

MAY 8, 2017

WATERLOO REGION DISTRICT SCHOOL BOARD

NOTICE AND AGENDA

A Committee of the Whole meeting of the Waterloo Region District School Board will be held in the Board Room, Building 2, 1st Floor, 51 Ardelet Avenue, Kitchener, Ontario, on **Monday, May 8, 2017, at 7:00 p.m.**

AGENDA

Call to Order

O Canada

Approval of Agenda

Declarations of Pecuniary Interest

Celebrating Board Activities/Announcements

Delegations

Policy and Governance (30 minutes)

- 01** Review of Board Policy 2001 - Communications (NM)
- 04** Review of Board Policy 1007 – Education Development Charges (MG)
- 08** Approval of Amendments to Board Policy G100 – Governance Foundations

Reports (Human Resource/Business and Student Achievement and Well-Being Services Focus)

- | | | |
|-----------|--|------------------------------------|
| | Introduction of the 2017-2018 Student Trustees | Trustee C. Millar/Student Trustees |
| 15 | Live Streaming of Board Meetings | N. Manning |
| 24 | OPSBA Trustee Nominations/Appointments | Chairperson |
| | Trustee Vacancy Process Discussion | Chairperson/Trustees |

Staff and Board Reports

Question Period (10 minutes)

Future Agenda Items (*Notices of Motion to be referred to Agenda Development Committee*)

Adjournment

Questions relating to this agenda should be directed to
Jayne Herring, Manager of Corporate Services
519-570-0003, ext. 4336, or Jayne.Herring@wrdsb.on.ca



COMMUNICATIONS

Legal References:	<i>Education Act;</i> <i>Municipal Freedom of Information and Protection of Individual Privacy Act.</i>
Related References:	<i>Board Policy 2006 – Consultation</i> <i>Engagement Audit, 2014</i> <i>Canada's Anti-Spam Legislation (CASL)</i>
Effective Date:	<i>October 30, 2006,</i>
Revisions:	<i>September 22, 2014</i>
Reviewed:	November 9, 2015

1. Preamble

The following policy outlines the responsibilities and requirements of the Board with regards to maintaining effective communication with the public, trustees and staff, to support the learning and achievement of all students.

2. Communications

- 2.1 As set out in its Strategic Plan, the Waterloo Region District School Board strives to engage students, families, staff and communities; foster wellness and well-being; pursue student achievement and success for all; embrace diversity and inclusion; champion public education ; and promote forward thinking. The board also believes that all trustees and staff play a role in effective communication and engagement.

- 2.2 The Board has a responsibility to:

- 2.2.1 foster a climate of understanding through an informed and responsive public and staff;
- 2.2.2 ensure effective communication with the public (students, parents and the community at large), trustees and staff;
- 2.2.3 be accessible and accountable to the public, for the ultimate benefit of students.
- 2.2.4 be an advocate for public education

- 2.3 Thus, the Board is committed to being responsive to the public and staff by:

- 2.3.1 encouraging dialogue, whether supportive or constructively critical;
- 2.3.2 developing cooperative and constructive relationships and partnerships that engage internal and external stakeholders;
- 2.3.3 being accessible to provide accurate, understandable and timely information via a variety of mediums.

- 2.4 Therefore, the Board strives to provide open access to information subject to the limitations of the Education Act, the Municipal Freedom of Information and Protection of Individual Privacy Act, or other legislation, and, within available resources, shall:

- 2.4.1 support the use of various communication techniques to provide timely public access to information;
- 2.4.2 develop and support an effective communication and/or engagement plan;
- 2.4.3 provide mechanisms for open, two-way communication for consulting with the public and staff as per the Board's Consultation Policy;
- 2.4.4 provide information and training for trustees and staff to enhance effective communication.



COMMUNICATIONS

Legal References:	<i>Education Act;</i> <i>Municipal Freedom of Information and Protection of Individual Privacy Act.</i>
Related References:	<i>Board Policy 2006 – Consultation</i> <i>Engagement Audit, 2014</i> <i>Canada's Anti-Spam Legislation (CASL)</i>
Effective Date:	October 30, 2006,
Revisions:	September 22, 2014, May 8, 2017
Reviewed:	November 9, 2015

1. Preamble

The following policy outlines the responsibilities and requirements of the **Waterloo Region District School Board** with regards to **in** maintaining effective communication with the public, trustees and staff, to support the learning and achievement **and well-being** of all students.

2. Communications

- 2.1 As set out in its **In support of its** Strategic Plan, the Waterloo Region District School Board strives to engage students, families, staff and communities **all stakeholders to foster wellness and well-being; pursue support** student achievement and **well-being** success for all; **by embrace embracing** diversity and inclusion; **and champion championing** public education. ~~and promote forward thinking. The board also believes that all~~ **All** trustees and staff play a role in effective communication and engagement.

2.2 The board has a responsibility to:

- 2.2.1 foster a climate of understanding **transparency and accountability** through an informed and responsive public and staff;
- 2.2.2 ensure effective communication with the public (students, parents and the community at large), trustees and staff;
- 2.2.3 be accessible and accountable to the public **for all**; ~~for the ultimate benefit of students;~~
- 2.2.4 be an advocate for public education.

2.3 Thus, the board is committed to being responsive to the public and staff by:

- 2.3.1 encouraging **open and effective two-way communication and engagement** dialogue, ~~whether supportive or constructively critical;~~
- 2.3.2 developing cooperative and constructive relationships and partnerships that engage internal and external stakeholders;
- 2.3.3 being accessible to provide accurate, understandable and timely information via a variety of ~~mediums~~ **channels**.

2.4 Therefore, the board strives to provide open access to information subject to ~~the limitations of the Education Act, the Municipal Freedom of Information and Protection of Individual Privacy Act, or other~~ **appropriate** legislation, and, within available resources, shall:

- 2.4.1 ~~support the use of various communication techniques to provide timely public access to information;~~

- 2.4.2 develop and support an effective communication **strategy** and/or engagement plan;
- 2.4.3 provide mechanisms for open, two-way communication for consulting with the public and staff as per the Board's Consultation Policy;
- 2.4.4 provide information and training for trustees and staff to enhance effective communication.

