

Board of Trustees' Board Meeting

Date: **Monday, January 29, 2018**

Time: **6:00 p.m. ***

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

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

Attendees: **Board of Trustees:**
Joyce Anderson, Bill Conway, Manuel da Silva, Amy Fee, Jeanne Gravelle, Wendy Price (Chair), Greg Reitzel, Brian Schmalz, Melanie Van Alphen

Student Representatives:
Kate Jamieson, Meghan Nemeth

Senior Administration:
Loretta Notten, Gerry Clifford, Jason Connolly, John Klein, Shesh Maharaj, Judy Merkel, Richard Olson, Laura Shoemaker

Special Resource:

Recording Secretary:
Alice Figueiredo, Executive Administrative Assistant

ITEM	Who	Agenda Section	Method & Outcome
1. Call to Order	Board Vice-chair		
1.1 Opening Prayer & Memorials	Board Pastoral Team		
1.2 Territorial Acknowledgement I (we) would like to begin by acknowledging that the land on which we gather today is the land traditionally used by the Haudenosaunee, Anishinaabe and Neutral People. I (we) also acknowledge the enduring presence and deep traditional knowledge, laws and philosophies of the Indigenous People with whom we share this land today.	Board Vice-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		
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)			
2.1 Director's Report - Update on Trustee motion on PPM 81	L. Notten	pp. 4-5	Information

ITEM	Who	Agenda Section	Method & Outcome
3. Consent Agenda: Board (Minutes of meetings, staff report)			
3.1 Approval of Minutes of Regular and Special Meetings 3.1.1 Minutes of December 11, 2017 Board meeting	Trustees	pp. 6-10	Approval
3.2 SEAC Approved Minutes of December 6, 2017	Trustees	pp. 11-13	Information
3.3 CPIC Approved Minutes of November 8, 2017	Trustees	pp. 14-16	Information
3.4 2016-2017 Trustee Expense Audit Report	Trustees	pp. 17-22	Information
3.5 Interim Financial Report - #1	Trustees	pp. 23-27	Information
3.6 Human Resource Services Staffing Update	Trustees		Information
4. Delegations/Presentation			
5. Advice from the CEO			
5.1 Leadership Strategy Update (Monitoring Report IV-013)	J. Merkel	pp. 28-33	Approval
5.2 French Immersion Review Update	J. Klein	pp. 34-36	Information
5.3 Dominican Encounter with Faith and Hospitality	R. Olson	pp. 37-39	Information
5.4 2018-2019 Budget Plan	S. Maharaj	pp. 40-42	Approval
5.5 Director's Monthly Report	L. Notten	pp. 43-45	Information
6. Ownership Linkage (Communication with the External Environment)			
7. Reports from Board Committees/Task Forces			
7.1 Student Trustee Report	K. Jamieson, M. Nemeth	pp. 46-48	Information
8. Board Education (at the request of the Board)			
8.1 Chair's Report	W. Price	pp. 49	Information
8.2 OCSTA/CCSTA Communications	W. Price	See Appendix A Attached	Information
9. Policy Discussion			
10. Assurance of Successful Board Performance			
10.1 Board Policy II 006 Celebration of Excellence (J. Gravelle)	Trustees	pp. 50	Approval
10.1.1 Is There a Need to Review This Policy?	Trustees		Discussion
10.2 Board Policy III 002 Unity of Control (W. Price)	Trustees	pp. 51	Approval
10.2.1 Is There a Need to Review This Policy?	Trustees		Discussion
11. Assurance of Successful Director of Education Performance			
11.1 Monitoring Reports & Vote on Compliance			
12. Potential Agenda Items/Trustee Inquiry Report (CEO)			
12.1 Trustee Inquiry Report from the CEO			
12.2 Shared concerns			
13. Announcements			
13.1 Upcoming Meetings/Events (all scheduled for the Catholic Education Centre unless otherwise indicated): • Feb 7: SEAC • Feb 14: CPIC • Mar 1: Clergy Dinner			

ITEM	Who	Agenda Section	Method & Outcome
13.2 Pending Items:	<u>Committee/Task Force</u>	<u>Due Date</u>	<u>Action Taken</u>
13.3 Pending Items for OCSTA Consideration <ul style="list-style-type: none"> Additional funding for Re-engagement officer/program 			
14. Items for the Next Meeting Agenda	Trustees		
15. Adjournment Confirm decisions made tonight	Director of Education		
16. Closing Prayer			
17. Motion to Adjourn	Board of Trustees	Motion	Approval

CLOSING PRAYER

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

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

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

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

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

Amen

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

Date: Jan 29th, 2018
To: Board of Trustees
From: Director of Education
Subject: Director's Report - Update on Trustee motion on PPM 81

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)

Trustee Motion January 8th, 2018 – Glucagon for Students with Type 1 Diabetes in Schools

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

APH004 Administration of Oral Medication to Students Under Age of 18
APH005 Anaphalaxis Policy
AHH028 Asthma Ryan's Law
APH015 Diabetes Management Guidelines

Alignment to the MYSP:

Strategic Priority: Nurturing Our Catholic Community

Strategic Direction: Students and staff are healthy in mind body and spirit

Background/Comments:

As a result of a Trustee motion brought forward on Monday January 8th, 2018 regarding management of Glucagon for Students with Type 1 Diabetes in Schools, there was a discussion of the steps the Ministry, and the WCDSB in particular, are taking to manage students with Diabetes. Within the context of that discussion it was established that the board, and staff in particular, has taken appropriate and responsible steps to ensure the proper management of both daily care and responses in exigent circumstances involving students with (Type 1) Diabetes. It was further established that the newly released PPM 161 (*October 24th, 2017*), currently in Draft form, also provides another layer of expectations that ensures all boards review policies related to students in need of medical care while at school. It was established that the board is in the process of fulfilling those obligations to review and consult on its policies and that they are expected to be finalized later this academic year.

Given that PPM 161 is currently "draft", the Director offered to further investigate if it is proceeding toward being finalized and bring any other relevant updates that might help to determine if it was necessary to bring a resolution to the OCSTA AGM to ensure that students receive appropriate care and attention while in school, if facing a medical emergency related to a pre-identified condition.

The Director was able to speak to the appropriate personnel at the Ministry of Education and information was shared that PPM 161 has been in a consultation phase at the provincial level, in addition to the expectation to do the same at the local level. It was observed that Diabetes Canada and other relevant associations have been far more concerned with daily care than with treatment in emergency situations. The thinking being that if daily care is properly managed, the likelihood of an emergency occurring becomes exceedingly rare. Further, all acknowledge that in an emergency, EMS is the best option for treatment and care. PPM 161 is close to being finalized, and will move from its current “draft” status within the next month or two. It was further stated that PPM 161 will exist alongside PPM 81 and not be a “replacement” for it.

Similarly, within the consultation with the Ministry representatives, there was an acknowledgement that PPM 81 is somewhat outdated – not in what it expects or provides, but in the last time it was reviewed. With that said, there was a commitment by Ministry personnel that it is soon to be reviewed, updated as needed and re-issued. A memorandum to school boards on September 1st, 2017 spoke to the status of the Integrated Delivery of Rehabilitation Services and within that memo there was an indication of the same.

Recommendation:

This report is for the information of the Board.

Prepared/Reviewed By: Loretta Notten
Director of Education

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

Board of Trustees' Meeting

A public meeting of the Board of Trustees was held on Monday, December 11, 2017 at the Waterloo Region Catholic Education Centre.

Trustees Present:

Bill Conway, Manuel da Silva, Amy Fee, *Jeanne Gravelle, Wendy Price (Chair), Greg Reitzel, Brian Schmalz
(*via teleconference)

Student Trustees Present:

Meghan Nemeth

Administrative Officials Present:

Loretta Notten, Gerry Clifford, Jason Connolly, John Klein, Shesh Maharaj, Judy Merkel, Richard Olson, Laura Shoemaker

Special Resources For The Meeting:

Regrets:

Joyce Anderson, Melanie Van Alphen, Kate Jamieson

Recorder:

Alice Figueiredo, Executive Administrative Assistant

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

1. Call to Order:

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

1.1 Opening Prayer & Memorials

The meeting opened with prayer by Trustee Schmalz.

1.2 Approval of Agenda

**2017-142 -- It was moved by Trustee Fee and seconded by Trustee Reitzel:
THAT the agenda for December 11, 2017 (as amended) be now approved. --- Carried by consensus.**

Added: 7.1 Student Trustee Report and 15.1 move into Private, Private, Private

1.3 Declaration of Pecuniary Interest

- 1.3.1 From the current meeting – NIL
- 1.3.2 From a previous public or in-camera meeting – NIL

2. Consent Agenda: Director of Education (e.g. day-to-day operational matters from the Ministry of Education that the board is required to do)

3. Consent Agenda: Board of Trustees (Minutes of meetings)

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

3.1.1 Minutes of November 27, 2017 Board meeting

3.1.2 Minutes of December 4, 2017 Board Meeting

3.1.3 Human Resource Services Staffing Update (November 20th, 2017)

**2017-143 -- It was *moved* by Trustee Schmalz and *seconded* by Trustee Conway:
*THAT the Consent Agenda Board of Trustees be now approved. --- Carried by consensus***

4 Delegations

5 Advice from the CEO

5.1 French as a Second Language Overview

In the WCDSB we offer our students four types of French Second Language (FSL) programming:

- Core French
- Intensive French
- French Immersion
- AP French

Vision of FSL in Ontario:

Students in English-language school boards have the confidence and ability to use French effectively in their daily lives.

FSL Priorities in the WCDSB:

Assessment for Learning: Assessment for Learning is the process of seeking and interpreting evidence for use by learners and their teachers to decide where the learners are in their learning, where they need to go and how best to get there.

Professional Collaboration: In Ontario, collaborative professionalism is defined as professionals working together, sharing knowledge, skills and experience to improve student achievement and well-being of both students and staff.

Student Engagement and Well Being: Student voice helps to shift the classroom culture from a grading to a learning culture, to foster student confidence, and to promote retention in FSL programs.

