



## Committee of the Whole Meeting

**Date:** Monday, February 11, 2019

**Time:** 6:30 p.m.  
\* Committee of the Whole In Camera, if necessary, will precede or follow the Board Meeting, as appropriate.

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

**Attendees:**

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

**Student Representatives:**  
Meghan Nemeth, Izabella Tyc

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

**Special Resource:**

**Recording Secretary:**  
Alice Figueiredo, Executive Administrative Assistant

ITEM	Who	Agenda Section	Method & Outcome
1. Call to Order	Board Chair		
1.1 Opening Prayer & Memorials	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.	Chair	--	--
1.3 Approval of Agenda	Board of Trustees		Approval
1.4 Declaration of Pecuniary Interest 1.3.1 From the current meeting 1.3.2 From a previous public or in-camera meeting	Individual Trustees		
<b>2. Consent Agenda: Director of Education (e.g.: operational matters from the Ministry of Education that the Board is required to do; update on the system)</b>			

<b>ITEM</b>	<b>Who</b>	<b>Agenda Section</b>	<b>Method &amp; Outcome</b>
<b>3. Consent Agenda: Board (Minutes of meetings)</b>			
3.1 Approval of Minutes of Regular and Special Meetings 3.1.1 Minutes of January 14, 2019 Committee of the Whole Minutes	Trustees	pp. 4-7	Approval
3.2 Minutes of November 7, 2018 Audit Committee Open Meeting	Trustees	pp. 8-9	Information
3.3 Board Meeting Locations during CEC Renovation	Trustees	pp. 10	Information
<b>4. Delegations</b>			
<b>5. Advice from the CEO</b>			
5.1 Annual Report on STSWR	S. Maharaj, B. Bourgault	pp. 11-27	Information
5.2 Media Primer for Trustees	J. Shewchuk	--	Information
5.3 Kindergarten Program Update	J. Klein, K. DeGasperis	pp. 28-32	Information
5.4 Parent Engagement Update	J. Merkel	pp. 33-37	Information
5.5 Interim Financial Report - #1 of 3	S. Maharaj	pp. 38-42	Information
<b>6. Ownership Linkage (Communication with the External Environment related to Board's Annual Agenda; ownership communication)</b>			
6.1 Linkages Activity	Trustees	--	Discussion
6.2 Pastoral Care Activity	Trustees	--	Discussion
<b>7. Reports from Board Committees/Task Forces</b>			
<b>8. Board Education (at the request of the Board)</b>			
8.1 OCSTA Modules Module 1: Authentic Governance Through Ethical Leadership Module 2: Authentic Governance for Student Achievement: Board Matter	Trustees	pp. 43	Discussion
<b>9. Policy Discussion (Based on Annual Plan of Board Work)</b>			
<b>10. Assurance of Successful Board Performance (monitoring)</b>			
<b>11. Assurance of Successful Director of Education Performance (monitoring)</b>			
11.1 Monitoring Reports & Vote on Compliance			
<b>12. Potential Agenda Items/Shared Concerns/Report on Trustee Inquiries</b>			

ITEM	Who	Agenda Section	Method & Outcome
<b>13. Announcements</b>			
<b>13.1 Upcoming Meetings/Events</b> (all scheduled for the Catholic Education Centre unless otherwise indicated): •Feb 21: OSTA-AECO Student Trustees •Feb 25: Board of Trustees •Feb 27: Conversations with Bishop Douglas Crosby, OMI •Mar 1: 3 <sup>rd</sup> Annual KW Trivia Challenge •Mar 4: Committee of the Whole •Mar 6: SEAC •Mar 7: Beacons of Hope: Mon. Doyle FOS •Mar 18: Governance •Mar 25: Board of Trustees- St. Benedict CSS •Mar 26: Beacons of Hope Resurrection FOS •Apr 2: Beacons of Hope St. Benedict FOS •Apr 2: Audit Committee Meeting •Apr. 13: Mayor's Dinner			
<b>14. Items for the Next Meeting Agenda</b>	Trustees		
<b>15. Adjournment</b> <b>Confirm decisions made tonight</b>	Director of Education		
<b>16. Closing Prayer</b>			
<b>17. Motion to Adjourn</b>	Board of Trustees	Motion	Approval

### **CLOSING PRAYER**

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

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

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

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

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

Amen

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

## Committee of the Whole Meeting

A public meeting of the Committee of the Whole was held Monday, January 14<sup>th</sup>, 2019 at Waterloo Region Catholic Education Centre, Kitchener

### Trustees Present:

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

### Student Trustees Present:

Meghan Nemeth, Izabella Tyc

### Administrative Officials Present:

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

### Special Resources For The Meeting:

### Regrets:

Wendy Price

### Absent:

### 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 called the meeting to order at 6:00 p.m.

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

The opening prayer was led by Student Trustee Izabella Tyc.

### **1.2 Approval of Agenda**

Amendment to Section 15, Trustees will move into Private, Private, Private once decision are read.

**2019-01 -- It was moved by Trustee da Silva and seconded by Schmalz:**

**THAT the agenda for Monday, January 14<sup>th</sup>, 2019 as amended be now approved. --- Carried by consensus.**

### **1.3 Declaration of Pecuniary Interest**

1.3.1 From the current meeting – NIL

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

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

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

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

##### **3.1.1 Minutes of November 12, 2018 Committee of the Whole Minutes**

***2019-02 -- It was moved by Trustee Reitzel and seconded by Trustee Schmalz:***

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

### **4. Delegations**

### **5. Advice From the CEO**

#### **5.1 Well Being – Healthy Active Living**

Superintendent Foran provided an overview of the Board's Well Being – Health Active Living program and introduced Brigitte Webster, the Healthy Active Living Consultant. Mrs. Webster updated the Board of Trustees on the key reports included: Healthy Kids Community Challenge, Foundations for a Healthy School, PASS Grants, Raise the Bar and PALS. A description was given on each report along with schools who are participating in various initiatives.

Mrs. Webster also discussed the next steps and noted that the Healthy Schools programming and support continue to increase. Additionally, the Healthy School goals outlined in the WCDSB Well-Being Strategy have been created in collaboration with the Well-Being Committee and align to form common goals across all four pillars (Safe Schools, Mental Health and Wellness, Healthy Schools, Equity and Inclusion). As a result, Healthy Schools will continue to be a key focus for both staff and students.

Trustees asked clarifying questions and provided feedback.

#### **5.2 Renewed Math Strategy**

Superintendent Klein provided a brief statement on the Board's Numeracy program and introduced Sherrie Rellinger and Nancy Snyder, the Board's Numeracy Consultants. Mrs. Rellinger and Mrs. Snyder reviewed the five numeracy initiatives at the Board: Elementary and Secondary Math Lead Teachers, Numeracy PD Day (Nov. 16, 2018), Professional learning opportunities for Mathematics Teaching and Learning, Instructional Coaches' collaborative inquiries and Gap Closing Teacher.

Examples of work along with data was presented and the presentation concluded with an exercise for Trustees on Non-Routine – Ordering & Comparing Fractions.

#### **5.3 Value for Money IT Audit**

Superintendent Maharaj provided an introduction on the Office of the Auditor General of Ontario – IT Audit Report and introduced Chris Demers, Chief Information Officer who provided a presentation on same. A description was given on the Reports on Value-for-Money Audits and the School Boards-IT Systems and Technology in the Classroom along with the focus on the Ontario Student Information Workflow. Mr. Demers provided a summary on all 14 recommendations along with the response from the Ministry and School Boards.

Trustees asked clarifying questions and provided feedback.

#### **5.4 Lobby Day presentation**

Director Notten provided an introduction on the Queens Park Lobby for Catholic Education which took place on November 27<sup>th</sup>, 2018 and introduced the representative from our Board who attended. The purpose of the day was to raise awareness of publicly funded Catholic Education and the opportunity to interact and engage with MPP's from all three parties. John Murphy, Religion and Family Life Consultant, Marianna Worth, Chaplain at Resurrection C.S.S. and students from Resurrection provided a presentation through the four themes of "Renewing the Promise being: A Community That Accompanies, A Community that Builds Relationships, A Community That Encourages Engagement and Instills Hope and A Community That Forms Joyful Disciples.

Trustees asked clarifying questions and provided feedback.

## **5.5 Delivery of Final MYSP Documents**

Director Notten provided an overview of the 2018-2021 MYSP and thanked the senior team for their contributions. The MYSP was distributed and Director Notten confirmed that the weblink would go live later that evening at 8:00 p.m.

## **6. Ownership Linkage (Communication with the External Environment)**

### **6.1 Linkages Activity**

Trustees reported back from the Linkage Committee. Trustee Weiler was elected chair of the committee. The terms of references were reviewed and updated. An update on the clergy dinner was provided, they are currently awaiting dates.

### **6.2 Pastoral Care Activity**

Trustees reported back from the Pastoral Care Committee. Trustee Gravelle was elected chair of the committee. The terms of references were reviewed and updated. Team building activities were discussed.

### **6.3 Work of the Board of Trustees for 2018-2019**

Trustees discussed the work of the Board for 2018-2019 including Overview of Governance Model/Policies, Training on, Robert's Rules, Renewing the Promise actions, More active role at OCSTA and the Director Performance for 2019.