DRAFT



EDUCATION DEVELOPMENT CHARGES – ALTERNATIVE ACCOMMODATION

Legal References:	<i>Education Act, Division E. Education Act, subsection 257.60 (1) & (2) Education Act Ontario Regulation 20/98 subsection 9. (1) 6 and 9 (1) 7.</i>
Related References:	<i>Board Policy 1011 - Community Planning and Facility Partnerships Board Policy 1007 - Education Development Charges – Alternative Accommodation Board Policy 4002 – Community Use of Schools Administrative Procedure 4990 – Facility Partnerships Community Planning and Partnerships Guideline, Ministry of Education (March 2015)</i>
Effective Date:	<i>June 1, 2016</i>
Revisions:	<i>February 22, 2016</i>
Reviewed:	

1. Preamble

- 1.1. The Board has pursued cooperative projects and alternatives to proposed accommodation since the commencement of its last by-law and has found that few options are capable of accommodating new growth related students and/or reducing Education Development Charges due to one or more of the following:
 - 1.1.1. Required accommodation is in area of “greenfield” development where there are few existing alternatives in the form of renovating or leasing built accommodation;
 - 1.1.2. Proponents of new development have not been receptive, as partners, to alternatives to the Board’s current form of school accommodation;
 - 1.1.3. Timing is such that partnerships have not been able to match financing and construction constraints;
 - 1.1.4. Possible multi-use partnerships for new student accommodation have not proven to be cost-effective for the Board over the construction of free-standing facilities.
 - 1.1.5. Arrangements of a cooperative nature generally do not provide classroom accommodation (tend to be site facilities, change rooms, libraries, etc.)
- 1.2. Of the successful arrangements with municipal and other partners, a more efficient development of the property or improved physical facilities is generally the result. For example, several elementary schools have been constructed with childcare centres; secondary schools have accommodated transit, multi-use sports fields, and internal community rooms (including change facilities). These are typically achieved with shared use of school-park campus sites and have not resulted in a reduction in or the sharing of land purchase costs.

2. Policy Direction

- 2.1. It is the policy of the Waterloo Region District School Board to consider possible arrangements with municipalities, school boards, or other persons or bodies in the public or private sector, including arrangements of a long-term or cooperative nature, which would provide accommodation for the new elementary school pupils and new secondary school pupils who are resident pupils of the Board, subject to the following:

- 2.1.1. The arrangement must be proven to be cost effective and advantageous for the Board compared to other possible arrangements including acquisition of a school site and the construction of a free-standing structure;
 - 2.1.2. The arrangement shall comply with any guidelines issued by the Ministry of Education;
 - 2.1.3. The Board shall secure appropriate covenants and/or retain sufficient governance authority over the use of the facility to ensure that it is able to deliver the appropriate educational program to its students.
- 2.2. While the Board will consider possible alternative accommodation arrangements, this is not a commitment of the Board to any specific project(s).

3. Expiry Date

- 3.1 This policy expires on June 1, 2021.



EDUCATION DEVELOPMENT CHARGES – ALTERNATIVE ACCOMMODATION

Legal References:	<i>Education Act, Division E. Education Act, subsection 257.60 (1) & (2) Education Act Ontario Regulation 20/98 subsection 9. (1) 6 and 9 (1) 7.</i>
Related References:	<i>Board Policy 1011 - Community Planning and Facility Partnerships Board Policy 1007 - Education Development Charges – Alternative Accommodation Board Policy 4002 – Community Use of Schools Administrative Procedure 4990 – Facility Partnerships Community Planning and Partnerships Guideline, Ministry of Education (March 2015)</i>
Effective Date:	<i>June 1, 2016</i>
Revisions:	<i>February 22, 2016,</i>
Reviewed:	<i>May 8, 2017</i>

1. Preamble

- 1.1. The Board has pursued cooperative projects and alternatives to proposed accommodation since the commencement of its last by-law and has found that few options are capable of accommodating new growth related students and/or reducing Education Development Charges due to one or more of the following:
 - 1.1.1. Required accommodation is in area of “greenfield” development where there are few existing alternatives in the form of renovating or leasing built accommodation;
 - 1.1.2. Proponents of new development have not been receptive, as partners, to alternatives to the Board’s current form of school accommodation;
 - 1.1.3. Timing is such that partnerships have not been able to match financing and construction constraints;
 - 1.1.4. Possible multi-use partnerships for new student accommodation have not proven to be cost-effective for the Board over the construction of free-standing facilities.
 - 1.1.5. Arrangements of a cooperative nature generally do not provide classroom accommodation (tend to be site facilities, change rooms, libraries, etc.)
- 1.2. Of the successful arrangements with municipal and other partners, a more efficient development of the property or improved physical facilities is generally the result. For example, several elementary schools have been constructed with childcare centres; secondary schools have accommodated transit, multi-use sports fields, and internal community rooms (including change facilities). These are typically achieved with shared use of school-park campus sites and have not resulted in a reduction in or the sharing of land purchase costs.

2. Policy Direction

- 2.1. It is the policy of the Waterloo Region District School Board to consider possible arrangements with municipalities, school boards, or other persons or bodies in the public or private sector, including arrangements of a long-term or cooperative nature, which would provide accommodation for the new elementary school pupils and new secondary school pupils who are resident pupils of the Board, subject to the following:

- 2.1.1. The arrangement must be proven to be cost effective and advantageous for the Board compared to other possible arrangements including acquisition of a school site and the construction of a free-standing structure;
 - 2.1.2. The arrangement shall comply with any guidelines issued by the Ministry of Education;
 - 2.1.3. The Board shall secure appropriate covenants and/or retain sufficient governance authority over the use of the facility to ensure that it is able to deliver the appropriate educational program to its students.
- 2.2. While the Board will consider possible alternative accommodation arrangements, this is not a commitment of the Board to any specific project(s).

3. Expiry Date

- 3.1 This policy expires on June 1, 2021.



GOVERNANCE POLICY – FOUNDATIONS

Legal References:	<i>Education Act</i>
Related References:	<i>Administrative Procedure 4360 - Principles of Business Conduct</i> <i>Board Strategic Plan</i> <i>Board Improvement Plan for Student Achievement (BIPSA)</i>
Effective Date:	<i>April 2006</i>
Revisions:	<i>February 9, 2015</i>
Reviewed:	

1. Preamble

- 1.1 The following policy outlines definitions pertaining to governance policies, and the missions, values and principles governing the organization and actions of the Board of Trustees.

2. Policy Connections

- 2.1 The Board of Trustees of the Waterloo Region District School Board will govern in conformity with:
- 2.1.1 The Education Act of the Province of Ontario and relevant Ministry Policy Directives;
 - 2.1.2 Relevant statutory and regulatory requirements as they apply to the Board;
 - 2.1.3 The Board's By-laws.

