration platform are underway and will support Extended Day program registration for the 2026–2027 school year. A formal announcement identifying the vendor, along with additional program-related updates, will be shared in an upcoming communication to families in coordination with WRDSB.

Program Fees

A \$1 daily fee increase, from \$34 to \$35, is proposed to address anticipated salary increases across multiple employee groups through the collective bargaining process. This adjustment supports a cost-recovery model and avoids financial risk or pressure on the board.

Program Care Options

Care options will continue to include:

- Full-time care: Monday to Friday, every week
- Part-time care, with two options:
 - Monday, Wednesday, Friday
 - Tuesday, Thursday

Waitlist Changes

In collaboration with WRDSB, updates are being made to the waitlist process.

Effective for the 2026–2027 school year, the online registration system will automatically place students on the waitlist based on priority grouping, followed by chronological order within each priority group.

Viability and Duty to Operate

To ensure compliance with Ministry of Education legislation, the Waterloo Catholic District School Board is pursuing third-party service agreements with licensed providers that operate Before and After School Programs at school sites where a WCDSB-operated Extended Day Program is not available.

This approach applies to the following schools:

- St. Boniface
- St. Luke
- St. Margaret
- St. Nicholas
- St. Patrick

These agreements support continuity of care for families while ensuring that all programs operating on school sites meet legislative and regulatory requirements.

This work is guided by the following Ministry directives and regulations:

- **Ontario Regulation 221/11** – *Extended Day Programs and Third-Party Programs*
- **MOE Memorandum EL12** – *Regulatory Amendments for Full-Day Kindergarten and Extended Day Programs*
- **Ontario Regulation 236/22** – *Child Care and Early Years Act, 2014*

Program Caps

Program caps for 2026-2027 have been adjusted based on 2025-2026 waitlist numbers to achieve the approved maximum operating capacity, and, as much as possible, to address the waitlist. These increased caps represent the addition of 3 RECEs and 3 ECAs.

Recommendation:

That the Board of Trustees approve the Extended Day Program daily fee increase of \$1 as referenced in the report.

Prepared/Reviewed By:

Annalisa Varano
Director of Education

Paul Mendonça
Superintendent of Learning

Ronda Roy
Manager of Operations-Extended Day

*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: April 27, 2026
To: Board of Trustees
From: Director of Education
Subject: 2026-2027 Estimates Budget: Trustee Update #4

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

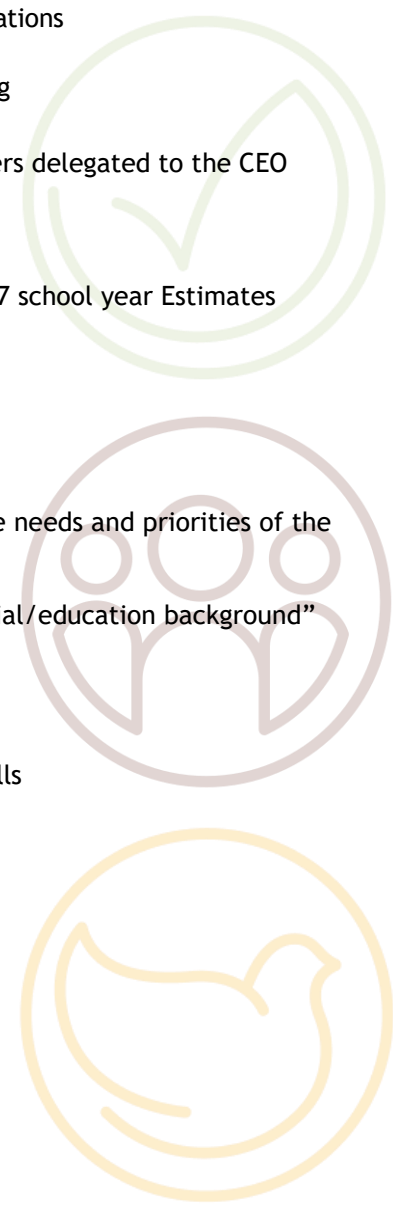
- Support multiple pathways & tools for success
- Accelerate excellence & innovation while building transferable, future-ready skills
- Engage students as co-creators in their learning
- Transform learning through leadership & staff support & development

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

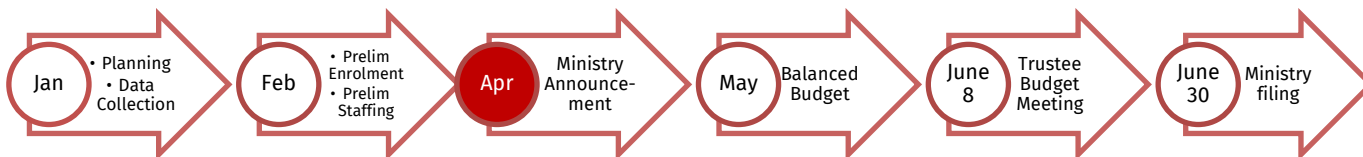


Background/Comments:

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 #2: March 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 discussion:

- Reviewed current enrollment and 2025-2026 projections
- Discussed 2026-2027 projection methods
- Coordinated tasks and reporting requirements for the next enrolment meeting to finalize Planning Scenario, Registration Scenario, and Secondary Enrolment Committee scenario.

Elementary Enrolment Committee Meeting #2: March 27, 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 discussion:

- Used preliminary March enrollment from principals to update planning scenario (March Collection Projections)
- Reviewed current enrollment and 2025-2026 projections
- Discussed 2026-2027 projection methods and finalized numbers

Budget Advisory Committee

- The committee was provided with an overview of the purpose of the group
- The committee was presented with both elementary and secondary enrolment scenarios and agreed upon the following enrolment with which to prepare the estimates budget:
 - Elementary: 20,218 (revised estimates)
 - Secondary: 8,344 (increase of 170 over revised estimates)
- Conservative enrolment projections were chosen to help mitigate any future adjustments and align with the Ministry request to be conservative.
- Elementary was flat-lined at revised estimates enrolment due to the slower growth rate in the prior year, lower birth rates and changes in immigration.
- Secondary enrolment reflects a 2.1% increase over revised estimates to best reflect the minimal growth that will now be going into secondary from the elementary growth phase.

Operational Budget Submissions

- Compilation of both operating and capital expenditures continue to progress well
- Enrolment based staffing determinations has begun
- Determination of revenue sources not dependent on enrolment has been completed (interest, lease revenue, rebates etc)
- All collective agreements are open with the exception of PVP agreements. Board continues to 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. Balanced budget: **May 5, 2026**
3. Trustee Update #5 (if needed): **May 25, 2026**
4. 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: April 27, 2026
To: Board of Trustees
From: Director of Education
Subject: Director’s Report – April 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

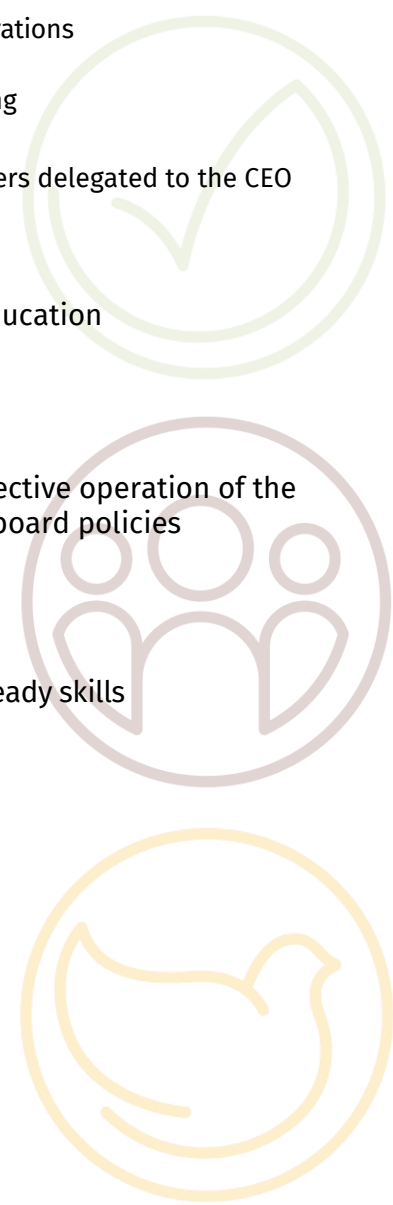
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Belonging

- 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:

April has been one of the most active and purpose-filled months of the year. From the celebration of Easter to the launch of our MYSP implementation work, from meaningful student voice events to deep engagement with government, community, and diocesan partners, this month has reflected the full richness of what it means to lead a Catholic school system rooted in faith, learning, and belonging. The energy across our 52 schools and among our senior team is palpable as we move into the final stretch of the school year and prepare for an exciting September 2026.