Trustee Van Alphen presented the PRO Grant Resolution and Trustees and provided feedback.

**2018-03 -- It was moved by Trustee da Silva and seconded by Gravelle:  
THAT at 8:55 p.m. the meeting be extended by 30 minutes --- Carried by consensus.**

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

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

#### **8.1 OCSTA Communication**

No questions.

#### **8.2 Discussion of responses for OCSTA Regional Meeting**

Director Notten and Board of Trustees discussed responses for the upcoming OCSTA Regional Meeting and Director Notten compiled suggestions from trustees.

**2019-04 -- It was moved by Trustee da Silva and seconded by Gravelle:  
THAT at 9:27 p.m. the meeting be extended by 30 minutes and move into Private, Private, Private --- Carried by consensus.**

**2019-05 -- It was moved by Trustee Reitzel and seconded by Van Alphen:  
THAT at 10:00 p.m. the meeting be extended by 30 minutes --- Carried by consensus.**

## **9. Policy Discussion**

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

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

11.1 Monitoring Reports & Vote on Compliance

## **12. Potential Agenda Items**

## **13. Announcements (all scheduled for the Catholic Education Centre unless otherwise indicated)**

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

- Jan 18-19: OCSTA Seminar
- Jan 21: Governance
- Jan 24: Mayor Doug Craig Year's of Service
- Jan 28: Board of Trustees
- Jan 31: Audit Committee
- Feb 6: SEAC & CPIC

- Feb 11: Launch of Pastoral Plan – 4 p.m. St. Anthony Daniel
- COWB – late start: 6:30 p.m. at the CEC
- Feb 21: OSTA-AECO Student Trustees
- Feb 25: Board of Trustees

**Beginning with March 2019 Board – all COWB and Board Meetings will take place in Secondary Schools during the CEC Renovation. Locations for March through June.**

#### **14. Items for the Next Meeting Agenda/Pending Items**

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

The Recording Secretary confirmed the meeting decisions.

#### **16. Closing Prayer**

#### **17. Motion to Adjourn**

**2019-06-- It was *moved* by Trustee da Silva and *seconded* by Trustee Reitzel:  
*THAT the meeting be now adjourned.* The meeting was adjourned by consensus at 10:30 p.m.**

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Chair of the Board

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Secretary



## Audit Committee Open Meeting

Date: **November 7, 2018**  
Time: 6:00 p.m.  
Location: Catholic Education Centre, Board Room  
Next Meeting: January 31, 2019

Attendees: **Committee Members:**  
Greg Reitzel, Wendy Price, Brian Schmalz

**Community Members:**  
Jessica Perkovic, Philip Silveira

**Administrative Officials:**  
Loretta Notten, Shesh Maharaj, Laura Isaac, Shane Durham

**Guests:**  
Jenny Baker (RIAT), Chirag Shah (PWC), Katelyn Murray (PWC)

**Regrets:**

### 1. Welcome and Opening Prayer

### 2. Approval of Agenda

- Amendment: To move item 5.3 to item 5.1 to be discussed with the Year-end presentation of the Financial Statements

*Motion: Greg Reitzel*

*Seconded: Wendy Price*

*Carried by consensus*

### 3. Declared Pecuniary Interest

*None*

### 4. Approval of the Minutes

- Meeting of September 26, 2018

*Motion: Jessica Perkovic*

*Seconded: Brian Schmalz*

*Carried by consensus*

### 5. Discussion Items

#### 5.1 Year-end Presentation (10 minutes)

- Shesh and Laura presented the year-end financial position
- Board ended with a surplus which was due to a land donation, additional ESL funds received due to increased ESL enrolment and some cost savings realized

*Motion: That the audited Consolidated Financial Statements and 4<sup>th</sup> Quarter dashboard report for the year ended August 31, 2018 be sent to the Board of Trustees for approval*



*Motion: Jessica Perkovic*  
*Seconded: Brian Schmalz*  
*Carried by consensus*

5.2 Audit Committee Meeting Closed session at 6:12pm

*Motion: That the Audit Committee move into Closed Audit Committee agenda*

*Motion: Brian Schmalz*  
*Seconded: Greg Reitzel*  
*Carried by consensus*

5.3 Audit Committee Administration

- Audit Committee Administration
  - Shane highlighted that the Board has continued to use the old version of the self-assessment
  - Jenny offered that she would collect comments for training sessions for new Trustees – members to provide feedback to Shane
  - Jenny to provide Shane with package previously presented to circulate to the Committee

6. Pending Items

7. Adjournment of at 7:09pm

*Motion: Brian Schmalz*  
*Seconded: Wendy Price*  
*Carried by consensus*



## Board Meeting Dates & Locations

Meeting Type	Date	Location	Dinner/In-Camera
Board of Trustee Meeting	Monday, March 25, 2019	St. Benedict CSS - Cafeteria	Room 111
Committee of the Whole	Monday, April 8, 2019	St. Benedict CSS - Cafeteria	Room 111
Board of Trustee Meeting	Monday, April 29, 2019	St. Benedict CSS - Cafeteria	Room 111
Committee of the Whole	Monday, May 13, 2019	St. Mary's HS - Alumni Hall	Board Room
Board of Trustee Meeting	Monday, May 27, 2019	St. Mary's HS - Alumni Hall	Board Room
Special Board: 2019-20 Budget Presentation	Monday, June 3, 2019	Resurrection - Library	Hospitality Room 129 In-camera in Library
Board of Trustee Meeting	Monday, June 17, 2019	Resurrection - Library	Hospitality Room 129 In-camera in Library



**Date:** February 11, 2019  
**To:** Committee of the Whole Board of Trustees  
**From:** Director of Education  
**Subject:** Annual Report – Student Transportation Services of Waterloo Region (STSWR)

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**Type of Report:**

- ☐ Decision-Making
- ☐ Monitoring
- ☒ Incidental Information concerning day-to-day operations

**Type of Information:**

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

**Origin:**

This report and the attached presentation form part of an annual report to Trustees on the operations of STSWR.

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

N/A

**Alignment to the MYSP:**

Strategic Priority: Student Engagement, Achievement & Innovation  
Strategic Direction: Foster maximum opportunity for success for all

Strategic Priority: Building Capacity to Lead, Learn & Live Authentically  
Strategic Direction: Nurture the well being of all students and staff

## **Background/Comments:**

Student Transportation Services of Waterloo Region has been serving the Waterloo Catholic District School Board since 2007 through the provision of home to school transportation services for our students. This is accomplished by contracting with school bus and taxi operators to service routes built by STSWR transportation technicians.

STSWR is owned by the Waterloo Region District School Board and Waterloo Catholic District School Board. Each board pays an equal share of management costs. In addition, each board pays for their direct costs of transportation and a prorated share of overhead (based on ridership).

Many jurisdictions in Ontario are struggling with transportation, be it significant increases in rates charged by operators, driver shortages, or legal issues. STSWR has not been immune to these challenges, driver shortages being one of them, but for the most part costs have been reasonable and service levels have been stable.

During 2017-18, progress was made in the following areas:

- Significant reduction in incidences of speeding through the use of GPS technology
- Expansion of School Travel Planning program using provincial grants
- Bus evacuation training (introduction of a new program)
- Installation of alcohol sensors on school vehicles
- Better compensation for bus drivers

Areas of further growth will include:

- Targeting speeding to further reduce collisions
- Working with bus operators to improve the reliability of vehicles on severe weather days

Benoit Bourgault will present detailed data to the Board on the activities of STSWR at the Committee of the Whole Board meeting on February 11, 2019.

## **Recommendation:**

This report is presented as information only.

### **Prepared/Reviewed By:**

Loretta Notten  
Director of Education

Shesh Maharaj  
Executive Superintendent of Corporate Services

Benoit Bourgault  
General Manager, STSWR

\*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.”



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# Student Transportation Services of Waterloo Region

## 2017-2018 Annual Report

February 2019



# 2017-2018 Annual Report

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## Table of Contents

2017-2018 Highlights

Measuring Performance

Summary of Appeals

2017-18 Overview and Outlook for 2018-19

Financial Overview



# 2017-2018 Highlights

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## Safety Initiatives:

- STSWR renewed its focus on speeding with the change in technology onboard of school purpose vehicles.
- STSWR continues to focus on student safety and offers training to students, parents, school staff and school bus drivers through the following events:
  - Updated First Rider program for Kindergarten students
  - Bus patrols, standing patrols (student crossing guards) and trailblazers (walking student leaders)
  - New Bus Evacuation training for all elementary students
  - Bus Driver professional development day
- Revamped the School Travel Planning partnership with the municipalities.

## Contract Compliance and Performance Management:

- All bus operators and taxi operators have been audited to ensure contract compliance.
  - All operators were in compliance with the terms of the contracts.
  - Updated audits to align with individual Contract Proposal
- A monthly scorecard system ensures ongoing compliance for some KPI's.
  - Valid Driver License
  - First Aid Valid
  - Epipen Annually
  - Vehicle Age
  - Vehicle GPS
- All Bus Routes are formally audited at least twice a year using GPS tracking data.