Waterloo Catholic DSB is currently exploring options that would allow our Grade 12 Core French students to take the DELF exam through the Ministry's new Virtual DELF Centre. The DELF (Diplôme d'Études en Langue Française) is an official certificate awarded to French Second Language Speakers by the French National Ministry of Education to certify the competency of candidates from outside of France in the French language. This certificate is recognized internationally by employers seeking candidates with second-language skills.

5.2 Well Being Plan – Equity

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

At WCDSB, our Equity, Diversity and Learning (EDL) Committee has set a goal of building educator capacity to serve all students and assist in removing identified barriers to success. In our Catholic context, we employ a lens of liberation theology with a strong emphasis on the social teaching of preferential option for the poor. Simply stated, this involves empowering students and their families to advocate for change so that they may not just survive but thrive in our school communities.

New this school year, the Ontario Education Equity Action Plan outlines key priorities in four areas:

- School and classroom practices
- Leadership, governance and human resource practices
- Data collection, integration and reporting
- Organizational culture change

With the work of our Equity, Diversity and Learning Committee in raising awareness for school administrators and educators, and with the implementation of the Equity Action Plan, our goal is to remove barriers to student success and well-being in Waterloo Catholic.

WCDSB Initiatives

- Equity, Diversity Learning committee
- Equity Trainers Collaborative
- Leadership for Equity and Diversity (LEAD)
- Support for School Administrators
- Support for new emerging Leaders
- RE-Engagement/Student Success/Pathways

5.3 Revised Estimates Report

Revised estimates of revenue and expenses have been prepared using actual enrolment as at October 31, 2017 and a revised enrolment projection for March 31, 2017. Enrolment for the school year is now forecast as follows:

	16-17EST	16-17RE	Change
<i>Elementary ADE</i>	15,382	15,709	327
<i>Secondary ADE</i>	6,291	6,379	88
<i>Total ADE</i>	21,673	22,088	415

As a result of increased enrolment and a review of preliminary budgets, the following changes have been made:

- Additional teaching staff (24) \$ (2,110,000)
- Additional classroom assistants (26.5 EAs and PSWs) (1,020,000)
- Additional Designated Early Childhood Educators (16.5) (660,000)
- Other salary and benefit adjustments (380,000)
- Portable classrooms (334,000)
- Other adjustments (van, scrubbers, program resources, audit) (676,000)

Revenue Adjustments

- Additional Enrolment - GSN \$ 4,793,000
- Additional Special Education funds – GSN \$ 387,000

5.4 Annual Report on Accumulated Surpluses/Reserves

Accumulated surpluses are amounts held by the school board that have resulted from surpluses in prior years where no external restrictions have been imposed on their use. The CEO is required to obtain permission from the Board of Trustees regarding any use of reserves per Board Policy IV 008.

Recommendations & Decisions:

1. 2017-144 -- It was moved by Trustee Fee and seconded by Trustee Reitzel:

That Administration be given permission to use up to \$30,921 from the WSIB surplus to service potential WSIB costs. --- Carried by consensus

2. 2017-145 -- It was moved by Trustee Fee and seconded by Trustee Conway:

That Administration be given permission to use up to \$700,000 from the Technology Renewal surplus for Technology needs in the classrooms. --- Carried by consensus

3. 2017-146 -- It was moved by Trustee Reitzel and seconded by Trustee Schmalz:

That Administration be given permission to use up to \$200,000 from the Early Learning Resources surplus to purchase resources as needed. --- Carried by consensus

4. 2017-147 -- It was moved by Trustee Conway and seconded by Trustee Schmalz:

That Administration be given permission to use up to \$531,978 from the Administrative Capital surplus to renovate Board Administrative buildings as previously discussed. --- Carried by consensus

5. 2017-148 -- It was moved by Trustee Schmalz and seconded by Trustee Fee:

That Administration be given permission to use up to \$50,000 from the Committed Sinking Fund surplus to service known Committed Sinking Fund costs. --- Carried by consensus

**6. 2017-149 -- It was moved by Trustee Reitzel and seconded by Trustee Conway:
That Administration be given permission to use up to \$210,000 from the Committed Capital Project surplus to service depreciation on internally funded capital projects. --- Carried by consensus**

5.5 Director's Annual Report

As per S. 283(3) of The Education Act the Director of Education will submit an Annual Report at the first Board meeting of December of each year reporting on the progress of the Board against the stated goals. This year the report will take primarily an electronic format. Director Notten showcased the report on the WCDSB website.

Many points of celebration and there is clear direction in terms of the work for the year ahead. We can be most proud that our Vision and Mission which is firmly rooted in our faith and gospel values, is perhaps recognized as our strongest or most clearly affirmed indicator. Rather than identify individual points of celebration and accomplishment, the Annual Report will provide those highlights.

**2017-150 -- It was moved by Trustee Schmalz and seconded by Trustee da Silva:
That the Board accept this report indicating compliance with our obligations under Section 282(3) of The Education Act. --- Carried by consensus**

6 Ownership Linkage (Communication with the External Environment)

7 Actions From Board Committees/Task Forces

7.1 Student Trustee Monthly Update

Student Trustee Megan Nemeth highlighted events from December including the release of The Ontario Student, Parent, and Educator Survey (OSPES) results have been released by OSTA-AECO this past week. This survey was given to important educational stakeholders such as students, parents, and educators. The results help raise awareness for how parents, students, and educators view the education system, which pertained some interesting results.

Also noted with SAC Unity Conference, where the Student Activity Councils from each secondary school was invited to participate in an interactive conference. This full day conference consisted of several breakout sessions, and a keynote presentation to provide students with skills that will help them grow in leadership.

8 Board Education (at the request of the Board)

8.1 OCSTA/CCSTA Communication

8.2 Bishops Banquet 2018 Correspondence

9 Policy Discussion

10 Assurance of Successful Board Performance

10.1 Board Policy I 001 Ends - Broad Policy Provision (All) – in compliance?

Discussion of whether Board Policy I 001 Ends was in compliance took place. It was noted that it is difficult to measure whether in compliance at this period of time. Perhaps language should be reviewed. There is no evidence to suggest that the Trustees are not in compliance. Always a difficult question as difficult to monitor, need to look at how we monitor, in terms of data.

**2017-151 -- It was moved by Trustee Bill and seconded by Trustee Reitzel:
THAT the Board of Trustees reviewed Board Policy I 001 Ends - Broad Policy Provision and find that they are in compliance. --- Carried by consensus**

10.1.1 Is There a Need to Review This Policy?

2017-152-- It was moved by Trustee da Silva and seconded by Trustee Fee:

THAT there is a need to review this policy. --- Carried by consensus

Action: That the question of whether Board Policy I 001 Ends is in compliance, how this question can be monitored and when will be discussed at the upcoming Governance meeting on January 22nd, 2018.

10.2 Board Policy II 005 Consultation (Bill Conway)

2017-153 -- It was moved by Trustee Conway and seconded by Trustee Amy:

THAT the Board of Trustees reviewed Board Policy II 005 Consultation and find they are in compliance. --- Carried by consensus

10.2.1 Is There a Need to Review This Policy?

No

11 Assurance of Successful Director of Education Performance

12 Potential Agenda Items

12.1 Trustee Inquiry Report from the CEO

12.2 Shared Concerns

13 Announcements

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

Dec 6: SEAC

Dec 7: Trustee/Superintendent Christmas Social

Dec 11: Regular Board Meeting

Dec 21: CEC Christmas Mass & Luncheon

Jan 10: CPIC

Jan 10: SEAC

13.2 Pending Items:

13.3 Pending Items for OCSTA Consideration

- Additional funding for Re-engagement officer/program

Discussion on whether OCSTA Consideration should remain in pending items. As a means to not lose track of this item, it will remain on the agenda as the resolution is due January 31, 2018.

14 Items for the Next Meeting Agenda

15 Adjournment – Confirm decisions made tonight.

The Recording Secretary confirmed the meeting decisions.

15.1 2017-154 -- It was moved by Trustee da Silva and seconded by Trustee Fee:

THAT the meeting be moved into Private, Private, Private at 7:38 p.m. --- Carried by consensus

16 Closing Prayer

17 Motion to Adjourn

2017-155 -- It was moved by Trustee da Silva and seconded by Trustee Reitzel:

THAT the meeting be moved back to Board meeting at 8:20 p.m. --- Carried by consensus

2017-156-- It was moved by Trustee Schmalz and seconded by Trustee Conway:

THAT the meeting be now adjourned. The meeting was adjourned by consensus at 8:20 p.m.

Chair of the Board

Secretary

SEAC Committee Meeting Minutes

Date & Time:	Wednesday, December 6, 2017 6:30 pm
Location:	Boardroom, C.E.C.
Next Meeting:	Wednesday, January 10, 2018
Committee Members: Bill Conway, Kim Murphy, Zina Bartolotta, Irene Holdbrook, Stuart Cross, Sue Simpson, Frank Thoms, Christine Zaza Administrative Officials: Laura Shoemaker, Gerald Foran Regrets: John Gilbert, Melanie Van Alphen	

<ul style="list-style-type: none"> • Opening Prayer Welcome Intentions were for the 14 women who died in Montreal 28 years ago at Montreal's Ecole Polytechnique massacre. 	L. Shoemaker
<ul style="list-style-type: none"> • Approval of Agenda Motion by: Stuart Cross Seconded: Bill Conway 	
3. Declared Pecuniary Interest Nil	
4. Approval of the Minutes November 1, 2017 Minutes Motion by: Irene Holdbrook Seconded: Stuart Cross	
5. School System Operational Business 5.1 Equity Laura introduced Richard Olson previously from Wellington CDSB who is now the WCDSB Superintendent of Learning: St. Benedict Family of Schools, Faith Development, Equity & Inclusion, Student Success.	Richard Olson

Richard walked SEAC through the Renewed Vision for Education in Ontario: achieving excellence, ensuring equity, promoting well-being, enhancing public confidence.

With the publication of Achieving Excellence: A Renewed Vision for Ontario Education (2014) The Ministry of Education made commitment to every student in the province of Ontario. Regardless of ancestry, culture, ethnicity, gender, gender identity, language, physical and intellectual ability, race, religion, sex, sexual orientation, socio-economic status or other factors (p. 8), all students should be able to access the curriculum, feel safe at school and also have a sense of belonging.