FAITH: At the Centre

Easter Greetings to Staff, Families, and School Leaders

As we entered the Easter season, communications were sent to staff, families, and school leaders to mark this most sacred time in the Catholic faith. These messages acknowledged the challenges and joys of the year and offered a message of hope grounded in the resurrection of Jesus Christ. Easter is not simply a holiday in our system; it is the foundation of who we are as a Catholic community, and taking time to name and celebrate it together strengthens the bond between our schools, our families, and our faith.

Bishops, Diocesan Officials, Directors, and Catholic Education Partners Meeting (April 8)

On April 8, I had the privilege of attending a meeting with Bishop Dabrowski, Diocesan officials, Directors of Education, and Catholic education partners. This was my first opportunity to meet Bishop Dabrowski directly, and it was an honour to share with him what is happening in Catholic education at WCDSB, including our enrollment growth, our capital projects, and the vision and goals of our MYSP 2025-2030 and Pastoral Plan. Bishop Dabrowski expressed genuine enthusiasm and was very impressed by the momentum and direction of our system. We look forward to welcoming him to WCDSB events in the months ahead and deepening this important relationship with the Diocese of Hamilton.

Parish-School Collaboration Large-Scale Event (April 21)

Our large-scale Parish-School Collaboration event took place on April 21, bringing together school and parish leaders in a meaningful gathering designed to strengthen the relationship between home, school, and parish. This initiative continues to be one of the most significant expressions of our MYSP Serving pillar and our Pastoral Plan, and the energy and participation at this event reflect the genuine commitment of our community to living out our Catholic mission together.

LEARNING: We Set High Expectations and Challenge Learners

MYSP Implementation Committee: In-Person Launch (March 30)

On March 30, a pivotal in-person MYSP Implementation Committee meeting took place, bringing together consultants, administrators, and superintendents to plan the concrete steps for implementing the MYSP 2025-2030 across our entire system. The focus of this working session was preparing for the April 24 PA Day, which will serve as the first major system-wide professional learning opportunity to bring the MYSP to all staff. This committee represents exactly the kind of collaborative, cross-role leadership that will ensure our strategic plan moves from vision to lived practice in every classroom and school in WCDSB.



Artificial Intelligence for School Leaders – April 1st and 29th, 2026

On April 1, 2026, school leaders including administrators, consultants, and teachers participated in the second full-day professional learning session in a series focused on leading the effective use of artificial intelligence in schools, in alignment with the Ministry of Education's identified priority. The session combined foundational learning with strategic leadership planning, addressing both the technical and ethical dimensions of AI in education. In the morning, participants engaged directly with AI tools to build practical understanding of their capabilities and limitations, including ethical implications for staff and students. In the afternoon, the focus shifted to strategic leadership, with participants examining their roles in AI implementation, drafting planning considerations, and exploring emerging policy frameworks. A second session continued on April 29, building on prior learning and practical examples of AI implementation to deepen school leaders' readiness to support responsible, ethical AI use at the point of student learning.

Mathematics Teaching and Learning Update – Spring 2026

Now in its third year, the Grade 3 and Grade 6 Mock EQAO Math Assessment was completed by 90% and 91% of students respectively, maintaining strong participation rates from 2025. The digital assessment supported students and educators in identifying areas of need and determining instructional next steps, followed by dedicated PD sessions to analyze results.

On March 31, WCDSB hosted a special math event featuring The Math Guru, Vanessa Vakharia, author of Math Therapy, with more than 80 educators attending. Additional spring highlights include 20 educators completing Math AQ courses, 65 Math Lead Teachers finishing a six-session series on high-impact math instruction, and Math Coaches beginning Cycle 3 of embedded coaching at priority schools on April 20. EQAO technical readiness and implementation sessions for administrators and teachers new to Grades 3 and 6 are scheduled for April 22.

CODE Webinar 2: AI Guiding Principles (April 1)

On April 1, I also participated in the second CODE webinar focused on AI guiding principles for school boards. This provincial learning is informing WCDSB's own approach to AI governance and connects directly to the work of our Regional AI Leadership Collaborative. Staying at the leading edge of these conversations positions our board well as AI continues to shape the landscape of education.

CODE Human Rights Training (April 2)

On April 2, I participated in the second session of CODE's province-wide human rights training series for directors and senior leaders. This session included a deep dive into the Ontario Human Rights Tribunal's Dreams Delayed report and the Sankofa Framework, developed by Parents of Black Children. This ongoing professional learning supports our commitment to equitable, inclusive, and barrier-free learning and work environments across WCDSB, connecting directly to our MYSP Belonging pillar.

ECCODE Spring Meeting (April 15)

I attended the ECCODE Spring Meeting on April 15, an important gathering for directors and system leaders that provided opportunities for provincial learning, peer collaboration, and policy discussion relevant to Catholic education across Ontario.

OCSOA Conference (April 15-17)

I attended the OCSOA Conference April 15-17, a key professional learning opportunity for Catholic system leaders. This three-day conference provided meaningful learning and connection with colleagues across the province, strengthening the networks that support Catholic education leadership in Ontario.



Secondary Learning Session - On April 15, secondary school educators from each school came together for a planning session to help shape the Secondary PA Day scheduled for May 29. Prior to April 15th, each school's Program Council facilitated a feedback activity where they reflected on the integration of Artificial Intelligence and strategies that support authentic student learning, recognizing that educators are at varying stages of implementation and the impact of AI touches all students and teachers. Each school identified two staff members, one with experience integrating AI and one who is at an early or hesitant stage, to participate in a steering committee supported by Learning Services consultants from innovation, mathematics, and literacy. Working collaboratively, this group helped design learning that is practical, accessible, and supported by multiple entry points. Rooted in the WCDSB's *Zero to Infinity* framework, the work of this committee will be embedded in the Secondary PA Day agenda, ensuring a strong focus on authentic learning and the development of future-ready, transferable skills aligned with Ministry of Education expectations.

Director's School Visits – April 2026

Throughout April, school visits continued across the system, including St. Clements, Sir Edgar Bauer, St. Luke, St. Matthew, St. Agnes, St. Teresa, and St. Boniface. These visits provide ongoing opportunities to connect directly with students, staff, and administrators, listening for how our MYSP goals are being lived out at the school level and celebrating examples of strong literacy and numeracy practice and student achievement across our system.

WCDSB AI Student Symposium – April 24th

I was pleased and honoured to moderate the WCDSB AI Student Symposium, held on April 24, 2026, at the Waterloo campus of Conestoga College. The event brought together 100 secondary students for a full day focused on artificial intelligence, career pathways, and ethical innovation. A keynote address by Nancy Nelson, PhD, P.Eng opened the day, followed by two rounds of concurrent workshops spanning topics such as prompt engineering, generative AI ethics, AI in healthcare and skilled trades, coding, and student-led innovation. Students then attended a panel discussion on AI, emerging careers, and the future of work before closing with a reflection and debrief. The symposium underscored WCDSB's commitment to partnerships, student voice, and future-focused learning.

School Improvement Vision Session (Secondary) On April 29, secondary school administrators, school improvement program area heads, and members of the research team will come together to strengthen and align secondary school improvement planning across the system. The session will focus on key improvement priorities, with particular attention to data literacy and the proactive use of EQAO's newly released data tool to track achievement trends. This collaborative work will support consistent, evidence-informed approaches to monitoring progress and drive responsive instruction, interventions, and strategic planning at the school level.

Catholic Leadership Program: Night Four (April 29)

Night four of our Catholic Leadership Program took place on April 29, continuing the development of our next generation of Catholic system leaders. This program is one of the most meaningful investments we make in our people and in the long-term health of Catholic education in Waterloo Region. This year we had the largest number of participants (105) in our three-part program and this final session will see 37 graduates obtaining their CLP Program Completion Certificates.