3. Definitions

- 3.1 The following definitions are utilized in applying the practice of governance policies:
- 3.1.1 Governance – The primary role and responsibility of a Board of Trustees acting on behalf of the public school communities served. Governance is the act of establishing and assessing the effectiveness of the policies, directions and priorities of the Board.
 - 3.1.2 Governance Policy – Represents the collective processes, procedures and practices that the Board of Trustees utilizes to govern the Board, in conformity with the Education Act, Ministry directives and relevant regulatory requirements.
 - 3.1.3 Board Policy - A statement by the Board of Trustees, that directs the Director of Education as to the Board of Trustees' intents; and the outcomes and monitoring that the Board of Trustees wishes implemented and achieved on a specific topic, theme, issue or opportunity. Policies provide the framework for governing the administration and operations of the Board.
 - 3.1.4 Board – Refers to the Waterloo Region District School Board as a system or in its entirety.
 - 3.1.5 Board of Trustees – Refers to the Board of Trustees as the governance body of the Waterloo Region District School Board, undertaking actions, decisions, etc., as a corporate body.
 - 3.1.6 Individual Trustee/Trustee - Refers to a Trustee acting as an individual member of the Board of Trustees.

- 3.1.7 Director of Education – Refers to the senior staff leadership position as defined by the Education Act, acting as the Chief Executive Officer and the Chief Education Officer of the Waterloo Region District School Board.
- 3.1.8 Administrative/Operational – Represents the collective plans, strategies and actions of the staff, through the Director of Education, that implements the Board of Trustees approved policies, directions and priorities, as well as reporting to the Board of Trustees on the results achieved as per individual policy requirements or as directed by the Board of Trustees.

4. Mission, Vision and Values

- 4.1 The Board of Trustees of the Waterloo Region District School Board will govern the organization to achieve its mandate, Mission, Vision and Values.
- 4.2 Vision: Inspired Learners – Tomorrow's Leaders
- 4.3 Mission Statement: Waterloo Region District School Board prepares, challenges and inspires learners to be engaged, connected and contributing global citizens.
- 4.4 Values:
 - 4.4.1 We encourage a culture of educational excellence and continuous improvement through strategic innovation and collaboration.
 - 4.4.2 We inspire hope and optimism for our learners by setting high expectations, fostering respectful relationships and believing in the success of every student.
 - 4.4.3 We cultivate a safe, inclusive, equitable learning community that is characterized by integrity, strong community partnerships and social responsibility.
- 4.5 Strategic Directions:
 - 4.5.1 We engage students, families, staff and communities.
 - 4.5.2 We foster wellness and well-being.
 - 4.5.3 We pursue student achievement and success for all.
 - 4.5.4 We embrace diversity and inclusion.
 - 4.5.5 We champion quality public education.
 - 4.5.6 We promote forward thinking.

5. Principles

- 5.1 The following Principles direct the governance approach of the Waterloo Region District School Board, and also affirm the Principles of Business Conduct contained in Administrative Procedure 4360:
 - 5.1.1 To represent all the stakeholders of the Board in governing the organization to achieve excellence in public education across the District.
 - 5.1.2 To work as a group, to achieve the Board's Mission and Values, strategic directions and annual outcomes, ensuring the Board of Trustees operates consistent with all statutory and regulatory requirements and the policies of the Board.
 - 5.1.3 To ensure transparency and stakeholder inclusiveness in Board of Trustees governance processes, through effective communications and consultation.
 - 5.1.4 To use the skills and insights of all Trustees in reaching Board of Trustee decisions.
 - 5.1.5 To provide effective new Trustee orientations, and on-going Board of Trustee development opportunities to enhance Trustee capacity, input and participation.

- 5.1.6 To ensure that a clarity of roles exists for the Board of Trustees and for the Director of Education. The Board of Trustees' responsibility involves developing, reviewing and monitoring Board policies, directions and priorities. The Director of Education responsibilities involve the implementation of Board policies, directions and priorities, and reporting the results of their implementation to the Board of Trustees.
- 5.1.7 To recognize that Trustees are elected from a specific community, but represent and act on behalf of the best interests of the whole Waterloo Region District School Board.
- 5.1.8 That every person can learn, has unique abilities and needs, and is deserving of respect;
- 5.1.9 That learning is a lifelong experience, involving home, school and community partnerships;
- 5.1.10 In the importance of honesty, optimism, integrity and equality in all the Board's actions;
- 5.1.11 In the development of the whole person and fostering the realization of their potential;
- 5.1.12 In the value of public education as an essential community resource;
- 5.1.13 In an organizational culture, that building on the spirit of service, embraces diversity, strives for excellence and fosters open communications;
- 5.1.14 In providing positive and safe learning opportunities that support all learners in achieving their potential;
- 5.1.15 In creating positive work environments that support staff in achieving their roles and potential;
- 5.1.16 In the importance of community partnerships, collaborative and engaging approaches in providing inspiring educational opportunities;
- 5.1.17 In being accountable to our communities, and in the importance of them being accountable to one another.



Board Policy G100

GOVERNANCE POLICY – FOUNDATIONS

Legal References:	<i>Education Act</i>
Related References:	<i>Administrative Procedure 4360 - Principles of Business Conduct</i> <i>Board Strategic Plan</i> <i>Board Improvement Plan for Student Achievement (BIPSA)</i>
Effective Date:	<i>April 2006</i>
Revisions:	<i>February 9, 2015, April 17, 2017</i>
Reviewed:	<i>April 17, 2017</i>

1. Preamble

- 1.1 The following policy outlines definitions pertaining to governance policies, and the ~~missions~~ **purpose**, values and principles governing the organization and actions of the Board of Trustees.

2. Policy Connections

- 2.1 The Board of Trustees of the Waterloo Region District School Board will govern in conformity with:
- 2.1.1 The Education Act of the Province of Ontario and relevant Ministry Policy Directives;
 - 2.1.2 Relevant statutory and regulatory requirements as they apply to the Board;
 - 2.1.3 The Board's By-laws.