# 2017-2018 Highlights

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## Productivity Initiatives:

- The continued growth of 3.8% in the transported population is stretching the network capacity. We have been able to integrate the added volume to existing route network.
- Large vehicles
  - Mileage increased by 1%
  - No vehicle added
- Special Needs
  - Addition of 4 minivans mid year to improve service and alleviate challenges with taxi service





# Measuring Performance

## Key Performance Indicators:

- STSWR has developed a number of key performance indicators to benchmark performance against industry standards and track improvements year over year.



## STSWR Scorecard 2017-2018

Updated: Aug 31, 2018

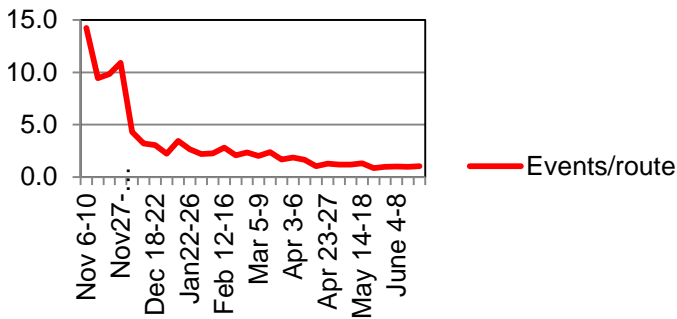
		Goal	2017-2018	2016-2017	2015-2016	2014-2015	2013-2014
<b>Safety</b>	Student Injuries	0	1	0	0	2	3
	Collisions	0	58	41	48	54	40
	Collision Frequency	4.4	11.2	6.6	8.3	9.3	8.02
<b>Quality</b>	Student Ride time	14	14	14	14	13	14
<b>Service</b>	Service interruption	0	6	0	0	2	9
	Late bus over 50 minutes	0	188	20	33	13	26
<b>Cost</b>	Variance to Plan	\$ -	\$(98,793)	\$ (14,800)	\$ 545,530	\$ 346,423	\$ 1,006,664
	\$/student	\$ 735	\$ 722	\$ 670	\$ 666	\$ 676	\$ 702

Injuries:	Back pain from bus going over a bump
Collision	Significant increase in collision, leveraging new GPS to address speeding
Delays	Weather 120 (95 Jan 8), 24 driver related, 20 traffic related, 18 mechanical
Service interruption	6 routes Jan 8 around Elmira



# Improving safety

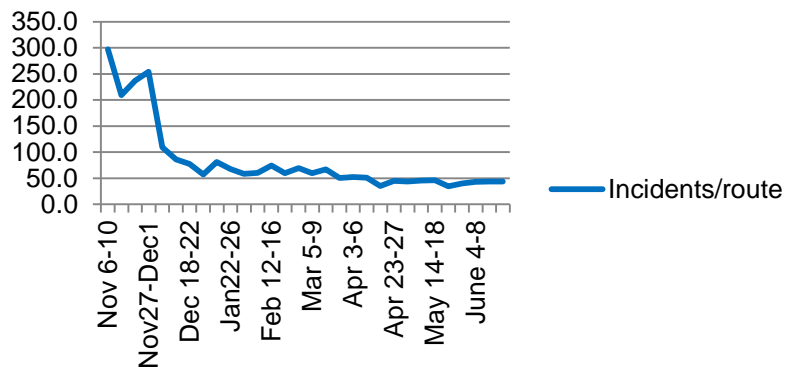
## Speeding Events/route/Week



Speeding event:  
sustained speeding  
over 40 seconds

Speeding incident:  
any speeding 10%  
over posted speed,  
10 seconds intervals.

## Speeding Incidents/Route/Week





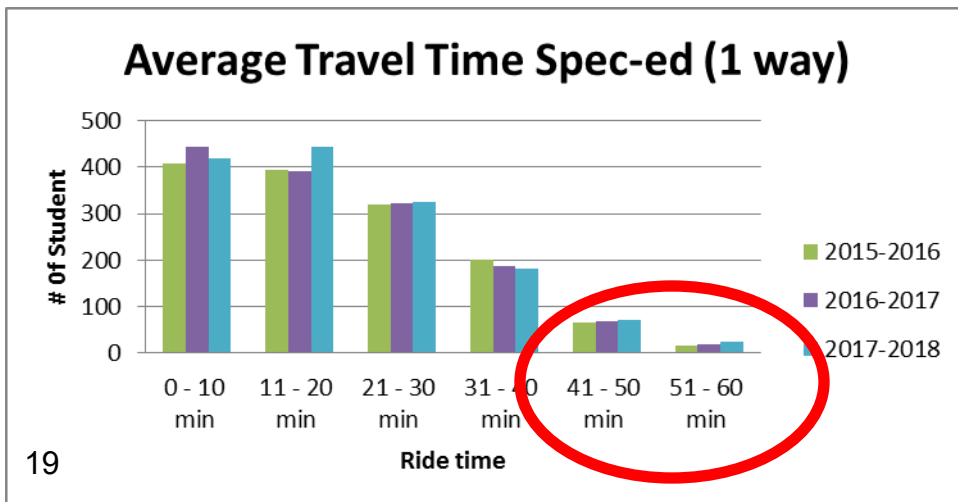
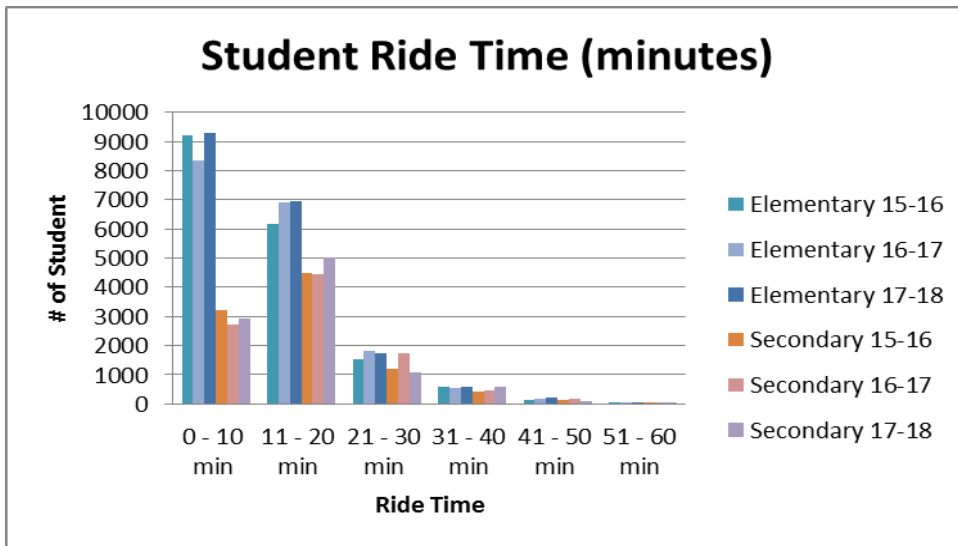
# Measuring Performance

## Average Distance to Bus Stop:

- Kindergarten Students 134, range from 0 to 500m
- Elementary Students 144m, range from 0m to 920m
- Secondary Students 284m, range from 0m to 1,400m

## Ride Time Distribution:

- The vast majority of students travel for less than 20 minutes.
- Continued focus on reducing the very long ride time