Richard attended a two-day workshop with Patrick Case, Assistant Deputy Minister, Education Equity Secretariat, who said:

- Past practices need to be disrupted and asks what do we need to do different to address the inequities.
- Culturally responsive pedagogy, do our students find their lives in our environments? I.e. cultural barrier, language barrier, racial barriers, special education barriers, etc. how do we come to terms with this to the unresponsive students.
- We are beginning to change our practice to reflect the world diversity. Educators are not nearly as diverse as the communities. Do we reflect this, we need to be proactive for our students to self-identify, they learned before not to trust us. Identify bias conscious and unconscious bias,

The board has an Equity Diversity and Learning Committee raising awareness for school administrators and educators with the implementation of the Equity Action Plan. The goal is to remove barriers to student success and well-being in WCDSB for all students.

SEAC members split up for discussion and questions.

Laura Shoemaker provided information on a young man, Special Olympics champion and ambassador Matthew Williams from B.C. that SEAC may enjoy watching and sharing. Please see the Ted Talk link below:

https://www.ted.com/talks/matthew_williams_special_olympics_let_me_be_myself_a_champion

6. Ministry Updates (10 min)

Laura explained that the PPM 161 policy on diabetes, along with anaphylaxis and students with medical conditions policies will be updated. All using a standardized process and common template. More to come in the future.

PPM 81 is currently still in place but does not clarify where boards land but that children feel safe coming to school, with the good Samaritans phrase quoted.

All responders are first responders, mock acts done at schools for instance. Children with prevalent medical conditions sometimes don't come to school, the board has home medical instruction for students; a teacher on staff at Grand River who can assist with meeting the needs of the student. Defibrillators are at all school and board locations.

L. Shoemaker

BCBA board certified behavioural analyst has been placed on the Autism team (Master in Behavioural Science) and we also have an increase in .5 in vision teacher.	
7. SEAC Committee Functions 7.1 PAaC Zina explained she has some ideas for the January meeting, information for January meeting will be shared then.	SEAC
8. Policy Advice to the Board Nil	
9. Association Concerns/Association Updates (20 minutes) 9.1 Trustee Update Bill Conway gave brief updates to SEAC members on the highlights of November board meeting regarding: <ul style="list-style-type: none"> • Pastoral Plan Update • Teacher Learning and Leadership Program (TLLP) • Autism Support Team • English as a Second Language Update • Environmental Education • Student Trustee Report <p>Board bulletin attached.</p> <p>Association Update</p> <p>Christine Zaza with WRFN shared that their family resource role has changed to half time from full time in a one-year contract. They are waiting to see if the role changes due to the Special Needs Strategy. WRFN finished the pilot project with the secondary schools. Eight students participated in the program for post-secondary, parent session was highly rated. Will be getting together as a high school working group to work on it.</p>	B. Conway
10. Pending Items	
11. Adjournment Motion to end meeting: <p>Motion by: Christine Zaza Seconded: Kim Murphy</p>	
12. Action Items Place Holder	

Catholic Parent Involvement Committee Minutes

Date:	Wednesday November 8, 2017
Time:	5:30 pm (Dinner @ 5:00 pm)
Location:	Catholic Education Centre – Board Room
Next Meeting:	Wednesday, January 10, 2018 – 5:00 pm (CEC - Board Room)

Attendees:	<u>Committee Members:</u> <ul style="list-style-type: none"> • Chris Spere (Chair and St. Mary Elementary) • Judy Merkel (Administrative Official) • Amy Fee (Trustee) • Manuel Da Silva (Trustee) • Brian Schmalz (Trustee-alternate) • Simone Beaucage (Secondary Principal Rep.) • Kimberly Snage (Resurrection-Elementary) • David Perlaky (St. Benedict Elementary) • Denise Porter (Waterloo Secondary) • Julie Hofstetter (Kitchener Secondary) • Joe Melo (Member at large) • Miranda Jensen (Member at large) • Linda Gregorio (Member at large) • Eric Vas (St Benedict Secondary) • Andrea Visneskie • Gorette Varao- Woodman
Regrets:	Deacon Ed MacIntosh, Kimberly Snage,

	Presenter/Approver(s)
1. Opening Prayer & Welcome:	Judy
2. Approval of Agenda:	Denise Porter and Julie Hofstetter
3. Declared Pecuniary Interest:	none
4. Approval of the Minutes: <ul style="list-style-type: none"> • No formal approval of minutes as last meeting did not reach quorum- no minutes taken 	
6. Other Correspondence:	none
Trustee Update:	Amy Fee

<ul style="list-style-type: none"> Commissioning event last evening (November 7, 2017) well attended Community Leaders Breakfast coming up where Trustees get a chance to hear of all the great things happening in the Region Trustee AGM is coming up at Waterloo CDSB is hosting delegates from around the province EQAO results still indication that we need to continue our focus on mathematics 	
8. Discussion Items:	
8.1 2017-2018 CPIC Dates: Wed, Jan 10, 2018 February 14, 2018 March 21, 2018 May 9, 2018 June 13, 2018	Judy, Chris
8.2 CPIC Attendance, By-Laws: <ul style="list-style-type: none"> Highlighted that attendance is a must and it was suggested that perhaps a "Skype" or phone in option be made available. This was well received and we will do this going forward. Also, some raised concern that if they are late they cannot get into the building. Judy Merkel (SO) shared her cell number so that CPIC members could call if they were locked out. 	Judy, Chris
8.3 CPIC Member Applications: New members were voted in to our CPIC group Welcome to Eric Vas, Andrea Visneskie, and Gorette Varao- Woodman	Judy, Chris
8.4 Review of Purpose and Goals of CPIC for 2017-18 school year: <ul style="list-style-type: none"> Creation of a more fulsome Handbook for School Councils Creation of idea bank for SAC Chairs for Pro Grants Focus on Mental Health/Wellness for our Regional Event Speaker/workshop Learning series Conversations around "On Boarding" for CPIC Chairs and the "How" to make this happen Spoke of IT access and creation of a "Hub" for information sharing Culmination of ideas: Event planned for CSAC chairs- we will host a dinner meeting- Proposed CSAC dinner meeting January 17, 2018 Judy and Denise to speak about venue/speakers etc. Judy to send out a save the date for CSAC event and link to handbook to CSAC's for their reference at upcoming meetings 	Chris, Judy
8.5 2017-2018 PRO Grant Application (Regional/School) Update: <ul style="list-style-type: none"> All schools applied and most received the funding for a total of: \$42000 dollars. Our regional grant was approved for \$7500 and the Pathways grant was approved for \$10, 500_____ 	Judy
8.6 OPACE Update <ul style="list-style-type: none"> There will be no event in 2018 however there will be a huge celebration of OAPCE's 80-year Anniversary in 2019 to be held out of TCDSB 	Linda/Judy

8.8 Commissioning for School Council Chairs: This was very well attended and a lovely event for all involved. It was a great celebration for all that attended.	Judy
8.9 Election of Chair: Two nominations for Chair- Linda Gregorio and Chris Spears Instead of a formal vote both have agreed to co-chair	Judy
9. Gratitude and Closing Prayer:	Chris
10. Adjournment: 7:40 pm Next Meeting Date January 10, 2018	

Date: January 29, 2018
 To: Board of Trustees
 From: Audit Committee
 Subject: 2016-2017 Trustee Expense Audit Report

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

Type of Information: ☐ Information for Board of Trustees Decision-Making
☒ Monitoring Information of Board Policy **II 014**
☐ Information only of day-to-day operational matters

Origin:

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

Internal Audit Mandate Statement:

The Internal Audit Mandate requires that the:

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

Alignment to the MYSP:

Building Capacity to Lead, Learn & Live Authentically:

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

Goal:

- To increase staff efficiency and reduce workloads through process improvements

Background/Comments:

Status and Results

As part of the 2017-2018 Internal Audit Plan, audit procedures were performed over Trustee expenses to measure compliance with Board policy and the appropriateness of expenditures. With one minor exception relating to gratuities, expenses incurred by Trustees were compliant with Board policies and were reasonable in nature.

Please find attached:

- The 2016-2017 Trustee Expense Audit Report, and
- Public Statement of Trustee Expenses.

Recommendation:

That the Board of Trustees accepts the 2016-2017 Trustee Expense Audit Report for information purposes only and recommends that the public Statement of Trustee Expenses be posted to the WCDSB website.

Prepared By: Shane Durham, CPA, CA
Internal Audit Officer

*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.”



Memorandum

TO: Audit Committee

CC: Shesh Maharaj, Executive Superintendent of Corporate Services and Chief Financial Officer

FROM: Shane Durham, Internal Audit Officer

DATE: January 23, 2018

REPORT No.: IA 18-05

SUBJECT: 2016-2017 Trustee Expense Audit

Summary

As part of the 2017-2018 Internal Audit Plan and as required by Board Policy II 014 – *Trustee Expenses*, audit procedures were performed over the expense reimbursement claims of Trustees to measure compliance with Board Policy and the appropriateness of expenditures.

Introduction

I am writing to report to you the results of the internal audit procedures performed on the Trustee expense claims for the 2016-2017 school year. The audit took place in July and November 2017. **Appendix A** discusses *Exceptions to Board Policy and Improvement Opportunities*, while **Appendix B** provides a *2016-2017 Statement of Trustee Expenses*.

Audit Procedures

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

- Review expense reimbursement claims and supporting documentation of all Trustees for the year under audit,
- Review purchase card transactions and supporting documentation for the Chair of the Board, and
- Inquire of the Chief Financial Officer or Trustees, as required.

References

- Board Policy II 014 – *Trustee Expenses*
- Corporate Services Manual
 - Expense reimbursement process

Results Summary

After reviewing the expense reimbursements, the following areas of strength were noted:

- Expense claims were reviewed and approved by the Chair of the Board and/or the Executive Superintendent of Corporate Services and Chief Financial Officer, in accordance with Board procedures,
- Travel descriptions were sufficiently detailed, and
- Personal expenses identified were reimbursed back to the Board by the Trustee.

In addition, the following exception was also noted:

- On four occasions, tips given by Student Trustees, exceeded the Policy limit of 15%. In these cases, tips ranged from 18% to 30%.