OCSTA AGM and Conference – April 29 to May 2, 2026

Beginning April 29, I will attend the OCSTA Annual General Meeting and Conference, a cornerstone event for Catholic trustees and directors across Ontario. This gathering supports provincial advocacy for Catholic education, trustee governance learning, and the collaborative relationships that strengthen our collective voice at the provincial level. Given the recent introduction of Bill 101, this year's conference is anticipated to include discussion on the proposed legislation and its potential implications for Catholic school boards across Ontario.

MLL and Literacy Collaboration – April 2026

Throughout April, Junior Literacy Lead Teachers from across the system have been participating in full-day professional learning sessions focused on literacy resources, gap-closing strategies, and supporting multilingual language learners. These sessions are building educator confidence in delivering strategies and accommodations that strengthen vocabulary, writing, and productive language practice for MLL students and all learners across WCDSB.

SERVING: We Build Strong Community and Government Partnerships

Meet and Greet: Mayor Joe Nowak and Mayor Susan Foxtton – April 1, 2026

On April 1, I met with Mayor Joe Nowak of the Township of Wellesley and Mayor Susan Foxtton of the Township of North Dumfries. These introductory meetings are part of our ongoing commitment to building strong relationships with elected leaders across all municipalities served by WCDSB, ensuring Catholic education is a valued and present partner in every community we call home.

FACE and System Collaborative Professionalism Meetings – April 9 and 10, 2026

On April 9, Friends and Advocates of Catholic Education (FACE) brought together representatives from across the system to discuss Catholic education and formation opportunities, hearing directly from committee members to better ensure effective Catholic education across WCDSB. On April 10, the System Collaborative Professionalism group met to focus on initiative and opportunity across our employee groups. Together, these meetings reflect our commitment to a system where Catholic identity is actively nurtured and where partnership with our people drives continuous improvement.

Annual Mayor's Breakfast and Maple Syrup Festival, Mayor Sandy Shantz, Township of Woolwich (April 11)

On April 11, I attended Mayor Sandy Shantz's annual community breakfast and pancake flipping contest, held alongside the Maple Syrup Festival. This warm and lively community event was a wonderful opportunity to represent WCDSB in Woolwich and to connect with community members in a celebratory and welcoming setting.

37th Annual Mayor's Dinner: Places of Inclusion, the Heart of Belonging (April 11)

Also on April 11, I attended the 37th Annual Mayor's Dinner, themed Places of Inclusion, the Heart of Belonging. This longstanding civic event brought together elected officials and community leaders from across the region, and its theme resonated deeply with the values at the heart of our MYSP Belonging pillar.

Waterloo State of the City Address, Mayor Dorothy McCabe (April 16)

On April 16, trustees and Lema Salaymeh attended the Waterloo State of the City Address delivered by Mayor Dorothy McCabe. Attending these annual civic addresses across our municipalities signals WCDSB's commitment to being an engaged, present, and contributing partner in regional community life.

Museum Tour, King Street West, Kitchener (April 27)

On April 27, I was honoured to accept an invitation from David Marszkell to attend a museum tour on King Street West in Kitchener. Events like this deepen WCDSB's connection to the cultural and community life of Waterloo Region and affirm our commitment to being active and engaged civic partners.

Student Services and Special Education Updates – April 2026

On April 10, the Deaf and Hard of Hearing Itinerant Team delivered an in-class Hearing Awareness workshop to prepare students for an incoming classmate with hearing loss, teaching basic ASL and fostering empathy and understanding of inclusive practices. On April 16, Deaf and Hard of Hearing Itinerant Teachers attended an Assistive Technology Conference, where Hearing Itinerant Teacher Juyanna Martin presented a workshop on bridging school-home learning through accessible practices. On April 24, a cross-disciplinary Student Services team including Psychology, Behaviour Analysis, Speech Language Pathology, Social Work, and Special Education Liaisons delivered FASD professional learning to all staff on the system PD day, equipping educators with research-based strategies to better support students impacted by Fetal Alcohol Spectrum Disorder. On April 29, the Community Transition Officer and Special Education Navigator will attend a Community Transition Fair, connecting families, caregivers, and students with programs and services available in our community for individuals with disabilities.

BELONGING: We Foster Safe, Welcoming, and Inclusive Communities

Talk and Treats: Black Student Voice Event (March 31)

On March 31, Talk and Treats brought together Black students from across WCDSB to share their experiences and speak about the value of their affinity groups and the support of their grad coaches. One of several sessions held throughout the year, Talk and Treats creates space for students to speak directly about what belonging means to them, what supports have made a difference, and where they see themselves reflected in our system. The student voices shared at these sessions continue to shape our equity work in meaningful ways and affirm why representation and safe, affirming spaces matter across WCDSB.

Staff Recognition and Celebration (April 23)

On April 23, we held a staff recognition and celebration event, honouring the extraordinary dedication and contributions of our staff across the system. Recognizing and celebrating our people is not a luxury; it is a leadership responsibility. Our staff are the heart of WCDSB and the reason our students experience the learning, belonging, and faith formation they deserve every day.

Parents of Black Children: Supporting Black Children Meeting (April 28)

On April 28, I will participate in a meeting with parents of Black children focused on how WCDSB can best support Black student success and well-being. This conversation is part of our ongoing commitment to meaningful family engagement and to removing the barriers that some of our students

and families experience. Listening directly from parents is essential to building a system where every family feels seen, heard, and valued.

KEY MEETINGS AND EVENTS: APRIL 2026

- March 30: MYSP Implementation Committee, in-person launch (consultants, administrators, superintendents)
- March 31: Talk and Treats: Black Student Voice Event
- April 1: AI Leadership PD Series, Holy Trinity Catholic Secondary School
- April 1: CODE Webinar 2: AI Guiding Principles
- April 1: Meet and Greet, Mayor Joe Nowak, Township of Wellesley
- April 1: Meet and Greet, Mayor Susan Foxton, Township of North Dumfries
- April 1: SEAC Meeting
- April 2: CODE Human Rights Training
- April 7: Monthly Administrator Co-Chair Meeting
- April 8: Bishops, Diocesan Officials, Directors, and Catholic Education Partners Meeting; first meeting with Bishop Dabrowski
- April 9: FACE and System Collaborative Professionalism Meeting
- April 10: System Collaborative Professionalism: Initiative and Opportunity Meeting
- April 11: Annual Mayor's Breakfast and Maple Syrup Festival, Mayor Sandy Shantz, Township of Woolwich
- April 11: 37th Annual Mayor's Dinner: Places of Inclusion, the Heart of Belonging
- April 13: Committee of the Whole; History of Catholic Education Presentation with Peter Meehan
- April 15: ECCODE Spring Meeting
- April 15-17: OCSOA Conference
- April 16: Waterloo State of the City Address, Mayor Dorothy McCabe
- April 21: Monthly Administrator Meeting
- April 21: Parish-School Collaboration Large-Scale Event
- April 22: Director's School Visits: St. Clements, Sir Edgar Bauer
- April 22: CPIC Meeting
- April 23: CCFOWR Board of Directors Meeting
- April 23: Staff Recognition and Celebration
- April 23: WCDSB AI Student Symposium (Director as Moderator)
- April 27: Museum Tour, King Street West, Kitchener (invitation from David Marszkell)
- April 27: Board of Trustees Meeting
- April 28: Parents of Black Children: Supporting Black Children Meeting
- April 29: Director's School Visits: St. Luke, St. Matthew, St. Agnes, St. Teresa, St. Boniface
- April 29: Catholic Leadership Program: Night 4
- April 29 to May 2: OCSTA AGM and Conference

Ongoing:

- Weekly: Research team meetings (MYSP data tracking and indicator monitoring), Executive Council Meeting, Academic Council Meetings
- Weekly: Director's school visits across all 52 schools
- Biweekly: Meetings with CFO, Superintendent of HR, Senior Manager of Communications and Senior Manager of Equity Services
- Monthly: Canadian AI Leadership Collaborative
- Monthly: Administrator meetings
- Regular: Preparation meetings with Board Chair for agenda setting and trustee communication

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: April 27th, 2026
To: Board of Trustees
From: Director of Education
Subject: Student Trustee Report - April 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

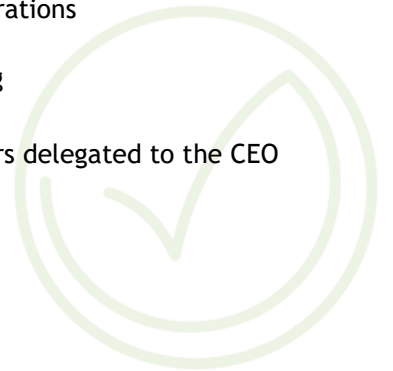
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- Transform learning through leadership & staff support & development

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, students across WCDSB schools participated in faith-based celebrations, mental wellness initiatives, and school spirit events that strengthened community and engagement. Students also demonstrated leadership through fundraising efforts and activities that supported both school connection and local charities.

