

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, June 18, 2018, 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

- | | | |
|-----------|--|------------|
| 01 | Review of Board Policy 6011 – Fees for Learning Materials & Activities | M. Gerard |
| 04 | Review of Board Policy 3001- Travel, Meals, Hospitality – Trustees | M. Gerard |
| 08 | Review of Board Policy 5010 - Employment and Placement of Relatives | M. Weinert |

Reports

- | | | |
|-----------|---|---------------------|
| 12 | Secondary Average Class Size | M. Weinert |
| 14 | Annual Community Planning and Facility Partnerships | M. Gerard/I. Gaudet |
| 19 | Compliance Audit Committee for the Municipal Election | M. Gerard |
| 21 | 2018-2019 Budget | M. Gerard |
| 22 | Ad Hoc Code of Conduct Committee Update Report | Trustees |
| | Discussion: Police Protocols and Board Communication | P. Rubenschuh |
| | Discussion: Role of Agenda Development | Chairperson |

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
Stephanie Reidel, Manager of Corporate Services
519-570-0003, ext. 4336, or Stephanie.Reidel@wrdsb.ca



FEES FOR LEARNING MATERIALS AND ACTIVITIES

Legal References:	<i>Education Act</i>
Related References:	<i>Ministry of Education "Fees for Learning Materials and Activities Guideline", March 2011</i> <i>Administrative Procedure 4900 – Fees for Learning Materials and Activities</i>
Effective Date:	<i>April 26, 2004</i>
Revisions:	<i>March 31, 2014, May 11, 2015, June 18, 2018</i>
Reviewed:	<i>March 7, 2016, June 19, 2017, November 13, 2017</i>

1. Preamble

- 1.1 It is the policy of the Waterloo Region District School Board to acknowledge that:
 - 1.1.1 Students are entitled to an education that ensures they achieve their full potential through the equitable and appropriate allocation of funds provided by the Ministry of Education;
 - 1.1.2 Enhanced educational opportunities for all students are made available through shared responsibilities with parents and guardians and other community resources.

2. Guidelines

- 2.1 Materials and activities essential for a course or program are to be provided through school operating budgets at no cost to the student.
- 2.2 Successful completion of a required course or credit is not dependent on the payment of any course fee by a student.
- 2.3 Each school defines/determines the basic materials and activities required for courses.
- 2.4 A fee may only be charged for:
 - 2.4.1 Supplies, services or activities that are considered enhancements to a program or course
 - 2.4.2 Specialized Programming
- 2.5 Specialized Programming refers to voluntary courses or activities that students normally choose to attend through an application process, with the knowledge that these programs are beyond the core curriculum and considered appropriate by the Ministry of Education for the charging of fees. **A listing of Specialized Programming can be found at <https://www.wrdsb.ca/learning/programs/secondary-school-information/magnet-programs/>.**
- 2.6 Any charges for supplies, services or activities must reflect the actual costs of the enhancements and are to be reviewed with the school council before implementation annually. The process used is to be open and transparent and requires accountability to the school community.
 - 2.6.1 **The fees for learning materials charged at schools will be reviewed periodically to ensure compliance with this policy.**

- 2.7 All schools will develop a process to identify and support students requiring financial assistance and staff will ensure that any issue is dealt with in an appropriate, sensitive and confidential manner.

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FEES FOR LEARNING MATERIALS AND ACTIVITIES

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Related References:	<i>Ministry of Education "Fees for Learning Materials and Activities Guideline", March 2011 AP4900 Fees for Learning Materials and Activities</i>
Effective Date:	<i>April 26, 2004</i>
Revisions:	<i>March 31, 2014</i>
Reviewed:	<i>May 11, 2015</i>

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- 2.5 Specialized Programming refers to voluntary courses or activities that students normally choose to attend through an application process, with the knowledge that these programs are beyond the core curriculum and considered appropriate by the Ministry of Education for the charging of fees. This applies to the International Baccalaureate Program.
- 2.6 Any charges for supplies, services or activities must reflect the actual costs of the enhancements and are to be reviewed with the school council before implementation annually. The process used is to be open and transparent and requires accountability to the school community.
- 2.7 All schools will develop a process to identify and support students requiring financial assistance and staff will ensure that any issue is dealt with in an appropriate, sensitive and confidential manner.



