

**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, 1<sup>st</sup> Floor, 51 Ardelt Avenue, Kitchener, Ontario, on **Monday, April 10, 2017, at 7:00 p.m.**

**AGENDA**

**Call to Order**

**O Canada**

**Approval of Agenda**

**Declarations of Pecuniary Interest**

**Celebrating Board Activities/Announcements**

**Delegations**

Julie Leung re Boundary Review for Carriage Crossing Subdivision  
Michele Stever re French Immersion Transportation  
Clancy and Delaney Dean re French Immersion Transportation  
Shawn Kauth re French Immersion Transportation  
Rita Yin re French Immersion Transportation  
Norman Henderson re French Immersion Transportation  
Tessa Papastergiou and Taylor Dool re French Immersion Transportation

**Policy and Governance (30 minutes)**

- 1** Review of Board Policy 1010 – Accessibility for Ontarians (SM)
- 3** Review of Board Policy 4010 – Video Surveillance in Schools (MW)
- 5** Review of Board Policy 4016 – Business Complaint Policy (MG)
- 9** Review of Board Policy 5010 – Employment and Placement of Relatives (MW)

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

- |           |  |                       |
|-----------|--|-----------------------|
| <b>13</b> | French Immersion and Magnet Program Transportation Report                  | M. Gerard             |
| <b>17</b> | Motion from Trustee T. Martin re French Immersion Transportation           |                       |
| <b>18</b> | Trustee Vacancy Process Report   | J. Bryant/Chairperson |
| <b>21</b> | Proposed Strategic Plan Amendments to Policy G100 – Governance Foundations | Chairperson           |

**Staff and Board Reports**

Student Trustee/Student Senate Update R. Barnes/H. Jamal

**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](mailto:Jayne.Herring@wrdsb.on.ca)



## ACCESSIBILITY FOR ONTARIANS WITH DISABILITIES

Legal References:	<i>Accessibility for Ontarians with Disabilities Act, 2005 (AODA) Accessibility Standards for Customer Service, Ontario Regulation 429/07; Ontario Human Rights Code Integrated Accessibility Standards, Ontario Regulation 191/11</i>
Related References:	<i>Accessibility Planning Committee – Terms of Reference</i>
Effective Date:	<i>March 2013</i>
Revisions:	<i>June 2013, April 20, 2015</i>
Reviewed:	<i>January 18, 2016</i>

### 1. Preamble

It is the policy of the Waterloo Region District School Board to provide an environment that builds independence, dignity, inclusiveness, equity, and respect for all of our students, parents/guardians, staff, trustees, and the public. The Waterloo Region District School Board is committed to meeting the accessibility needs of persons with disabilities and to achieve, in a timely manner, the Accessibility Standards established pursuant to the Accessibility for Ontarians with Disabilities Act, which includes access to our sites and services, and the implementation, use and application of appropriate assistive technology and alternative forms of communications.



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## VIDEO SURVEILLANCE IN SCHOOLS

Legal References:	<i>Municipal Freedom of Information and Protection of Privacy Act Education Act, Section 300.0.1 and 301 (2) 5</i>
Related References:	<i>Board Policy 6000 – Safe Schools Administrative Procedure 1100 – Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) Administrative Procedure 3085 – Safe Welcome Program Administrative Procedure 3100 - Video Surveillance Cameras In Schools “Guidelines for Using Video Surveillance Cameras in Schools” (Ontario Information and Privacy Commissioner</i>
Effective Date:	<i>April 2004</i>
Revisions:	<i>May 2014</i>
Reviewed:	<i>February 22, 2016</i>

### 1. Preamble

- 1.1 It is the policy of the Waterloo Region District School Board that:
- 1.1.1 Overt video surveillance equipment shall be used in public areas of its schools and facilities when it is deemed necessary in order to:
- enhance the safety and well-being of students, staff and the community;
  - protect Board property and equipment against theft or vandalism;
  - aid in identifying intruders and of persons breaking the law.
  - support implementation of Ministry of Education’s Safe Welcome Program.
- 1.1.2 Covert video surveillance shall only be used in specific, limited circumstances as an investigative tool related to criminal or illegal activity.