3. Definitions

- 3.1 The following definitions are utilized in applying the practice of governance policies:
- 3.1.1 Governance – The primary role and responsibility of a Board of Trustees acting on behalf of the public school communities served. Governance is the act of establishing and assessing the effectiveness of the policies, directions and priorities of the Board.
 - 3.1.2 Governance Policy – Represents the collective processes, procedures and practices that the Board of Trustees utilizes to govern the Board, in conformity with the Education Act, Ministry directives and relevant regulatory requirements.
 - 3.1.3 Board Policy - A statement by the Board of Trustees, that directs the Director of Education as to the Board of Trustees' intents; and the outcomes and monitoring that the Board of Trustees wishes implemented and achieved on a specific topic, theme, issue or opportunity. Policies provide the framework for governing the administration and operations of the Board.
 - 3.1.4 Board – Refers to the Waterloo Region District School Board as a system or in its entirety.
 - 3.1.5 Board of Trustees – Refers to the Board of Trustees as the governance body of the Waterloo Region District School Board, undertaking actions, decisions, etc., as a corporate body.
 - 3.1.6 Individual Trustee/Trustee - Refers to a Trustee acting as an individual member of the Board of Trustees.

- 3.1.7 Director of Education – Refers to the senior staff leadership position as defined by the Education Act, acting as the Chief Executive Officer and the Chief Education Officer of the Waterloo Region District School Board.
- 3.1.8 Administrative/Operational – Represents the collective plans, strategies and actions of the staff, through the Director of Education, that implements the Board of Trustees approved policies, directions and priorities, as well as reporting to the Board of Trustees on the results achieved as per individual policy requirements or as directed by the Board of Trustees.

4. **Mission, Vision and Values** **Strategic Plan**

- 4.1 ~~The Board of Trustees of the Waterloo Region District School Board will govern the organization to achieve its mandate, Mission, Vision and Values.~~
- 4.2 ~~Vision: Inspired Learners — Tomorrow's Leaders~~
- 4.3 ~~Mission Statement: Waterloo Region District School Board prepares, challenges and inspires learners to be engaged, connected and contributing global citizens.~~
- 4.4 ~~Values:~~
 - 4.4.1 ~~We encourage a culture of educational excellence and continuous improvement through strategic innovation and collaboration.~~
 - 4.4.2 ~~We inspire hope and optimism for our learners by setting high expectations, fostering respectful relationships and believing in the success of every student.~~
 - 4.4.3 ~~We cultivate a safe, inclusive, equitable learning community that is characterized by integrity, strong community partnerships and social responsibility.~~
- 4.5 ~~Strategic Directions:~~
 - 4.5.1 ~~We engage students, families, staff and communities.~~
 - 4.5.2 ~~We foster wellness and well-being.~~
 - 4.5.3 ~~We pursue student achievement and success for all.~~
 - 4.5.4 ~~We embrace diversity and inclusion.~~
 - 4.5.5 ~~We champion quality public education.~~
 - 4.5.6 ~~We promote forward thinking.~~

4.1 The Board of Trustees of the Waterloo Region District School Board will govern the organization in support of the purpose, strategic priorities and outcomes, and the commitments of the Strategic Plan.

4.2 Purpose statement: Innovating tomorrow by educating today

4.3 Strategic Priorities and outcomes:

- 4.3.1 Our students are first – each and every one
 - 4.3.1.1 Our students experience a sense of belonging in a caring learning environment that addresses their well-being.
 - 4.3.1.2 Our students pursue individual learning pathways that reflect their interests, develop skills for the future and inspire global citizenship.
 - 4.3.1.3 Our students succeed in reaching their potential and graduating from WRDSB schools and programs.
- 4.3.2 Our staff, families and caregivers are partners in every student's learning journey
 - 4.3.2.1 Our families and caregivers are supported in creating the best possible outcomes for our students.
 - 4.3.2.2 Our staff is equipped with the skills and resources to support every child in their learning journey.
 - 4.3.2.3 Our staff is supported in their wellness as they promote and model wellness for our students.

- 4.3.3 Our culture of innovation builds students' confidence and success as they face the future
 - 4.3.3.1 Our learning environments include all students and their diverse perspectives and ideas.
 - 4.3.3.2 Our students, staff and community are supported by creative and collaborative problem-solving.
 - 4.3.3.3 Our school communities are encouraged to learn by exploring new and innovative projects, ideas and approaches.

4.4 Commitments: we, as individuals who serve public education in Waterloo Region, are committed to:

- 4.4.1 **Service** by embracing an attitude of care and support. We seek to understand and meet the needs of those we serve.
- 4.4.2 **Integrity** by matching our actions to our words. We conduct ourselves in an open and transparent manner that inspires trust.
- 4.4.3 **Respect** by honouring all stakeholders. We create an environment where people feel included, valued and treated with dignity.
- 4.4.4 **Innovation** in a culture where new ideas are welcomed and considered. We build our capacity to think critically and problem-solve creatively.
- 4.4.5 **Collaboration** through reaching out and listening to our stakeholders. We build collaborative relationships to achieve common goals and resolve differences.

5. Principles

- 5.1 The following Principles direct the governance approach of the Waterloo Region District School Board, and also affirm the Principles of Business Conduct contained in Administrative Procedure 4360:
 - 5.1.1 To represent all the stakeholders of the Board in governing the organization to achieve excellence in public education across the District.
 - 5.1.2 To work as a group, to achieve the Board's ~~Mission and Values, strategic directions and annual outcomes~~ **strategic plan**, ensuring the Board of Trustees operates consistent with all statutory and regulatory requirements and the policies of the Board.
 - 5.1.3 To ensure transparency and stakeholder inclusiveness in Board of Trustees governance processes, through effective communications and consultation.
 - 5.1.4 To use the skills and insights of all Trustees in reaching Board of Trustee decisions.
 - 5.1.5 To provide effective new Trustee orientations, and on-going Board of Trustee development opportunities to enhance Trustee capacity, input and participation.

- 5.1.6 To ensure that a clarity of roles exists for the Board of Trustees and for the Director of Education. The Board of Trustees' responsibility involves developing, reviewing and monitoring Board policies, directions and priorities. The Director of Education responsibilities involve the implementation of Board policies, directions and priorities, and reporting the results of their implementation to the Board of Trustees.
- 5.1.7 To recognize that Trustees are elected from a specific community, but represent and act on behalf of the best interests of the whole Waterloo Region District School Board.
- 5.1.8 That every person can learn, has unique abilities and needs, and is deserving of respect;
- 5.1.9 That learning is a lifelong experience, involving home, school and community partnerships;
- 5.1.10 In the importance of honesty, optimism, integrity and equality in all the Board's actions;
- 5.1.11 In the development of the whole person and fostering the realization of their potential;
- 5.1.12 In the value of public education as an essential community resource;
- 5.1.13 In an organizational culture, that building on the spirit of service, embraces diversity, strives for excellence and fosters open communications;
- 5.1.14 In providing positive and safe learning opportunities that support all learners in achieving their potential;
- 5.1.15 In creating positive work environments that support staff in achieving their roles and potential;
- 5.1.16 In the importance of community partnerships, collaborative and engaging approaches in providing inspiring educational opportunities;
- 5.1.17 In being accountable to our communities, and in the importance of them being accountable to one another.