Refer to **Appendix A** for a *Summary of Exceptions to Board Policy and Improvement Opportunities* noted during the audit.

Appendix B is the *2016-2017 Statement of Trustee Expenses*. This statement, with personal expenses netted against mileage, is provided to the public on the Waterloo Catholic DSB website. Details of the nature of the individual expenses may be provided to the public (including media outlets), upon request, by the Chief Managing Officer.

Conclusions

Based on my audit and analysis of Trustee expenses, overall expenses are reasonable in nature and supported by sufficient invoices or detailed receipts. While I have noted one minor deviation from Board Policy, this represents an improvement opportunity for future submissions.

If there are any comments, questions, or other areas of concerns please do not hesitate to contact me.

Kind Regards,



Shane Durham, CPA, CA
Internal Audit Officer

Appendix A
Summary of Exceptions to Board Policy and Improvement Opportunities

Audit Area: Disbursements:	Gratuities
Observation and Implication	<p>Gratuities added to four separate meals claimed by student trustees, exceeded the policy maximum. Tips of 18%, 21.5%, 28% and 30% were noted.</p> <p>Total excess gratuities were less than \$20 and are considered immaterial from a monetary standpoint. However, given the public visibility of trustees and their activities, this could increase the reputational risk of the Board.</p>
Policy Statement	Gratuities will be capped at 15% and the employee will be responsible for anything above the maximum.
Recommendation	<p>Student Trustees should be apprised of the expense reimbursement policies of WCDSB prior to the start of their term.</p> <p>The Executive Administrative Assistant should assume this responsibility to maintain continuity in the process.</p>

Appendix B

**Waterloo Catholic District School Board
Statement of Trustee Expenses
School Year 2016-2017
Audited**

	Mileage	Conferences	Meals	Supplies	Books	Parking	Other	Total	
Joyce Anderson	984	1,108	-	48	-	9	180	2,329	Trustee; Chair of the Board
Manuel da Silva	2,006	1,451	28	-	-	20	318	3,823	Trustee
Jeanne Gravelle	1,143	1,480	-	-	-	4	413	3,040	Trustee
Wendy Price	1,161	1,464	-	-	-	-	162	2,787	Trustee; Vice-Chair of the Board
Greg Reitzel	474	311	-	-	-	-	-	785	Trustee
Bill Conway	839	1,633	-	-	-	-	358	2,830	Trustee
Amy Fee	760	1,487	-	-	-	-	30	2,277	Trustee
Brian Schmalz	279	1,322	-	-	-	16	30	1,647	Trustee
Melanie Van Alphen	884	897	-	-	-	-	100	1,881	Trustee
Joseph DeSousa	294	1,703	380	-	-	-	124	2,501	Student Trustee - Outgoing
Samantha Lim	258	1,703	339	128	-	-	114	2,542	Student Trustee - Outgoing
Meghan Nemeth	55	-	31	-	-	-	38	124	Student Trustee - Incoming 2018
Kate Jamieson	55	-	-	-	-	-	13	68	Student Trustee - Incoming 2018
Totals	\$ 9,192	\$ 14,559	\$ 778	\$ 176	\$ -	\$ 49	\$ 1,880	\$ 26,634	



Date: January 29, 2018
To: Board of Trustees
From: Director of Education
Subject: Interim Financial Report - #1 of 3

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

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

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

Interim financial reports are presented to the Board to assist Trustees in their monitoring of the financial well-being of the school board. These reports are presented to the Board of Trustees three times per school year (January, March, and June).

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

Executive Limitation IV008: Financial Conditions and Activities

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

Alignment to the MYSP:

Building Capacity to Learn, Learn and Live Authentically

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

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

Background/Comments:

Attached to this report are the following:

1. Dashboard Report
2. Expenditure Summary
3. Revenue Summary

This report contains data up to and including November 30, 2017. Notes, where appropriate are included to provide the reader with additional information.

General Commentary:

- Changes have been made to the approved budget as a result of updated enrolment projections and expense information. A summary has been provided below:

2017-2018 Estimates submission	\$	-	Balanced as at June 2017
Changes to Revised Estimates			
Additional teaching staff	\$	(2,110,000)	
Additional Education Assistants		(1,020,000)	
Additional Designated Early Childhood Educators		(660,000)	
Other staffing requirements		(380,000)	
Portable classrooms		(334,000)	
Non-Staff and Department budget adjustments		(676,000)	
Revenue Adjustments			
Additional Enrolment - GSN	\$	4,793,000	
Additional Special Education funds	\$	387,000	

2017-2018 Revised Estimates Submission	\$	-	Balanced as at December 2017
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**Filing Date: Dec 15, 2017

- Management will continue to closely monitor supply teacher costs, utilities, and EA costs as these are perennial areas of risk.
- Transitioning to employee health and life trusts for employee groups is complex and may create unexpected cost pressures within the fiscal year.
- Lawsuits, grievances, and any employee-related contractual financial pressures, if any, have been disclosed in private to the Audit Committee. Provisions have been made within the budget where appropriate, if required.

The overall risk assessment related to the Board's financial well-being for the 2017-2018 school year is **LOW**.

There have been no significant deviations from board priorities set in June 2017 with the exception of items outlined above.

Recommendation:

That the Board of Trustees receive this monitoring report as information on the financial well-being of the board as at November 30, 2017

Prepared/Reviewed By: Loretta Notten
Director of Education

Shesh Maharaj
Chief Financial Officer

Laura Isaac
Senior Manager of Financial Services

Renee King
Manager of Budget

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

Waterloo Catholic District School Board
2017-2018 First Quarter Interim Financial Report - Revised Estimates
For the Period Ended November 30, 2017

Summary of Financial Results				
	Budget	Revised Budget	In-Year Change	
			\$	%
Revenue				
Provincial Grants (GSN)	237,343,127	241,503,444	4,160,317	1.8%
Grants for Capital Purposes	4,751,819	5,203,371	451,552	9.5%
Other Grants	3,264,362	4,527,124	1,262,762	38.7%
Other Revenues	11,374,846	12,224,983	850,137	7.5%
Amortization of DCC	15,107,356	15,456,933	349,577	2.3%
Total Revenue	271,841,510	278,915,855	7,074,345	2.6%
Expenses				
Classroom	188,099,726	193,636,592	5,536,866	2.9%
Non-Classroom	35,657,408	36,060,329	402,921	1.1%
Transportation	5,645,180	6,002,429	357,249	6.3%
Pupil Accommodation	23,260,428	23,786,502	526,074	2.3%
Capital	4,071,411	3,863,672	(207,739)	(5.1%)
Amortization/Write downs	15,107,357	15,566,331	458,974	3.0%
Total Expenses	271,841,510	278,915,855	7,074,345	2.6%
Balance before Accum Surplus	-	-	-	-
Accumulated surplus use	-	-	-	-
Surplus/(Deficit) - end of year	-	-	-	-

Note: GSN - Grants for Student Needs

Note: DCC - Deferred Capital Contribution

Changes in Revenue

- GSN:** increase due to high enrolment, additional ESL learners, and high temporary accommodation grants
- Grants for Capital Purposes:** increase due to temporary accommodation grant
- Other Grants:** increase due to additional EPO announcements since budget and continuing education increase due to elevated participation in fee-driven programs
- Other Revenues:** increase due to growth of Extended Day Program and Continuing Education programming
- Amortization:** increase due to the timing of the completion of construction projects

Changes in Expenses

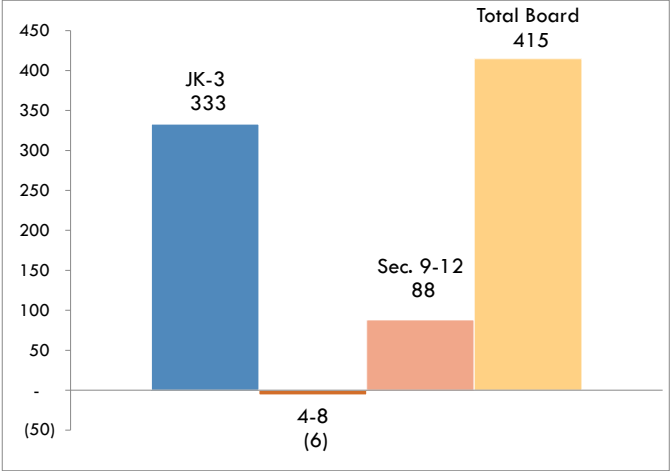
- Classroom:** increase due to enrolment, student needs, growth in Extended Day Program and additional EPO announcements
- Non-Classroom:** increased enrolment of Continuing Education resulting in higher staffing costs; increase due to new contracts, staffing and labor enhancements
- Transportation:** increase due to reallocation of administration salaries and benefits
- Pupil Accommodation:** increase due to added portable leases & moves
- Amortization:** increase due to the timing of the completion of construction projects

Summary of Enrolment				
ADE	Budget	Revised Budget	In-Year Change	
			#	%
Elementary				
JK-3	7,344	7,677	333	4.5%
4-8	8,038	8,032	(6)	-0.1%
VISA Students	12	12	-	0.0%
Total Elementary	15,394	15,721	327	2.1%
Secondary <21				
Pupils of the Board	6,291	6,379	88	1.4%
VISA Students	175	175	-	0.0%
Total Secondary	6,466	6,554	88	1.4%
Total	21,860	22,275	415	1.9%

Note: ADE is comprised of actual enrolment reported at October 31, 2017 and projected enrolment as at March 31, 2018