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Effective Date:	<i>April 2004</i>
Revisions:	<i>May 2014, February 22, 2016, <b>March 2017</b></i>
Reviewed:	<i><b>April 10, 2017</b></i>

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## BUSINESS COMPLAINT POLICY

Legal References:	<i>Criminal Code of Canada: s. 425.1</i>
Related References:	<i>Administrative Procedure 4310 – Total Integrity Plan (The TIP Line); Administrative Procedure 4360 – Principles of Business Conduct for Board Employees.</i>
Effective Date:	<i>June 2010</i>
Revisions:	<i>April, 2011, September 2014; November 10, 2014</i>
Reviewed:	<i>February 22, 2016</i>

### 1. Preamble

- 1.1 The Waterloo Region District School Board (Board) is dedicated to the principles of strong corporate governance combined with the highest level of personal and corporate ethical standards in the conduct of doing business.
- 1.2 The Board is committed to the highest standards of openness, honesty and accountability. The Board aspires to conduct its business affairs with honesty and integrity. The Board places extreme value on the reputation of the Board.
- 1.3 All employees and other parties of the **Board** are encouraged to disclose any business wrongdoing that may adversely impact the Board, the Board's stakeholders, employees or the public at large. All individuals shall be provided the opportunity to remain anonymous when reporting concerns.
- 1.4 The policy is intended as a clear statement that if a business wrongdoing by any of its employees/contractors/suppliers/volunteers is identified and reported to the Board, it will be dealt with expeditiously and thoroughly investigated and remedied to the extent possible.

### 2. Roles and Responsibilities

- 2.1 The responsibility for the administration and enforcement of this policy rests with the Director of Education and the Superintendent, Business Services & Treasurer of the Board.
- 2.2 The Director of Education is authorized to develop the administrative procedures necessary to implement this policy.

### 3. General

- 3.1 The Provisions of this Policy are independent of, and supplemental to, the provisions of collective agreements between the Board and its Unions relative to grievance procedures, and to any other terms and conditions of employment.
- 3.2 There are existing procedures in place to enable employees to raise grievances about their own employment. Similarly, Administration Procedure 3740 - Complaint Procedure - Harassment is in place to handle allegations of harassment.

- 3.3 This policy is intended to cover business related concerns that employees and other parties may have. The concerns are intended to include, but are not limited to the following:
- 3.3.1 Theft, embezzlement or misappropriation of funds, goods and supplies, resources, other assets or time;
  - 3.3.2 Fraud;
  - 3.3.3 Misuse or abuse of authority in the context of purchasing supplies or services;
  - 3.3.4 The use of Board money, property, resources, or authority for personal gain or other non-Board related purposes except as provided under Board policy or procedure;
  - 3.3.5 Conflict of interest (when a personal interest influences the objective exercise of one's duties);
  - 3.3.6 Breach of confidentiality;
  - 3.3.7 Showing undue favour to a contractor or supplier of goods/services; or
  - 3.3.8 Breach of or failure to implement or comply with any Board business related policies or procedures.



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## EMPLOYMENT AND PLACEMENT OF RELATIVES

Legal References:	<i>Human Rights Code, R.S.O. 1990, c. H. 19 s.24.</i>
Related References:	<i>Administrative Procedure 4360 – Principles of Business Conduct for Board Employees.</i>
Effective Date:	December 13, 2010
Revisions:	February 22, 2016
Reviewed:	

### 1. Preamble

- 1.1 The Waterloo Region District School Board (“WRDSB” or “the Board”) is committed to a policy of employment and advancement based on qualifications and merit. Under some circumstances, the employment and placement of a “close relative” may create potential conflict with, or the appearance of conflict with this stated Board objective.

### 2. Definitions

- 2.1 Employee refers to all persons who are currently engaged in active employment with the Board regardless of employment status (e.g., full-time, part-time, regular, term, contract).
- 2.2 Close Relative, for the purposes of this policy, shall be defined as anyone of the following who is related by blood, marriage, or legal relationship to an employee: spouse; parent or child; grandparent or grandchild; brother or sister; uncle or aunt; nephew or niece; spouse of any of the aforementioned; or unmarried couples living together.