Report to Committee of the Whole

May 8, 2017

Subject: Live streaming meetings of the board of trustees

Recommendation

This report is provided to give trustees understanding of the options available for live streaming meetings of the board.

Status

Trustees may wish to note that given the financial and human resources implications of adopting live streaming, the accessibility challenges and the likelihood for low engagement in the channel, staff recommends against the adoption of live streaming, but that trustees keep this decision under review.

From a communication perspective, live streaming board meetings can be a helpful way to extend the working of the board of trustees to a wider audience to create greater transparency and accountability.

In January, the communication team began tweeting highlights of board meeting happenings to create greater awareness of the work of the board of trustees. Engagement metrics for these tweets are typically low, though local and national-journalists have positively commented on the decision to tweet from the meetings.

Ontario school board practices

There is no standard practice in Ontario for live streaming board meetings. As at April 27, 2017 of the twenty largest districts in the province, including WRDSB, eight boards stream meetings and 12 do not. Of those who do live stream, practices relating to archiving meeting videos is inconsistent.

Staff conducted an informal survey with assistance of the Ontario Public School Board's Association. Of the limited sample of boards who report that they live stream meetings, engagement in the stream generally mirrors regular attendance at board meetings and typically reaches fewer than 50 viewers per meeting. A summary of findings and feedback is provided at appendix A.

Accessibility

WebAIM, a non-profit organization based at the [Center for Persons with Disabilities](#) at [Utah State University](#), advises that:

"Accessibility standards require that equivalent alternatives be provided for audio and visual content. For real-time web multimedia, this means that visual content must be provided in an auditory form and that auditory content must be provided in a visual form. The equivalents must also be synchronized with the presentation, meaning that they must be delivered to the end user at the same time as the main content (e.g., captions for audio must display at the same time that the audio would be heard)."

Options for live video captioning and audio-description divide between two options: real-time stenography and automatic voice-recognition. Real-time stenography is typically expensive (around \$200 per hour) and adds technical challenges for integration. Voice recognition technology is evolving and can be purchased as part of other integrated systems for live streaming technology in the tens of thousands of dollars per year.

Live streaming without live captioning, though inconsistent with accessibility standards, may be possible if we add captions to an archived versions of board meetings. The communications team recommends that we should make archived videos available no later than a week following the meeting. To meet this goal, post-meeting transcription and subtitling would cost approximately \$400 per meeting.

Trustees will wish to consider the implications that creating verbatim transcripts may have for parliamentary procedure and minutes of the meetings.

Technology

Boards that currently live stream meetings use a variety of technologies for streaming.

In October 2015, WRDSB purchased a Livestream Studio HD550 that enables us to produce industry standard-quality live streams and stream to a hosted platform, or to social media such as YouTube or Facebook Live. We estimate that this tool has a useful lifespan of another five years.

The Livestream Studio HD550 requires additional peripherals such as cameras, cable and signal conversion boxes. We had some problems with the camera technologies and switcher boxes at the Remembrance Day event in 2016. Using this in-house technology would require approximately \$2,000 of investment in peripheral technologies for the camera and switcher set up.

We have not tested the integration of the technology to the board room microphones or presentation system, so we cannot predict any unintended costs of integrating this technology into the board room.

The communication team has spoken to third-party providers of live stream platforms to gauge potential costs of integrated, proprietary live stream systems. We do not have formal quotes for these services, though providers advised us that installation and service fees would amount to tens of thousands of dollars per year.

Using a third party-technology platform may require change to the infrastructure in the board room. We have not estimated the cost of these changes at this time.

Staff support

Any technological solution for live streaming will require additional staff support at board meetings to operate the platform.

The Livestream Studio HD550 platform will require three support staff at each meeting. Trustees should note that no WRDSB department currently has an allocation of staff roles with skills or job descriptions that could support this activity. It is possible that IT Services staff and communication team members could train to use the equipment. These additional job duties may require us to re-evaluate some positions and therefore increase in remuneration.

We estimate the cost for a one employee working overtime at around \$40 per hour. The cost for staff to operate a set up using Livestream Studio HD550 would therefore be approximately \$360 per meeting or \$10,800 for 30 meetings annually.

Other platforms, such as those that use fixed cameras may require fewer staff to support on-the-day operation, but there will be a cost associated with training and support for these platforms.

Background

Trustees received a report on live streaming (webcasting) meetings on February 9, 2015. Trustees voted against a motion to introduce live streaming at that meeting.

Financial implications

A discussion of the financial implications for introducing live streaming is provided above. If trustees decide to implement live streaming, staff will develop a more robust estimate of costs and budget will need to be allocated as a new initiative in the 2017-18 budget process.

Prepared by: Nick Manning, Chief Communications Officer
in consultation with Coordinating Council