Note: VISA students pay tuition & their enrolment does not affect our GSNs

Changes in Enrolment: Budget vs. Revised Budget



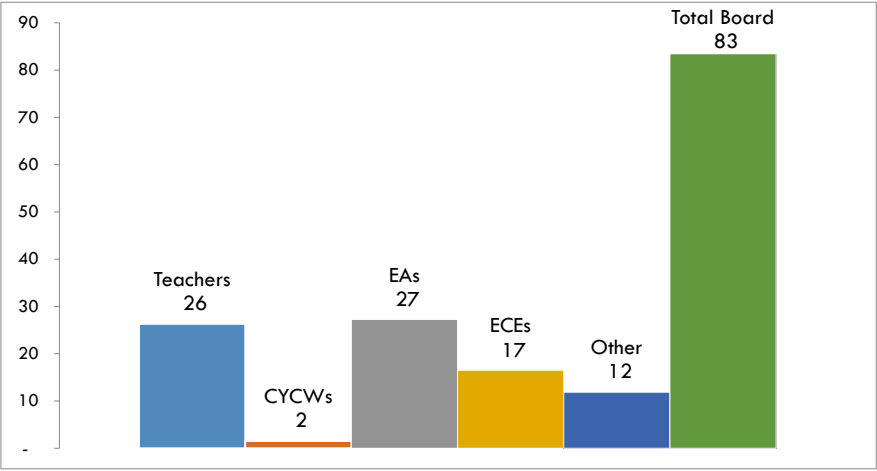
Highlights of Changes in Enrolment:

- Elementary:** the increase is attributed to registration of students of other traditions as well as an influx of ESL learners to the region
- Secondary:** the increase is attributed to growth in the area

Summary of Staffing				
FTE	Budget	Revised Budget	In-Year Change	
			#	%
Classroom				
Teachers	1,339	1,365	26	2.0%
Child & Youth Care Workers (CYCWs)	44	46	2	3.4%
Educational Assistants (EAs)	334	361	27	8.2%
Designated Early Childhood Educators	144	161	17	11.5%
Total Classroom	1,861	1,933	72	3.8%
Other Support Staff				
School Administration	157	160	3	1.6%
Board Administration	66	68	2	2.9%
Facility Services	195	196	1	0.4%
Consultants/Co-ordinators	25	25	0	0.3%
Paraprofessionals	89	95	6	6.2%
Library & Guidance	59	60	1	1.7%
Total Other Support Staff	591	603	12	2.0%
Total Staffing	2,452	2,536	83	3.4%

Note: FTE is calculated as at October 31, 2017

Changes in Staffing: Budget vs. Revised Budget



Highlights of Changes in Staffing:

- Classroom Teachers:** Increase due to enrolment
- Classroom Support Staff:** Increased EAs and PSWs due to student needs and ECEs to support enrolment as well as growth in Extended Day Program
- Other Support Staff - School Admin:** Increase due to enrolment
- Other Support Staff - Paraprofessionals:** Increased Lunch Hour Supervisors due to enrolment and Special Education staff to support student needs

Waterloo Catholic District School Board
2017-2018 First Quarter Interim Financial Report - Revised Estimates
Revenues
For the Period Ended November 30, 2017

	Budget Assessment				
	2017-2018				
	Budget	Revised Budget	Change		Material Variance Note
			\$ Increase (Decrease)	% Increase (Decrease)	
Grant Revenues					
Pupil Foundation	116,677,665	119,190,142	2,512,477	2.2%	
School Foundation	15,205,944	15,447,920	241,976	1.6%	
Special Education	29,383,103	29,885,948	502,845	1.7%	
Language Allocation	4,430,127	4,866,207	436,080	9.8%	
Learning Opportunities	5,887,610	6,022,490	134,880	2.3%	
Adult Education, Continuing Education	3,402,487	3,176,755	(225,732)	(6.6%)	c.
Teacher & DECE Q&E	26,287,640	26,242,714	(44,926)	(0.2%)	
Transportation	6,519,910	6,707,756	187,846	2.9%	
Administration and Governance	6,743,415	6,824,049	80,634	1.2%	
School Operations	21,182,849	21,468,935	286,086	1.4%	
Community Use of Schools Grant	294,244	294,244	-	0.0%	
Declining Enrolment	-	-	-	0.0%	
Indigenous Education	393,062	393,062	-	0.0%	
Safe Schools Supplement	382,612	390,079	7,467	2.0%	
New Teacher Induction program	154,484	152,844	(1,640)	(1.1%)	
Rural and Northern	-	42,324			
Permanent Financing - NPF	397,975	397,975	-	0.0%	
Regular Operating On-going Grants	237,343,127	241,503,444	4,117,993	1.7%	a.
Grants for Capital Purposes					
School Renewal	377,360	377,612	252	0.1%	
Temporary Accommodation	551,000	953,570	402,570	73.1%	b.
Short-term Interest	150,000	198,730	48,730	32.5%	
Debt Funding for Capital	3,673,459	3,673,459	-	0.0%	
Total Capital Grants	4,751,819	5,203,371	451,552	9.5%	
Other Grants					
Continuing Education	1,981,123	2,309,938	328,815	16.6%	c.
Extra Programming Grants - Other	1,283,239	2,217,186	933,947	72.8%	d.
Total Non-GSN Grants	3,264,362	4,527,124	1,262,762	38.7%	
Other Revenues					
Continuing Education Fees	2,511,209	2,660,752	149,543	6.0%	c.
Rentals	984,434	984,431	(3)	(0.0%)	
Interest	200,000	200,000	-	0.0%	
Tuition Fees	3,333,500	3,333,500	-	0.0%	
Other	4,345,703	5,046,300	700,597	16.1%	e.
Total Non-Grant Revenue	11,374,846	12,224,983	850,137	7.5%	
Deferred Revenues					
Amortization of DCC	15,107,356	15,456,933	349,577	2.3%	f.
Net Deferred Revenue	15,107,356	15,456,933	349,577	2.3%	
Total Revenue and Grants	271,841,510	278,915,855	7,032,021	2.6%	

Explanations of Material Grant Variances

- a. Increase due to high enrolment of ESL/FSL learners to the Region
- b. Increase due to table amount adjustment by the Ministry
- c. Increase due to elevated participation in fee-driven programs partially offset by lower ESL Summer school participation
- d. Increase due to additional EPOs since budget announced
- e. Increase due to growth of the Extended Day Program
- f. Increase due to the timing of completion of construction projects

Waterloo Catholic District School Board
2017-2018 First Quarter Interim Financial Report - Revised Estimates
Expenses
For the Period Ended November 30, 2017

	Budget Assessment				Material Variance Note
	2017-2018				
	Budget	Revised Budget	Change		
			\$ Increase (Decrease)	% Increase (Decrease)	
OPERATING					
Classroom Instruction					
Teachers	137,438,124	138,970,044	1,531,920	1.1%	a.
Supply Teachers	5,158,004	5,224,294	66,290	1.3%	
Educational Assistants & DECEs	22,203,137	24,371,209	2,168,072	9.8%	b.
Classroom Computers	2,085,655	2,198,305	112,650	5.4%	
Textbooks and Supplies	4,890,833	5,785,829	894,996	18.3%	c.
Professionals and Paraprofessionals	10,211,404	10,137,940	(73,464)	(0.7%)	
Library and Guidance	4,710,320	4,722,521	12,201	0.3%	
Staff Development	920,091	1,753,183	833,092	90.5%	d.
Department Heads	482,158	473,267	(8,891)	(1.8%)	
Total Classroom	188,099,726	193,636,592	5,536,866	2.9%	
Non-Classroom					
Principal and Vice-Principals	9,190,045	9,267,977	77,932	0.8%	
School Office	5,772,305	5,511,727	(260,578)	(4.5%)	
Co-ordinators and Consultants	4,669,546	4,748,337	78,791	1.7%	
Continuing Education	8,725,086	8,976,137	251,051	2.9%	
Total Non-Classroom	28,356,982	28,504,178	147,196	0.5%	
Administration					
Trustees	232,311	230,153	(2,158)	(0.9%)	
Director/Supervisory Officers	1,525,053	1,519,422	(5,631)	(0.4%)	
Board Administration	5,543,062	5,806,576	263,514	4.8%	e.
Total Administration	7,300,426	7,556,151	255,725	3.5%	
Transportation	5,645,180	6,002,429	357,249	6.3%	f.
Pupil Accommodation					
School Operations and Maintenance	22,883,068	23,408,890	525,822	2.3%	g.
School Renewal	377,360	377,612	252	0.1%	
Other Pupil Accommodation	4,071,411	3,863,672	(207,739)	(5.1%)	
Amortization and Write-downs	15,107,357	15,566,331	458,974	3.0%	h.
Total Pupil Accommodation	42,439,196	43,216,505	777,309	1.8%	
TOTAL OPERATING	271,841,510	278,915,855	7,074,345	2.6%	

Explanations of Material Budget Variances

- a. Increase due to enrolment which is partially offset by lower salaries than previously budgeted
- b. Increase due to enrolment, student needs and Extended Day Program growth
- c. Increase due to Extended Day Program growth, contracts and EPOs
- d. Increase due to additional EPOs since budget announced
- e. Increase due to contracts, staffing and labor enhancements, offset by reallocation of salary & benefits to transportation
- f. Increase due to reallocation of administration salaries and benefits
- g. Increase due to added portable leases and moves
- h. Increase due to the timing of completion of construction projects

Notes:

27 Budget is the 2017-2018 Estimates Budget as approved by the Board of Trustees in June 2017



Date: January 29, 2018
To: Board of Trustees
From: Director of Education
Subject: Leadership Strategy 2017-2018

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

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

Origin:

Board Policy I 001 - Ends

Ontario Leadership Strategy - <http://www.edu.gov.on.ca/eng/policyfunding/leadership/threeYear.html>

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

Achieving Excellence: A Renewed Vision for Education in Ontario - <http://www.edu.gov.on.ca/eng/about/excellent.html>

Board Leadership Development Strategy (BLDS) -
<http://www.edu.gov.on.ca/eng/policyfunding/leadership/BLDS2012Manual.pdf>

Multi-Year Strategic Plan:

Nurturing Our Catholic Community:

Faith is lived and witnessed in community: To strengthen and cultivate school, parish and home relationships.

Students and Staff are healthy in mind body and spirit: To strengthen system commitment to school, student and staff spiritual health.

Everyone is included, respected and welcomed: To increase improved awareness respect of differences within our school communities.

Alignment to the MYSP:

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

Strategic Direction: Professional learning for ALL staff is timely and responsive;
Leadership and succession planning is intentional and nurtured;

Highlights:

Our leadership strategy has gone from **19** aspiring leaders in **2012-2013** to **418** in four years.