### 3. Policy

- 3.1 Employees of the WRDSB occupy positions of great trust and confidence. They are expected to discharge their duties and responsibilities professionally, efficiently, and impartially.
- 3.2 Employees shall support and advance the interests of the Board and avoid placing themselves in situations where their personal interests actually or potentially conflict with the interests of the Board or may affect their ability to exercise skill and good judgment on behalf of the Board in the performance of their duties.
- 3.3 In the interest of and appearance of productivity, equitable treatment of employees, and the protection of Board resources, no individual shall be employed in a school or other Board location under the supervision or direction of a close relative. Further, no close relative shall have influence and/or effect regarding an individual’s progress, performance, welfare, work environment or workload.
- 3.4 Employees of the Board are not to initiate nor participate in Board decisions involving a close relative, which includes, but is not limited to initial appointments, reappointments, promotions, evaluations, salary changes or granting leaves of absences.

- 3.5 In the event that an employee of the Board enters into such restricted employment relationship, one of the employees should seek a transfer, or request a change to the reporting relationship structure. These changes will be supported by the appropriate Superintendent, Principal, Manager/Supervisor, and approved by the Superintendent, Human Resource Services.
- 3.6 Where an employee of the Board is in a restricted employment relationship and fails to seek a transfer, or is unsuccessful in facilitating a transfer or change in the reporting relationship structure, the Superintendent of Human Resource Services, or designate may implement an administrative transfer.
- 3.7 This policy does not preclude the hiring or employment of staff who are members of another employee's immediate or extended family.

#### **4. Appeal Process**

- 4.1 In limited circumstances, such as specialized educational background and experience, the employment of two close family members in a single work location may be desirable, despite one being under the supervision or direction of the other. In such limited circumstances the employee, or both employees, may seek an exemption from the Superintendent, Human Resource Services.



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# Report to Committee of the Whole

April 10, 2017

## **Subject: French Immersion and Magnet Program Transportation**

### **Recommendation**

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

### **Status**

On March 6, 2017, the Waterloo Region District School Board (WRDSB) approved the following motion:

**That the Waterloo Region District School Board direct staff to provide a report with additional background and financial implications of providing transportation for French Immersion students at Sheppard Public School and Brigadoon, Doon and J.W. Gerth Public Schools; and**

**That this report also contain the total cost of transportation for all French Immersion students; and**

**That the report be provided for consideration at the Committee of the Whole Meeting of April 10, 2017.**

Staff have assessed the current transportation network, current student enrolment in specialty programs, and the location of specialty programs to provide trustees the following cost estimates to provide transportation in 2017-18 school year.

French Immersion – Sheppard Public School,  
Brigadoon Public School, Doon Public School, and J.W. Gerth Public School

For students living within the Groh Public School boundary, but whom attend the French Immersion program at Brigadoon Public School, Doon Public School, or J.W. Gerth Public School, the cost to transport these students in 2017-18 is estimated to be \$63,000. In addition, for students living within the Chicopee Hills Public School boundary, but who attend the French Immersion program at Sheppard Public School, the cost to transport these students in 2017-18 is estimated to be \$21,000.

### French Immersion Program

Across the entire WRDSB, there are a total of 7,900 students enrolled in the French Immersion program; of these, 6,919 are enrolled at the elementary level and 981 are enrolled at the secondary level. In terms of the elementary students enrolled in the program, approximately 1,756 attend from out-of-boundary; the estimated cost to provide transportation to these students, on an annual basis, is \$1,428,000. At the secondary level, approximately 97 students attend from out of boundary, and the annual cost to transport these students (mostly through Grand River Transit passes) is estimated to be \$125,000.

### System Designated Specialized (Magnet) Programs

In addition to French Immersion, there are many students that attend schools outside their home boundary in order access specific programs. At the secondary level, these are referred to as System Designated Specialized (Magnet) programs. The estimated cost to transport out-of-boundary students to specialized programs, at both the elementary and secondary level, is \$3,234,000 annually.

### **Background**

At the January 20, 2015, Committee of the Whole meeting, the Board of Trustees passed the following motion:

**That the Waterloo Region District School Board approve Scenario 16 as outlined in Appendix A of this report titled “Recommendation Resulting from the Doon South Boundary Study”, dated January 20, 2014, to be implemented when the new South Kitchener (Groh Drive) school opens.**

In November 2016, staff communicated to the Board of Trustees the outcome of their assessment regarding French Immersion at Groh Public School; in short, it was determined that Groh Public School would, if the minimum threshold of registrants was met, offer a Grade 1 French Immersion class for the 2017/18 school year. Groh Public School would not offer any French Immersion classes beyond Gr.1 for the 2017/18 school year.