MEETING OF THE BOARD

LIVE STREAMING

ONTARIO BOARDS STREAMING

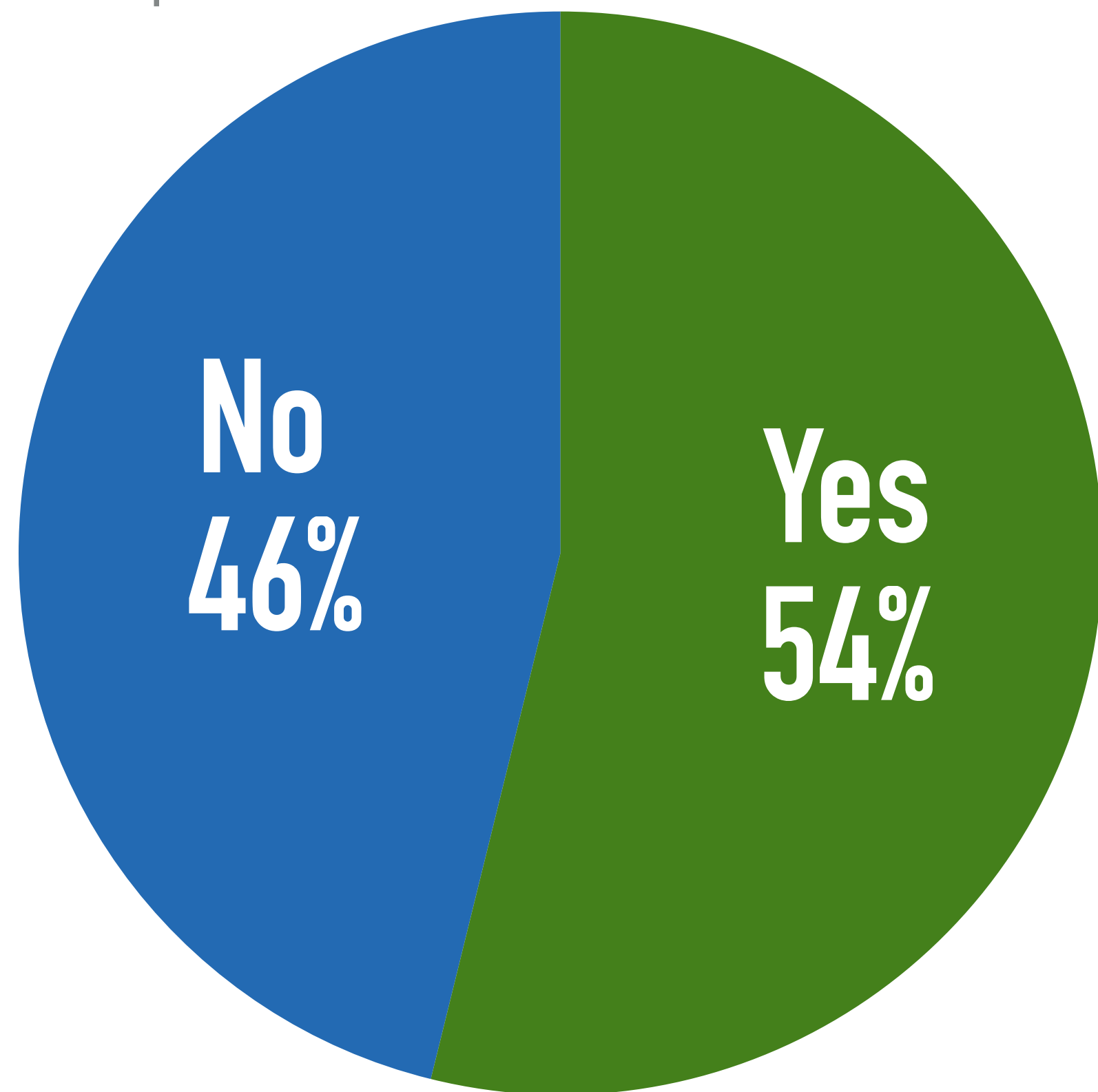
TORONTO DISTRICT SCHOOL BOARD
TORONTO CATHOLIC DISTRICT SCHOOL BOARD
THAMES VALLEY DISTRICT SCHOOL BOARD
HAMILTON-WENTWORTH DISTRICT SCHOOL BOARD
HALTON DISTRICT SCHOOL BOARD
UPPER CANADA DISTRICT SCHOOL BOARD
YORK CATHOLIC DISTRICT SCHOOL BOARD
KAWARTHA PINE RIDGE DISTRICT SCHOOL BOARD

ONTARIO BOARDS NOT STREAMING

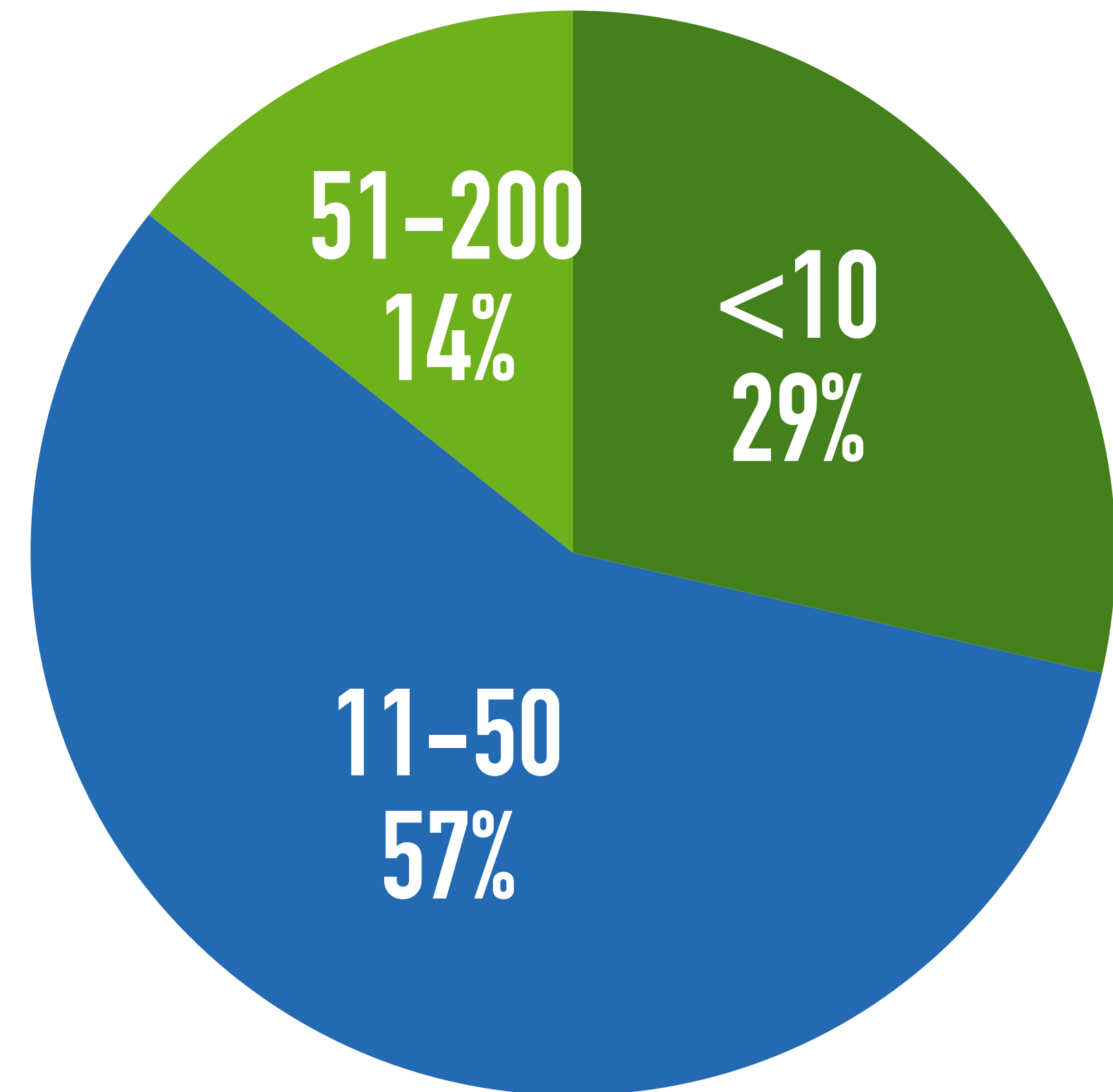
PEEL DISTRICT SCHOOL BOARD
YORK REGION DISTRICT SCHOOL BOARD
OTTAWA-CARLETON DISTRICT SCHOOL BOARD
DUFFERIN-PEEL CATHOLIC DISTRICT SCHOOL BOARD
DURHAM DISTRICT SCHOOL BOARD
WATERLOO REGION DISTRICT SCHOOL BOARD*
SIMCOE COUNTY DISTRICT SCHOOL BOARD
DISTRICT SCHOOL BOARD OF NIAGARA
OTTAWA CATHOLIC SCHOOL BOARD
UPPER GRAND DISTRICT SCHOOL BOARD
GREATER ESSEX COUNTY DISTRICT SCHOOL BOARD
GRAND ERIE DISTRICT SCHOOL BOARD