TRAVEL, MEALS AND HOSPITALITY EXPENDITURES – TRUSTEES

Legal References:	<i>Education Act, Section 171(1)17: Powers of Boards - Membership Fees and Travelling Expenses</i> <i>Education Act, Section 191(2): Travel Expenses</i> <i>Broader Public Sector Expenses Directive (Effective April 1, 2011)</i> <i>Ministry Memo 2006:B15 – School Board Expenditure Guidelines</i> <i>Ministry Memo 2009:B8 – Trustee Expense Guideline</i>
Related References:	<i>Administrative Procedure 4380 – Travel, Meals and Hospitality Expenses</i> <i>FS-17-AS5 – Request for Reimbursement of Expenses</i>
Effective Date:	<i>March 2007</i>
Revisions:	<i>January 2015, June 18, 2018</i>
Reviewed:	<i>March 20, 2017</i>

1. Preamble

- 1.1 The policy that follows outlines the role and responsibilities of members of the Waterloo Region District School Board (Board) where a trustee is to be reimbursed for purchases they have made on behalf of the Board for travel, meals, hospitality, out-of-pocket expenses or professional development.
- 1.2 The Education Act deems one-third of the annual honorarium paid to trustees to cover a trustee's out-of-pocket expenses. In addition, the Act also provides for a Board to reimburse trustees for expenses.

2. Travel, Meals and Hospitality Expenditures

- 2.1 It is the policy of the Board to pay or reimburse trustees for out-of-pocket expenses incurred while on board business as outlined in the Administrative Procedure 4380 – Travel, Meals and Hospitality Expenditures.
- 2.2 The Board will reimburse trustees for travel, meals, accommodation expenses, other business expenses, hospitality expenditures and professional development fees incurred in carrying out their responsibilities while representing the interest of students, the community or the Board. Expenses related to political activities or events are not reimbursed.
- 2.3 All expenses to be reimbursed must be reasonable and relevant to the business activity of the Board. The expenditures must be reasonable and transparent, with appropriate accountability and relate to the goals and objectives of the Board's Strategic Plan. Requests for employee time or other board resources, which are for trustee personal use, are not permitted.
- 2.4 For an expense to be paid or reimbursed it must have the appropriate authorizations and approvals as set out in Administrative Procedure 4380 – **Travel, Meals and Hospitality Expenditures**.
- 2.5 The Board assumes no obligation to reimburse expenses that do not comply with this policy.

- 2.6 A detailed breakdown of trustee expenses and any required explanation must be posted quarterly on the Board website.
- 2.7 It is the policy of the Board to include the total amount reimbursed to trustees in a public report published annually in November for the previous budget year.

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Related References:	<i>Administrative Procedure 4380 – Travel, Meals and Hospitality Expenses</i> <i>FS-07-AS5 - Request for Reimbursement of Expenses</i>
Effective Date:	<i>March 2007</i>
Revisions:	<i>January 2015</i>
Reviewed:	<i>February 8, 2016, March 20, 2017</i>

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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, April 10, 2017
Reviewed:	June 18, 2018

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 Coordinating 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 Coordinating 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 Coordinating Superintendent, Human Resource Services.

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Report to Committee of the Whole

June 18, 2018

Subject: Secondary Average Class Size

Recommendation

That the Waterloo Region District School Board approve a secondary school average class size of 22.00, effective September 1, 2018.

Status

This report provides information on the secondary average class size for the year 2017-2018 and seeks approval from the board to set the secondary average class size for 2018-2019, as required under the *Education Act*, 170.1 (3) (4).

For the school year 2017-2018, the average class size of our secondary schools is 20.48, as determined under Section 3 of Regulation 399/00.

Background

Ontario Regulation 399/00, entitled "Class Size", is part of Ontario's commitment to limit the Board-wide maximum aggregate average class size to 22 in secondary schools. Furthermore, the Regulation provides consistent, province-wide method to be used by school boards in determining the aggregate average class size for secondary schools.

Each Board must determine the average size of all classes as of October 31st and March 31st for each of its secondary schools. The Director of each Board is required to prepare and file the required report on average class size to the Minister of Education. In addition, as per the requirements of the Regulation, the information contained in this report must be available at the head office of the Board and distributed to the office of each school of the Board and to the Chair of the school council for each school of the Board.

Financial implications

A secondary school average class size of 20.48 is compliant with all financial grant parameters.

Communications

This report will be filed with the Ministry of Education as required through the appropriate electronic reporting procedures.

Prepared by: Michael Weinert, Coordinating Superintendent, Human Resource Services, in consultation with Coordinating Council.