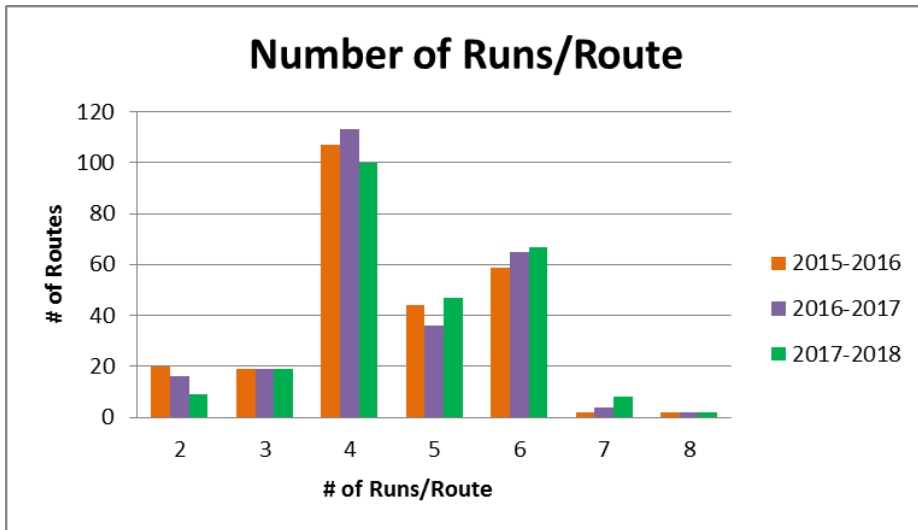
Focused on minimizing long ride time



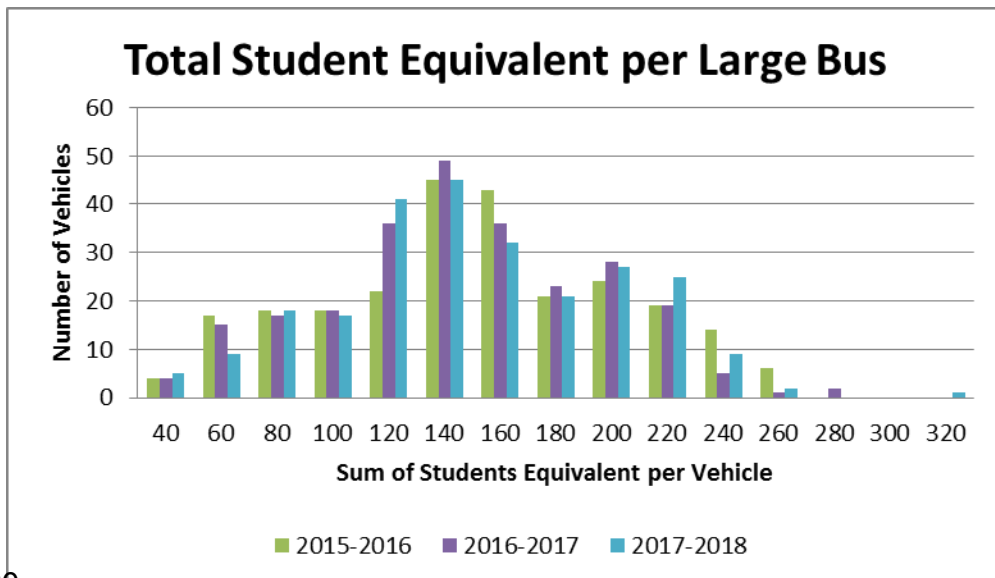
# Measuring Performance

## Vehicle Capacity Utilization:

- The growth is absorbed in the current number of vehicle



- We are now transporting up to 312 students equivalent in a single vehicle
- The load factor is calculated as such: JK to 6 students count as 1.0, 7-12 students count as 1.5

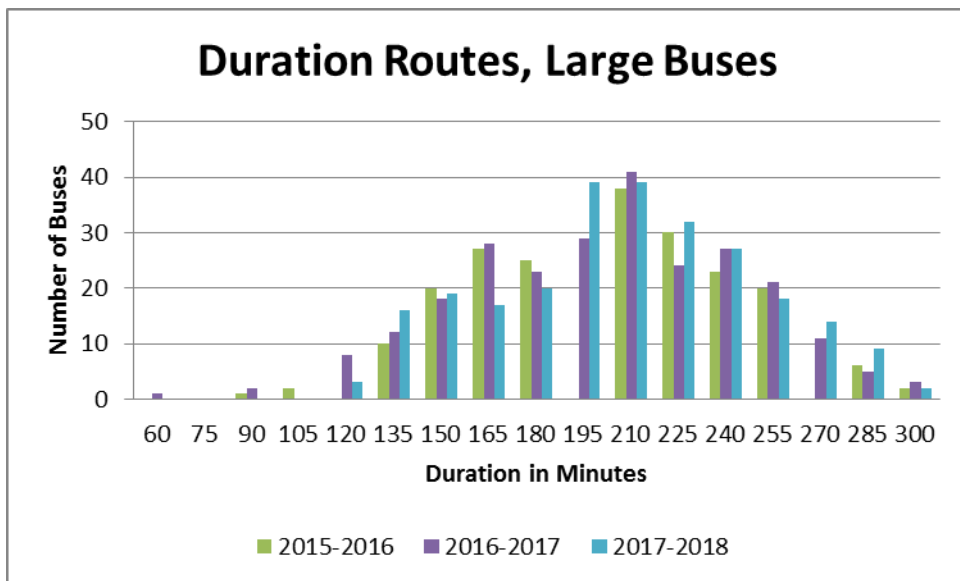




# Measuring Performance

## Vehicle Time Utilization:

- We continue to maximize the utilization of the vehicles.



- We continued to better utilize the current fleet to integrate the ongoing growth to limit the increase in vehicles



# Active Transportation

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Developing tools and programs to support schools in addressing traffic and parking issues.

- 17 schools requested school travel planning intervention
- 8 school councils received presentation
- 9 schools initiated a school travel action plan
- 8 school travel plan committees
- 29 schools participated in Walk In Their Sneakers
- 5 schools and 74 students participated in Trailblazer training program



# Appeals

## Appeals:

- We had a considerable increase in appeal last year. We received 73 appeals from 36 the previous year.
- At the WRDSB, changes with the French Immersion program created some challenges. The distance continues to be a point of contention.
- At the WCDSB, the primary cause of appeal is related to distance followed by sibling eligibility.
- The following tables illustrate the number of appeals at the WCDSB, the reason for the appeal, and the outcome.

	2017-2018 School Year					
WCDSB	Elementary	Secondary	Total	Granted by GM	Elevated to CMC	Granted by CMC
distance	4		4	1	2	1
sibling	2		2		1	
Loss of transportation	2		2	1	1	
safety		1	1			
Total	8	1	9	2	4	1



# 2017-2018 Overview

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## 2017-18 Summary:

Transportation continues to be very safe for students. Overall a very successful year.

- **Safety**
  - Sustainable process to ensure kindergarten safe drop off.
  - Significant reduction of speeding.
  - Public awareness campaign continued with 2 radio campaigns.
  - First fleet to install alcohol detection sensors on all school purpose vehicles.
- **Customer Service**
  - Making strides in ensuring every interaction is a positive one.
  - Challenging start-up with lots of change.
- **Service provider change**
  - Successful start-up with new operators and significant changes in route and vehicle type distribution.
- **Sustainability**
  - 15 propane school buses with lower emissions.
  - 1 electric school bus in service.
- **Active Transportation**
  - Developed the Trailblazer training.
- **Driver Shortage**
  - We worked collaboratively with the Bus Operators to address driver shortage before service was significantly affected.





# 2018-2019 Outlook

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## 2018-19 Objectives:

- Building upon our successes and challenges from 2017-18, there are a number of key areas that STSWR will focus on during the 2018-19 school year. These include:
  - Safety
    - Continue with simple message to slow down and leveraging the Bus Driver PD day.
    - Roll out new School Bus Evacuation Training.
    - Evacuation review at secondary level.
    - Participate in School Bus Safety week.
    - Monitoring compliance to Alcohol sensor on all vehicles.
    - Continue to work with the Region to pursue the stop arm camera.
  - Customer Service
    - Continuously working with all stakeholders to ensure every interaction is a positive one.
    - Improving the on time performance tracking
  - Special Needs transportation
    - Continue to review network for efficiency focusing on reducing ride time and reducing the use of Taxis
  - School Travel Planning
    - 2 additional staff to support Active Transportation services
    - Supporting Heart and Stoke walking school bus program
  - Technology
    - Focusing on providing better tools to bus drivers starting with turn by turn directions on mobile app.



# 2017-2018 Financial Report

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Driver availability was challenging and caused us to make changes to driver wage.

STSWR 2016-2017	Total
Overhead	\$ 1,411,742
WCDSB transportation cost	\$ 4,996,905
WRDSB transportation cost	\$16,040,357
School Travel Planning	\$ 49,699
Total	\$22,498,704

WCDSB Details	Total
Regular School Bus	\$ 3,790,968
Spec-Ed Bus	\$ 826,373
Taxi	\$ 201,466
GRT	\$ 21,170
Total	\$ 4,996,905

WRDSB Details	Total
Regular School Bus	\$ 7,376,567
Spec-Ed Bus	\$ 6,504,215
Taxi	\$ 1,139,374
GRT	\$ 316,382
Total	\$16,040,357



# Vehicle cost

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The table below lists vehicle usage and cost for the 2018-2019 school year.

Vehicle cost and usage									
Cost 2018-2019	Minimum Distance	Maximum Distance	Average Distance	Minimum Time	Maximum Time	Average Time	Minimum Cost	Maximum Cost	Average Cost
Mini Bus	71	250	111	157	455	243	\$33,634	\$ 73,558	\$43,796
Big Bus	14	195	86	53	375	198	\$36,482	\$ 69,241	\$45,224
20-WC	60	217	107	132	416	242	\$42,622	\$ 70,127	\$50,920
VAN	80	182	117	162	401	241	\$27,897	\$ 52,746	\$35,838
Total	14	250	96	53	455	216	\$27,897	\$ 73,558	\$44,675



**Date:** February 11<sup>th</sup>, 2019  
**To:** Trustees  
**From:** Director of Education  
**Subject:** Kindergarten Program Update

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

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

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

*Education Act Section 169. (1)*

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

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

*The Kindergarten Program 2016*  
*Growing Success Kindergarten Addendum*  
*PPM 159 Collaborative Professionalism (2016)*  
*APS017 Responsible Use of Information Technology and Electronic Data*

**Alignment to the MYSP:**

**Priority Area:**

*Student Engagement, Achievement, & Innovation*

**Strategic Direction:**

*Nurture a Culture of Innovation*

**Goals:**

*Ensure classroom pedagogy and pathway opportunities are relevant and provide transferable skills for student success*

**Rationale:**

For most Waterloo Catholic District School Board students and their families, the initiation to Catholic education begins in Kindergarten. For decades, the WCDSB has been at the forefront of educational excellence and progress at this key developmental stage. This two-year program, "...is a child-centred, developmentally appropriate, integrated program of learning for four- and five-year-old children. The purpose of the program is to establish a strong foundation for learning in

the early years, and to do so in a safe and caring, play-based environment that promotes the physical, social, emotional, and cognitive development of all children.” (*The Kindergarten Program*, 2016, p. 8)

Within the WCDSB's Board Improvement Plan for Student Achievement (BIPSA), 2018-2019, Kindergarten is addressed in many ways:

- A focus on supporting students in reading, comprehending and producing increasingly complex texts using meaning cues, syntax cues, and visual cues (semantics, syntax, phonology, pragmatics, and morphology).
- A focus on increasing student achievement in Mathematics within the Number Sense and Numeration strand (NSN). Specifically, we are working on developing a deep understanding of quantity and magnitude.
- A prioritization of community partnerships and early interventions to support children and families as they prepare for success in our schools.