DOES YOUR BOARD LIVE STREAM ANY MEETINGS OF TRUSTEES?

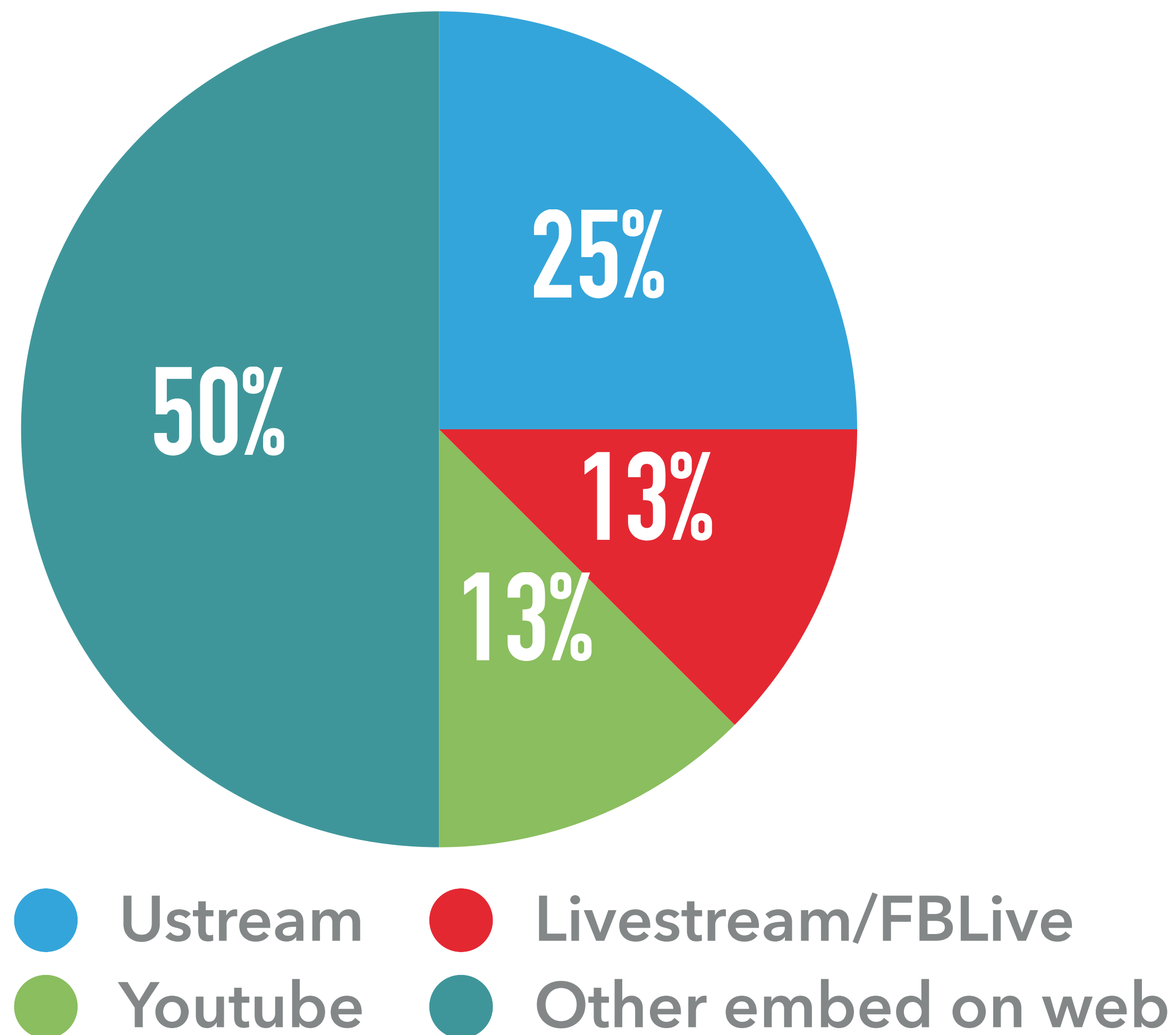
*13 total responses



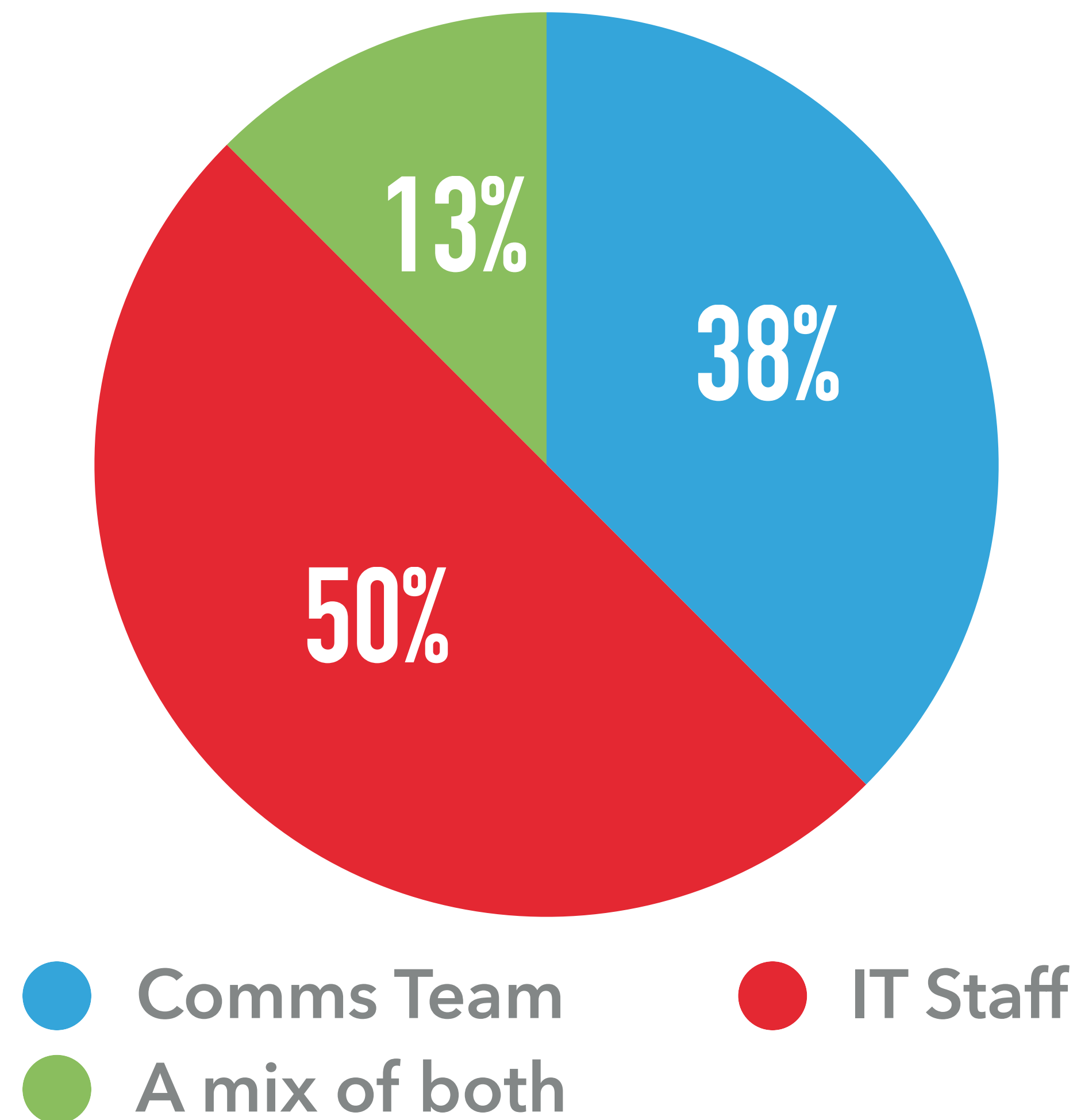
IF SO, HOW MANY VIEWS DO YOU NORMALLY GET?



WHAT PLATFORM DO YOU USE?



WHO OPERATES YOUR STREAM?



DETAILED FEEDBACK

- ▶ Keep previous files on the website for viewing. Media do like to watch from home.
- ▶ The livestreaming has been a success at HWDSB and has had surprisingly more views than we anticipated.
- ▶ We live stream regular board meetings only (not committee of the whole or any others). While viewership is typically low during live streams (meetings on contentious issues such as accommodation reviews are an exception to this), our stats indicate that we get a good handful of viewers after the fact once the recorded videos have been posted to our board website. We have also had members of the media tune in on evenings when they were physically unable to get to our board office.
- ▶ Webcasting has been a mostly positive experience. One of the biggest challenges has been teaching trustees/staff/presenters about proper microphone technique, as inconsistency in this area can sometimes jeopardize the smoothness of a broadcast.

MORE DETAILED FEEDBACK

- ▶ Our Boardroom has the IT infrastructure to livestream meetings. The question of Livestreaming is raised approximately every two years or so, and each time trustees discuss it, they choose not to implement it.
- ▶ We recently upgraded our Livestream account and it also sends it through to Facebook Live. It was a fantastic addition.
- ▶ Get good quality cameras and Tricaster, practice and have multiple people trained. Always test before a meeting. Watch the chat for kids and trolls. It's a great thing to offer - our regular meetings don't normally have a huge following - but if there's a special presentation, etc., the numbers skyrocket.
- ▶ We find media are those that are the most interested in live streaming - not much pick up from the public. So we are finding that media are picking up exact quotes and much more discussion from board meetings - good idea for trustees to be aware of this.



Report to Committee of the Whole

May 8, 2017

Subject: OPSBA 2017 Annual General Meeting – Trustee Confirmations or Appointments