Year	Leadership Part I	Leadership Part II	Leadership Part III	Totals
2013-2014	70			70
2014-2015	36	60		96
2015-2016	53	31	49	131
2016-2017	54	48	17	119
Totals	213	139	66	418
Current Enrolment:	44	31	34	109

The enrolment totals above represent our aspiring and current leaders.

Background/Comments:

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

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

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

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

Overall Goal:

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

Goal One:

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

Goal Two:

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

Goal Three:

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

Leadership Strategy

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

Leadership Part I

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

Leadership Part II

Leadership Part II is the second in a series of Leadership Development programs offered to support the staff of the Waterloo Catholic District School Board. Designed for all aspiring leaders in all avenues of education, Leadership Part II builds upon the skills and strategies introduced in Part I.

Candidates in the Part II session take their developing understanding of the Catholic Leadership Framework and begin to apply it with more intent and purpose. Using these guidelines, participants focus on creating a personal portfolio highlighting their leadership experiences. The sessions are designed to provide some basic foundations in areas such as work/life balance and having challenging conversations, while providing time for the candidates to talk about their portfolio and how these sessions and their professional experiences align with that. In addition to the portfolio development, Leadership Part II candidates explore their call to formal and informal leadership through a book study. *Leading like Jesus*, and the accompanying workbook, challenges participants to reflect on their personal leadership styles, explore the alignment with their faith, and begin a journey where Jesus is the model for true leadership. The final session of the Leadership Part II series is a group discussion and portfolio sharing session with a Supervisory Officer of the board. This provides participants with an opportunity to discuss their leadership goals, questions and wonderings with an executive officer.

Leadership Part III

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

Our Administrator leadership strategy includes Induction and Innovation in Leadership.

Induction for Newly Appointed Administrators

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

Administrators in year one or two of this role are partnered with an experienced administrator in a mentor/mentee relationship. This program includes mentor/mentee coaching, job shadowing, and the specific topics: Developing School Culture, Monitoring Student Success, Budget 101 and Leading the Pastoral Life of a School. The monthly mentor/mentee sessions also focus on topics such as: Teacher Performance Appraisal/NTIP, School Budget & Student Generated Funds, and Administrator Learning Walks all rooted in the Catholic Leadership Framework.

Year	Induction
2014-2015	9
2015-2016	19
Totals	28
2016-2017	20
Current Enrolment	38

Innovation in Leadership

Through the Innovation in Leadership Series, administrators will participate in a professional learning cycle that examines the global competencies outlined in the New Pedagogies for Deeper Learning framework created by Michael Fullan. The learning sessions will provide administrators a greater understanding of “deeper learning” in each division and how they might support the development of the global competencies that each school has identified in their SIPSA document. All participants will have an individualized learning opportunity based on a selected area of focus and collaborate with their colleagues to design and implement an action plan to support deeper learning in their schools which includes a focus on pedagogical practice, leveraging digital, learning environments and the development of learning partnerships.

Year	Innovation
2014-2015	19
2015-2016	16
Totals	35
2016-2017	13
Current Enrolment	18

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

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

In its pursuit of excellence in the development and selection of leaders within all employee groups, the Waterloo Catholic District School Board recognizes and values the Life-Long Learning Series and the key role it plays in capacity building, leadership development and succession planning.

As the Life Long Learning Series is continually evolving we are proud to have expanded this program to include a learning series on Equity and Leadership. This series explores spirituality in leadership and the role that equity plays in our everyday decisions.

Overall, this exceptional program supports the development of leaders at all levels, and it provides an excellent learning opportunity that can support all staff in their personal and professional growth.

The Lifelong Learning Series includes:

- a) The Faith Leadership Series
- b) The Introduction to Leadership Series
- c) The 21st Century Learning Series
- d) The Building Interpersonal Skills Series
- e) The Mental Health Series
- f) Equity and Leadership

Year	21 st Century Teaching & Learning	Building Interpersonal Skills	Faith Leadership	Introduction to Leadership	Mental Health & Wellness Series
2015-2016	130	60	276	76	118
Total Certificates	16	7	38	15	21
2016-2017	64	18	105	18	28
Total Certificates	10	7	9	9	10

The 2017-2018 enrollment numbers will be confirmed in the next Leadership Strategy report as will data from the Equity and Leadership Series Module.

CPCO Principal's Qualification Part I and II

Because of a very successful Leadership Strategy, our board continues to provide the Principal's Qualification Program through the Catholic Principals' Council of Ontario.

We have had 11 participants in Part II/ Fall 2017 and have 12 participants registered for Part 1 scheduled for Winter 2018. All the participants in Part II have gone through our leadership program.

Next Steps:

The Leadership Steering Committee will continue to refine the leadership strategy to ensure alignment with the Multi-Year Strategic Plan and the Board Improvement Plan for Student Achievement. Feedback of current offerings and interest aligned topics will be considered in our planning to meet the needs of leaders and aspiring leaders at all levels.

It is anticipated that through our ongoing commitment to providing varied learning opportunities for all employees of the WCDSB we will broaden the capacity of all our staff, the current generation of leaders, and the generations to follow thus ensuring sustainability and effective succession planning.

Recommendation:

Accept this report as evidence of our compliance with Policy IV 013.

Prepared/Reviewed By: Loretta Notten
Director of Education

Judy Merkel
Superintendent of Learning

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

Date: January 22, 2018
To: Board of Trustees
From: Director of Education
Subject: French Immersion Review 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)

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

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

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

Alignment to the MYSP:

Priority Area:

Student Engagement, Achievement, & Innovation

Strategic Direction:

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

Goals:

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

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Priority Area:*Student Engagement, Achievement, & Innovation***Strategic Direction:***Students are achieving their highest potential in a 21st century world***Goal:***To support our students in meeting the Ontario Graduate expectations***Background/Comments:**

French Immersion is an inclusive opt-in program that was first offered in the 2015-16 school year at St Anne, Kitchener and Sir Edgar Bauer, Waterloo. The following year, in 2016-17, the program expanded to Cambridge and opened at Our Lady of Fatima.

We offer a 50% program in which 150 minutes of instruction are offered in French, and 150 minutes in English. As with all our Second Language Programs, French Immersion is designed for students whose first language is not French. The entry point for French Immersion is in grade 1. It is currently open to all residents of Waterloo Region at the three satellite sites.

In our third year of the program, we are servicing 216 students.

	Grade 1	Grade 2	Grade 3
St Anne K	17 & 18 (35)	15 & 13 (28)	18 & 19 (37)
Sir Edgar Bauer	17 & 18 (35)	20	18
Our Lady of Fatima	20	23	n/a

As noted in previous reports to trustees, the WCDSB has formed a committee, "...to examine the successes of the program pilot and determine next steps." The purpose of this report is to describe to trustees the progress of this committee's consultation process thus far.

The French Immersion Review Committee met for the first time on Tuesday November 28, 2017. The committee is comprised of Board central staff (FSL consultant, supervisory officers, and manager of planning), school administrators, and parents. Members were briefed regarding terminology and norms, and were provided with extensive background information on elements of the French Immersion Program. They reviewed and made edits to the public survey, which was open from November 30th – December 18th, 2017. The survey was left open an additional week-end longer than previously advertised in response to a group of parents' request for additional time to respond.

The Public Survey on French Immersion received 388 replies. Of these, 270 responses came from parents (including people identified as grandparents, parents from the WRDSB, and community members at large); 118 responses came from WCDSB employees.

The French Immersion Program Consultation Committee met again on Tuesday January 16, 2018 to review data related to i) Program priorities, ii) Accommodation, iii) Entry Point and iv) Program Model at current sites. Based on public feedback and related discussion, the committee was able to take some options off the table and identify areas for further consideration.

The committee, reflecting upon the survey results, worked together to identify priorities. It was clear that the committee places great value in maintaining students in the FI program at one school from Gr. 1 to 8 (as opposed to having the FI program, for example, run from Gr. 1-3 at one site, and then – at another site – continue from Gr. 4-8). Consistently providing FI in two classes per grade is not viewed as a priority.

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The committee (again, using the survey as a resource, along with their own knowledge) considered the issue of how the FI program should grow if and when space at the current schools is insufficient. Based on this, the committee agreed to further explore the following options: opening a new dual-track school; creating a new single-track (FI only) school; changing boundaries; and adding portables.

The committee discussed staffing and rendered no opinion regarding the preference of number of teachers per class (*i.e.* one FI teacher who switches language within one class, or two teachers per class, one of whom is the FI teacher and can thereby provide FI in another classroom for half the day); the committee recommends the Board and principal decide based on context (*status quo*).

Whereas most survey respondents support a Gr. 1 entry into the FI program, the committee decided to further discuss the pros and cons of having the program begin in Kindergarten. The option of a Gr. 2 entry was removed.

Future committee meetings will include more in-depth examination of such issues as the entry point for the FI program. Furthermore, based on the revised list of options and priorities regarding the French Immersion program at the WCDSB, the committee will begin to refine its priorities and advice. It will do so through the use of a SWOT (Strengths, Weaknesses, Opportunities, & Threats) analysis the results of which will be reported to trustees in the spring.

Recommendation:

This report is presented to the Board as information.

Prepared/Reviewed By: Loretta Notten, Director of Education
 John Klein, Superintendent of Learning
 Shesh Maharaj, 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: January 29, 2018
 To: Board of Trustees
 From: Director of Education
 Subject: Dominican Encounter with Faith and Hospitality

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

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

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

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

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

Administrative Policy (APO003): The Compulsory Nature of Elementary and Secondary Religion Course and Programs.
 Administrative Policy (APO004): Educational Excursions.

Alignment to the MYSP:

- 1) Nurturing our Catholic Community:
 - a) Faith is lived and witnessed in community
- 2) Student Engagement, Achievement & Innovation:
 - a) Parents, parishes, community partners and student engagement are nurtured and valued
 - i) To engage students in authentic learning experiences that reflect real-life application and engagement within a global context (i.e. cultivate rich, real world, dynamic learning tasks mapped to learning goals; real world challenges & collaborations)

Background/Comments:

In the recent *Renewing the Promise* symposium on Catholic Education, the film *Upon Whose Shoulders We Stand* was shared during the gala dinner in order to acknowledge those who have contributed significantly to the development of Catholic Education in the province of Ontario.

