

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 Boardroom, Building 2, 51 Ardelt Avenue, Kitchener, Ontario, on **Monday, May 8, 2023, at 7:00 p.m.**

AGENDA

Call to Order

O Canada

Approval of Agenda

Declarations of Pecuniary Interest

Celebrating Board Activities/Announcements

Delegations

Amanda Abdo - Air Quality

Adam Glauser - CO2 Monitoring

Staff Follow Up

Policy and Governance

Reports

01 Extended Day Program Fee for 2023-2024

N. Landry

Board Reports

08 Motion: CO2 Monitoring Pilot

Trustee S. Piatkowski

10 Scheduling Notice of Motion with Bylaw Amendments

Chairperson

13 Motion: Ad Hoc Bylaw Review Committee

Trustee F. Meissner

Ontario Public School Boards' Association Board of Directors Update

Trustee S. Piatkowski

Question Period (10 minutes)

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

Adjournment



Report to Committee of the Whole

May 8, 2023

Subject: 2023-24 Extended Day Program Fee

Recommendation

That the Waterloo Region District School Board approve the Extended Day Program fee of \$28.50 per day, per child, for the 2023-24 school year.

Status

The Extended Day Program (EDP) fee is established annually in accordance with Ministry of Education (Ministry) guidelines outlined in [Ontario Regulation 221/11](#) of the Education Act and a costing template issued by the Ministry is used to calculate the fee. The underlying objective in establishing the fee is to ensure it bears a reasonable relationship to incremental operating costs incurred by the Waterloo Region District School Board (WRDSB), and that the program operates on a cost-recovery basis.

While there are many components that contribute to the overall rate (see Appendix A), the following represent key factors impacting the proposed rate for 2023-24.

- Wages and Benefits
 - Change: Average salary costs are forecast to decrease by \$0.56 per hour for the 2023-24 school year; with a minor increase to associated benefit costs (0.13%) on average.
 - Rationale: These changes are the result of staff progressing through the salary grid as they gain more experience, and the hiring of new staff to fill new or vacant positions. Information used to calculate these figures is based on 2023-24 salary and benefit forecasts, which will be used to develop the WRDSB's 2023-24 budget.
 - Impact: Direct staffing costs account for approximately 68.3% of total expenditures on the program; as such, any changes to salaries and benefits will have a proportionate impact on the EDP fee.
- Administrative Support
 - Change: Expenditures on administrative support are forecast to increase by 0.12% on a per student basis.
 - Rationale: As enrolment in WRDSB extended day programs continues to grow, and additional administrative requirements need to be met to maintain our licensing under the [Child Care and Early Years Act 2014](#),

additional administrative costs will be incurred to maintain the high quality and accessible programming our community has come to expect.

- Impact: In total, administrative costs represent 6.99% of total expenditures on the program. These expenditures are necessary to provide the appropriate level of oversight and support to our schools, ensuring that the EDP achieves its mission of providing high-quality, affordable, care to students in our communities. Administrative support staff (e.g., manager, supervisors, clerical) also provide oversight and support for programs operated by our community partners, ensuring they are meeting the requirements of our contracts with them.
- Special Education Support
 - Change: The per pupil amount to support additional resources for students with special needs is decreasing by \$0.25 per pupil, per day.
 - Rationale: A core commitment of the EDP is that all students should have equity of access to the program and should have access to the support they need. Each year, the proportion of students participating in our program that require additional staffing, relative to the overall number of students, changes slightly. The decrease noted above is based on actual costs incurred during the past five years to support students with special needs.
 - Impact: The decrease noted above will not impact our ability to provide the resources necessary (primarily staff) to support students with special needs in our before and after school programs.
- Transaction Costs and Vacancy Rate
 - Change: Expenditures incurred to manage the collection of fees for the program are forecast to decrease by 0.28% on a per student basis; our forecast for bad debt expense (uncollectable revenues) is forecast to remain unchanged for 2023-24 on a per student basis.
 - Rationale: The Board incurs fixed (staffing) and variable (merchant fees) costs in order to invoice and collect fees from families. In order to operate on a cost recovery basis, these costs need to be included in the overall fee charged for the EDP. We also include a small amount to reflect fees that cannot be collected from families (i.e., bad debt); there are a number of procedures in place to ensure we minimize this cost to the Board.
 - Impact: To the extent that further improvements to our processes can be made to reduce costs or enhance service for families, we will pursue those as appropriate.