Recommendation

That the Waterloo Region District School Board of Trustees confirm or appoint their Voting and Alternate Voting Delegate; and

Confirm or appoint the Director and Alternate Director, for the June 2017 Ontario Public School Boards' Association (OPSBA) Annual General Meeting.

Status

To confirm or appoint trustees to positions within the Ontario Public School Boards' Association (OPSBA) in preparation for the Association's Annual General Meeting (AGM) being held from June 8-11, 2017, in Collingwood, Ontario.

Voting Delegate/Voting Alternate – 2017 Annual General Meeting

For the Annual General Meeting, this Board must appoint one member to serve as the Voting Delegate and a second member to act as an Alternate in the absence of the Voting Delegate.

Appointment of OPSBA Director/Alternate Director (June 2017 – June 2018)

The constitution and bylaws of the Ontario Public School Boards' Association entitle certain member boards to appoint a trustee representative to the Association's Board of Directors. The Waterloo Region District School Board meets the criteria to be eligible to appoint one Director, as well as one Alternate Director who would act only in the absence of the Director.

Background

OPSBA has requested that the Board confirm the names of its Voting Delegate/Director and Alternate Voting Delegate/Alternate Director by May 12, 2017.

The Board's current trustee appointments to OPSBA are:

- | | |
|-----------------------------|-------------------|
| • Voting Delegate | Kathi Smith |
| • Director | Kathleen Woodcock |
| • Alternate Voting Delegate | Kathleen Woodcock |
| • Alternate Director | Kathi Smith |

Note: Should trustees be willing to continue serving in their current roles with the Association, there is nothing within OPSBA's procedures that would prevent

re-appointment and the nomination/voting process will be consistent with that followed at the Board's Inaugural Meeting.

Financial implications

No financial implications.

Communications

Confirmations and/or appointments will be communicated by the Manager of Corporate Services to OPSBA following Board approval.

Prepared by: Jayne Herring, Manager of Corporate Services on behalf of
Chairperson Scott McMillan.