Ontario School Information System

BRDSUM-0032SS.00 Secondary School Average Class Size - Summary

Region: LD

Board Number and Name: B66176 - Waterloo Region DSB

Academic Year: 2017-2018

Submission Period Type March Secondary School

In Accordance with the requirements of Regulations 276/01 and 399/00, and the amending regulations 275/01 and 403/05, the following report is provided to the Minister.

Total pupil credits for all secondary schools

137,209.76

Total number of classroom credits for all secondary schools

6,700.97

Average size of the board's secondary school classes, in the aggregate

20.48

This report represents data in OnSIS. All OnSIS data is signed off by the Director or Director's designate through the signed security form.

SSACS Board Contact Name: Michael Weinert

Telephone Number: 519-570-0003 Ext: 4228

Email Address: Michael_Weinert@wrdsb.ca



Report to Committee of the Whole

June 18, 2018

Subject: Community Planning and Facility Partnership Opportunities, Report and Annual Meeting

Recommendation

This report is for the information of the Board.

Status

To satisfy the requirements of [Board Policy 1011 – Community Planning and Facility Partnerships](#) the report presents the annual identification of

- school buildings and sites suitable and available for community partnership
- future capital projects with potential co-building partnership opportunities (See Section 3.1 of the policy).

In past years, the Capital Priorities submission provided a basis for the partnership opportunities list. Last year, the Board approved a list of eight (8) priority construction projects of which only the proposed new Tartan Ave Elementary school was granted funding approval (May 15, 2017). The remaining seven priority projects remain unfunded at this time.

This year, there has not yet been a call for Capital Priorities submissions and the Board has not approved a priority list. Instead, the Long-Term Accommodation Plan (LTAP) forms the basis of our partnership opportunities list.

For the purposes of this annual public meeting, proposed new schools are the prime candidates for partnership opportunities given the unknown status and lack of prioritization of the major additions.

No existing schools currently qualify for partnerships based on the criteria listed within Section 8.1 of [Administrative Procedure 4990 – Community Planning and Facility Partnerships](#). However, the LTAP does identify a number of Review Areas where the criteria may be met over time.

Appendix A is an excerpt from the LTAP. It provides a detailed list of the Board's short and medium-term needs for additional capacity (new schools and major additions) as well as anticipated underutilization, representing surplus space in existing schools for partnership opportunities. As shown, only two elementary schools are currently funded; Southeast Cambridge (Greengate) and Huron South (Tartan Ave) (Kitchener). The projects submitted but not approved for capital funding in 2017 are marked with an asterisk. The other projects have yet to be prioritized and submitted for Ministry funding approval.

As detailed in the procedure, a Board resolution is required to confirm the suitability of any school for a partnership opportunity. At such time as the Board declares a school to

have sufficient space for partnership opportunities, it would be communicated to the list of potential partners. Further, the Board's purchasing procedures require that the surplus space be circulated to potential partners through the use of a Request for Proposals (RFP).

While the annual meeting is a policy requirement, eligible community partners are invited to contact staff anytime to start the conversation about partnerships. Where available space has been identified for partnership or co-building opportunities, the Community Partner Selection Criteria (Section 3 of [Administrative Procedure 4990 – Community Planning and Facility Partnerships](#)) will be used to evaluate the suitability of partners and their proposals as they relate to specific sites.

Background

Memo 2018:B02 dated February 9, 2018 indicated that changes to the [Community Planning and Partnerships Guideline](#) (CPPG) are forthcoming from the Ministry of Education. The memo indicated that additional funding may be provided to support the retrofitting of excess school space for use by community partners among other mechanisms to support the Community Hubs Initiative. This work is being undertaken by the Minister's Reference Group on Community and Education Planning Partnerships. Boards are expected to continue to operate under their existing policies and to continue to hold an annual partnership meeting.

[Board Policy 1011 – Community Planning and Facility Partnerships](#) came into effect July 1, 2016. The policy provides direction regarding opportunities to share facilities with community partners when building new schools or undertaking significant renovations, and when considering the use of unoccupied space. The policy will be reviewed for consistency with the new guidelines when they are released.

It should be noted that many relationships with municipal and other partner organizations continue to exist in schools where surplus capacity may never have been identified. These agreements tend to include licences for longer term uses and rentals under the Board's Community Use of Schools program and may include daytime and after school uses.

Financial implications

No financial implications.

Communications

A notice of intention to hold this public meeting was posted on the Board's website and emailed to stakeholders. Additional information regarding the Board's facility partnership opportunities has also been posted on the Partnerships section of the Board's website and is also detailed within the LTAP. Partnership opportunities will be updated at least annually for space in existing schools and as needed for co-building opportunities.