This decision meant that students in Grades 1-5, who are currently in the French Immersion Program and live within the boundary of Groh Public School, would be classified as out-of-boundary students to any other school beginning in the 2017-18 school year.

At the May 9, 2011, Committee of the Whole meeting, the Board of Trustees approved the recommended scenario resulting from the Grand River South/ Sunnyside Accommodation Review Committee (ARC). This report approved the construction of Chicopee Hills Public School, and the redistribution of students from Sheppard, Howard Robertson, Franklin and Lackner Woods Public Schools. This report also addressed the issue of transportation, as it applies to students in the French Immersion Program; the report stated that, “any students enrolled in the French Immersion program may choose to remain at Sheppard Public School for that program; however, these students would no longer be eligible for transportation to Sheppard Public School” (Page 17- [Grand River South/ Sunnyside ARC](#)).

Under the existing Board Policy 4009 – Student Transportation and the supporting Administrative Procedure 4260 – Student Transportation, out-of-boundary students do not qualify for transportation.

## Financial implications

Although there are no financial implications as a result of the motion stated above any subsequent motion to grandfather transportation will have cost implications beyond the 2017/18 school year that are not easily quantified at the time of the preparation of this report.

The following two tables summarize the cost associated with providing transportation to out of boundary students. Table 1 provides the annual cost implications of providing transportation to out of boundary French Immersion students attending Sheppard Public School, Brigadoon Public School, J.W. Gerth Public School, and Doon Public School. Table 2 summarizes the cost implications of providing transportation to out of boundary French Immersion students and Out of Boundary Specialized Program students.

**Table 1 – Transportation Cost Implications – Select Out of Boundary French Immersion Students**

School	Out of Boundary French Immersion Students	Estimated Annual Cost
Sheppard Public School	54	\$21,000
Brigadoon Public School	19	<u>\$63,000</u>
J.W. Gerth Public School	48	
Doon Public School	16	
<b>Total</b>		<u>\$84,000</u>

**Table 2 – Transportation Cost Implications Out of Boundary French Immersion and Specialized Programs Students**

Program	Out of Boundary Students	Estimated Annual Cost	Estimated Total Cost
French Immersion (Elementary)	1756	\$1,428,000	
French Immersion (Secondary)	97	<u>\$125,000</u>	\$1,553,000
Specialized Programs (Elementary)	829	\$2,058,000	
Specialized Programs (Secondary)	2063	<u>\$1,176,000</u>	<u>\$3,234,000</u>
<b>Total</b>			<u>\$4,787,000</u>



The Board of Trustees will begin 2017/18 school year budget discussions on June 5, 2017 with the goal of ratifying a motion to accept a balanced budget on June 26, 2017. On June 27, 2016, the Board of Trustees ratified its approval of a balanced budget for the 2016/17 school year. The balanced budget included transportation expenditures of \$16,370,844 and provincial grants for transportation of \$15,939,553. As such the balanced budget that the Board of Trustees approved for 2016/17 already reflects a transportation deficit of (\$431,291).

Although the 2017/18 Grant for Student Needs has not been released at the time of preparation of this report, staff believes transportation cost pressures will continue into the 2017/18 school year and that any further provision of transportation through grandfathering provisions will further increase the transportation deficit.

### **Communications**

The above information is provided to support the decision making process of the Board of Trustees.

Prepared by: Matthew Gerard, Coordinating Superintendent, Business Services & Treasurer of the Board  
Nick Landry, Manager of Business Services  
Benoit Bourgault, General Manager, Student Transportation Services of Waterloo Region  
In consultation with Coordinating Council



# Report to Committee of the Whole

April 10, 2017

## **Subject: Motion: French Immersion Transportation**

### **Recommendation**

*That the Waterloo Region District School Board continue to provide transportation to those French Immersion students who have become otherwise ineligible for transportation due to the opening of Groh and Chicopee Hills Public Schools.*

### **Status**

This report contains a Notice of Motion served by Trustee T. Martin at the March 20, 2017, Committee of the Whole Meeting and supported by Trustees N. Waddell and C. Watson.

### **Background**

Trustee T. Martin served a Notice of Motion regarding French Immersion transportation at the March 20, 2017, Committee of the Whole Meeting. At the Agenda Development Committee Meeting of April 3, 2017, it was determined that the report would be scheduled for consideration on April 10, 2017.