The Dominican Encounter with Faith and Hospitality was an initiative begun by now retired Waterloo Catholic educator, Dwyer Sullivan. It was an attempt to give students an experience of the social gospel of the Catholic Church that finds dignity in all human life, recognizes a preferential option for the poor and dispossessed, and walks in solidarity with brothers and sisters in different socio-economic and cultural contexts. In advanced retirement, Dwyer continues to

support our Educators for Justice Committee (E4J) that meets monthly to support social justice initiatives across our school district.

With Dwyer's retirement, the Dominican Encounter experience lay dormant for a few years until the Catholic District School Board of Eastern Ontario (CDSBEO) Director of Education, Michael Schmitt, had a conversation with then Waterloo Catholic Superintendent Bruce Rodrigues about the Dominican Republic experiences he was endorsing for his school district.

Bruce Rodrigues accompanied the next CDSBEO trip to the Dominican Republic and the Waterloo Catholic DSB commitment to this experience was re-invigorated. It has been going annually ever since.

This is an experiential learning experience that is offered to all Waterloo Catholic DSB secondary students in their Grade 11 or 12 school year. Applications are collected and approximately five students are chosen from each of our secondary schools for an excursion total of twenty-five students. Applications are also invited from WCDSB staff to serve as supervisors for the excursion.

Once the excursion team is selected, they meet approximately five times for team-building activities and to explore themes of solidarity, justice, faith, Church, hospitality and community. The experience of these themes during the excursion become the topics of the nightly debrief/reflection sessions.

Our principal facilitator for this experience is Dean Riley, a former Scarboro Foreign Missions brother, and a person who has been living in the community of Consuelo and working with the diocese there for more than twenty years.

While on the ground in the Dominican Republic, staff supervisors and students are billeted with local families. This contributes to the immersive experience for all participants. One quite literally steps out of one's life and into another: the food is different, the climate is different, a language spoken is different.

Excursion Outcomes:

While in the Dominican Republic groups participants will:

- ❖ Experience the warm and generous hospitality of Dominican host families;
- ❖ Celebrate Eucharist with the faith community of Parroquia Santa Ana in Consuelo;
- ❖ Visit the people living on the bateyes (small impoverished communities where Haitian cane cutters and their families struggle to survive in slave-like conditions);
- ❖ Meet several times throughout the week for group theological reflection;
- ❖ Visit a primary school, high school and two clinics: one public and one private;
- ❖ Dialogue in small groups with local residents of Consuelo;
- ❖ See the sights of the capital city of Santo Domingo and its colonial district, visit a day program for street children;
- ❖ Spend time in discussion with workers from the nearby Industrial Free Trade Zone;
- ❖ Engage in a dialogue with the Bishop of the diocese San Pedro;
- ❖ Meet with a member of the Grey Nuns of Pembroke working in Consuelo for more than 50 years;
- ❖ Spend a day at a local beach on the Caribbean coast;
- ❖ Celebrate life and friendship amidst struggle and pain.

In the end, this is a highly impactful experience for both students and supervisors. Certainly Pope Francis has been clear with his insistence on a church of the poor, for the poor: a church who encounters the person of Jesus and finds healing and wholeness there. The Dominican Encounter with Faith and Hospitality offers a genuine experience of life with and among the poor. It is an educational excursion opportunity for our students that is truly transformative.

Recommendation:

This report is for the information of the Board.

Prepared/Reviewed By: Loretta Notten
Director of Education

Richard Olson
Superintendent of Learning

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

Date: January 29, 2018
To: Board of Trustees
From: Director of Education
Subject: 2018-2019 Budget Plan

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

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

Origin:

In order for the Board to meet Ministry deadlines for budget submission annually in June, staff must carefully plan the timing of the budget preparation and approval process. Board Executive Limitation IV007 dictates criteria to which staff must adhere in the preparation, planning and presentation of the budget. Budget planning typically commences in January and concludes with the presentation of the budget to the Trustees in early June. Administration requires an approved budget by the end of June in order to file the budget with the Ministry on time.

Policy Statement:

Board Policy IV 007 "Financial Planning/Budgeting"

"The CEO shall not...

1. Develop a budget without conducting a formal process for soliciting input on the needs and priorities of the system
6. Present a budget that does not allow sufficient time for decision-making

Alignment to the MYSP:

Building Capacity to Learn, Learn and Live Authentically

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

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

Background/Comments:

For **2017-2018 budget year**, the Board budget development process followed the major timelines and changes as indicated:

Major Timelines in 2017-2018:

1. Development of budget consultation survey
 - a. Engage budget holders **mid-February** to pre-determine questions for survey
2. BAC finalization of budget consultation questions and methods: **February 21, 2017**
3. Public budget consultation survey
 - a. Online questionnaire open **March 1 – March 27, 2017**
4. Balancing of budget by **May 1, 2017**
5. Analysis of Results
 - a. **April 3, 2017**: distribution of survey results to budget holders
 - b. **April 10, 2017**: budget holder indication of incorporation of results into budget
6. Budget finalization and presentation:
 - a. Formal budget presentation: **June 5, 2017**
 - b. Budget deliberation period: **June 6 – 26, 2017**
 - c. Budget approval: **June 26, 2017**
 - d. Ministry submission: **June 30, 2017**

Major Changes in 2017-2018:

1. Introduction of the Elementary Enrolment Committee (EEC)
 - a. This committee guided the elementary enrolment projections and provided enrolment scenarios to the BAC for consideration
Assessment: Approach was successful and contributed to a greater understanding of enrolment
2. Introduction of a staffing model approach
 - a. The Board piloted a “model-based” approach for staffing based on contributing factors such as enrolment or collective bargaining agreements, etc. by employee type in collaboration with Human Resources
Assessment: Approach was successful which prevented bottlenecks awaiting information
3. Introduction of a Budget Steering Committee:
 - a. The Board piloted a budget steering committee was consisting of the Director, Chief Financial Officer and a Superintendent of Learning who analysed budget overages and made thoughtful adjustments in order to balance the budget
Assessment: Approach was successful which allowed for swift balancing of the budget

Proposal for 2018-2019 Budget



For **2018-2019 budget year**, the Board budget development process will follow a similar structure to prior year. The major timelines are proposed below, with no significant changes anticipated:

Major Timelines:

1. Development of budget consultation survey
 - a. Engage budget holders **mid-January** to pre-determine questions for survey
2. BAC finalization of budget consultation questions and methods: **February 20, 2018**
3. Public budget consultation survey
 - a. Online questionnaire open **February 28 – March 26, 2018**
4. Analysis of Results
 - a. **April 9, 2018**: distribution of survey results to budget holders
5. **April 16, 2018**: budget holder indication of incorporation of results into budget
6. Balancing of budget by **April 30, 2018**
7. Budget finalization and presentation:
 - a. Formal budget presentation: **June 4, 2018**
 - b. Budget deliberation period: **June 5 – 18, 2018**
 - c. Budget approval: **June 18, 2018**
 - d. Ministry submission: **June 30, 2018**

Recommendations:

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

Prepared/Reviewed By:

Loretta Notten
Director of Education

Shesh Maharaj
CFO

Laura Isaac
Senior Manager, Financial Services

Renee King
Manager of Budget

*Bylaw 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: Jan 29th, 2017
To: Board of Trustees
From: Director of Education
Subject: Director's Report

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

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

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

Policy 1 001 Ends
Policy IV 013 Leadership

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

Policy 1 001 Ends
Policy IV 013 Leadership

Alignment to the MYSP:

Strategic Priority: Nurturing Our Catholic Community

Strategic Priority: Student Engagement, Achievement and Innovation

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

Background/Comments:

The Months of December and January have been filled with all the joy and celebration that is characteristic of both the season of our Saviour's birth and the ringing in of a new calendar year. As December was a month in which I brought forward the Director's Annual Report for 2016-17, below you will find highlights from the past 2 months, that capture some of the more notable events or accomplishments from my work as Director:

- Participated in a meeting with our Administrator Association Chairs regarding the P/VP Extension agreement.
- Participated in the Liturgical Planning Committee meeting for OCSTA AGM with Trustee and staff representatives.
- Attended Laurier University Men's Hockey Game and participated in ceremonial puck drop with our city dignitaries.

- Participated in and brought greetings at Maycourt Christmas Raffle Launch at Conestoga Mall
- Visited Dutton Drive and attended 2 separate committee meetings tasked with bringing system efficiencies to our schools and board.
- Attended St Jerome's SAC Unity Conference chaired by our Student Trustees.
- Chaired a follow up committee meeting of both our FACE members, as well as those individuals who attended *Renewing the Promise*.
- Participated in our Transportation Consortium bi-monthly meeting.
- Attended ECCODE, CODE Executive meetings and liaison meeting with Deputy Minister and ADMs in Toronto
- Participated in a meeting Dr John Milloy and his colleague regarding possible collaboration with Wilfred Laurier University geared toward more successful post-secondary transitions.
- Attended the Regional Council Christmas gathering at Waterloo Museum where a number of MPP's and MP's were present with Chair Wendy Price and Vice Chair Bill Conway. Also attended our Senior Team/Trustee Christmas Social. Visited OECTA's newly renovated offices.
- Participated in the CEC Christmas Mass and lunch with all CEC and Dutton Drive staff and Trustees.
- Visited various schools over the month, including:
 - St Teresa of Calcutta and Christ the King to witness preparations for and reception of the Pilgrimage Cross,
 - St Peter's for their Advent Pilgrimage Cross celebration,
 - St Anne Cambridge to visit with new administration,
 - St Brigid and St Vincent de Paul to discuss how preparations for the transition to the new building were and are proceeding,
 - St Dominic Savio, St Agnes, St John Bosco to tour their buildings,
 - St Mary's to view their production of Grease,
 - St John's to participate in a fiction reading,
 - St Boniface and St Anne Kitchener for Christmas functions,
 - Resurrection for their Active Community Living Christmas celebration,
 - Monsignor Doyle for their Co-operative Education Fair
 - Blessed Sacrament and Monsignor Haller to visit with administrators and tour their buildings, and
 - St Gabriel to observe a Math Lead Teacher professional development session.
- Participated in several days of Principals and Vice Principal interviews to help select our future school leaders.
- Attended January CPIC and SEAC meetings.
- Attended OCSTA Professional Development Seminar in Mississauga with trustees.
- Attended monthly K-12 Administrators' Meeting in both December and January and delivered opening remarks. Attended Secondary Principals' December meeting.
- Participated in 2 sessions of our IT Strategic Governance Steering Committee
- Participated in Strategic Planning Session for the Waterloo Schools Foundation
- Participated in Governance Committee meeting.
- Participated in Audit Committee meeting.
- Participated in WE Advisory Council Teleconference
- Attended CODE CEO/CFO Conference in Toronto. Also supported ECCODE Mentorship program on a panel.