Faith-Based and Easter Celebrations →

Waterloo Catholic District School Board schools such as St. David’s and Resurrection hosted events including a Passion Play and Easter liturgy to “bring students closer to faith and celebrate the holiday as a school community.”

Mental Health and Wellness Initiatives (St. Benedict’s, St. David’s) →

St. Benedict’s led “a week-long series of activities designed to promote stress relief, emotional regulation, and mental well-being,” while St. David’s supported Mental Health Week through activities like friendship bracelets, chalk, and student engagement posts.

School Spirit and Student Engagement (St. Mary’s, St. Benedict’s) →

St. Mary’s and St. Benedict’s hosted Spirit Weeks and events such as karaoke, themed civvies days, and games that “encourage students to express themselves” and “create amazing and long lasting high school memories.”

Fundraising and Leadership Initiatives (Monsignor Doyle, Resurrection, St. David’s) →

Monsignor Doyle, Resurrection, and St. David promoted initiatives such as Relay for Life, Civvies Days, and tournaments that “support cancer research,” raise funds for charities like Habitat for Humanity, and encourage student leadership through campaigns and school-wide participation.



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: April 27, 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

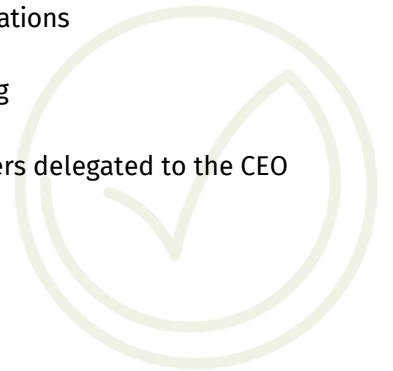
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Background/Comments:

Several discussions with Director Varano
Apr 9 – FACE Meeting
Apr 9 – State of the Township of Wilmot
Apr 11 -Pancake Flipping Contest – Elmira Maple Syrup Festival
Apr 11 -Mayor’s Dinner
Apr 13 -Committee of the Whole
Apr 23 -Staff Recognition
Apr 27 -Board 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: April 27, 2026
To: Board of Trustees
From: Director of Education
Subject: Treatment of Staff IV 004

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)

Treatment of Staff IV 004

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

Occupational Health and Safety Act
Workplace Safety and Insurance Act
 Well-Being Strategy

Alignment to the MYSP:

Learning

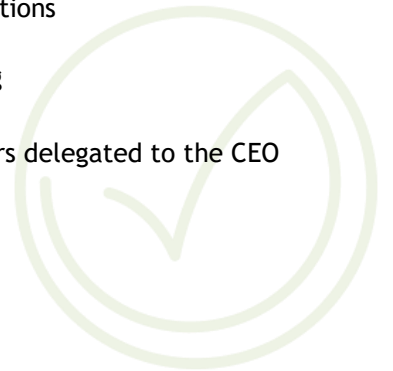
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Background/Comments:

1) The CEO shall not cause or allow conditions, procedures, actions, or decisions that are unclear, unsafe, or unhealthy or arbitrarily inequitable.

CEO Interpretation

We interpret this policy provision to mean that the CEO takes positive actions to strive for a work environment that is safe and healthy where there is clear, transparent direction, and reasoned and just decisions are made in the best interests of students, staff and communities.

i) Unclear

The Board maintains a comprehensive set of publicly accessible Administrative Procedures (APs), which are available on the Board's website. These APs clearly outline required processes and actions for navigating a wide range of operational and organizational situations. Selected APs are reviewed with staff prior to the start of each school year to ensure awareness and understanding.

On the first Professional Activity (PA) Day of the 2025-2026 school year, all staff completed mandatory compliance training aligned with relevant legislation, Ministry of Education requirements, and other applicable training expectations. Staff also received timely information regarding operational changes or updates through email and/or communication from their respective administrator or manager.

All staff members have clearly defined reporting relationships and access to a direct supervisor. In addition, some staff have access to central subject matter experts to support professional growth, development, and effective practice. Weekly staff bulletins are distributed via email and archived on the staff intranet for ongoing reference. Many administrators and managers further support clarity through regularly scheduled staff meetings.

Together, the Board's Administrative Procedures, established reporting structures, and consistent communication practices provide clear, transparent, and accessible direction to staff.

These provisions are evidence that the Board does not cause or allow conditions, procedures, actions, or decisions that are unclear.

ii) Unsafe and Unhealthy

The Board has an Internal Responsibility System, per the *Occupational Health and Safety Act*, that includes reporting mechanisms for employees, incident tracking, investigation and follow up. In addition, the Board has a central Joint Health and Safety Committee with terms approved by the Ministry of Labour.

Health and Safety responsibilities are managed by the Health and Safety Supervisor and the Health and Safety Specialist. Their activities include equipment inventory and certification, repairs, installation and replacement of equipment, training, inspections, hazardous waste management, air quality monitoring and investigations, asbestos surveys and repairs, ergonomics, workplace violence, incident investigation and response, and work refusals and policy management.

Regarding overall health and safety performance, March 31, 2026 there were 3,307 workplace safety incidents reported since September 1, 2025. Of those, 1,632 incidents were reported as workplace violence incidents. By comparison, there were 2,058 incidents reported during the 2024-2025 school year. Of those incidents, 1,670 were reported as workplace violence. The greatest number of incidents reported are from the early years and primary division. The employees with the highest reporting rates are as follows:

- Educational Assistants - 41%
- Elementary Teachers - 29%
- Child and Youth Care Workers - 7%

A breakdown of the claims per employee group for the 2024-2025 school year and to date in the 2025-2026 school year are as follows:

Approved WSIB Claims Summary for September 1, 2024, to August 31, 2025:

- There were 209 claims submitted, and 163 claims approved by WSIB in total
- 46 approved healthcare WSIB claims (28% of all claims)
- 117 approved lost time WSIB claims (72% of all claims)
- 24% of all approved claims were for Elementary Teachers
- 5% of all approved claims were for Secondary Teachers
- 37% of all approved claims were for EAs
- 8% of all approved claims were for ECEs
- 11% of all approved claims were for Custodian/Maintenance
- 15% of all approved claims were for Other (PASS, P/VP etc.)

Approved WSIB Claims Summary for September 2, 2025, to March 31, 2026:

- There have been 176 claims submitted to date, and 126 claims approved by WSIB
- 28 approved healthcare WSIB claims (22% of all claims)
- 98 approved lost time WSIB claims (78% of all claims)
- 26% of all approved claims were for Elementary Teachers
- 7% of all approved claims were for Secondary Teachers
- 34% of all approved claims were for EAs
- 11% of all approved claims were for ECEs
- 9% of all approved claims were for Custodian/Maintenance
- 13% of all approved claims were for Other (PASS, P/VP etc.)
- 14% of all approved claims were for Other (PASS, P/VP etc.)

The Board's lost-time frequency rate in 2024-2025 was 5.04 per 100 employees with the average rate for Ontario boards at 4.55 per 100 employees. The increase is due to an elevation in the number of slips, trips and falls and struck by/against incidents. Reported workplace violence incidents decreased in the 2024-2025 school year. Data for the 2025-2026 school year is not available at the time of this report.

The Board has experienced eight (8) critical injuries in the current school year as of April 30, 2026. The Board experienced nine (9) critical injuries in 2024-2025.



The Board has received 10 visits from the Ministry of Labour in the current school year as of March 31, 2026, to follow up on the work refusals, complaints, and critical injuries reported. There were 10 visits from the Ministry of Labour in the 2024-2025 school year for the same reasons.

In support of ongoing efforts to enhance physical safety among employees, the Joint Health and Safety Committee holds regular meetings wherein current health and safety issues and resolutions are discussed. The Board also maintains the position of Education Assistant Liaison Officer, which supports the work of educational assistants in the schools and assists the Board in reviewing and resolving school-based violent incident reports. The Board has also implemented proactive and inclusive strategies to support self-regulation in the early years. Staff participate in training provided by the Behaviour Analysts each year. And lastly, the board provided all administrators with specific supervisor health and safety training and designated the first PA Day of the 2025-26 school year to ensure all staff received health and safety compliance training.