Non-Instructional Days

The Extended Day Program will continue to be offered on most non-instructional days (e.g. PD Days, Winter Break, March Break) in 2023-24.

- Professional Development (P.D.) Days- The program will not operate on five (5) professional development days in 2023-24. This will allow Designated Early Childhood Educators to be released for professional development and address feedback received from staff and our labour partners. Based on the school year calendar that was presented to the Board on [March 6, 2023](#), the EDP will operate (or close) on the following dates:
 - September 5, 2023- Closed (P.D. day occurs prior to school starting. Provincial priorities mandatory health and safety training)
 - October 6, 2023- Closed P.D. day provided for Provincial priorities non-violence crisis intervention / BMS training for Designated Early Childhood Educators)
 - November 13, 2023- Closed (P.D. day provided for Provincial Priorities non-violence crisis intervention / BMS training for Educational Assistants)
 - January 19, 2024- Open
 - April 10, 2024- Closed (Board designated P.D. Day for Provincial priorities; full-day professional learning for Designated Early Childhood Educators jointly planned by Waterloo Region District School Board and ETFO-DECE)
 - May 31, 2024- Open
 - June 28, 2024- Closed (P.D. day Board Priorities)

This information will be communicated to internal and external stakeholders in order to facilitate planning.

- Winter Break- The program will continue to operate during the non-statutory week of winter break. Our plan for winter break 2023-24 is to offer care on the following days:
 - December 25th to January 1st (CLOSED)
 - Tuesday January 2nd – Friday January 5th open 7:00 am to 6:00 pm (normal hours)
- March Break- The program will continue to operate during March Break for 2023-24.
 - March 11th – March 15th 2024, open 7:00 am to 6:00 pm (normal hours)
- The schedule noted above will ensure that our community has access to the program during the non-statutory week of the winter break, and is consistent

with the language included in our child care contracts with Community Providers. We have also confirmed that these dates align with the terms included in the agreement with our Custodial & Maintenance staff, who are needed in the school while programs are in operation.

Fee Options

Families may choose to purchase service in one of three ways: before school only, after school only, or both. They can also choose the number of days per week they wish to enroll their child, (i.e., Mondays only, or Wednesday and Friday). The recommended fee of \$28.50 per pupil per day means families will experience a decrease of \$0.50, or 1.72%, over the fee charged in 2022-23.

The changes in the fee over the last 5 years is provided below for reference:

| School Year | Extended Day Program Fee* |
|-------------|---------------------------|
| 2019-20 | \$26.00 |
| 2020-21 | \$27.00 |
| 2021-22 | \$27.50 |
| 2022-23 | \$29.00 |
| 2023-24 | \$28.50 |

*This fee applies to students who are not eligible for a reduced fee under the Canada-Wide Early Learning and Child Care Program, which only provides funding for children under age 6.

- On March 28, 2022, the Ontario and Federal governments announced the signing of a [Canada-wide Early Learning and Child Care](#) (CWELCC) agreement. The CWELCC agreement outlines that Ontario families with children five years old and younger, participating in licensed child care programs, will see their child care fees reduced to \$10 per day by September 2025.
- During the course of the spring/summer 2022, Extended Day Program staff worked tirelessly to license all 69 extended day programs offered by the WRDSB. As a result of these efforts, all 4- and 5-year-olds participating in our EDP are eligible for reduced rates under the terms of the CWELCC agreement.
 - 2022-23
 - EDP Rate- \$29.00 per day; reduced rate for eligible 4-and 5-year-old students participating in WRDSB EDP \$19.98

- o 2023-24
 - EDP Rate- \$28.50 per day; reduced rate for eligible 4-and 5-year-old students participating in WRDSB EDP \$12.59

Background

The Full-Day Early Learning Statute Law Amendment Act was passed into legislation on Tuesday, April 27, 2010 mandating that EDP be offered by district school boards to all JK/SK children attending school in a Full Day Kindergarten school. Each year, a costing template issued by the Ministry of Education is used to calculate fees for a standard class of EDP students. The EDP fee regulations ([O. Reg. 221/11](#)) continue to require boards to establish fees that bear a reasonable relationship to operating costs. When functioning as the operator of the program, the WRDSB should make every effort to operate on a cost-recovery basis in delivering the EDP. Trustees are required to approve the fee at an open meeting of the WRDSB each year, and boards are required to disclose fees to coterminous boards and the Ministry of Education.

In September 2010, the Waterloo Region District School Board (WRDSB) began directly operating before and after school programs in 4 schools, offering care to 64 children. Since then, our program has expanded to 69 schools and now offers care to over 4,148 children; this is in addition to the 23 programs offered by our community partners in schools with purpose-built childcare centres.

Financial Implications

Consistent with the direction provided by the Ministry of Education, the EDP fee has been developed to ensure it bears a reasonable relationship to operating costs and will allow the WRDSB to operate the EDP on a cost recovery basis.

Communications

The approved rate will be posted on our corporate website and will be reflected in communication material provided to families.

Prepared by: Melissa Hilton, Manager, Extended Day Program
 Nick Landry, Superintendent of Business & Treasurer,
 in consultation with Leadership Council

APPENDIX A

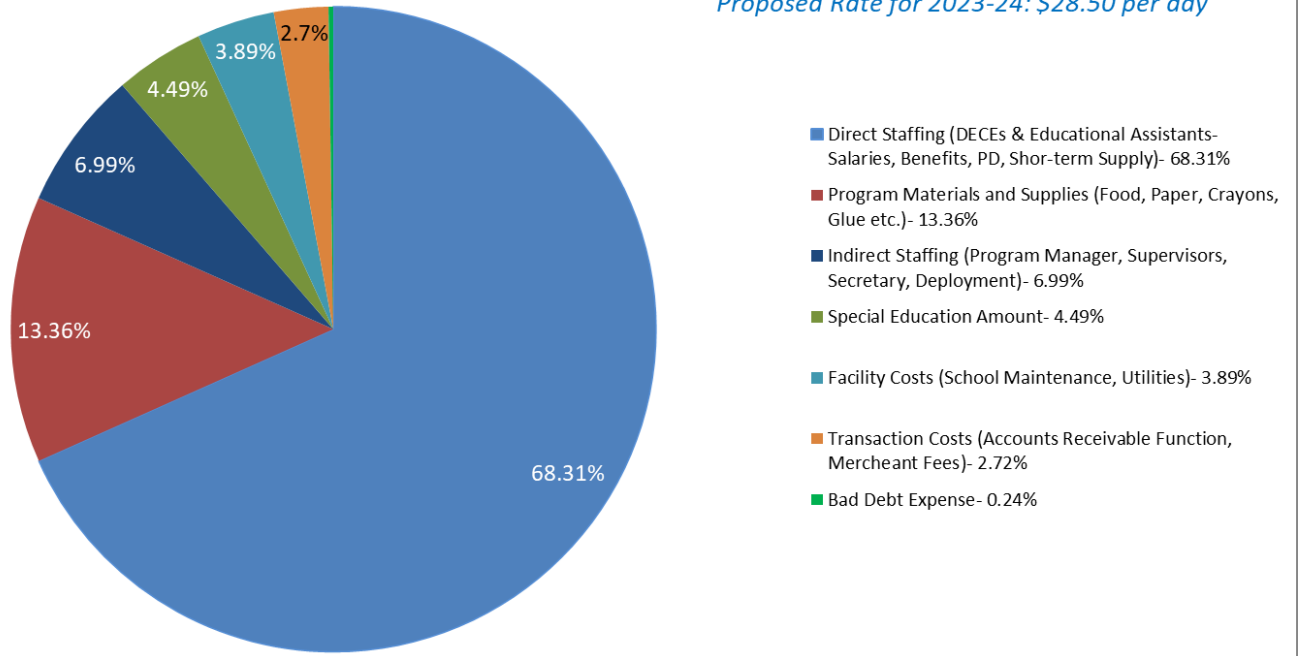
Components of the Extended Day Program Fee

| ESTIMATING DAILY BASE FEE | | | | | |
|---|--|--|---------------------|----------------|-----------------|
| | | Average Board Enrolment | | | |
| Number of students in Extended day | | 24.15 | | | |
| # of ECEs / staff | | 2.00 | | | |
| 2023-24 Extended Day Program Fee | | | | | |
| Benchmark | Benchmark Unit | # Hours / day | 5 | 2022-23 Amount | Change |
| ECE/STAFF COSTS | | | | | |
| \$27.67 | Hourly | (a) Wage compensation | \$51,734.36 | \$28.23 | (\$0.56) |
| 31.86% | as % of hourly wage | (b) Benefits (including Pension contributions) | \$16,482.57 | 31.73% | 0.13% |
| 13.40% | as % of hourly wage + benefits | (c) Vacation + Statutory Holidays | \$9,142.48 | 13.40% | 0.00% |
| 2.00% | as % of hourly wage + benefits | (d) Professional Development | \$1,364.34 | 2.00% | 0.00% |
| 5.65% | as % of hourly wage + benefits + Vacation + Statutory holidays | (e) Supply ECEs for Extended day | \$4,447.89 | 5.13% | 0.52% |
| Total ECE/Staff Costs | | | \$83,171.64 | | |
| 10.23% | per staffing unit costs | Administrative costs | \$8,508.40 | 10.11% | 0.12% |
| PER PUPIL COSTS | | | | | |
| \$0.23 | per-pupil per hour | School Operations (up to \$0.40 per pupil) | \$5,193.46 | \$0.20 | \$0.03 |
| \$0.65 | per-pupil per day | Materials for Extended day | \$2,935.43 | \$0.60 | \$0.05 |
| \$2.95 | per-pupil per day | Food / Snacks | \$13,331.38 | \$2.88 | \$0.07 |
| \$1.21 | per pupil per day | Special Education | \$5,463.69 | \$1.46 | (\$0.25) |
| Total Costs (excluding vacancy) | | | \$118,604.00 | | |
| 0.25% | as a % of Total Cost (before vacancy) | Vacancy Allowance (up to 5%) | \$294.11 | 0.25% | 0.00% |
| 2.80% | as a % of Total Cost (after vacancy) | Transaction Costs | \$3,329.06 | 3.08% | (0.28%) |
| Total Costs | | | \$122,227.17 | | |
| Extended Day Program Fee | | | \$ 28.50 | \$29.00 | (\$0.50) |
| (includes non-instructional days during the school year (e.g., P.D. days (2), Winter Break (4) and March Break (5)) | | | | | |

Waterloo Region DSB- Extended Day Program Fee Breakdown

Current Rate: \$29.00 per day

Proposed Rate for 2023-24: \$28.50 per day



-Designated Early Childhood Educators (DECE) and Educational Assistants (EA) staff the program.

May 2023



Report to Committee of the Whole

May 8, 2023

Subject: Motion: CO₂ Monitoring Pilot

Recommendation

That the Board of Trustees direct staff to proceed with the CO₂ monitoring pilot project, as previously approved, for the months of September, October and November 2023, rather than waiting until the building automation system (BAS) returns to pre-COVID levels, as previously decided; and

That Trustees ask for a report on the results of this initiative at a Committee of the Whole meeting in January 2024.

Status

This Notice of Motion was served at the March 6, 2023, Board meeting by Trustee S. Piatkowski with support from Trustee M. Snyder.

Background

The following recitals were included by Trustee Scott Piatkowski as background:

Whereas the Board of Trustees adopted the following motion on March 21, 2022: "That Trustees direct staff to investigate the feasibility and effectiveness of placing CO₂ monitors in a minimum of three schools, as a pilot project, to determine their usefulness at measuring and logging air quality, including CO₂, and clean air delivery rate (CADR) in occupied rooms; and That the report includes a full costing of implementing this pilot; and That staff report back to Trustees in April 2022."

Whereas the Board of Trustees subsequently adopted the following motion on April 11, 2022: "That the Waterloo Region District School Board Trustees direct staff to proceed with the CO₂ monitoring pilot project, as laid out in the motion as presented at the March 21, 2022, Committee of the Whole meeting, scheduled to begin when the building automation system (BAS) returns to pre-COVID levels and to run for a minimum of 3 months, with a report brought to Trustees within two months of the pilot concluding."

Whereas the capacity to implement the direction passed in April 2022 now exists, but there is no clear timeline on when the condition regarding a return to pre-COVID levels might be met,

Whereas the Board would benefit from the results of the CO2 monitoring pilot project sooner rather than later,

Financial implication

Costs of this pilot project will be covered through existing budgets.

Communications

Upon ratification, staff would make the necessary internal communications to begin the pilot and the Agenda Development Committee would schedule the report for discussion.

Prepared by: Stephanie Reidel, Manager of Corporate Services
for Trustee S. Piatkowski in consultation with Leadership Council



Report to Committee of the Whole

May 8, 2023

Subject: Schedule of Notice of Motion with Proposed Bylaw Amendments

Recommendation

That the Waterloo Region District School Board schedule the Notice of Motion served on February 27, 2023, by Trustee C. Watson with proposed Bylaw amendments, for discussion at the next Committee of the Whole meeting.

Status

The Notice of Motion, served at the February 27, 2023, Board Meeting by Trustee C. Watson with support from Trustee M. Ramsay contains amendments to the Bylaws.