In addition, eligible partners on the notification list identified in [Administrative Procedure 4990 – Community Planning and Facility Partnerships](#) have been notified of the potential partnership opportunities outlined in this report and of this public meeting.

Community partners are invited to provide notification to the Board of proposals or plans to build their own new facilities.

Prepared by: Matthew Gerard, Coordinating Superintendent, Business Services & Treasurer of the Board
Lauren Agar, Manager of Planning
Stephen Case, Manager of Purchasing
Ron Dallan, Manager of Capital Projects
Ian Gaudet, Controller, Facility Services
Sarah Galliher, Senior Planner
in consultation with Coordinating Council

**POTENTIAL PARTNERSHIP OPPORTUNITIES IN THE LONG-TERM ACCOMMODATION PLAN
(ALL UNFUNDED UNLESS OTHERWISE NOTED)**

APPENDIX A

SHORT-TERM ACTIONS	REVIEW AREA	SCHOOL / PROJECT
New schools	Review Area Eo2*	Proposed North Cambridge (Hunt Club/River Mill Estates)
	Review Area Eo6	Proposed Southeast Cambridge (Greengate) (Funding approved)
	Review Area Eo7	Proposed Huron South (Tartan) (Funding approved)
	Review Area Eo8*	Proposed Doon South II (Ormston)
	Review Area E2o*	Proposed Breslau-Hopewell Creek (Thomasfield)
	Review Area So2*	Proposed Southwest Kitchener Secondary
Major Additions	Review Area Eo3*	Parkway Public School
	Review Area E1o	Country Hills Public School
	Review Area E16	Lackner Woods Public School
	Review Area E19*	John Mahood Public School
	Review Area E22	Laurelwood Public School
	Review Area E23	Keatsway, Centennial Public Schools
	Review Area So4*	Waterloo-Oxford District Secondary School
Partnerships (Existing School Opportunities)	Review Area Eo9	Howard Robertson, Rockway, Sheppard and Sunnyside Public Schools may present sufficient space in time, pending enrolments
	Review Area E14B	Courtland, J.F. Carmichael, King Edward and Queen Elizabeth Public Schools may present sufficient space in time, pending enrolments
	Review Area E17	New Dundee Public School may present sufficient space in time, pending enrolments
	Review Area E24	Cedarbrae and Northlake Woods Public Schools may present sufficient space in time, pending enrolments

*Project was submitted for funding approval through 2017 Capital Priorities but not approved. Prioritization for future funding opportunities is to-be-determined.

**POTENTIAL PARTNERSHIP OPPORTUNITIES IN THE LONG-TERM ACCOMMODATION PLAN
(ALL UNFUNDED)**

APPENDIX A (continued)

MEDIUM TO LONG-TERM ACTIONS	REVIEW AREA	SCHOOL/PROJECT
New schools	Review Area Eo1	Proposed Cambridge West (Bismark) Elementary School
	Review Area Eo6	Proposed Southeast Cambridge (Joint Use) Elementary School
	Review Area Eo7 x 2	Proposed Rosenberg I and Rosenberg II Elementary Schools
	Review Area Eo9	Sunnyside Public School, potential rebuild project
	Review Areas E11 and E12	Proposed Trussler North Elementary School or alternative accommodation solution
	Review Area E22	Proposed Beaver Creek Meadows Elementary School
	Review Area So5	Waterloo Collegiate Institute rebuild prjoect through WCI/Northdale Feasibility Study Project
Major Additions	Review Area Eo4	Clemens Mill Public School
	Review Area E13	Empire Public School
	Review Area E19	Riverside Public School
	Review Area So4	Elmira District Secondary School
Partnerships (Existing School Opportunities)	Review Area E14A	Margaret Avenue and Preuter Public Schools may present sufficient space in time, pending enrolments

Note: Proposed schools are identified with a temporary community name, and would be subject to being formally named through Policy 4020: Naming and Renaming of Board Facilities



Report to Committee of the Whole

June 18, 2018

Subject: Compliance Audit Committee

Recommendation

That the Waterloo Region District School Board appoints the following two members to the Compliance Audit Committee, held jointly with the Waterloo Catholic District School Board, for a four-year term effective December 1, 2018:

- 1) Philip Silveira
- 2) Jessica Perkovic

Status

As required by the Municipal Elections Act, 1996, every district school board must appoint a Compliance Audit Committee by October 1, 2018, to hear and decide on applications for compliance audits regarding a trustee candidate's campaign expenses.