This report provides further details regarding the ongoing implementation of the Kindergarten Program at the Waterloo Catholic District School Board. As well, it outlines the professional learning opportunities available to educators for the 2018-2019 school year as well as their responses to this support.

**Professional Learning Supports and Community Connections:**  
**Waterloo Catholic District School Board**  
**Literacy, Numeracy and The Kindergarten Program, 2016**

### Literacy

- **Sept. 2018-Present:** Educators and administrators are engaging in professional learning communities and collaborative inquiry learning cycles at some schools with a focus on responsive literacy instruction. This work looks at using student data to know the learner and plan for instruction especially for students who are scoring below standard. Educators are using vocabulary development, sentence structure development, and phonemic awareness to move students from pre-reading to reading. We currently have 6 schools engaging in ongoing collaborative work in literacy: Sir Edgar Bauer; St. Peter; St. Teresa of Calcutta; St. Daniel; Holy Family; and St. Joseph. The administrators and/or educators in these schools have identified literacy as an area of student need and have reached out for professional learning supports.
- **Balanced Literacy Assessment Measures (BLAM)**  
**Oct. 2018:** K-3 educators were asked to complete a survey about Balanced Literacy Assessment Measures (BLAM), to get a sense of how often these assessments are being used and whether this data informs instruction. Results indicate that 95.6% of educators administer these assessments on a regular basis; 100% of educators who completed the survey indicated that they use Reading Records to guide their instruction; most educators indicated that they value the Letter Name; Letter Sound; Rosner; and Sight Word Assessments; and almost half of participants indicated that they use the Oral Language Assessments.
  - Educator Recommendations:
    - More PD/Training (Reading Records)
    - Replace Spelling Test with Words Their Way
    - Update BLAM Teacher Guide

### **Celebrations:**

- Educators are working collaboratively on administering reading records and are developing an understanding of how to code the Meaning, Structure, and Visual Cues (MSV) and plan for instruction.
- Students are showing marked improvement in post assessments. An example of this involves one school, supported by an instructional coach, where educators engaged in a six-week learning cycle on sentence structures. Results show 70% of students moved from pre-reading to reading and 40% of students improved in their oral language development.
- **Next Step:** Program Services and schools to look for strategies and opportunities to extend this work across the system

### Numeracy

#### **NSN-Quantity and Magnitude: Walking Number Lines**

- **Sept. 2018-Present:** Educators and administrators are engaging in professional learning communities and collaborative inquiry cycles in mathematics with a focus on number sense and numeration-quantity and

magnitude. Walking number lines were purchased for all K-1 classrooms across our system to support this work. The walking number line supports the idea of fun and playful inquiry-based mathematics that immerses the child into the math through actions such as walking, jumping, hopping, and skipping. Diagnostic assessments are used to know the learner and plan for instruction with a focus on students who are scoring below provincial standards.

- Fall, 2018: The following after school sessions were offered to K-3 educators to support NSN in Mathematics.

-*Number Sense Routines*

-*Counting Principles*

-*Number Lines (all participants received a Walking Number Line)*

-*The Power of Choral Counting and Counting Collections*

Educators responded positively to the learning sessions. 80% of participants found the information was useful to their practice; 93% of participants indicated that the session increased their confidence in using the number line as a mathematical tool; and many commented on the value of seeing the curriculum connections between Kindergarten and Grade 1.

- **K-1 Pedagogical Leadership in Mathematics**

Mar.-May 2019: Petra Leduc and Michelle Kreller-Janke will be co-facilitating a collaborative inquiry during 3 half-day learning sessions using the walking number line with a focus on quantity and magnitude. This work will include K-1 educators (teachers and ECE's), and administrators across 10 schools. At the end of the sessions, educators along with administrators will be required to share this learning back at their schools with their kindergarten and primary divisions, as well as at an after-school sharing session in the spring. All educators will receive walking number lines for their classrooms. For more information on why the number line is an important mathematical tool, click on this [link](#) to watch Alex Lawson's video.

**Celebration:** Over 60 educators are using the walking number line to reinforce the concepts of quantity and magnitude

**Next Step:** Program Services and schools to look for strategies and opportunities to extend this work across the system



### The Kindergarten Program, 2016 Communication of Learning (COL)

- Oct. 2018: We held a *Kindergarten COL Session* for all new educators with a focus on knowing our curriculum expectations; applying the pedagogical shifts within The Kindergarten Program to support student learning; using pedagogical documentation and triangulation of data to know our learners; reporting on overall expectations across the four frames when completing our Communication of Learning (COL) templates; and applying our list of Success Criteria for Writing Effective Comments when completing our COL-Initial Observation Report
- Oct. 2018: We held a principal learning session for all principals who have not attended a *Kindergarten COL Session* in the past. We shared the above information from the educator session to support administrators in becoming knowledgeable on The Kindergarten Program, 2016 and Growing Success: The Kindergarten Addendum in relation to effective program delivery and effective reporting practices
- Jan. 2019: *Communication of Learning* support session for NTIP Teachers (After School Session)
- **"K-1 Connections"**

This online educator resource (using a D2L platform with Twitter feed) houses information, professional learning, and classroom resources to support system learning around the pedagogy of play/inquiry-based learning. The

focus is on building an understanding of teaching and learning from kindergarten through grade one; community connections; and early intervention initiatives

- **Electronic Documentation**

Last year almost 100% of early years and grade one classes had some training on electronic documentation using ipads. Almost all educators uploaded student learning samples to ePortfolios on D2L. We had almost 14 000 student work samples uploaded on ePortfolios on D2L, K-6.

## Community Partnerships

- **Strong Start**

- [Get Ready For School Program](#)

This program is for 3-4-year old children who are learning English as a second language and/or come from low to middle income families. The program consists of 44, two-hour classes and focuses on preparing students for school. This program is now being offered at St. Peter School for 2019.

**Celebrations:** Letter Sounds: Letter-sound knowledge significantly improved from approximately 1 letter to 12 letters after program completion.

Phonological Awareness: Improved ability to hear the sound parts in words and to segment the sound parts in words.

Vocabulary Knowledge: Children knew more words, and on average their scores on a receptive vocabulary measure increased from the 47th percentile to the 63rd percentile. Children's vocabulary improved faster than what would be expected from normal growth over a 5-month period.

- [Letters/Sounds/Words](#)

This is a ten-week program run by trained volunteers to support early literacy development. Students who benefit from this program include those who are a little bit behind their peers in reading development and would benefit from additional review and practise and students who are learning English as a second language.

**Celebrations:** Overall 92.5% of children made considerable, excellent or outstanding gains.

Considerable gain	26% to 75% achievement towards the goal of 100%
Excellent gain	76% to 99% achievement towards the goal of 100%
Outstanding gain	100% - the child has learned all of the letters, sounds or words

- **Kindergarten Registration**

Jan. 2019-Present: We continue to offer online and face-to-face registration options for families. Registration opened in early January and our official kindergarten registration period runs from Feb. 1-28<sup>th</sup>. Packages were assembled and distributed to all administrative assistants in preparation for this event. We have updated our *Entering Elementary Schools Booklet* which we are distributing to all families who register their children and we are working on making this available in multiple languages for 2019/2020. We partner with The Region of Waterloo Public Health to share information about nutrition and child development, to target early intervention, and build awareness of community supports. We share information about childcare as well as childcare subsidies to support families who can benefit from this option. New this year, we are targeting the low number of families who report their child's immunizations to the Region of Waterloo Public Health by including an information sheet in their registration package.

- **Welcome to Kindergarten**

We are currently planning for our Welcome to Kindergarten nights at all our schools. This is an exciting event for our new families as they are invited to attend an information session at their child's school. This supports our new families and children as they transition into school.

- **Family Literacy Day**

Jan. 27<sup>th</sup>, 2019: With [Early Literacy Alliance of the Waterloo Region](#) and our community partners, WCDSB participated in Family Literacy Day to promote early literacy development with a focus on strategies parents can

use to foster literacy skills from birth to age 6, early intervention, and community supports. We also advertised for kindergarten registration and WCDSB provided postcards to all families interested.

- **Early Development Instrument (EDI)**

Last year, kindergarten teachers across the Waterloo Region completed the EDI Survey. This data relates to the development and well-being of children 0-6 years of age.