Recommendation:

This report is for the information of the Board.

Prepared/Reviewed By: Loretta Notten
Director of Education

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



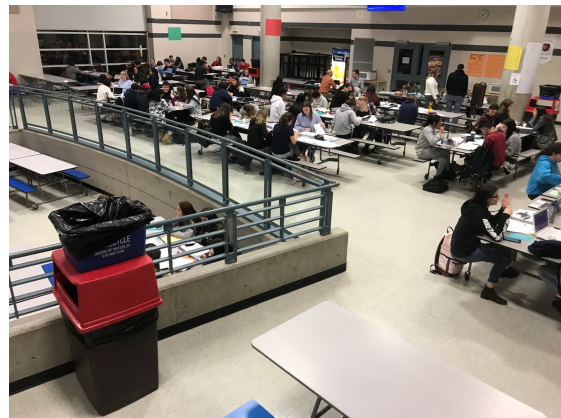
Date: January 24, 2017

To: The Board of Trustees

From: Kate Jamieson, and Meghan Nemeth

Subject: Student Trustee Report

Our secondary schools had many fun events taking place in the last week of December to celebrate the holiday season. St. David's, St. Mary's and St. Benedict's had candy gram sales where people paid for a special treat to be delivered to the friends at school. Most schools additionally held a Christmas assembly that boosted school spirit by engaging the student body with wonderful performances, and engaging activities. Fun contests throughout the week also played a part in boosting school spirit, with some schools hosting an ugly Christmas sweater contest, a gingerbread house building contest, Christmas kahoots, and prize giveaways. Additional fun activities that took place within the Christmas week include: playing Christmas movies in the cafe, photo opportunities with Santa/Santa dressed mascot, days where students could wear red, white or green shirts with uniform bottoms, a fun advent calendar and classroom door decorating. The Student Councils of each school did an excellent job preparing and planning outstanding events that engaged the student body.



Of course, many other fun events that are not related to Christmas have also taken place in our amazing secondary schools. As many secondary school prepare for semester one exams events such as 'Cookies 'n Cram' 'Coffee 'n Cram' and 'Study Night' are held for students to spend time at the school and study for their upcoming tests. With exams approaching some Student Councils have also been focussing on mental health. St. David's held an event dedicated to awareness for mental health called 'St. David's Let's Talk' where students could sign a Bell Let's Talk banner and facts about mental health were announced in the last ten minutes of each period. Monsignor Doyle opened the creative opportunity for students to participate in zumba to decrease their stress and aid mental health before exams.

OSTA-AECO was excited to release the Student Platform this past month. The Student Platform includes 16 recommendations for the government of Ontario based in part on responses to the Student Survey completed November 2017. As students, we are proud that recommendations within this report, such as access to a free breakfast programs, are already being met within our board. Student wellbeing was one of the three pillars identified as being a foundation for a strong education system (the other two being 21st century learning and equitable access to opportunities). Our Student Senate is very dedicated to the first of these pillars. In the new semester we are excited to be working on Mental Health initiatives within our high schools.

Student Platform Recommendations



Student Wellbeing

1. The government should mandate that all Ontario guidance counselors complete ASIST training.
2. In addition to funding suicide intervention and mental health training programs for staff, the government should fund training programs for students (e.g., safeTALK).
3. **The government should legally enshrine the right of students to create a wellbeing club or committee in their school.** Bill 13 (the Accepting Schools Act) requires “boards [to] support pupils who want to establish and lead activities and organizations that promote a safe and inclusive learning environment ... and the creation of a positive school climate.” Organizations promoting student wellbeing, mental, and spiritual health should be included in the list of initiatives schools must support.
4. The government should mandate that every school has a breakfast program accessible to all students and ensure that school boards have sufficient funds to implement and sustain these programs.



21st Century Learning

1. The government should mandate that every student be tested in transition grades (1, 4, and 8) for exceptional learning.
2. The government should ensure that every student has a unique student profile, stored in a database open to educators, that is frequently updated to facilitate individualized and differentiated learning at the classroom level.
3. **The government should legally enshrine that every student identified as exceptional has a right to access special education accommodations, and all school boards should have a policy to ensure this right.** The government should also mandate that all teachers receive training on identifying, integrating, and helping exceptional learners succeed.
4. The government should change the co-op credit from an open level (O) course to a mixed (M) level course.

5. The government should increase per-pupil funding of guidance counsellors. The student to guidance counselor ratio for elementary schools should match the ratio for secondary schools. In both elementary and secondary schools, the gap between the number of students and the number of counselors in a school must be narrowed.

6. The government should ensure students graduate high school with basic training in CPR, First Aid, self-defense, and conflict prevention. These life skills can be integrated into courses (e.g., CPR and First Aid into physical education) as requirements for graduation.

7. The government should invest in research about emerging markets (e.g., sector growth, the number of new jobs, wage trends). The findings should be synthesized in a form accessible to students and parents, published, and distributed to guidance counsellors across the province.

8. The government should review existing curriculum to integrate technological literacy (e.g., word processing, spreadsheet, database, and programming skills) in all courses.



Equitable Access to Opportunities

1. The government should work with school boards to create provincial standards on student eligibility for school transportation services.

2. The government should update the current funding formula to reflect school boards' local transportation needs. It must take into consideration factors such as geography, availability of public transit, and the number of students who need transportation services.

3. The government should provide enveloped grants (funds requiring a specific use) to rural and northern school boards for alternatives to online classes. Examples include traditional in-person classes, in-person and online hybrid classes, night school, dual credit programs with local colleges, etc.

4. The government should expand the Urban and Priority High Schools program (UPHS), which currently provides additional funding to high schools in urban low socioeconomic status communities. The funding should be available to schools across the province (including rural and northern boards) with low graduation rates and a significant proportion of families living below the poverty line.

Date: January 29, 2018
To: Board of Trustees
From: Chair of the Board
Subject: Chair's Report

Type of Report: ☒ Incidental Information

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

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

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

Comments:

- Participated in the Liturgical Planning Committee meeting for OCSTA AGM with Trustees Conway and Schmalz.
- Attended the Trustee/Senior Staff Christmas social with Trustees Conway, Schmalz and da Silva.
- Attended the pilgrimage of the Faith Cross at Holy Spirit School.
- Walked with staff and students of Monsignor Doyle as the Faith Cross made its way to Doyle.
- Attended the Advent Liturgy at Monsignor Doyle with Trustee Conway.
- Attended the FACE committee meeting
- Attended St Vincent de Paul School Christmas luncheon.
- Attended St Boniface School Christmas luncheon with Trustee Van Alphen.
- Attended the Regional Council Christmas gathering where a number of MPP's and MP's were present with Trustee Conway.
- Participated in the CEC Christmas Mass and lunch with Trustees VanAlphen, Conway and Schmalz.
- Attended the January SEAC meeting.\
- Attended Monsignor Doyle's Co-operative Education Fair.
- Attended OCSTA Seminar in Mississauga with Trustees Conway, Schmalz, Reitzel, Van Alphen, da Silva and Fee.
- Attended Catherine Fife's (MPP) New Year Levee @ Golf's Steakhouse
- Participated in Governance Committee meeting.
- Participated in Audit Committee meeting.

Prepared/Reviewed By: Wendy Price
Chair of the Board

Number: II 006
Subject: Celebration of Excellence

Approval Date: September 29, 2008

Effective Date: September 29, 2008

Revised:

Policy Statement:

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

Accordingly, the following Board of Trustees awards will be presented annually:

1. **The Chair's Award:** presented to a person or persons in the school system who has contributed significantly to Catholic Education. It is given annually in recognition of outstanding contribution made to the Catholic school system serving the students, staff and greater community of Waterloo region or to the betterment of Catholic Education in Ontario in general. Awarded at the Staff Recognition event.
2. **The Community Partner Award:** presented annually in recognition of outstanding contribution made by a community partner or agency to the Catholic school system serving the students, staff and greater community of Waterloo Region. Awarded at the Staff Recognition event.
3. **The Distinguished Graduate Award:** presented to a graduate of more than 10 years from our school system who has demonstrated outstanding examples of the Ontario Catholic School Graduate Expectations. Awarded at the graduation exercises of the recipient's Secondary School or other appropriate public venue.
4. **The John Sweeney Scholarship:** presented in recognition of John Sweeney's Catholic leadership and his contribution to our system, our community and our province. Presented to a graduate attending St. Jerome's University who demonstrates academic excellence, the qualities such as perseverance, loyalty, integrity, commitment and a balanced involvement in their school, church and civic community. Awarded at the graduation exercises of the recipient's Secondary School.
5. **The Student Trustee award:** presented to a student trustee who has fulfilled the one year commitment to the term of office. Awarded at the graduation exercises of the student trustee's Secondary School.
6. **Student Excellence award:** Presented at each secondary school graduation to recognize student excellence for students destined for University, College and the World of Work.
7. **On-going recognition:** Trustees will support and recognize achievement at any of the school sites within the system through letters of congratulations, presentations or public acknowledgement as appropriate.

Monitoring:

Methods:

Frequency:

Number: III 002
Subject: Unity of Control

Approval Date: April 28, 2008

Effective Date: April 28, 2008

Revised:

Policy Statement:

Only officially passed motions of the board are binding on the CEO.

Accordingly:

1. Decisions or instructions of individual board members, officers, or committees are not binding on the CEO except in rare instances when the board has specifically authorized such exercise of authority.
2. In the case of board members or committees requesting information or assistance without board authorization, the CEO can refuse such requests that require, in the CEO's opinion, a material amount of staff time or funds or is disruptive.

Monitoring:

Methods:

Frequency: