

JANUARY 23, 2023

**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, 51 Ardelet Avenue, Kitchener, Ontario, on **Monday, January 23, 2023, at 7:00 p.m.**

AGENDA

Call to Order

O Canada

Approval of Agenda

Declarations of Pecuniary Interest

Celebrating Board Activities/Announcements

Delegations

Sierra Pham - Virtual Learning

Staff Follow Up

01 Chicopee Hills Public School Traffic Update

G. Shantz / L. Agar

Policy and Governance

Reports

08 Major Capital Projects Quarterly Update

G. Shantz / J. Veit

11 Interim Financial Report and Forecast at November 30th

G. Shantz / N. Landry

27 External Member Appointment on Board Audit Committee

N. Landry

Board Reports

29 Motion: Staff Well-Being Report

Chairperson

31 Discussion: Retirement Celebration

Chairperson

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



Report to Committee of the Whole

January 23, 2023

Subject: Chicopee Hills Public School Road Safety

Recommendation

For information only.

Status

The following actions have been taken recently by the Waterloo Region District School Board (WRDSB) and Student Transportation Services of Waterloo Region (STSWR) to address road safety concerns at Chicopee Hills Public School:

- Education for students, Grades 3 and above, about the proper use of bike lanes (including travelling in the same direction as traffic only, or dismounting and walking on the sidewalk);
- Education for students and families about the particular safety considerations for those who walk, bike or scooter home and cross the pinch point - inclusion of safety section in Student and Family Handbook shared at the beginning of the 2022-2023 school year;
- Reinstatement of a School Travel Planning committee as a subcommittee of the School Council in fall, 2022;
- Providing a School Travel Planning Facilitator to lead the School Travel Planning Committee, who also provides custom training such as in-class education for the proper use of bike lanes
- Sidewalk Smarts pedestrian skills training with a focus on the bridge area for the curbside instruction in early 2022 (Grades 3-4);
- Continuing to support and train Trailblazer safety patrollers (student walking experts in Grades 5-8 who wear traffic vests and walk preferred routes to school);
- Continuing to offer Sidewalk Smarts training for future classes, using the Fairway Road bridge as one focus area during the curbside training;
- Hosting a series of meetings and site visits to collaborate with municipal and regional staff on a combination of interventions to address the various aspects of road safety concerns; and
- Following up with stakeholders to keep residents apprised of actions taken toward a sustainable solution.

Fairway Road North is a regional road. Staff at the Region of Waterloo (the Region) are considering changes to the pedestrian and cycling infrastructure along Fairway Road North. There is currently no capital project approved or funded. The Region reconstructed Fairway Road, including pedestrian infrastructure, in 2018. The three specific short-term measures the Region is considering, alongside the City of Kitchener (the City), are:

- Installation of boulevard signage warning pedestrians of the risk of walking/cycling on the road in the wrong direction (Region);
- Implementation of an adult liaison on the bridge to help with pedestrian congestion on the bridge and to advise children to stay off the road (City); and
- Re-stripping the westbound driving lanes on Fairway Road between Pebble Creek Drive and Lackner Boulevard to move the driving lanes further away from the north boulevard (Region).

The first two could be done in February. Re-stripping cannot occur until temperatures are favourable, leading to a May implementation.

Background

During the question period at the Board meeting on November 28, 2022, trustees requested additional information from staff regarding the ongoing traffic safety concerns at Chicopee Hills Public School.

The WRDSB signed an agreement of purchase and sale for the land for Chicopee Hills Public School in February 2011, and the school opened in September 2017. Although not ideally situated at the intersection of two regional roads, the school is relatively central to its JK-8 catchment, putting 89% of its students within walking distance. A second elementary school site southeast of Lackner Woods Public School was identified through the development approval process but subsequently rejected the site due to its proximity to the Fairway Road extension ramp structure and the potential safety hazard from the main east-west runway of the Regional Airport.

The Grand River South Community Plan, amended in 2015, showed a “primary walk link” between the school site and Country Clair Street (see Appendix A). The City of Kitchener eventually moved away from building the pedestrian connection due to costs and environmental concerns.

In 2011, the surrounding area was still under development, and the roadside pedestrian and cycling infrastructure to the east of the school did not exist. The community is fragmented by arterial roads (Fairway Road North and Lackner Boulevard). The Region installed sidewalks along Fairway Road as part of a planned reconstruction that was accelerated for the sake of this school. Students within walking distance were transported until that infrastructure was built.

Before Chicopee Hills Public School opened, the Region installed a Level 2 Pedestrian Crossover (PXO) with a rapid flashing beacon to assist students crossing Lackner Boulevard at Corfield Drive, and the City provided an Adult Crossing Guard at this location. The City also provides two additional Adult Crossing Guards at the intersection of Fairway Road North and Lackner Boulevard.

Meetings between the WRDSB, STSWR, the Region and the City regarding school travel planning are ongoing and started in 2017, before the school opened. Appendix B highlights the meetings to date and the actions taken to address road safety at Chicopee Hills Public School.

Financial implications

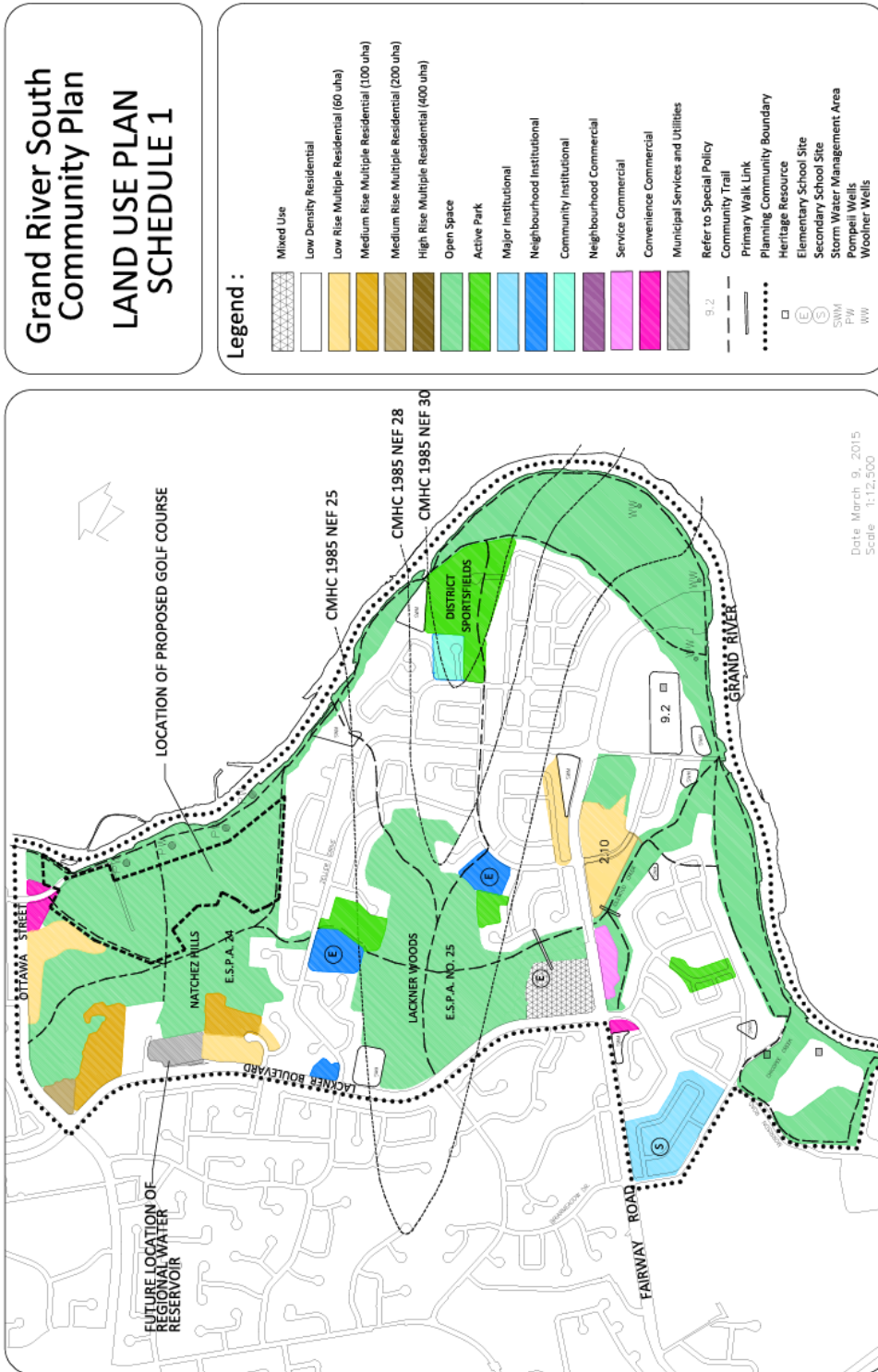
There are no financial implications.

Communications

The Chicopee Hills Public School community will be kept informed through School Council and other means of school-based communication (e.g., School Day, website, social media, etc.).

Prepared by: Graham Shantz, Associate Director
 Lauren Agar, Manager of Planning
 Leslie Maxwell, School Travel Planning Supervisor
 in consultation with Coordinating Council

Grand River South Community Plan (2015)



Record of Meetings to Address Chicopee Hills PS Road Safety*

*Non-exhaustive list

February 16, 2017

Attendees: Bob Henderson, Gloria MacNeil, Dean McMillan, LeeAnne Andriessen, Leslie Maxwell, Mike Jones

Topics: Pedestrian concerns at Chicopee Hills P.S.

Special Location: King Edward PS

August 15, 2017

Attendees: Dean McMillan, LeeAnne Andriessen, Annette Collins, Ian Misheal, WRPS, Leslie Maxwell

Topics: Pedestrian Access to Chicopee Hills

September 8, 2017

Attendees: Barry Cronkite, Dave Seller, Dean McMillan, Janine Oosterveld, Lauren Agar, Lenore Ross, Andrew Pinnell, Leslie Maxwell

Topics: Onsite Parking/ Drop Off

January 23, 2018

Attendees: Dave Seller, Dean McMillan, Lauren Agar, LeeAnne Andriessen, Lenore Ross, Oliver Wandelt, Andrew Pinnell, Barry Cronkite, Gloria MacNeil, M Klapman (Kitchener)

Topics: Traffic Management and Site Access

March 8, 2018

Attendees: Skylar Van Kruistrum, LeeAnne Andriessen, Leslie Maxwell

Topic: Fairway Road Construction

December 10, 2019

Attendees: Matt Gerard, LeeAnne Andriessen, Leslie Maxwell, Lauren Agar, Evelyn Giannopolous, T Scott

Topics: closing the parking lot to parents, adjusting hand-to-hand Kindergarten practices, retaining additional land for traffic management, enforcing fire lane restrictions, introducing a school zone on the private drive, considering new signage on the private drive, managing any agreements and expectations with the City

January 17, 2020

Attendees: Barry Cronkite, Andrew Pinnell, Dean MacMillan, Janine Oosterveld, Dawn Cordiero, Lauren Agar, Matthew Gerard, Nicole Proulx, Oliver Wandelt, Richard Parent, T. Scott, Leslie Maxwell

Topic: Creation of School Bus Loading Zone on Chicopee Hills Drive

April 22, 2020

Attendees: Guy Mackie, Nathan Drumm, Richard Brooks, Oliver Wandelt, T Scott, LeeAnne Andriessen, Leslie Maxwell

Topic: Emergency Vehicle Access during School Bus Loading Zone use

October 2, 2020

Attendees: Steve van De Keere, Barry Cronkite, Benoit Bourgault, Leslie Maxwell

Topic: Student Walking Environment to Chicopee Hills - Fairway Road

November 5, 2020

Attendees: Steve van De Keere, Barry Cronkite, Benoit Bourgault, LeeAnne Andriessen, Niall Lobley, Matthew Gerard, Leslie Maxwell

Topic: Access to Chicopee Hills - Fairway Road

November 19, 2020

Attendees: Alex Ricci, Benoit Bourgault, LeeAnne Andriessen, Lenore Ross, Niall Lobley, Steve van De Keere

Topic: Access to Chicopee Hills - Fairway Road Follow-up

December 2, 2020

Attendees: Chicopee Hills Parents, Jenni Guy, Amanda MacLean, Matthew Gerard, Lauren Agar, Dave Schnider, Steve van De Keere, Niall Lobley, Leslie Maxwell

Topics: Fairway Road Concerns

January 21, 2021

Attendees: Mike Jones, Steve van De Keere, Benoit Bourgault, Barry Cronkite, Bob Henderson

Topic: Pace Car Program (Now Road Model) focused on driving behaviours on Fairway Road

April 29, 2021

Attendees: Laura McBride, Leslie Maxwell

Topic: Potential Love My Hood Project for Fairway Road

May 3, 2022

Attendees: Matthew Gerard, Christine Small, Leslie Maxwell

Topic: Chicopee Hills Safety Concerns

June 24, 2022

Attendees: Barry Cronkite, Benoit Bourgault, Dave Schnider, Jenni Guy, Kornel Mucsi, Matthew Gerard, Niall Loble, Susan Carriere, Lauren Agar, Amanda MacLean, Bob Henderson, Tom Galloway

Topic: Fairway Road Concerns

October 18, 2022

Attendees: Matthew Gerard, Jenni Guy, Lauren Agar, Benoit Bourgault, Dave Schnider, Kornel Mucsi, Leslie Maxwell, Niall Loble, Barry Cronkite, Daryl Spencer

Topic: Fairway Road Concerns

November 1, 2022

Attendees: Jenni Guy, Lauren Agar, Leslie Maxwell, Mark Kovrig, Matthew Gerard, Oliver Wandelt

Topic: Fairway Road and onsite concerns

November 15, 2022

Attendees: Joanne Weston, Jenni Guy, Matthew Gerard, Lauren Agar, Dean McMillan, Kornel Mucsi, Alberto Martinez

Topic: Fairway Road Observation



Report to Committee of the Whole

January 23, 2023

Subject: Major Capital Projects Quarterly Update Report

Recommendation

This report is for the information of the Board.

Status

Current capital projects with budgets greater than \$2.5M are outlined in Appendix A and are presented with dashboard symbols to indicate the status of the project relative to the schedule, budget and scope. Significant milestones, along with basic project statistics, are also presented. All projects are proceeding through their stages with the following comments.

In general, we are seeing construction cost escalations in the estimates of projects that are in the design phase with our architects. These cost estimates are exceeding benchmark funding provided by the Ministry. For each project, once we reach 80 percent design documents on these projects, we will finalize third-party Cost Consultant Reports for each and submit an approval to proceed to the Ministry of Education.

These estimated escalations are due to global commodity price escalations in fuel and construction materials that are used to build our schools.

Oak Creek Public School

For Oak Creek Public School, on December 1, 2022, the Ministry approved our request to use our unencumbered Capital and Child Care Capital Priority savings from previous builds totalling \$721,097. This was requested due to a slight budget deficit of 4.4 percent for this project. The Oak Creek project is complete and has been removed from Appendix A.

Southeast Cambridge

The new school in Southeast Cambridge will be a joint-use campus with the Waterloo Catholic District School Board. On November 28, 2022, the final purchase of our portion of the site was completed.

Lackner Woods Public School and Saginaw Public School

For Saginaw Public School the childcare addition was completed in November and is now occupied.

For Lackner Woods Public School the childcare addition was completed in December and is now occupied.

Laurelwood Public School

For Laurelwood Public School, based on a third-party cost consultant report, we have now submitted an approval to proceed (ATP) to tender to the ministry which includes a request for additional funding from the original benchmark funding.

This request includes funds from our unencumbered reserve (\$1.32M) as well as additional capital priority funding (\$1.13M). These amounts are not yet reflected in Appendix A as we await approval from the Ministry.

Breslau Hopewell Crossing

Kingsland Plus Architects have been selected as the architect and the project is in design.

Background

The major capital projects listed in Appendix A have been funded by the Ministry and approved by the Board of Trustees.

Financial implications

The projects are listed in Appendix A.

Communications

Facility Services staff have consulted with the Ministry of Education, administration, contractors, architects, Financial Services, municipalities, various internal committees and the Board of Trustees in regard to the stages of approval, design, construction and budget approvals.

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Prepared by: Graham Shantz, Associate Director Business Services
 Nick Landry, Controller of Finance and Acting Treasurer of the Board
 John Veit, Controller, Facility Services
 Ron Dallan, Manager of Capital Projects
 in consultation with Coordinating Council

Major Capital Projects
Quarterly Update Report
Dec 15 2022

Project	Stage		Scope	Board Approval	Ministry Approval	Site Acquisition Complete	Site Encumbrances	Architect	Site Plan Approval	Bldg Permit	Tender Awarded	Project Budget	Classes Begin
P.S. Breslau-Hopewell Crossing (new)	Design		New School	16-Sep-19	23-Nov-21	Yes	No	Kingsland Plus Architects	No	No	No	\$16,552,917	TBA
P.S. in South Kitchener (new)	Design		New School	16-Sep-19	31-Mar-20	Yes	No	Walter Fedy Partnership	No	No	No	\$14,425,653	TBA
P.S. in South East Cambridge (new)	Design		New School	9-May-16	21-Nov-16	No	No	JP Thomson Architects	No	No	No	\$13,503,269	TBA
Laurelwood P.S. (addition)	Cost Consultant Report Submitted		Addition	16-Sep-19	20-Oct-20	NA	No	Hossack and Assoc.	No	No	No	\$3,976,096	TBA
Lackner Woods P.S. (childcare addition)	Finalizing		Addition	NA	11-Feb-21	NA	No	CS&P Architects Inc.	Yes	Yes	Yes	\$3,506,047	January 2023
Saginaw P.S. (childcare addition)	Complete		Addition	NA	11-Feb-21	NA	No	Martin Simmons	Yes	Yes	Yes	\$3,903,649	December 2022

Major Capital Projects are those greater than \$2.5M total project cost.

Dashboard Definitions

On schedule, on budget, within scope.	
Schedule, budget or scope concerns.	
Schedule delays, budget creep, or quality concerns.	



Report to Committee of the Whole

January 23, 2023

Subject: 2022-23 Interim Financial Report and Forecast

Recommendation

This report is for the information of the Board.

Status

The Board of Trustees (Board) approved the 2022-23 operating budget on [June 15, 2022](#), and at that time the expected in-year deficit was \$7.43M, or 0.95% of operating revenues.

The development of the Waterloo Region District School Board's (WRDSB) operating budget includes many underlying assumptions which, over the course of a school year, can change. The process used in the development of the annual operating budget for the board has evolved over the years but the underlying factors that influence its development continue to be:

- Ministry funding and directives;
- The board's underlying financial position (accumulated surplus/ deficit); and,
- The board's [strategic plan and operational goals](#).

In addition to the above, our focus over the past two years has been delivering the best educational experience for our students, while protecting schools against the spread of COVID-19. Despite these efforts, we can collectively acknowledge that the pandemic has had far reaching impacts on the learning development and mental health of students, staff, and families across our Region.

On February 17, 2022, the Government of Ontario released its [Learning Recovery Action Plan](#) which is intended to ensure students have the supports they need to get back on track. Contained within the action plan are 5 areas of focus, and the investments made by the Ministry through the Grants for Student Needs (GSN) and supported by additional Priorities and Partnerships Funding (PPF) allocations for 2022-23 are aligned with these areas of focus.

The information contained in this report is based on financial results up to November 30, 2022 (Q1). The ability of staff to convey a high degree of confidence in our forecast of the year-end financial position based on three months of operations is limited; as is our ability to fundamentally alter the assumptions used in the development of the budget.

Consistent with the approved budget for 2022-23, we expect the WRDSB to finish the year in a deficit position; this was confirmed through submission of our Revised Estimates to the Ministry of Education (Ministry) on December 23, 2022, which showed an in-year deficit forecast of \$5.31M, or 0.71% of operating revenues. The 2022-23 Q1 Interim Financial Report, comparing the budget to the forecasted year-end position, is attached as [Appendix A](#).

Key Budget Risks

As noted in the presentation to Trustees on [June 15, 2022](#), the 2022-23 budget was developed using the most current information available at that time. In terms of key assumptions and risk areas, the following represent factors which may impact the year-end results.

Revenues

- Student Enrolment
 - In-year change: Total enrolment is projected to be 396 full-time equivalent (FTE) students higher than the budget forecast; an increase of 0.6% compared to the enrolment forecast used for budget.
 - Impact: Student enrolment is the primary driver of funding through the Grants for Student Needs (GSN). Staff estimate the financial impact of the above noted increase to be \$4.29M, or 0.56% of provincial grant (GSN) revenues.
 - Strategy: Staff continue to monitor student enrolment trends closely and attribute the increase in enrolment to a gradual return to pre-pandemic operations. The Region of Waterloo also continues to experience net-positive migration into the Region, which also contributes to the growth. Our multi-year enrolment forecast, which signifies continued overall growth, has been updated to reflect the most current information available.
- Extended Day Program
 - In-year change: For the period September 1, 2022 to November 30, 2022, average enrolment in the board's extended day program was 1,771 full-time equivalent (FTE) students; this is slightly higher than our budget forecast for the year, and is consistent with our pre-pandemic average of 1,996 full-time equivalent (FTE) students. As a result of the increase in enrolment, we are forecasting extended day revenues to increase by approximately \$506 thousand compared to budget, an increase of 4.6%.
 - Impact: The Extended Day Program (EDP) fee regulations ([O. Reg. 221/11](#)) require boards to establish fees that bear a reasonable relationship to operating costs; the EDP rate for 2022-23 was approved by the Board on [April 25, 2022](#). The announcement of the [Canada-Ontario Early Years and Child Care Agreement](#) in April 2022, along with the efforts of staff to make WRDSB programs eligible for this funding, is having an overall positive impact on program accessibility and enrolment. However, with continued growth in the extended day program, staffing is becoming a more pressing issue both locally and provincially.
 - Strategy: Staff continue to monitor registrations and adjust staffing levels where possible. In some cases (Winter Break and March Break Programs), we have had to implement reduced operating hours to help ensure we remain compliant with our licensing requirements amidst the staffing shortage. We will also continue to work with our Regional and Provincial counterparts to identify opportunities to address the staffing challenges that have been identified.

Expenditures

- Professionals and Paraprofessionals
 - In-year change: Total expenditures on Professionals and Paraprofessionals is projected to be \$1.33M higher than the budget forecast, an increase of 3.6%.
 - Impact: The increase noted above is largely the result of budget carryovers from 2021-22 for the Waterloo Region Education & Public Network (WREPNET), Computer Hardware Infrastructure Replacement Program (CHIRP), and additional Priorities and Partnerships Funding (PPF) grants announced after the budget was passed.
 - Strategy: While staff continue to monitor expenditures in this area, we do not anticipate any further adjustments in this area of the budget for the current school year.
- Supply Staff
 - In-year change: At November 30th, there was insufficient evidence to materially adjust the expenditure forecast for short-term supply costs (Teachers, DECEs and Educational Assistants). However, expenditures were trending almost 3.5% ahead of the same time period last year; if this trend continues, supply costs could represent a financial pressure of approximately \$809 thousand.
 - Impact: Prior to the onset of the pandemic in March 2020, there had been a consistent upward trend in supply staff costs. The pandemic disrupted this trend and staff noted a significant decline in utilization of short-term sick leave across all employee groups in the latter part of the 2019-20 school year and the entire 2020-21 school year. This disruption continued in the early part of the 2021-22 school year, however, the latter part of the 2021-22 school year saw a return to pre-pandemic utilization and the financial and operational pressures associated with short-term sick leave.
 - Strategy: Staff closely monitor sick-time utilization, and expenditures, throughout the year and will provide further updates should the trend noted above continue.
- School Operations
 - In-year change: Total expenditures on School Operations (Custodial & Maintenance staff, utilities and cleaning supplies not provided by MGCS) are projected to be largely unchanged at this point in the year.
 - Impact: While the in-year forecast for school operations has not changed at this point in the year, inflation risk has a significant impact on this area of the board's budget. As noted in the budget report to Trustees that was presented on [June 15, 2022](#), some contractual obligations, such as school bus operator contracts, are tied to the rate of inflation. Others, such as construction tenders or contracts that come up for renewal on an annual basis (technology licenses), reflect the anticipation of sustained inflation, thus putting upward pressure on prices. In addition, inflation can have a downstream impact on commodity prices, such as natural gas, by increasing the delivery costs incurred by wholesalers. As the

current report only includes expenses incurred up to November 30th, it is too early to assess the impact of inflation on this area of the budget.

Strategy: Staff are continuing to monitor expenditures in this area and will provide further updates throughout the year should our forecast materially change.

- Other Non-Operating Expenses

- In-year change: Total expenditures are projected to be \$682 thousand higher than the budget forecast, an increase of 5.3%.
- Impact: In accounting terms, other non-operating expenses describe expenses that occur outside of an organization's day-to-day activities and may include one-time or unusual costs. The Ministry Code of Accounts indicates that non-operating expenses may include expenses for material claims or settlements, as well as programs that are non-educational; one example being the board's Extended Day program.

The increase noted above reflects the impact of increased enrolment in the Extended Day program, which increases staffing and other variable costs. These are offset by an increase in revenue, which was discussed previously in this report.

- Strategy: Staff are continuing to monitor expenditures in this area and will provide further updates throughout the year should our forecast materially change.

Overall, staff continue to identify, assess and mitigate against financial risks to help ensure the fiscal well-being of the organization. As noted above we have changed our forecast of the year-end financial position to reflect an in in-year deficit of \$5.31M.

Background

It is the sole responsibility of the Board to approve the annual operating budget and it is the responsibility of staff to oversee and monitor day-to-day spending within the budget framework. The Board plays a key role in the budget process, ensuring that funding is aligned with the WRDSB's strategic priorities and legislative requirements.

In an effort to support the Board in fulfilling their fiduciary duties, staff provide quarterly financial updates on in-year spending forecasts relative to the budget. These updates identify potential risks and opportunities that may be on the horizon, as well as the strategies staff have in place to address the identified items. These actions are intended to support the Board in making evidence-based decisions and fulfilling their governance responsibilities.

Financial Implications

No Financial implications.

Communications

Financial Services will work with our communications department to ensure that financial information is readily available to the public via our corporate website.

Prepared by: Nick Landry, Superintendent of Business Services & Treasurer
Sharon Uttley, Manager, Accounting Services
Wenqi Zhou, Manager, Budget Services
in consultation with Coordinating Council

APPENDIX A

2022-23 Interim Financial Report (First Quarter- Sept 1, 2022 to November 30, 2022)

SUMMARY OF FINANCIAL RESULTS		(000's)		
	Budget	Forecast	In-Year Change	
			\$	%
Revenue				
Provincial Grants-GSN	\$761,424	\$764,172	\$2,749	0.4%
Revenue transferred from/(to) deferred revenue	1,131	2,650	1,519	134.4%
Other Grants	6,900	7,813	914	13.2%
Other Revenue	33,593	34,685	1,092	3.2%
School Generated Funds	7,145	7,145	-	0.0%
Transferred from DCC**	47,659	47,659	-	0.0%
Transferred to DCC**	(16,987)	(19,686)	(2,699)	15.9%
Total Revenue	\$840,865	\$844,439	\$3,574	0.4%
Expenses				
Instruction	\$649,109	\$650,580	\$1,471	0.2%
Administration	20,295	20,400	105	0.5%
Transportation	20,170	20,304	134	0.7%
School Operations & Maintenance	70,326	70,326	-	0.0%
Pupil Accom/Renewal/Debt/Non-operating	59,598	60,280	682	1.1%
School Generated Funds	7,145	7,145	-	0.0%
Provision for Contingency	5,662	5,662	-	0.0%
Total Expenses	\$832,304	\$834,696	\$2,392	0.3%
Surplus/(Deficit)	\$8,561	\$9,743	\$1,182	13.8%

Changes in Revenue

- Provincial Grants- Net effect of projected change in enrolment, Teacher/DECE Qualifications and Experience Grant
- Deferred Revenue- Changes are related to net transfers for School Renewal, Temporary Accommodation, Targeted Student Supports, Indigenous Education, Mental Health, Support for Students, Internal Audit, Library, ABA Training and SEA.
- Other Grants- Increase due to additional Priorities and Partnerships Funding (PPF) announcements following 2022-23 budget submission
- Other Revenue- Increase due to projected increase in Community Use revenues and extended day revenues due to enrolment increase

Change in Expenditures

- Instruction- Reflects changes due to additional PPF announcements following 2022-23 budget submission and carryover of one-time initiatives from prior year.
- Transportation - additional Program and Priority funding
- Pupil Accom/Renewal/Debt/Non-Operating- Increase in extended day staffing due to projected enrolment increase

**DCC - Deferred Capital Contributions

2022-23 Interim Financial Report (First Quarter- Sept 1, 2022 to November 30, 20

DETERMINATION OF ANNUAL OPERATING SURPLUS

(000s)

	Budget	Forecast
PSAB Surplus/(Deficit) (from above)	\$8,561	\$9,743
LESS: Internally Appropriated		
Committed Capital Projects		
Sub-Total: In-Year Appropriations	-	-
Previous year one-time initiatives	-	917
Committed capital projects	(210)	(210)
Total: Internally Appropriated	(210)	707
Less: Unavailable for Compliance		
PSAB Adjustments	(16,517)	(16,500)
Total Adjustments	(\$16,727)	(\$15,793)
In-year unappropriated Operating Surplus/(Deficit)	(\$8,166)	(\$6,050)
Committed capital projects annual amortization	713	713
Committed sinking fund interest	24	24
ANNUAL Unappropriated Operating Surplus/(Deficit)	(\$7,429)	(\$5,314)

SUMMARY OF CAPITAL TO BE FINANCED

(000's)

	Budget	Forecast
Funding		
New Building and Additions	\$3,450	\$6,792
Child Care Capital	337	838
School Condition Improvement	32,561	37,647
Full Day Kindergarten	129	129
Renewal	8,166	9,699
Education Development Charge (EDC)	16,400	16,400
Proceeds of Disposition	2,500	2,500
Minor Tangible Capital Assets	8,758	9,924
Rural and Norther Education	63	63
COVID-19 Resilience Infrastructure Steam (CVRIS)	1,510	1,684
Other	1,436	2,640
Total Capital by Funding Source	\$75,309	\$88,316
Expenditure		
Buildings (new, additions & renewal)	\$46,489	\$57,994
Land	16,400	16,400
Land Improvements	3,500	3,500
Leasehold Improvements	0	0
Moveable Assets	8,920	10,422
Total Capital Expenditure	\$75,309	\$88,316

2022-23 Interim Financial Report (First Quarter- Sept 1, 2022 to November 30, 2022)

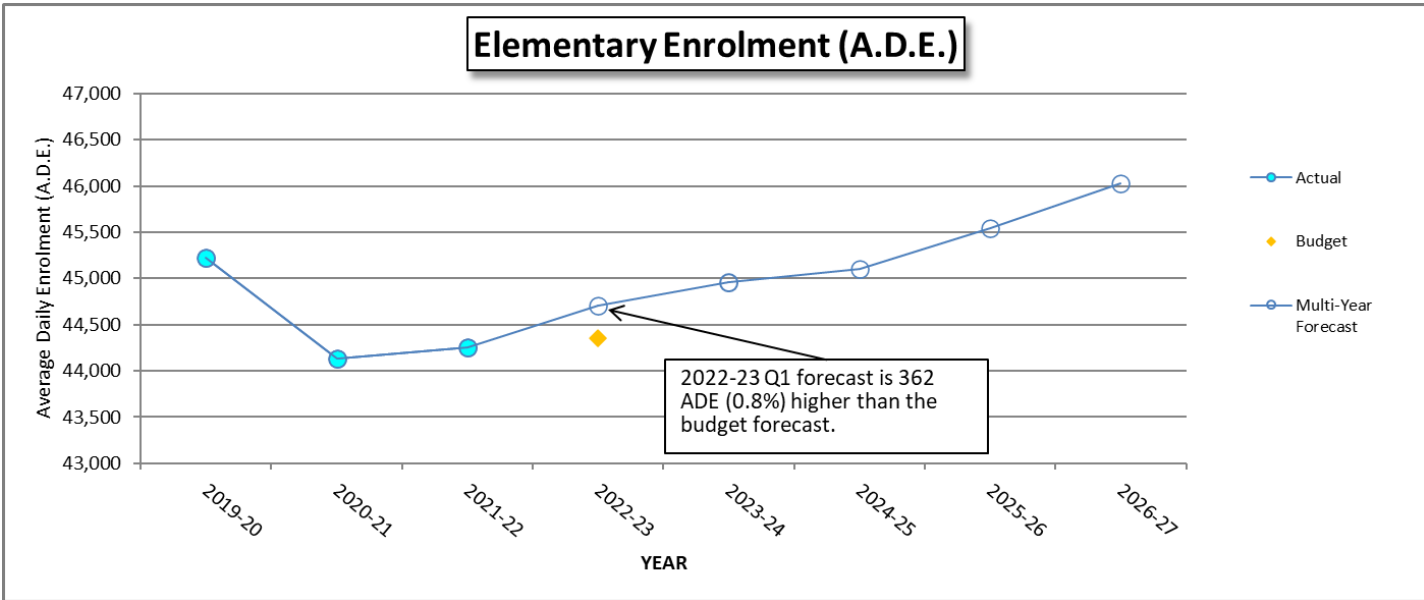
SUMMARY OF ENROLMENT

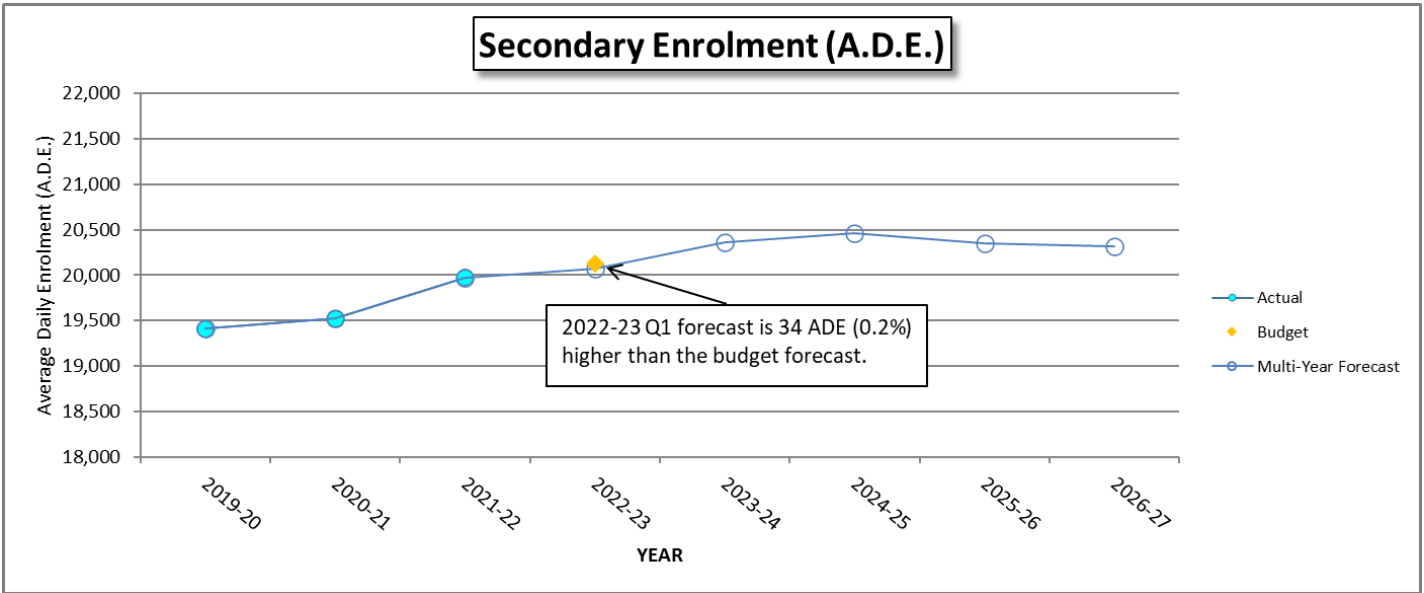
ADE	Budget	Forecast	In-Year Change	
			#	%
Elementary				
JK	3,837	4,176	339	8.8%
SK	4,345	4,328	(17)	-0.4%
Grade 1-3	13,465	13,468	3	0.0%
Grade 4-8	22,701	22,738	37	0.2%
Other Pupils (International)	9	9	-	
Total Elementary	44,357	44,719	362	0.8%
Secondary				
Pupils of the Board <21	20,047	20,076	29	0.1%
High Credit Pupils	13	19	7	52.3%
Pupils of the Board >21	10	9	(1)	-12.5%
Other Pupils (International)	59	59	-	0.0%
Total Secondary	20,129	20,163	34	0.2%
Total	64,486	64,882	396	0.6%

Note: Forecast based on October 31st count date

Highlights of Changes in Enrolment:

- Increase in the elementary panel is largely concentrated in JK; this is consistent with pre-pandemic attraction rates and bodes well for the medium to long-term.
- Actual enrolment for October 31st has not yet been confirmed through OnSIS; the enrolment forecast should be considered volatile until Oct 31st enrolment is confirmed.





2022-23 Interim Financial Report (First Quarter- Sept 1, 2022 to November 30, 2022)

SUMMARY OF STAFFING

FTE	Budget	Actual October 31st	In-Year Change	
			#	%
Instruction			-	
Classroom Teachers	3,904.95	3,898.10	(6.85)	-0.2%
Non-Classroom	2,120.70	2,052.90	(67.80)	-3.2%
Total Instruction	6,025.65	5,951.00	(74.65)	-1.2%
Non-Instruction	845.95	827.60	(18.35)	-2.2%
Total	6,871.60	6,778.60	(93.00)	-1.4%

Highlights of Changes in Staffing:

- Actual October 31st numbers exclude vacant permanent positions; as such, the variance identified for classroom teachers and non-classroom positions relates to vacant positions and not a reduction in compliment.

2022-23 Interim Financial Report (First Quarter- Sept 1, 2022 to November 30, 2022)

OTHER GRANT REVENUE- INCLUDING PROGRAM AND PARTNERSHIPS FUNDING (PPF)

	Budget	Forecast	Variance
Anti-Sex Trafficking	\$0	\$34,259	\$34,259
Autism Spectrum Disorder Additional Qualification	23,400	0	(23,400)
De-streaming Implementation Supports	69,300	69,300	0
Early Intervention Math for Special Education Needs	114,000	114,031	31
Entrepreneurship Education Pilot Projects	30,000	30,000	0
Excellence in Administration		\$41,518	41,518
Experiential Learning-Guidance Teacher Counsellors	0	78,600	78,600
Graduation Coach for Black Students	0	114,257	114,257
Health Resources, Training and Supports	32,200	32,200	0
Human Rights and Equity Advisors	170,430	170,430	0
Identity-Based Data Collection, Analysis & Use	0	38,514	38,514
Keeping Students in School	58,300	58,300	0
Learn and Work Bursary	22,000	22,000	0
Math AQ Subsidy	0	97,500	97,500
Math Strategy	1,196,000	1,196,000	0
Professional Assessments & Evidence Based Reading	0	367,458	367,458
Skills Trade Bursary	19,000	19,000	0
Special Education Educator Additional Qualification Subsidy	0	23,447	23,447
Special Education Summer Learning	220,100	220,100	0
Specialist High Skills Major	398,000	398,000	0
Transportation and Stability Supports for Children and Youth in Ca	0	90,000	90,000
Tutoring Supports Program	2,800,550	2,800,550	0
Total PPF Grants	\$5,153,280	\$6,015,464	\$862,184
Other Grants			
Literacy & Basic Skills (LBS)	\$370,900	\$370,900	\$0
Ontario Youth Apprenticeship Program (OYAP)	316,191	395,023	78,832
Other EDU Grants- Amounts from Deferred Revenue	1,059,305	1,031,929	(27,376)
Total Other Grants	\$6,899,676	\$7,813,316	\$913,640

2022-23 Interim Financial Report (First Quarter- Sept 1, 2022 to November 30, 2022)
PUBLIC SECTOR ACCOUNTING BOARD (PSAB) REVENUES

	Budget	Forecast	\$ Increase (Decrease)	% Increase (Decrease)	Material Variance Note
Provincial Grants for Student Needs					
Pupil Foundation-Elementary	\$250,330,004	\$252,654,532	\$2,324,528	0.93%	1
Pupil Foundation-Secondary	118,734,968	118,907,617	172,649	0.15%	1
School Foundation	46,706,128	46,946,488	240,360	0.51%	1
Special Education	94,390,185	94,929,832	539,647	0.57%	1
French as a Second Language	9,675,122	9,611,554	(63,568)	(0.66%)	1
English as a Second Language	12,882,540	12,882,540	-	0.00%	
Remote and Rural Allocation	62,653	62,653	-	0.00%	
Learning Opportunities	8,653,345	8,657,615	4,270	0.05%	
Continuing Education	1,522,854	1,518,340	(4,514)	(0.30%)	
High Credit	45,535	69,367	23,832	52.34%	1
Teacher Q&E	73,279,259	71,437,910	(1,841,349)	(2.51%)	2
New Teacher Induction Program (NTIP)	258,281	250,807	(7,474)	(2.89%)	
ECE Q&E	3,931,151	4,080,356	149,205	3.80%	2
Transportation	18,680,730	19,280,940	600,210	3.21%	1
Admin and Governance	18,127,635	18,198,243	70,608	0.39%	1
Trustees' Association Fee	58,084	58,084	-	0.00%	
School Operations	65,021,308	65,404,674	383,366	0.59%	1
Community Use of Schools	856,197	856,197	-	0.00%	
Declining Enrolment	-	-	-	0.00%	
Temporary accomodation - relocation and leasing	1,804,547	1,804,547	-	0.00%	
Indigenous Education	2,321,669	2,325,830	4,161	0.18%	1
Mental Health and Well-Being	3,021,794	3,013,127	(8,667)	(0.29%)	1
School Renewal	10,322,947	10,366,593	43,646	0.42%	1
Approved Debt	104,872	104,872	-	0.00%	
Debt Charges-Interest Portion	4,620,378	4,620,378	-	0.00%	
Supports for Students Fund	6,217,109	6,334,963	117,854	1.90%	
Program Leadership Grant	1,000,496	1,000,496	-	0.00%	
Restraint Savings	(129,030)	(129,030)	-	0.00%	
Teacher Job Protection Funding	-	-	-	0.00%	
COVID-19 Learning Recovery Fund	8,922,865	8,922,865	-	0.00%	
Total Provincial Grants for Student Needs (GSN)	\$761,423,626	\$764,172,390	\$2,748,764	0.36%	
Amortization of Deferred Capital Contributions	\$47,659,279	\$47,659,279	\$0	0.00%	
Legislative Grants transferred from/(to) Deferred Revenue	\$1,130,656	\$2,650,077	\$1,519,421	134.38%	
Other Grants	\$6,899,676	\$7,813,316	\$913,640	13.24%	3
Non Grant Revenue					
Fees	\$1,202,700	\$1,202,700	\$0	0.00%	
Transportation Recoveries	35,300	35,300	-	0.00%	
Rental Revenue	1,423,450	2,008,450	585,000	41.10%	4
Education Development Charge	16,400,000	16,400,000	-	0.00%	
Other Revenue	14,532,000	15,038,600	506,600	3.49%	5
Non Grant Revenue	\$33,593,450	\$34,685,050	\$1,091,600	3.25%	
School Generated Funds Revenue	\$7,145,000	\$7,145,000	\$0	0.00%	
Grants Transferred to Deferred Capital Contributions	(\$16,986,659)	(\$19,685,989)	(\$2,699,330)	15.89%	
Total PSAB Revenues	\$840,865,028	\$844,439,123	\$3,574,095	0.43%	