Mar. 2019: data analysis/sharing with The Region of Waterloo to identify areas of need across the Waterloo Region in order to support children, families, and schools

[A Community Fit For Children](#) (2016)

- **[Early Years Experiences @ Kindergarten Survey \(EYE@K Survey\)](#)**

This is an optional parent survey created by The Ministry of Education on early childhood experiences in childcare settings and early years programs in Ontario. This survey is made available to parents as part of the online registration process and results are to be shared with community partners and The Ministry of Education.

**Celebrations:**

- We are engaging in collaborative inquiries to extend our understanding of student learning
- We are going deeper into our curriculum expectations to extend our content knowledge
- We are investing in the walking number line as a mathematical tool to help us think, learn, and communicate our ideas about quantity and magnitude of number

**Next Steps:**

- Attraction and retention of ECEs within our system
- Availability of supply coverage to support professional learning for classroom teachers and ECEs
- Developing an understanding of intentional planning and purposeful play in Kindergarten across the four frames
- Building our content knowledge in self-regulation and well-being

There have been significant changes in Kindergarten over the past decade: the introduction of full-day Kindergarten and the partnership of teacher and ECE; a renewed “curriculum” program (*The Kindergarten Program, 2016*) reflecting a complex and distinct vision of instruction and learning; a new policy on assessment, evaluation, and reporting (*Growing Success Addendum, 2016*), including a new “report card”; as well as a vibrant and ongoing conversation regarding Kindergarten’s place in the broader continuum of child development and community needs/supports. The WCDSB is committed to strengthening its internal and external partnerships in order to ensure the continued success of the Kindergarten Program.

**Recommendation:**

This report is presented to the Board as information.

**Prepared/Reviewed By:** Loretta Notten, Director of Education  
John Klein, Superintendent of Learning  
Kim DeGasperis, Early Learning K-3 Consultant

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





**Date:** February 11, 2019  
**To:** Board of Trustees  
**From:** Director of Education  
**Subject:** Parent Engagement

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

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

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

Board Policy: APSC001 Catholic School Councils

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

O. Reg. 612/00: School Councils and Parent Involvement Committees  
under *Education Act, R.S.O. 1990, c. E.2*

Parent Engagement Policy  
[www.edu.gov.on.ca/eng/parents/policy.html](http://www.edu.gov.on.ca/eng/parents/policy.html)

Parents Reaching Out Grants

Ontario's PRO Grants are designed to support parents in identifying barriers to parent engagement in their own community and to ... 2017-18 Parents Reaching Out ...  
[www.edu.gov.on.ca/eng/parents/reaching.HTML](http://www.edu.gov.on.ca/eng/parents/reaching.HTML)

**Alignment to the MYSP:**

Strategic Priority: Nurturing our Catholic Community  
Strategic Direction: Bear witness to our Faith through joyful discipleship and our relationships with and in Christ

**Background/Comments:**

Ontario's parent engagement policy recognizes many different forms of parent engagement, and that each is an important contributor to student and school success. Within the policy, parent engagement includes:

- Providing a positive learning environment at home, actively working with children to support what they are learning in school, and making learning an important part of the day
- Having productive conversations with teachers so that there is clear communication between the school and the home
- Becoming involved in school activities and volunteering to help with school events, trips and other activities
- Participating in School Councils at the school level and Parent Involvement Committees at the board level to provide perspective

The WCDSB has continually focused on supporting the partnership between home and school to meet the various forms of parent engagement as presented in the Ontario Parent Engagement Policy by promoting and supporting:

- Celebration of our Catholic School Advisory Council Chairpersons through our WCDSB annual commissioning ceremony.
- Parent Reaching Grant applications, system and regional
- Supporting Schools and Parent Involvement Committees through "Grassroots Sharing Events"

**Parent Reaching Out Grants**

In alignment with our MYSP, and in conjunction with input from our Catholic School Councils (CSC's) we continue to make great gains in the promotion of Parent Reaching out Grants with consistently strong school application rates from across the WCDSB.

Each year schools are creating opportunities for parents to become more engaged in their child's learning by hosting school-based opportunities as well as regional opportunities. To this end, the CPIC organized a successful Regional PRO Grant event called "Fostering Healthy Minds, Healthy Children and Vibrant Communities" in May 2018. Dr. Jean Clinton, McMaster University professor and former education advisor to the Premier of Ontario and Minister of Education presented on the topic of the Teenage Brain and Mental Health. Our own social work and special education staff finished off the night with breakout sessions on anxiety and depression, social/ emotional literacy and more, providing excellent resources for attendees. This event complimented the foundations for mental wellness presentation that was delivered by The Umbrella Project speaker (Dr. Jen Forristal) as she spoke to a well-being skill building program. This well attended event, which also garnered many attendees, helped build a groundswell of support that has resulted in over 50% of WCDSB elementary schools and 40% of our Secondary schools adopting the Umbrella Project for the 2018/19 school year!

Looking ahead, the Catholic Parent Involvement Committee is excited to offer another regional event in April 2019 for parents and caregivers. The event will feature an engaging speaker and resources that will help parents support their child using the themes:

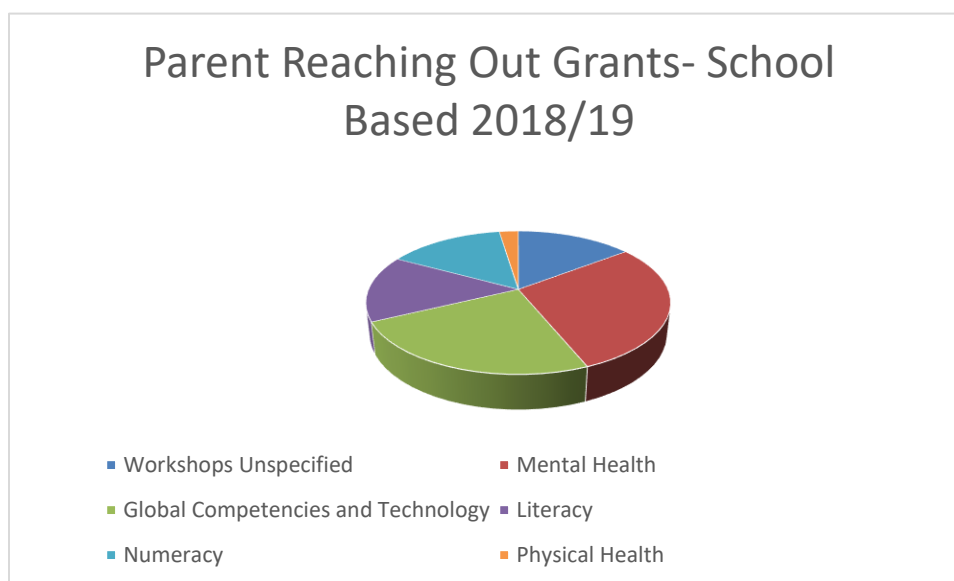
- You can be the change!
- It only takes ONE to make a difference!
- Step outside your comfort zone and try new things!
- Be an 'energy giver', not an 'energy taker'!
- If something doesn't go your way, keep moving in a positive direction!
- Find the HERO inside!

### School Based Parent Reaching Out Grants

Over the past few years we have continued to see a strong trend of schools reaching their parent communities by engaging them through the Parent Reaching Out grants.

#### Parent Reaching Out Grants

School Year	Number of Schools	Total
2015/16	38	\$35, 870
2016/17	44	\$43, 380
2017/18	43	\$42, 700
2018/19	41	\$40, 265



WCDSB schools are responding to the needs and interests in their communities. Mental health and wellness as well as new learning around global competencies and technology use are most prominently offered events.

### Catholic School Council Commissioning Event

At WCDSB we view our catholic parent council representatives as leaders and take pride in celebrating our parents at our annual Commissioning Ceremony for School Council Chairs and Newly Appointed Administrators. Each year we gather together for a liturgy and formal commissioning ceremony where our Catholic School Council Chairs are acknowledged for their very important role as partners in education. With our faith at the heart of our community all parents receive a blessing that will help them on their journey that continues to strengthen WCDSB as a community of faith in action.

#### **Catholic School Council Chair Commissioning Event**

School Year	Number of Parents Commissioned
2016/17	54
2017/18	57
2018/19	57

### Catholic School Advisory Chairperson “Grassroots Sharing Event”

The Waterloo Catholic Parent Involvement Committee have established a “Grassroots Catholic School Chairperson Event” that formally provides all CSAC chairpersons an opportunity to gather information and to share best practices and ideas with each other. This annual event follows a former tradition of bi-annual school-based meetings that began in 2010. The evening, which has been very well attended over the past two years, is being offered to our parent communities again-Spring 2019.

We continue to invite our parents to be leaders as we promote chairperson best practice strategy through training, workshops and resources.