There was a slight decrease in the rate of sick leave usage experienced by the Board as of 2024-2025. The overall magnitude of absences for permanent employees was 12.14 average sick days lost per employee, a 3.34% decrease from 2023-24. The WCDSB remains below the Absence Study average of 15.59 average sick days lost per permanent employee.

Recent changes to WSIB claims considerations have seen an increase in the number of claims approved for Traumatic and Chronic Mental Stress. Mental health is a concern across all sectors and continues to be the most challenging types of claims to resolve.

To support ongoing efforts to reduce the usage of sick leave, the Board has continued to provide support to staff via the Attendance Support Program as part of a comprehensive approach to promoting mental health in the workplace, preventing psychological harm at work, reducing the stigma of mental illness in the workplace, and building staff resiliency.

These provisions demonstrate that the Board does not allow conditions for an unsafe and unhealthy work environment for all employees.

iii) Arbitrarily Inequitable

The Board is often confronted with complex situations where decisions impact competing wants and priorities. In making such decisions, the Board reviews all information available, including the Board's Mission and Vision, Multi-Year Strategic Plan, data, cost, Board policy, relevant legislation, Ministry direction, feedback from stakeholders, and collective agreements and terms of employment. All decisions are made with due regard to the impact on students, staff and communities.

In addition, no terms and conditions are intentionally breached, and all staff have access to a process whereby alleged breaches may be raised.

The Board's decision-making practices indicate that the Board seeks to achieve reasonable and just decisions that do not have conditions, procedures, actions, or decisions that are arbitrarily inequitable.

2) The CEO shall not cause conditions to exist that adversely impact on staff morale and performance.

We interpret this policy provision to mean that the CEO takes positive actions to strive for a positive work environment that supports employees in the performance of their duties.

Staff Morale

In the 2025-2026 school year, the shortage of qualified staff continues to impact the staff in schools. Changes to recruitment practices have been made to reduce the time from application to hiring and to broaden the pool of qualified candidates. Indicators of staff morale are also derived by the data compiled from the Guarding Minds at Work Survey, the Workforce Census and the MYSP survey.

Each month the Total Abilities Management team in Human Resources publishes information from the Employee and Family Assistance Program to promote the well-being of all staff.

The results of the Guarding Minds at Work survey and the Workforce Census are linked to the MYSP Priority: Belonging. As the work continues it is expected that the Guarding Minds at Work survey and Workforce Census results will reflect reduced concerns in the psychosocial factors they measure. The work is ongoing year over year.

To continue the efforts to build staff morale the following initiatives have been undertaken:

- The Director has visited all sites and engaged employees.
- Recruitment efforts continue to be streamlined to achieve appropriate staffing levels in schools.
- Ongoing collaboration with teachers' union regarding process changes/enhancements to allow earlier and broader access to daily occasional work.
- Collaboration with educational institutions to enhance recruitment effort outputs.
- Ongoing meetings with employee group representatives in the Collaborative Professionalism Committee.
- Ongoing work with the Guarding Minds at Work Survey, Workforce Census, Homewood Health services and SBCI services in providing wellness supports to staff.
- Launch of the WCDSB Cares Recognition program in September of 2025.

Staff Performance

Staff performance is generally measured through daily interactions and/or formal performance appraisals and there is no direct measure to determine performance on a broad basis across the Board. However, the Middle Years Development Instrument (MDI), Student Success surveys and student achievement data provide some indicators.

The variety of surveys for students and families that were presented in various reports to the Board of Trustees throughout the 2025-2026 school year indicate positive gains with respect to student achievement, indicating strong staff performance.

The 2025-2026 school year has continued to be challenging for many Board staff due to conditions that are impacting the education sector across Ontario. The efforts made to improve these conditions and mitigate their impact, as described previously, indicate that the Board does not cause conditions that

adversely impact on staff morale and performance and that work is being done to promote a positive work environment that supports employee performance.

3) The CEO shall not discriminate against anyone for non-disruptive expression of dissent.

We interpret this policy provision to mean that the CEO welcomes dissenting views and will not allow reprisals against any employee who respectfully expresses concern or disagreement.

Staff have access to multiple avenues by which to raise concerns or dissent. Such as through their union or association representatives, to their supervisors or to a member of the Senior Team or Director. All expressions of concern or dissent are considered and receive a fulsome response.

Recommendation:

That the Board accept this report indicating compliance with Treatment of Staff Policy IV 004.

Prepared/Reviewed By: Annalisa Varano
Director of Education

Kerry Pomfret
Superintendent of Human Resources

*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: April 27, 2026
To: Board of Trustees
From: Director of Education
Subject: Monitoring Report – Board Policy IV006 “Legal Responsibilities and Liabilities”

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 **IV006**
- 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 will provide Trustees with information to assess the Director of Education’s compliance with Board Policy IV 006 “Legal Responsibilities and Liabilities”.

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

[Executive Limitation IV006 “Legal Responsibilities and Liabilities”](#)

Alignment to the MYSP:

Learning

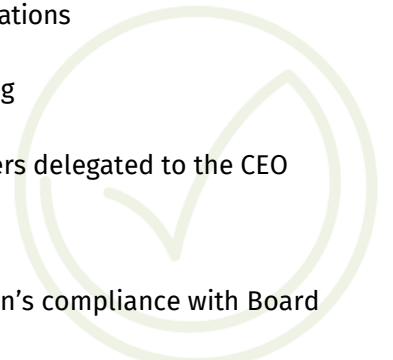
- Support multiple pathways & tools for success
- Accelerate excellence & innovation while building transferable, future-ready skills
- Engage students as co-creators in their learning
- Transform learning through leadership & staff support & development

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:

Policy Statement:

With respect to legal issues that affect trustees and school boards, the CEO shall not cause or allow conditions to arise whereby the board does not meet its obligations and responsibilities arising from both legislation and common law.

Definition:

This policy statement is defined to mean that the Director of Education must create and maintain conditions and procedures that support compliance with all applicable laws.

Evidence:

As can be seen on the [Board's website](#), a comprehensive set of regularly updated administrative procedures has been posted for public consumption. These procedures outline guidelines and processes that staff and stakeholders must follow to ensure the Board's obligations are discharged as relates to compliance with common legislation applicable to school boards. Each procedure is updated at least every three years to ensure it is current. A summary of updates is brought to trustees as information on a semi-annual basis.

As the volume of legislation and common law in the education sector cannot be contained in a concise primer for senior leaders, management relies on several sources for advice, direction, and guidance to ensure compliance with this policy.

To ensure operational practices are in alignment with expectations set out in legislation and in common law, and equally as important, that leading practices are employed throughout the organization, management works closely with:

- Ontario Ministry of Education
- Ontario Catholic School Trustees Association
- Council of Senior Business Officials
- Ontario Association of School Business Officials
- Council of Directors of Education
- Ontario School Boards' Insurance Exchange (OSBIE)
- Employees and their respective labour groups
- Legal firms with both general and specific subject matter expertise
- Experts at other school boards

Due to the size and complexity of the organization, despite best efforts, from time-to-time individuals, entities, or employee groups may question certain practices or positions that have been taken by the WCDSB. In many cases, these disagreements can be resolved through discussion and communication. At times, disagreements take on the form of requests for financial compensation or operational changes.

Management maintains a comprehensive all-risks insurance policy with the Ontario School Boards' Insurance Exchange. This policy provides coverage subject policy limitations and deductibles, for almost every circumstance, with notable exceptions for the following:

- Claims for punitive damages
- Claims involving discrimination
- Claims where individuals act outside of the scope of their responsibilities
- Claims related to collectively bargained agreements

For material claims not covered by insurance, management provides the Board of Trustee’s Audit Committee with a summary of outstanding claims against the Board where financial exposure may exist. With this listing, management provides an informed opinion on the veracity of each claim as well as any potential liability amount. Where claims are likely to be payable and can be estimated, amounts are set aside at year end to manage these future costs.

In each case, staff evaluate the issues, assess likely outcomes, and attempt to resolve issues with the complainant(s). If a liability is confirmed, it is satisfied as required.

Recommendation:

That the Board of Trustees approves this report as demonstrating compliance with Board Policy IV 006 for the 2025-26 school year.