Background

The Committee must be composed of three to seven people who cannot be members of the school board, Board employees, registered third parties or candidates in the school board election.

On March 26, 2018 the Board approved pursuing a joint Compliance Audit Committee with the Waterloo Catholic District School Board for the 2018 Municipal Election. This committee would be comprised of the external Audit Committee Members from each board. Each Board is responsible for approving two of the four members of the jointly held Compliance Audit Committee.

The responsibilities of the Compliance Audit Committee and the compliance audit process are set out in [Section 88.33 to 88.37 of the Municipal Elections Act](#). Members of the Committee will serve a four-year term, beginning on December 1, 2018, and will only meet if a compliance audit is required.

Financial implications

No financial implications at this time, however, the board shall pay all costs in relation to the committee's operation and activities in the event an elector files an application for a compliance audit as stated in the Municipal Elections Act.

Communications

Those candidates approved by the Board will be contacted and provided with information required in the event of an application for a compliance audit regarding a trustee candidate's campaign expenses.

Prepared by: Stephanie Reidel, Manager of Corporate Services
 in consultation with Coordinating Council



Report to Committee of the Whole

June 18, 2018

Subject: 2018-19 Budget Recommendations

Recommendation

That the Waterloo Region District School Board (Board) approve the budget as presented in this report—with revenues of \$774,593,663 and expenses of \$768,132,193 with the difference of \$6,461,470 attributed as follows:

Excess of Revenue over Expenditures \$6,461,470

LESS:

As required by Ministry of Education (Ministry) budget compliance regulations, this budget includes the following appropriations of accumulated surplus:

Increase/ (Decrease) in Unavailable for Compliance - Accumulated Surplus

- *PSAB Adjustment for Interest Accrual* (37,846)
 - *Revenues recognized for Land* 9,651,943
- \$9,614,097*

SUB-TOTAL – (Deficit) for Compliance before additional appropriations \$3,152,627

LESS:

Increase/ (Decrease) in Internally Appropriated - Accumulated Surplus

- *In-Year Committed Capital Projects*
 - *Amortization of committed capital projects* (563,862)
 - *Education Centre Maintenance* 710,000
 - *Capital Projects– funded from prior years surplus* 4,120,000
 - *New Initiatives (per Appendix E)* (7,497,100)
 - *To be offset in future years by Sinking Fund Interest earned* 78,335
- (\$3,152,627)*

Difference \$0

Note: The complete [2018-19 Budget Recommendations](#) report as presented on June 13, 2018 can be found on the website.



Report to Committee of the Whole

June 18, 2018

Subject: Ad-Hoc Committee - Trustee Code of Conduct & Use of a Third Party - Update Report

Recommendation

That the Waterloo Region District School Board of Trustees approve extending the reporting deadline to September 17, 2018 Committee of the Whole meeting for the Ad Hoc Trustee Code of Conduct & Use of a Third Party Committee.

Status

The Ad-Hoc Committee commenced work in May 2018. The Committee worked to define requirements from a third party consultant and began to make recommended edits to the policy to accommodate the use of a third party consultant for Code of Conduct investigations. The committee has also reached out to Procurement Services to determine possible procedures for obtaining a consultant.

The committee requires further time to review the information received from Procurement Services and determine its recommendations. Additionally, the committee reached out to OPSBA regarding the status of the review of code of conduct policies being undertaken by the Ministry of Education. At this point, the results of that review are pending.

Background

At the Committee of the Whole Meeting of November 20, 2017, Trustees approved a motion by the previous Ad Hoc Code of Conduct Policy Review Committee recommending the Waterloo Region District School Board strike an Ad Hoc Committee to investigate the option of moving to a third party in conducting investigations related to the Board Policy G201 – Trustee Code of Conduct.

An Ad-Hoc Committee was struck and the current membership includes:

- Trustee K. Woodcock (Co-Chairperson)
- Trustee M. Ramsay (Co-Chairperson)
- Trustee S. McMillan
- Trustee C. Watson
- Michael Weinert, Coordinating Superintendent of Human Resources
- Stephanie Reidel, Manager of Corporate Services

Financial implications

No financial implications at this time.

Communications

Once approved by the board, the Ad Hoc Committee will report back with findings and recommendations in September 2018.

Prepared by: Stephanie Reidel, Manager of Corporate Services
on behalf of Trustee K. Woodcock, Trustee M. Ramsay and the Ad-
Hoc Trustee Code of Conduct Review Committee in consultation with
Coordinating Council.