#### **Grassroots Catholic School Advisory Chairperson Event**

School Year	Attendance
2016/17	50
2017/18	43

### Next Steps:

- In order to more fully celebrate the distinct nature of our catholic schools and the vital role that parents play in developing our communities, our currently named Parent Advisory Councils will be renamed Catholic School Advisory Councils. This change of name will more aptly reflect the advisory role of the parent councils as well as highlight the distinctive faith foundation that is the basis for all decisions.
- Communication and open sharing of best practices will be enhanced and supported for all Catholic School Advisory Council Chairs with the launch of a D2L platform at our upcoming “Grassroots Sharing Event”. The platform will enable easy access to common questions, resources, and templates.
- As in the past, a list of the various events, with dates and times, that our Catholic School Councils have planned to support parent engagement in their own community and to find local solutions to involve more parents in support of student achievement and well-being will be provided to trustees as they are confirmed.

### Recommendation:

That the WCDSB Catholic Parent Involvement Committee and the individual Catholic School Councils be commended for their excellent work in preparing and executing all initiatives.

**Prepared/Reviewed By:** Loretta Notten  
Director of Education  
Judy Merkel  
Superintendent 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: February 11, 2019  
To: Board of Trustees  
From: Director of Education  
Subject: Interim Financial Report - #1 of 3

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

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

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

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). Reports are reviewed by the Audit Committee prior to being sent to the Board of Trustees.

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

Executive Limitation IV008: Financial Conditions and Activities

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

Alignment to the MYSP:

Building Capacity to Learn, Learn and Live Authentically

Strategic Direction: Investment in global competency development and leading technologies

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, 2018. 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:

<b>2018-2019 Estimates submission – June 2018</b>	<b>\$</b>	<b>-</b>
<b>Revenue Adjustments</b>		
Additional Enrolment - GSN	\$	1,021,604
Additional Language funds		1,087,551
<b>Changes to Revised Estimates</b>		
Additional teaching staff	\$	(808,499)
Additional Designated Early Childhood Educators		(312,154)
Other staffing requirements		(312,833)
Revised contracts, portable movement		(470,300)
Non-Staff and Department budget adjustments		(205,369)
<b>2018-2019 Revised Estimates Submission – December 2018</b>	<b>\$</b>	<b>-</b>

\*\*Filing Date: Dec 15, 2018

- Management will continue to closely monitor supply teacher costs, utilities, and EA costs as these are perennial areas of risk.
- Lawsuits, grievances, and any employee-related contractual financial pressures, if any, have been disclosed in private to the Audit Committee.

The overall risk assessment related to the Board's financial well-being for the 2018-2019 school year is **LOW**.

There have been no significant deviations from board priorities set in June 2018, with the exception of items outlined above as well as the reduction of certain Extra Programming Other (EPO) grants that were announced in January 2019.

## Recommendation:

That the Board of Trustees receive this monitoring report as information on the financial well-being of the board as at November 30, 2018

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

**Waterloo Catholic District School Board**  
**2018-2019 First Quarter Interim Financial Report - Revised Estimates**  
**For the Period Ended November 30, 2018**

Summary of Financial Results				
	Budget	Revised Budget	In-Year Change	
			\$	%
<b>Revenue</b>				
Provincial Grants (GSN)	254,373,620	254,963,569	589,949	0.2%
Grants for Capital Purposes	5,389,512	5,367,165	(22,347)	(0.4%)
Other Grants	3,956,930	5,010,150	1,053,220	26.6%
Other Revenues	13,210,787	13,326,250	115,463	0.9%
Amortization of DCC	15,207,317	16,386,944	1,179,627	7.8%
<b>Total Revenue</b>	<b>292,138,166</b>	<b>295,054,078</b>	<b>2,915,912</b>	<b>1.0%</b>
<b>Expenses</b>				
Classroom	203,945,536	203,445,053	(500,483)	(0.2%)
Non-Classroom	38,047,823	39,444,668	1,396,845	3.7%
Transportation	6,483,795	6,685,604	201,809	3.1%
Pupil Accommodation	24,838,582	25,396,655	558,073	2.2%
Capital	3,505,710	3,585,755	80,045	2.3%
Amortization/Write downs	15,316,720	16,496,343	1,179,623	7.7%
<b>Total Expenses</b>	<b>292,138,166</b>	<b>295,054,078</b>	<b>2,915,912</b>	<b>1.0%</b>
<b>Balance before Accum Surplus</b>	-	-	-	-
Accumulated surplus use	-	-	-	-
<b>Surplus/(Deficit) - end of year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

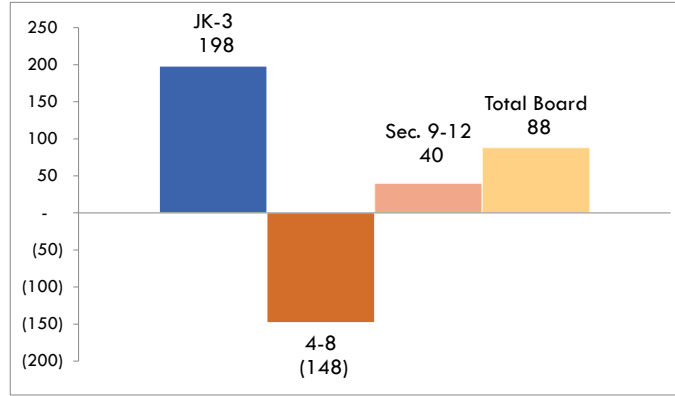
Note: GSN - Grants for Student Needs  
 Note: DCC - Deferred Capital Contribution

- Changes in Revenue**
  - GSN:** Increase due to enrolment, additional ESL learners and revised SEPPA funding offset by overall teacher experience
  - Other Grants:** Increase due to additional EPOs since budget announced
  - Amortization:** Increase due to the timing of the completion of construction projects
- Changes in Expenses**
  - Classroom:** Decrease due to teacher experience and staff reallocated to Non-Classroom offset by increase in enrolment, student needs and contracts
  - Non-Classroom:** Increase due to added staffing, contracts and staff reallocated from Classroom
  - Pupil Accommodation:** Increase due to portable additions and contracts
  - Amortization:** Increase due to the timing of the completion of construction projects

Summary of Enrolment				
ADE	Budget	Revised Budget	In-Year Change	
			#	%
<b>Elementary</b>				
JK-3	7,754	7,952	198	2.6%
4-8	8,446	8,298	(148)	-1.8%
VISA Students	15	23	8	53.3%
<b>Total Elementary</b>	<b>16,215</b>	<b>16,273</b>	<b>58</b>	<b>0.4%</b>
<b>Secondary &lt;21</b>				
Pupils of the Board	6,510	6,550	40	0.6%
VISA Students	195	185	(10)	-5.1%
<b>Total Secondary</b>	<b>6,705</b>	<b>6,735</b>	<b>30</b>	<b>0.4%</b>
<b>Total</b>	<b>22,920</b>	<b>23,008</b>	<b>88</b>	<b>0.4%</b>

Note: ADE is comprised of actual enrolment reported at October 31, 2018 and projected enrolment as at March 31, 2019  
 Note: VISA students pay tuition & their enrolment does not affect our GSNs

Changes in Enrolment: Budget vs. Revised Budget

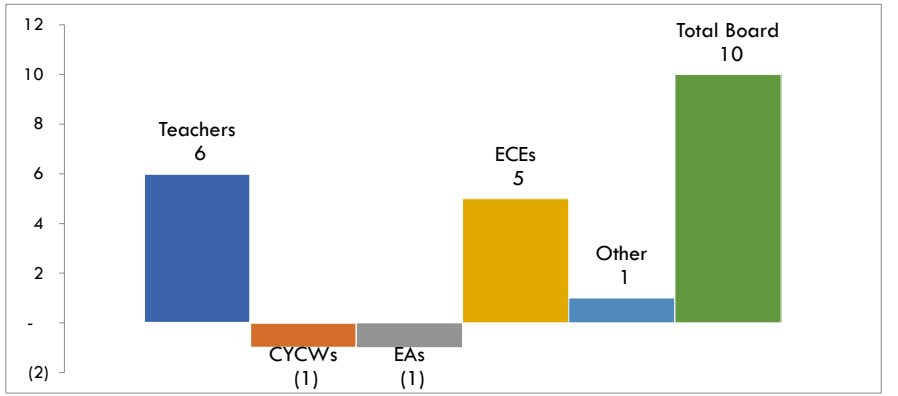


- Highlights of Changes in Enrolment:**
  - Elementary:** Increase is attributed to registration of students of other traditions as well as the arrival of additional ESL learners to the region
  - Secondary:** Increase is attributed to regional growth

Summary of Staffing				
FTE	Budget	Revised Budget	In-Year Change	
			#	%
<b>Classroom</b>				
Teachers	1,409	1,415	6	0.4%
Child & Youth Care Workers (CYCWs)	47	46	(1)	-2.1%
Educational Assistants (EAs)	368	367	(1)	-0.3%
Designated Early Childhood Educators	163	168	5	3.1%
<b>Total Classroom</b>	<b>1,987</b>	<b>1,996</b>	<b>9</b>	<b>0.5%</b>
<b>Other Support Staff</b>				
School Administration	161	159	(2)	-1.2%
Board Administration	74	77	3	4.1%
Facility Services	195	197	2	1.0%
Consultants/Co-ordinators	30	33	3	10.0%
Paraprofessionals	104	103	(1)	-1.0%
Library & Guidance	65	61	(4)	-6.2%
<b>Total Other Support Staff</b>	<b>629</b>	<b>630</b>	<b>1</b>	<b>0.2%</b>
<b>Total Staffing</b>	<b>2,616</b>	<b>2,626</b>	<b>10</b>	<b>0.4%</b>