### **Financial implications**

This motion has significant financial impact to the Board. A report outlining the financial considerations entitled 'French Immersion and Magnet Program Transportation' is also scheduled for consideration on April 10, 2017.

### **Communications**

If the motion to provide French Immersion Transportation was approved by trustees, a communication plan would be required.

Prepared by: Jayne Herring, Manager of Corporate Services on behalf of Trustee Ted Martin and in consultation with Coordinating Council



# Report to Committee of the Whole

April 10, 2017

## Subject: Trustee Vacancy - Options

### Recommendation

***That the Waterloo Region District School Board of Trustees vote to determine the process that will be used to fill the vacancy for the position of Trustee – Cambridge/North Dumfries at the April 10, 2017, Committee of the Whole Meeting.***

### Status

The purpose of this report is to inform trustees of the options available to fill the trustee vacancy in Cambridge/North Dumfries created by the resignation of Trustee A. Mitchell and approved by the Board of Trustees on March 27, 2017.

### Background

According to the *Education Act* trustees have the following options for filling a vacancy:

- 221.(1)** Subject to section 224, if the office of a member of a board becomes vacant before the end of the member's term,
- (a) the remaining elected members shall appoint a qualified person to fill the vacancy within 90 days after the office becomes vacant, if a majority of the elected members remain in office; or,
  - (b) a by-election shall be held to fill the vacancy, in the same manner as an election of the board, if a majority of the elected members do not remain in office. 1997, c.31, s.112; 2009, c.25, s.26.

#### Optional election

- (2) Despite clause (1) (a), if members of the board are elected under the *Municipal Elections Act, 1996*, the remaining elected members may by resolution require that an election be held in accordance with that Act to fill the vacancy if the vacancy occurs,
  - (a) in a year in which no regular election is held under that Act;
  - (b) before April 1 in the year of a regular election; or
  - (c) after the new board is organized in the year of a regular election. 2002, c. 18, Sched. G, s. 10.

The trustee who is appointed or elected to fill a vacancy will hold office for the remainder of the term of the member who vacated the office. 1997, c. 31, 2. 112

According to Board Bylaws trustees also have the following additional option for filling a vacancy:

- 2.6.2(a) the remaining elected members shall appoint a qualified person to fill the vacancy within **60\*** days after the office becomes vacant, if a majority of the elected members remain in office, and priority will be given to candidates who ran for the position of trustee in the current election; or

\*Note the Education Act specifies 90 days and as such would supersede the 60 days outlined in Board Bylaws.

### **Summary of Options:**

Option A: The appointment of a trustee to fill the vacancy through a process which would involve posting the vacancy and interested and qualified members of the community would be invited to apply. Trustees could then determine a method of selecting the successful candidate. Recent vacancies in other boards have been filled via a public presentation process whereby candidates were given 5-10 minutes in a public meeting to make presentations to the Board of Trustees. Trustees were then permitted to ask questions of each candidate. The successful candidate was selected by secret ballot. The candidate receiving the majority of votes was notified and the information shared publicly.

If trustees choose this option, further discussion would be required to confirm a detailed selection process.

Option B: As outlined on page 1 of this report, Section 2.6.2 of the Board Bylaws state that "priority will be given to candidates who ran for the position of trustee in the current election"

If trustees choose this option, further discussion would be required as to what 'priority' would entail.

Option C: A by-election at the Board's expense could be arranged in collaboration with the Regional City Clerk. As a majority of members of the Board still remain in office, a by-election is not mandatory. The cost of a by-election in 2012 was estimated to be in the range of \$60,000 to \$100,000.

### **Financial implications**

If the Board chooses Option A to place an advertisement for the trustee vacancy in newspapers and social media, there will be a fee for the advertisement.

If trustees choose Option B there are no costs associated with this option.

If trustees choose Option C, the cost of a by-election is estimated to be between \$60,000 to \$100,000.

**Communications**

If the Board chooses to advertise for applications for the position of trustee, a Media Release would be issued inviting qualified candidates to apply for the position of trustee with the Waterloo Region District School Board. Advertising could also take place using Social Media. Once the successful candidate is confirmed, a Media Release will be issued.

Prepared by: John Bryant, Director of Education  
Jayne Herring, Manager of Corporate Services  
in consultation with Coordinating Council



## 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.