Prepared/Reviewed By: Annalisa Varano
Director of Education

Shesh Maharaj
Executive Superintendent of Corporate Services

*Bylaw 4.2 “where the Board of Trustees receives from the Director of Education a monitoring report that flows from a responsibility delegated to the Director under Board Policy – **except where approval is required by the Board of Trustees on a matter delegated by policy to the Board** – the minutes of the Meeting at which the Report is received shall expressly provide that the Board has received and approved of the Report as an action consistent with the authority delegated to the Director, subject in all instances to what otherwise actually occurred.”





Date: April 27, 2026
To: Board of Trustees
From: Director of Education
Subject: Monitoring Report – Board Policy IV008 “Financial Conditions and Activities”

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 **IV008**
- Information only of day-to-day operational matters delegated to the CEO

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

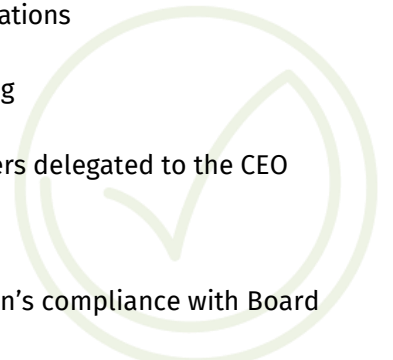
This report will provide Trustees with information to assess the Director of Education’s compliance with Board Policy IV 008 “Financial Conditions and Activities”.

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

[Executive Limitation IV 008 “Financial Conditions and Activities”](#)

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:

Policy Statement:

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

Definition:

This policy statement is defined to mean that management will engage in active monitoring of the approved annual school year budget including ongoing analysis of financial activity, development of regular forecasts of revenues and expenditures, and provision of financial reports to both the Board's Audit Committee and Board of Trustees.

Similarly, the CEO shall not make decisions that will create financial hardship, annual in-year deficits, or structural deficits.

Lastly, the CEO must honour Trustees' financial and system priorities identified in the approved annual school year budget.

Evidence:

Management engages in active and regular analysis of financial activity as part of its operations. Formal forecasts are prepared and submitted to the Audit Committee on a quarterly basis which summarize in a reader-friendly format how expenses are tracking against the approved budget. In addition to financial information, key drivers of revenue and expense are identified to ensure stakeholders are aware of any significant changes in expectations. These key drivers are enrolment and staffing changes.

Finally, appended to each quarterly financial forecast is a narrative outlining any areas of concern which may be affecting finances in a negative way, provincial issues with funding or expenses, how management is addressing any issues, and a summary of any deviations from the financial and system priorities set out in the approved board budget.

Quarterly reports were (will be) provided to the Audit Committee and subsequently to Trustees on the following dates:

[Quarter 1 \(September to November\): December 8, 2025](#)

[Quarter 2 \(September to February\): April 13, 2026](#)

Quarter 3 (September to May): Presented in June 2026

Quarter 4 (September to August): Presented in November 2026

Further, without limiting the scope of the foregoing and without approval of the board, the CEO shall not:

1. Operate with a line of credit of more than \$30 million

Definition:

This policy provision is defined to mean that management will not negotiate an operating line of credit of more than \$30M with the Board's bank of record (CIBC).

Evidence:

The line of credit held with the Board's bank of record is \$30M. An e-mail from our primary contact at CIBC confirms this credit arrangement:

From: Wareing, Mark <Mark.Wareing@cibc.com>
Sent: Monday, April 13, 2026 3:30 PM
To: Laura Isaac <Laura.Isaac@wcdsb.ca>
Subject: RE: Line of Credit


Caution - External Email - This Message comes from an external organization. Do NOT click on unrecognized links or provide your username and/or password.

Hi Laura,

Confirming that the Board currently has an available line of credit in the amount of \$30,000,000 CAD.

Thanks, Mark

Mark Wareing (he/him) | Director & Team Leader | Public Sector and Not-for-Profit Group | Commercial Banking | CIBC
One London Place | 255 Queens Avenue, Suite 2100, London ON N6A 5R8 | Tel: 519 661-8310 | Cell: 226 235-6519 | mark.wareing@cibc.com

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Our purpose: To help make your ambition a reality

From: Laura Isaac <Laura.Isaac@wcdsb.ca>
Sent: Monday, April 13, 2026 3:28 PM
To: Wareing, Mark <Mark.Wareing@cibc.com>
Subject: Line of Credit

Mark,

For our annual monitoring report to Trustees, I need a confirmation email from you as to what the Boards' available line of credit is. If you could please provide confirmation, that would be appreciated.

Thanks!

Laura Isaac
Senior Manager, Financial Services



2. Use any reserves

Definition:

This policy provision is defined to mean that the Director of Education cannot use any reserves without a formal approval from the Board of Trustees. The terms reserve and accumulated surplus are used interchangeably in the context of this report.

Reserves are defined as any amount that has been set aside for future use by Trustees where no legislation or contract exists on how these funds are to be used (deferred revenues).

Evidence:

A report providing a summary of available operating reserves was provided to Trustees on [December 8, 2025](#) as well as a request to use one surplus balance in the current fiscal year.

After receiving the report, Trustees approved the following recommendations in relation to reserves:

Recommendation:

1. That the CEO be given permission to use up to \$84,598 from the Student Support Fund surplus to offset related costs.

There are no plans to use reserves other than those approved above, and no reserves have been considered in financial forecasts presented to the Board of Trustees, the most recent of which can be seen below:

Waterloo Catholic District School Board						
2025-2026 Second Quarter Financial Report						
For the Period Ended February 28, 2026						
Summary of Financial Results						
	Prior Year Actuals	Estimate Budget	Revised Budget	Forecast	In-Year Change	
					\$	%
Revenue						
Provincial Grants	365,254,913	385,660,047	381,304,077	381,798,953	(3,861,094)	(1.0%)
Other Operating - Capital	28,701,357	33,870,987	34,640,812	34,699,332	828,345	2.4%
Non-Core Education Grants	8,594,756	5,299,008	6,116,515	6,287,025	988,017	18.6%
Non-Grant Revenue	19,599,589	21,328,897	21,092,461	20,690,215	(638,682)	(3.0%)
Total Revenue	422,150,615	446,158,939	443,153,865	443,475,525	(2,683,414)	(0.6%)
Expenses						
Classroom	294,364,310	314,293,381	312,345,677	312,730,855	(1,562,526)	(0.5%)
Non-Classroom	53,455,019	55,214,158	55,164,654	55,070,519	(143,639)	(0.3%)
Student Transportation	11,285,540	12,341,670	12,389,512	11,678,764	(662,906)	(5.4%)
School Operations	31,570,503	32,179,524	30,330,452	30,926,076	(1,253,448)	(3.9%)
Pupil Accommodation	31,362,190	32,158,273	32,928,100	32,987,236	828,963	2.6%
Total Expenses	422,037,562	446,187,006	443,158,395	443,393,449	(2,793,557)	(0.6%)
Balance before Accumulated Surplus	113,053	(28,067)	(4,530)	82,076 ✓	110,143	(392.4%)
Accumulated surplus - SSF	9,307	23,537	-	-	(23,537)	(100.0%)
Accumulated surplus - committed capital	4,530	4,530	4,530	4,530	-	0.0%
Surplus/(Deficit) - end of year	126,890	-	-	86,606	86,606	-

Note: Accumulated surplus – committed capital of \$4,530 relates to an accounting entry to offset depreciation and is not a reserve Trustees approve.

3. Acquire, encumber or dispose of real property

Definition:

This policy provision is defined to mean that all agreements, transactions, liens, secured lines of credit, severances, rights of way, and easements associated with current or future Board properties must be formally approved by the Board of Trustees.

Evidence:

There were no school properties bought or sold during 2025-26.

Easements were brought to trustees for approval at the following sites:

- St. Gregory School
- St. Aloysius School
- St. Mark School
- St. Paul School

These easements were required to facilitate future construction projects.

4. Enter into any financial or professional services agreements over 5 years unless:

- **it contains specific provisions for vendor performance which includes an ability for the Board to terminate or exit an agreement as a result of poor vendor performance; and**
- **there is no affiliation with Board staff members with the given supplier**

Definition:

This policy provision is defined to mean that any contract that exceeds 5 years in length including any extensions, renewals, and options:

- must have vendor performance provisions which can lead to cancellation of the contract for non-performance and
- staff must not have a conflict of interest with the supplier.

Evidence:

Since the last monitoring report, the following contracts over 5 years have been executed:

Vendor	Product	Vendor Performance Provision	Nature of Contract	Contract Length
Northern Micro	IT Services, Software and Hardware	Yes	Collaborative Purchasing - OEM or Supply Ontario	6
T Litzgen - Equipment	Classroom Furniture	Yes	Collaborative Purchasing - OEM or Supply Ontario	7
Staples - End User Computing	IT Services, Software and Hardware	Yes	Collaborative Purchasing - OEM or Supply Ontario	7
Compugen - End User Computing	IT Services, Software and Hardware	Yes	Collaborative Purchasing - OEM or Supply Ontario	7
Compugen - Software Licence Products	IT Services, Software and Hardware	Yes	Collaborative Purchasing - OEM or Supply Ontario	8
Phoenix Tennis	Sports Facility Construction and Maintenance	Yes	Direct Contract	20
Softchoice	IT Services, Software and Hardware	Yes	Collaborative Purchasing - OEM or Supply Ontario	7



All but Phoenix Tennis have terms and conditions negotiated by the province or Ontario Collaborative Education Marketplace. Because of this, there are no conflicts of interest with any staff members.

Phoenix Tennis' leaders have no tie to the anyone on management and are executing on their contract in accordance with our expectations.

All contracts have performance management clauses built in which allow the board to enforce contract provisions or exit the contract as may be appropriate.

5. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed

Definition:

This policy provision is defined to mean that the following payments and filings will be accurately completed and submitted within required timelines:

- Payroll taxes – Canada Pension Plan (CPP), Employment Insurance (EI), Employer Health Tax (EHT)
- Harmonized Sales Tax (HST) returns

Evidence:

Inquiries were made with accounting and payroll staff, and no issues were identified. To confirm, a screen shot from the Canada Revenue Agency portal showing the returns outstanding and balance owing for our HST, Payroll, Excise, and Charitable Tax account has been pasted below:

The screenshot shows the CRA My Business Account interface. At the top, it identifies the user as 'WATERLOO CATHOLIC DI...' with business number '108191925'. The main heading is 'Overview' as of April 13, 2026. A message states that CRA uses online mail for business correspondence. The 'Business balance and services' section shows 'Outstanding returns: No' and a 'Total amount owing: \$492.49' with a 'Proceed to pay' button. There are links for 'Manage pre-authorized debit', 'Direct deposit transactions', and 'Filing and balance confirmation'. A 'Progress tracker' section indicates that files shown are in progress or completed in the past 30 days.



**Note – There are no outstanding returns. As of the date the screenshot was taken, an amount of \$492.49 is due to the government. It is related to a prior year adjustment to a T4. The amount is not late and will be remitted by the 15th of the month.

6. Allow debts to be unpaid beyond a reasonable period of time or in such a way as to jeopardize the organization’s ability to receive trade credit, damage its credit-worthiness, or diminish its reputation in the trades or in the community.

Definition:

This policy provision is defined to mean that management will not process vendor payments in a way that diminishes the Board’s ability to obtain credit, carry out business functions that support schools, or successfully engage in competitive procurement processes.

Evidence:

Invoices received from vendors are entered into the accounting system using the terms stated on the invoice. Where no terms are stated on the invoice, amounts are paid out within 30 days.

Management has not experienced any issues with obtaining credit, and vendors have not indicated any concerns with the Board’s / management’s reputation which would cause disruption in services being provided to schools. Finally, no formal claims have been received for non-payment of invoices issued to WCDSB.

7. Receive, process or disburse funds under controls which are insufficient to meet the Board-appointed auditor’s standards.

Definition:

This policy provision is defined to mean that any processes related to the management of funds shall not cause the external auditors concern that will result in a qualified audit opinion on the Board’s financial statements, or any critical commentary in the annual external auditor’s report.

Evidence:

Grant Thornton (GT) is the appointed external auditor of the Board. GT completed their audit of the 2024-25 financial statements in November 2025. In their findings report (presented to Audit Committee in a closed meeting), no commentary was offered regarding control deficiencies on cash handling and management of cash. Further, there were no qualifications on the [audit opinion](#) provided by GT that relate to management of funds.



8. Allow unregulated access to funds in any part of the school system.

Definition:

This policy provision is defined to mean that strong controls, policies, and procedures are in place to provide direction and support to stakeholders who may have access to budgets or ability to sign contracts on behalf of the Board.

Evidence:

[APO 006 “Purchasing Procedures”](#) contains the following sections which address this policy provision:

- Section 3.0 – Segregation of Duties (ensures no single individual has uncontrolled access to funds)
- Section 4.0 – Approval Authority (ensures one-over-one approval exists for all purchases)

[APB 011 “Signing Authorities”](#) provides information to stakeholders on who has the authority to sign on behalf of the Board (where Board of Trustee approval is not required).

These two documents (in combination with the procedures described below for School Generated Funds and internal audit functions) ensure there is no unregulated access to funds within the system.

9. Enter into any grant or contract arrangements unless it is consistent with Catholic faith and values

Definition:

This policy provision is defined to mean that management must ensure that appropriate processes are in place to vet new and existing contracts or grants where questions may arise as to their alignment with Catholic values and traditions.

Evidence:

Management is not aware of any contract or grant that does not align with the Board’s values or Catholic faith.

Administrative Procedures and the MYSP are used as important primary decision filters for new contracts. Any arrangements that fall outside of the scope of normal activities are brought forward for review at an Executive Council meeting, which ensures the partners and funders we work with align with our shared values.

Secondary supports and information are available to management through professional associations and networks. These groups are engaged in similar work with the same vendors and will share concerns in the same way as WCDSB.

10. Permit fundraising/sponsorship activities without appropriate accounting procedures and ethical standards in place.

Definition:

This policy provision is defined to mean that strong internal controls and supports must be in place to guide staff and stakeholders in their efforts to increase the resources available for students. Further, in addition to published ethical standards, a culture of responsibility and resource stewardship is required to mitigate the risk of fraud, theft, and misappropriation of assets.

Evidence:

Administrative Procedure [APB 004 “School Generated Funds”](#) provides schools and other fundraisers with a comprehensive guide on how fundraising should occur, controls that need to be in place, required reporting, and a complete listing of required forms.

Schools and other individuals who fundraise are supported by the Corporate Services Support and School Fundraising Specialist by way of e-mail and telephone support, in-person one-on-one training, and virtual training for groups.

All fundraising is subject to audit by the Board’s Internal Audit Officer. Further, school fundraising records are reviewed on a random basis each year by the Board’s external auditor.

Ethical resources made available to staff and stakeholders include:

- The WCDSB Professional Standard of Ethics
 - https://www.wcdsb.ca/wp-content/uploads/sites/36/2017/03/WCDSB-Professional_Standards_of_Ethics.pdf
- APB 006 “Fraud and Accountability Management”
 - <https://www.wcdsb.ca/about-us/policies-and-administrative-procedures/fraud-and-accountability-management-apb006/>

Recommendation:

That the Board of Trustees approves this report as demonstrating compliance with Board Policy IV 008 for the 2025-26 school year.

Prepared/Reviewed By: Annalisa Varano
Director of Education

Laura Isaac
Senior Manager, Financial Services

Shesh Maharaj
Executive Superintendent of Corporate Services

*Bylaw 5.2 “where the Board of Trustees receives from the Director of Education a monitoring report that flows from a responsibility delegated to the Director under Board Policy – *except where approval is required by the Board of Trustees on a matter delegated by policy to the Board* – the minutes of the Meeting at which the Report is received shall expressly provide that the Board has received and approved of the Report as an action consistent with the authority delegated to the Director, subject in all instances to what otherwise actually occurred





Date: April 27, 2026
To: Board of Trustees
From: Director of Education
Subject: Communication and Support to Board IV 012

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

Type of Information: Information for Board of Trustees Decision-Making
 Monitoring Information of Board Policy **IV 012**
 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 and Support to the Board

Policy Statement and/or Education Act/other Legislation citation:
 IV 012 Communication and Support to the Board
 Education Act Section 169.1
 Education that Works for You: A Vision for Education in Ontario (March 2019)
 Multi-Year Strategic Planning A Guide for School Board Trustees October 2017
 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:

The CEO shall not permit the board to be uninformed or unsupported in its work.

CEO Interpretation:

This policy statement signals that for trustees to fulfill their elected, fiduciary responsibilities, they need to receive all relevant updates as they apply to their governance duties. Further, it signals that the Director should provide any requested information that trustees deem relevant to their governance role, or which has impact on their ability to be responsive to their constituents, or in order to be knowledgeable regarding the significant issues of the day.

- a. The Waterloo Catholic District School Board's Multi-Year Strategic Plan 2025-2030 was developed through consultation with over 5,300 participants and was formally approved by trustees and launched publicly in early 2026. The plan is organized around three pillars: Learning, Serving, and Belonging, with Faith at the centre. It includes 18 operational goals and 24 indicators for monitoring, distributed across the three pillars as follows: Learning includes 6 operational goals and 10 indicators; Serving includes 5 operational goals and 5 indicators; Belonging includes 7 operational goals and 9 indicators. The plan is publicly posted on the WCDSB website in an AODA-compliant format.
- b. Each month, reports are brought forward that map back to the MYSP 2025-2030, and in each case the specific strategic pillar and goal addressed by the report is identified. Emphasis has been placed on ensuring that the indicators identified in the MYSP, and the accompanying targets, are clearly referenced in regular updates to the Board. The PowerBI MYSP Dashboard continues to be updated with monthly updates, and all 14 Ministry-required School Achievement Plan (SAP) indicators are embedded and being actively tracked.;
- c. Each year a Director's Annual Report is provided in compliance with section 169.1 of the Education Act, with an increased focus on providing relevant evidence mapped to our strategic pillars and goals. Trustees have the opportunity at presentation to assess the degree to which priorities are being met and to clarify any points of understanding. The report is also a public document shared broadly with stakeholders so the work of trustees as governors is widely understood.
- d. In November of each year, an MYSP Annual Update is provided, giving a "report card" on system progress on the pillars and goals articulated in the MYSP. The 2025 November report represented the inaugural update under the new MYSP 2025-2030, establishing baselines for all 24 indicators. The report is informed by system stakeholder survey feedback, strategic actions completed, and evidence that staff can identify as progress against articulated goals.
- e. As trustees note questions or concerns brought to them from a stakeholder or parent in the community, the matter is promptly clarified and/or responded to, and in most cases quickly resolved, by the Director or their designate (relevant superintendent).
- f. Any trustee inquiry or motion which is brought to Board and for which there is consensus to proceed results in a further report back to the Board.



- g. The Chair of the Board is always supported by the CEO (and/or their designate) in any media inquiry where a statement is required, at minimum with background and often with assistance in crafting a specific recommended response.
- h. The statutory committees are used to bring forward all relevant information and/or concerns.
- i. Trustees benefit from the services of the Executive Assistant to the Trustees, and the CEO ensures that trustees are registered for all professional development and AGM sessions to which they are entitled and for which they express interest.
- j. Trustees receive all communications from OCSTA in a timely manner, and these are further included in each meeting package so that there is no opportunity to miss relevant communications from the trustee association. Each year, trustees are invited to complete an annual survey indicating their professional development interests and priorities. Once that survey is complete, the Director actively supports the identification and sourcing of appropriate speakers, facilitators, or sessions that align with trustee interests, ensuring that governance-focused learning opportunities are relevant, purposeful, and responsive to trustees' expressed needs.

Further, without limiting the scope of the foregoing by this enumeration, the CEO shall not:

1. Neglect to submit monitoring data required by the board that is timely, accurate, understandable, and directly addresses provisions of board policies being monitored.

CEO Interpretation:

This statement signals that for each section of the Multi-Year Strategic Plan, the CEO is responsible for providing monitoring data that allows trustees to have insight into the board's progress against its stated goals. Further, the CEO interprets this to mean that the CEO is required to provide monitoring reports for each of the 13 Section IV Executive Limitation policies.

- a. Monitoring reports are received in three formats: the November report card, the December Director's Annual Report, and every report that comes to Board that clearly identifies the goal to which it maps and includes metrics tied to that goal.
- b. Per discussions and the plan developed at Governance Committee, monitoring reports on Section IV policies are brought forward over the course of the year. Evidence is embedded within those monitoring reports to provide trustees with confidence that adherence to policies is being observed and achieved.
- c. The MYSP 2025-2030 Monitoring Strategy, finalized and published in early 2026, includes 24 indicators across 18 operational goals. As the system transitions to the new MYSP, monitoring continues against all Student Achievement Plan (SAP) indicators and relevant data from the previous MYSP, ensuring continuity of evidence and accountability. Baseline data has been established for the new MYSP goals, and data will be gathered progressively as the 2025-2026 school year unfolds. The MYSP dashboard is currently under development and, once complete, will provide trustees with accessible, data-informed insight into system progress on an ongoing basis.
- d. Any exceptions to policy are brought to the Board's attention either in public session or In Camera as is appropriate.



2. Let the board be unaware of relevant trends, anticipated adverse media coverage, threatened or pending lawsuits, material external and internal changes, particularly changes in the assumptions upon which any board policy has previously been established.

CEO Interpretation:

This statement signals that the CEO should be in regular communication with trustees so that there is no possibility they will be unaware of a significant or adverse event, or negative outcome which the board may experience, particularly any connected to their fiduciary or governance responsibilities.

- a. The Director provides trustees with proactive communication regarding any matter likely to garner media attention or that will be of general interest or concern, including but not limited to lawsuits, budget, material staffing, or operational and procedural changes.
- b. Trustees are provided in a timely manner with all relevant media stories in which Waterloo Catholic is mentioned or profiled.
- c. The CEO or their designate responds directly to many media inquiries and ensures that the trustees, and specifically the Chair of the Board, is supported in providing media statements and responses to inquiries received.
- d. Within the context of the Audit Committee, information is provided regarding any risk or liability to the board and its assets.

3. Deny the board access to, or be uninformed by, a range of relevant perspectives, including staff and external viewpoints, as needed for fully informed board decisions.

CEO Interpretation:

This statement signals that the CEO has a responsibility to ensure that trustees are not provided with only limited insights or a single perspective on any given issue, but rather are exposed to any insights or perspectives that allow them to arrive at a conclusion which is defensible insofar as it has been able to consider all relevant information and viewpoints.

- a. The MYSP 2025-2030 was developed through consultation with over 5,300 participants across all stakeholder groups, including students, staff, families, clergy, and community partners. An annual stakeholder survey on MYSP awareness and inclusion in board direction is being implemented, with the target of year-over-year increase in stakeholders reporting awareness and inclusion.
- b. Several system surveys are used to inform Board reports and decision-making, including but not limited to the WCDSB Budget Survey, Facilities Condition Survey, School Climate Surveys, student transition surveys (Grade 8, and 12 exit surveys), the Guarding Minds at Work (GM@W) staff wellness survey (MYSP Indicator #16), and the staff and student census, including Workforce Census data on barrier-free workplace perceptions (MYSP Indicator #20).
- c. The WCDSB has invested in Alchemer (formerly Qualtrics) to gather stakeholder feedback on a range of issues and events. This tool allows for custom user experience (including AODA compliance and translation supports), real-time reporting, and the ability to recode data values to expedite analysis and reporting. MYSP Indicator #26 (proportion of positive to negative sentiment in news stories) is tracked through this platform, with the baseline confirmed.



- d. Where possible, each MYSP goal is monitored through multiple indicators, establishing a research design that assesses progress using both quantitative and qualitative methods, and drawing on perspectives from students, staff, parents/guardians, and the broader community. The Monitoring Strategy includes at least one open-ended qualitative indicator for each Strategic Priority.
- e. To support the creation and maintenance of the MYSP Indicator Dashboard, the Board has invested in a Research Team that includes a Research Coordinator, a Data Analyst, and a reporting developer working collaboratively with the IT data architect. The PowerBI dashboard is operational and will be fully published by September 2026.
- f. Advisory committees and external partnerships continue to inform board decisions. The Director actively participates in community, regional, and sector events that provide opportunity to gather intelligence, deepen partnerships, and bring external perspectives back to the board context.
- g. Community engagement events, including gatherings that bring together families, parishes, and school leaders, continue to deepen relationships and provide direct community voice to system leadership. Student voice is also actively elevated through forums that engage students as co-creators in their learning.

Recommendation:

That the Board accept this report indicating compliance with Policy IV 012 Communication and Support to 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.