Note: FTE is calculated as of October 31, 2018

Changes in Staffing: Budget vs. Revised Budget



- Highlights of Changes in Staffing:**
  - Classroom Teachers:** Increase due to enrolment
  - Classroom Support Staff:** Increased ECEs to support enrolment, which is offset by decreases of EAs and CYCWs due to changing student needs
  - Other Support Staff - Board Admin:** Increase due to additional HR staff (1) as well as a reclassification of IT staff from Paraprofessionals (2)
  - Other Support Staff - Consultants/Co-ordinators:** Increase due to additional ECE Supervisor (1) and a reclassification of staff from Library and Guidance (2)
  - Other Support Staff - Library & Guidance:** Reduction due to site based enrolment (1), site closure (1) and reallocation of staff to Consultants/Co-ordinators (2)



**Waterloo Catholic District School Board**  
**2018-2019 First Quarter Interim Financial Report - Revised Estimates**  
**Revenues**  
**For the Period Ended November 30, 2018**

	Budget Assessment				Material Variance Note
	2018-2019				
	Budget	Revised Budget	Change		
			\$ Increase (Decrease)	% Increase (Decrease)	
Grant Revenues					
Pupil Foundation	125,341,014	125,531,414	190,400	0.2%	
School Foundation	15,882,972	15,930,620	47,648	0.3%	
Special Education	31,639,813	32,009,405	369,592	1.2%	
Language Allocation	6,165,003	7,252,554	1,087,551	17.6%	a.
Learning Opportunities	6,274,703	6,350,966	76,263	1.2%	
Adult Education, Continuing Education	3,229,691	3,260,021	30,330	0.9%	
Teacher & DECE Q&E	27,613,233	26,069,391	(1,543,842)	(5.6%)	b.
Transportation	6,702,701	6,941,361	238,660	3.6%	
Administration and Governance	7,293,114	7,332,599	39,485	0.5%	
School Operations	22,414,171	22,497,318	83,147	0.4%	
Community Use of Schools Grant	305,369	305,369	-	0.0%	
Indigenous Education	440,911	434,445	(6,466)	(1.5%)	
Safe Schools Supplement	406,565	407,893	1,328	0.3%	
New Teacher Induction program	223,065	198,918	(24,147)	(10.8%)	
Rural and Northern	43,320	43,320	-	0.0%	
Permanent Financing - NPF	397,975	397,975	-	0.0%	
Regular Operating On-going Grants	254,373,620	254,963,569	589,949	0.2%	c.
Grants for Capital Purposes					
School Renewal	344,547	367,742	23,195	6.7%	
Temporary Accommodation	1,583,575	1,583,575	-	0.0%	
Short-term Interest	140,016	94,474	(45,542)	(32.5%)	
Debt Funding for Capital	3,321,374	3,321,374	-	0.0%	
Total Capital Grants	5,389,512	5,367,165	(22,347)	(0.4%)	
Other Grants					
Continuing Education	2,161,670	2,224,694	63,024	2.9%	
Extra Programming Grants - Other	1,795,260	2,785,456	990,196	55.2%	c.
Total Other Grants	3,956,930	5,010,150	1,053,220	26.6%	
Other Revenues					
Continuing Education Fees	2,962,569	2,780,534	(182,035)	(6.1%)	
Rentals	895,222	908,684	13,462	1.5%	
Interest	200,000	200,000	-	0.0%	
Tuition Fees	3,756,500	3,756,500	-	0.0%	
Extended Day Fees	3,501,946	3,910,982	409,036	11.7%	
Other International Fees	1,198,250	1,198,250	-	0.0%	
Other	696,300	571,300	(125,000)	(18.0%)	
Total Other Revenue	13,210,787	13,326,250	115,463	0.9%	
Deferred Revenues					
Amortization of DCC	15,207,317	16,386,944	1,179,627	7.8%	d.
Net Deferred Revenue	15,207,317	16,386,944	1,179,627	7.8%	
Total Revenue and Grants	292,138,166	295,054,078	2,915,912	1.0%	

**Explanations of Material Grant Variances**

- a. Increase due to high enrolment of ESL learners to the Region
- b. Decrease due to less experienced teachers being hired to permanent positions compared to prior years
- c. Increase due to EPOs carried forward, remedy payments and Specialist High Skills Major grant not originally anticipated
- d. Increase due to the timing of completion of construction projects

**Notes:**

1. Budget is the 2018 - 2019 Estimates Budget as approved by the Board of Trustees in June 2018

**Waterloo Catholic District School Board**  
**2018-2019 First Quarter Interim Financial Report - Revised Estimates**  
**Expenses**  
**For the Period Ended November 30, 2018**

	Budget Assessment				Material Variance Note
	2018-2019				
	Budget	Revised Budget	Change		
			\$ Increase (Decrease)	% Increase (Decrease)	
OPERATING					
Classroom Instruction					
Teachers	146,245,822	144,815,474	(1,430,348)	(1.0%)	a.
Supply Teachers	5,449,496	5,694,017	244,521	4.5%	
Educational Assistants	17,256,706	17,070,715	(185,991)	(1.1%)	
Designated Early Childhood Educators	8,595,018	9,153,300	558,282	6.5%	
Classroom Computers	3,164,248	2,381,689	(782,559)	(24.7%)	f.
Textbooks and Supplies	4,257,240	5,185,862	928,622	21.8%	b.
Professionals and Paraprofessionals	11,402,042	11,819,447	417,405	3.7%	
Library and Guidance	5,273,126	4,941,913	(331,213)	(6.3%)	c.
Staff Development	1,813,791	1,894,595	80,804	4.5%	
Department Heads	488,047	488,041	(6)	(0.0%)	
Total Classroom	203,945,536	203,445,053	(500,483)	(0.2%)	
Non-Classroom					
Principal and Vice-Principals	9,624,986	9,603,708	(21,278)	(0.2%)	
School Office	5,878,161	5,777,867	(100,294)	(1.7%)	
Co-ordinators and Consultants	5,113,593	5,709,607	596,014	11.7%	c.
Continuing Education	9,111,646	9,384,118	272,472	3.0%	
Total Non-Classroom	29,728,386	30,475,300	746,914	2.5%	
Administration					
Trustees	238,146	233,248	(4,898)	(2.1%)	
Director/Supervisory Officers	1,600,006	1,615,256	15,250	1.0%	
Board Administration	6,481,285	7,120,864	639,579	9.9%	d.
Total Administration	8,319,437	8,969,368	649,931	7.8%	
Transportation	6,483,795	6,685,604	201,809	3.1%	
Pupil Accommodation					
School Operations and Maintenance	24,494,036	25,028,913	534,877	2.2%	e.
School Renewal	344,546	367,742	23,196	6.7%	
Other Pupil Accommodation	3,505,710	3,585,755	80,045	2.3%	
Amortization and Write-downs	15,316,720	16,496,343	1,179,623	7.7%	f.
Total Pupil Accommodation	43,661,012	45,478,753	1,817,741	4.2%	
TOTAL OPERATING	292,138,166	295,054,078	2,915,912	1.0%	

**Explanations of Material Budget Variances**

- a. Decrease due to teachers hired to at a lower grid step than anticipated which is offset by an increase in enrolment
- b. Increase due to student needs and additional EPOs since budget announced
- c. Change mostly due to reallocation of new secondary guidance councillors
- d. Increase due to additional staff needs and new contracts
- e. Increase due to contracts and additional portables
- f. Change due to the timing of completion of construction projects and Brightlinks project

**Notes:**

1. Budget is the 2018 - 2019 Estimates Budget as approved by the Board of Trustees in June 2018

## OCSTA Modules

COWB Date	Modules for Review/Discussion
February 11, 2019	<ul style="list-style-type: none"> <li>• Module 1: Authentic Governance Through Ethical Leadership</li> <li>• Module 2: Authentic Governance for Student Achievement: Board Matter</li> </ul>
March 4, 2019	<ul style="list-style-type: none"> <li>• Module 3: Right from the Start: Roles and Responsibilities</li> <li>• Module 4: Common Ground, Common Purpose: Relationships in School Boards</li> <li>• Module 5: A) Performance Review: Director of Education B) Board Self-Assessment</li> <li>• Module 6: The strategic Role and Multi-year Strategic Planning</li> </ul>
April 8, 2019	<ul style="list-style-type: none"> <li>• Module 7: The School Board's Role as Policymaker</li> <li>• Module 8: Conflict: Managing it Creatively</li> <li>• Module 9: Family and Community Engagement</li> <li>• Module 10: Advocacy: Engaging the Public</li> </ul>
May 13, 2019	<ul style="list-style-type: none"> <li>• Module 11: Conflict of Interest, Quasi-Judicial Proceeding</li> <li>• Module 12: Running Effective Meetings</li> <li>• Module 13: Finance</li> <li>• Module 14: Human Resources</li> </ul>