EXPLANATIONS OF MATERIAL GRANT VARIANCES

- 1 Projected enrolment variance compared to budget
- 2 Placement on grid of Teachers/DECEs is different than the budget forecast based on actual years of experience and qualifications
- 3 Additional PPF grants announced after budget submission
- 4 Increase in projection of Community Use revenue
- 5 Net impact of projected changes in other revenue streams (extended day)

2022-23 Interim Financial Report (First Quarter- Sept 1, 2022 to November 30, 2022)

PUBLIC SECTOR ACCOUNTING BOARD (PSAB) EXPENSES	Budget Assessment				Material Variance Note
	Budget	Forecast	In-Year Change		
			#	%	
OPERATING					
Classroom					
Classroom Teachers	\$424,349,036	\$424,402,466	\$53,430	0.0%	
Supply Staff	23,118,330	23,118,330	-	0.0%	
Teacher Assistants	37,268,527	37,268,527	-	0.0%	
Early Childhood Educator	19,589,470	19,589,470	-	0.0%	
Textbooks and Classroom Supplies	13,642,881	13,986,378	343,497	2.5%	1
Computers	8,665,022	9,001,599	336,577	3.9%	
Professionals & Paraprofessionals	37,313,142	38,643,218	1,330,076	3.6%	1
Library & Guidance	14,354,964	14,340,794	(14,170)	(0.1%)	
Staff Development	3,290,283	3,626,330	336,047	10.2%	1
Department Heads	1,456,530	1,456,530	-	0.0%	
Principal and Vice-Principals	32,034,080	32,132,548	98,468	0.3%	
School Secretaries & Office Supplies	17,426,315	17,440,733	14,418	0.1%	
Teacher Consultants	14,247,886	14,375,114	127,228	0.9%	1
Continuing Education	3,218,758	3,218,758	-	0.0%	
Instruction-Amortization	7,253,522	7,253,522	-	0.0%	
Less: GSN Funded Tangible Capital Assets	(8,120,140)	(9,274,399)	(1,154,259)	14.2%	
Sub-Total Instruction Expenses	\$649,108,606	\$650,579,918	\$1,471,312	0.2%	
Other Expenses					
Board Administration	\$19,704,005	\$19,820,474	\$116,469	0.6%	1
School Operations	70,644,871	70,645,658	787	0.0%	
Transportation	20,165,200	20,299,238	134,038	0.7%	1
Amortization	914,114	914,114	-	0.0%	
Less: GSN Funded Tangible Capital Assets	(637,560)	(650,051)	(12,491)	2.0%	
Sub-Total Other Expenses	\$110,790,630	\$111,029,433	\$238,803	0.2%	
TOTAL OPERATING EXPENSE	\$759,899,236	\$761,609,351	\$1,710,115	0.2%	
NON-OPERATING					
Pupil Accommodation/Renewal/Debt					
School Renewal	\$10,322,947	\$10,322,947	\$0	0.0%	
Debt Charges	4,275,870	4,275,870	-	0.0%	
Other Non-Operating Expenses	12,890,200	13,571,800	681,600	5.3%	2
School Board 55 Trust	104,872	104,872	-	0.0%	
Loss on Disposal of TCA and Assets				0.0%	
Amortization	40,170,442	40,170,442	-	0.0%	
Less: GSN Funded Tangible Capital Assets	(8,166,306)	(8,166,306)	-	0.0%	
Total Pupil Accommodation Expense	\$59,598,025	\$60,279,625	\$681,600	1.1%	
School Generated Funds	\$7,145,000	\$7,145,000	\$0	0.0%	
Provision for Contingencies	\$5,661,960	\$5,662,160	\$200	0.0%	
TOTAL EXPENSES	\$832,304,221	\$834,696,136	\$2,391,715	0.3%	

EXPLANATIONS OF MATERIAL EXPENSE VARIANCES

- 1- Net affect of additional Priorities and Partnerships Funding(PPF) grants announced after budget submission and carryover of one-time initiatives from previous year
2. Increase in extended day variable costs due to increase in enrolment (offset by revenue)

2022-23 Interim Financial Report (First Quarter- Sept 1, 2022 to November 30, 2022)

PUBLIC SECTOR ACCOUNTING BOARD (PSAB) EXPENSES	Risk Assessment					Forecast vs.Prior year YTD
	Actual to Nov 30, 2022	% of Forecast Spent	Actual to Nov 30, 2021	% of Actual Spent	Year-to-year Increase (Decrease)	
OPERATING						
Classroom						
Classroom Teachers	\$108,506,863	25.6%	\$107,878,209	25.7%	(0.1%)	
Supply Staff	4,683,590	20.26%	4,095,631	17.02%	3.2%	2
Teacher Assistants	9,953,384	26.71%	10,340,620	27.71%	(1.0%)	
Early Childhood Educator	4,874,679	24.88%	5,183,127	27.65%	(2.8%)	
Textbooks and Classroom Supplies	4,584,589	32.78%	3,186,923	26.19%	6.6%	1
Computers	1,154,331	12.82%	799,463	10.19%	2.6%	1
Professionals & Paraprofessionals	8,736,389	22.61%	8,268,800	25.00%	(2.4%)	
Library & Guidance	3,329,237	23.22%	3,600,876	26.09%	(2.9%)	
Staff Development	927,687	25.58%	937,267	33.06%	(7.5%)	1
Department Heads	372,435	25.57%	387,979	26.30%	(0.7%)	
Principal and Vice-Principals	8,053,497	25.06%	7,795,644	24.69%	0.4%	
School Secretaries & Office Supplies	4,143,925	23.76%	4,080,255	24.42%	(0.7%)	
Teacher Consultants	3,067,021	21.34%	2,798,953	23.96%	(2.6%)	
Continuing Education	374,688	11.64%	297,746	8.72%	2.9%	
Instruction-Amortization		0.00%		0.00%	0.0%	
Less: GSN Funded Tangible Capital Assets	(658,820)	7.10%	(367,791)	5.63%	1.5%	
Sub-Total Instruction Expenses	\$162,103,495	24.92%	\$159,283,702	25.11%	(0.2%)	
Other Expenses						
Board Administration	\$5,710,629	28.8%	\$4,599,904	24.9%	3.9%	
School Operations	15,710,568	22.24%	14,756,568	20.22%	2.0%	
Transportation	6,506,674	32.05%	5,785,790	27.09%	5.0%	1
Amortization	-	0.00%	-	0.00%	0.0%	
Less: GSN Funded Tangible Capital Assets	(66,204)	10.2%	(50,141)	5.8%	4.4%	
Sub-Total Other Expenses	\$27,861,667	25.09%	\$ 25,092,121	22.03%	3.1%	
TOTAL OPERATING EXPENSE	\$189,965,162	24.94%	\$ 184,375,823	24.64%	0.3%	
NON-OPERATING						
Pupil Accommodation/Renewal/Debt						
School Renewal	\$1,507,589	14.6%	\$1,482,393	17.7%	(3.1%)	1
Debt Charges	2,285,490	53.45%	2,549,778	52.08%	1.4%	1
Other Non-Operating Expenses	4,548,347	33.51%	2,799,157	11.83%	21.7%	1
School Board 55 Trust		0.00%		0.00%	0.0%	1
Loss on Disposal of TCA and Assets		0.00%		0.00%	0.0%	
Amortization		0.00%		0.00%	0.0%	
Less: GSN Funded Tangible Capital Assets	(769,148)	9.4%	(1,083,891)	17.3%	(7.9%)	1
Total Pupil Accommodation Expense	\$7,572,279	12.56%	\$ 5,747,437	8.50%	4.1%	
School Generated Funds						
Provision for Contingencies	\$0	0.00%	\$0	0.00%		
TOTAL EXPENSES	\$197,537,440	23.67%	\$ 190,123,260	23.21%	0.5%	

EXPLANATIONS OF SPENDING RISK ASSESSMENT

1- Variations between the year-to-date spending this year and the % spent at this time last year is due to the timing of expenditures only. A budget pressure in these areas is not anticipated.

2- The variance between year-to-date spending as a % of forecast versus spending for the same period last year indicates cost pressure



Report to Committee of the Whole

January 23, 2023

Subject: External Member Appointment on Board Audit Committee

Recommendation

That the Board appoint Mr. Graham Rumble as an external member to the Board Audit Committee for an initial term ending August 31, 2026.

That the Board appoint Ms. Tracy Williams as an external member to the Board Audit Committee for an initial term ending August 31, 2025.

Status

The external member appointments to the Board Audit Committee are effective as of the dates outlined in this report.

Background

[Ontario Regulation 361/10](#) requires all school boards to establish an Audit Committee. The regulation states that “where a board has eight or more board members, but less than fifteen, the Audit Committee shall consist of five members, including three board members and two persons who are not board members.”

Consistent with Ontario Regulation 361/10 (s.5), the selection committee for the external members was composed of Kathleen Woodcock, Vice-Chair of the Board and Audit Committee Chair, Jeewan Chanicka, Director of Education and Nick Landry, Superintendent of Business Services & Treasurer. Following a review of the candidates' credentials, past experience and an interview process, the selection committee is recommending that the following individuals be appointed to serve on the Board Audit Committee as external members in the capacities and for the terms noted below:

- Graham Rumble CPA, Controller, Contrans Group
 - Auxiliary member (non-voting) February 2023- August 31, 2023
 - Member- September 1, 2023, to August 31, 2026
- Tracy Williams CPA, Faculty Financial Officer, University of Waterloo
 - Member- February 1, 2023, to August 31, 2025

Financial implications

No financial implications.

Communications

The external members contained in this report have been advised of the recommendation being brought forward and will receive confirmation once approved.

Prepared by: Nick Landry, Superintendent of Business Services & Treasurer
Kathleen Woodcock, Chairperson of the Board Audit Committee
in consultation with Coordinating Council



Report to Committee of the Whole

January 23, 2023

Subject: Motion: Staff Well-Being Report

Recommendation

That the Waterloo Region District School Board Trustees request a report that explores the structures that currently exist to support staff well-being; and

That the report explores further support that may be needed to create and action a staff wellness and well-being strategy; and

That the report consider how staff can be supported when impacted by circumstances outside the workplace, including harassment on social media and personal situations; and

That the report and all costs associated with the supports, be provided to the Board of Trustees as soon as possible and as scheduled by the Agenda Development Committee.

Status

This Notice of Motion was served at the September 19, 2022, Committee of the Whole meeting by Trustee J. Weston with support from Trustee J. Herring. The term has ended for Trustee J. Herring.

Background

The following recitals were included by Trustee J. Weston to serve as a Background for this motion:

Whereas support for student and staff well-being is one of our strategic directions; and

Whereas staff well-being impacts student achievement and well-being; and

Whereas some staff have reported feeling stressed as they struggle to meet the growing needs of their students in a time of funding cuts; and

Whereas the COVID-19 pandemic and related social and economic challenges have significantly impacted mental and physical health; and

Whereas unaddressed mental and physical concerns can lead to staff absences;
and

Whereas incidents of harassment on social media have impacted the mental health of education workers;

Financial implication

The financial implications are not known at this time.

Communications

If approved, the completed report will be scheduled for a future meeting by the Agenda Development Committee.

Prepared by: Stephanie Reidel, Manager of Corporate Services
for Chairperson J. Weston in consultation with Coordinating Council

Report to Committee of the Whole

January 23, 2023

Subject: 2023 Board Retirement Celebration

Recommendation

That the Waterloo Region District School Board (WRDSB) approve celebrating 2023 WRDSB retirees through a reception with appetizers; and

That the 2023 retirees are provided a small catalogue of gifts to choose from, including the option to donate the value to either Nutrition for Learning, Food4Kids or WEFI to acknowledge their service to the board.

Status

With the return to in person gatherings, the Board of Trustees have an opportunity to reflect on and reimagine the board retirement celebration. It is important to consider the current climate, including fiscal responsibility and the cost of inflation, when making this decision.

Celebration:

Recommended: Reception with Appetizers

Staff are recommending hosting a reception with appetizers. A reception format would better allow retirees to mingle with colleagues and trustees and to arrive or leave at a time that is convenient for the individual and their guest. There would still be a designated time for speeches. Some other school boards have moved away from a formal dinner.

Other Alternatives Considered:

Staff also considered resuming a banquet-style dinner. With increases in costs, resuming a banquet dinner may not be feasible within current budgets and may affect the dollar value of the token of appreciation.

Alternatively, the Board of Trustees could choose to not hold a gathering.

Additional Notes:

The date of the celebration will be dependent on availability of a venue.

Token of Appreciation:

Recommended: Catalogue of Gifts

Staff will source, from a single vendor, 3-5 gift options from which a retiree will select. In consultation with a number of school boards, many have moved to providing a small catalogue of gift options.

Donation Option

In the past three years, 42% of retirees chose to donate the value of the mantle clock to charity rather than receive the gift. Given the high uptake of this option, staff suggest that retirees

continue to have the option to have the Board donate an equivalent value to [Nutrition for Learning](#) or [Food4Kids](#) or [WEFI](#), to address the needs of families and students in our community. An explanation of each organization will be provided so that retirees can select which one they would like to support.

Other Alternatives Considered:

Continuing the retirement gift of a mantle clock is an option. Some feedback has been received that a mantel clock is considered out-dated and that retirees would rather select their own gift.

Staff investigated the option to provide gift cards as a token of appreciation; however, due to board procedures and Canada Revenue Agency implications, this option was eliminated.

Additional Notes:

The timing of the receipt of gifts will be dependent on the date of the celebration and delivery timelines.

Background

For the 2020 through 2022 retirees, due to the ongoing COVID-19 pandemic and health and safety considerations, the Board of Trustees approved celebrating WRDSB retirees by making a donation on their behalf to address the food insecurity in our region or to support students through WEF1 - WCSSAA Student Athletic Assistance; and provided a mantel clock as a gift to acknowledge their service to the board. Retirees were also given the option to donate the value of the gift to these causes rather than receive a mantel clock.

Prior to 2020, the Board of Trustees hosted a banquet dinner for retirees and provided a mantel clock as a gift to acknowledge their service to the board.

[Board Policy 3008 - Recognition of Retiring Employees](#) provides guidance and would require updating if the recommendation is approved, and after reflection, trustees decide to continue with this new approach for future years.

Financial implications

The expenses associated with the recommendation above are within the budget approved by the Board of Trustees in June 2022.

Communications

Information to Retirees will be communicated by the Administrative Assistant to the Chairperson and Trustees of the Board and the Manager of Corporate Services following Board approval.

Prepared by: Elaine Burns, Executive Assistant to the Director of Education,
Heather McKinna, Administrative Assistant to Chairperson and Trustees of the Board,
Stephanie Reidel, Manager of Corporate Services,
on behalf of Joanne Weston, Chairperson of the Board
in consultation with Coordinating Council.