The WRDSB Bylaws state:

1.3. Amendments and Additions to Existing Bylaws

1.3.1. No amendment, alteration, or addition to the bylaws shall be made unless written notice outlining the proposal is presented at the meeting previous to the meeting during which the item will be considered. A majority vote of the trustees present is required to support the scheduling of the proposal at the next meeting.

1.3.2. To adopt an amendment, alteration or addition to the bylaws requires the support of two-thirds of all trustees present at the meeting during which the proposal is considered.

At this meeting, March 20, 2023, Committee of the Whole, the Board of Trustees will address section 1.3.1. of the Bylaws and a majority vote of trustees present is required to support the scheduling of the Notice of Motion. This agenda item is not to discuss the contents of the motion but whether trustees would like to have the discussion at a future meeting.

If scheduling is approved this evening by a majority vote, the Notice of Motion will be discussed at the April 19, 2023, Committee of the Whole meeting as outlined in section 1.3.2. of the Bylaws.

Background

The following Notice of Motion, with Bylaw amendments, was served at the February 27, 2023 Board Meeting by Trustee C. Watson with support from Trustee M. Ramsay:

Whereas the WRDSB bylaw 14. Delegation Procedure, does not ensure that voices on both sides of an issue are equally heard and valued before a decisions is made by the board of trustees,

Whereas the WRDSB bylaw 4. Trustee Responsibility, states that Trustees shall be expected to model ethical practices which include 4.3.3. a. Making decisions in a manner which is open, accessible and equitable, and b. respecting different points of view.

Whereas the WRDSB bylaw 13.5. Board Meetings, states that trustees are not able to access the Board Agenda until the Friday at 1:00 p.m. prior to the Board meeting and yet delegations are expected to register on the Thursday prior to the board meeting,

Whereas some parents find out at the last minute about a motion and have no opportunity to speak to a motion even if delegations cancel minutes before the meeting,

Whereas the Board Meeting Agendas list the delegations after the minutes are ratified, Whereas the WRDSB current bylaws or practice will only allow trustees to ask two questions per report, even if time permits and other trustees forgo asking questions,

Whereas the WRDSB current bylaw or practice only allows 10 minutes at "Question Period" for eleven trustees,

Whereas the language around withdrawal of motions is unclear and open to interpretation,

Therefore be it resolved:

That the Waterloo Region District School Board establish an Ad-Hoc committee to review the following amendments listed below and report back to the Board of Trustees by the end of May 2023 with recommendations.

That the WRDSB bylaw 14. Delegation Procedures be amended to include a fair delegation process which would allow delegations on both sides of the motion to have an opportunity to present to trustees at the same meeting to ensure fair, informed and balanced decision making,

And that the delegation process remove the penalty for delegations who register after the Thursday prior to the Monday meeting,

And that the delegation process allow members of the gallery to speak to items on the agenda if previous delegations cancel or do not attend and if time exist within the delegations time period,

And that Board Meeting Agendas list delegations before the minutes of Committee of the Whole are ratified,

And that individual trustees be given an opportunity to ask more than two questions per report if other trustees forgo asking questions and time permits,

And that the chair be given authority to extend question period without a motion to ensure that all trustees are treated fairly and given an equal opportunity to ask questions on behalf of their constituents,

And that the language of WRDSB Bylaw 24. Rules of Order, 24.3.2. be clarified according to Roberts Rules, that the withdrawal of a motion refers only to the proposer of the motion and the seconder and that it is after the proposer and seconder have moved the motion and then read by the chair, that it belongs to the board.

Financial implication

There are no known financial implications to scheduling this motion for discussion.

Communications

If approved, the Notice of Motion will be scheduled at the next Committee of the Whole meeting for discussion.

Prepared by: Stephanie Reidel, Manager of Corporate Services
for Chairperson J. Weston in consultation with the Leadership Council and the Agenda Development Committee.



Report to Committee of the Whole

May 8, 2023

Subject: Motion: Board By-Laws Review Ad Hoc Committee

Recommendation

That the Waterloo Region District School Board form an ad hoc committee to review the current Board Bylaws (September 2020) with a focus on Bylaw 13, Board Meetings, Bylaw 14, Delegation Procedures, Bylaw 24, Rules of Order and other bylaws requiring updates per changes in legislation and/or practice and make recommendations for updates/revisions commensurate with current legislation, policies and procedures before or by October 30, 2023.

Status

This Notice of Motion was served at the March 6, 2023, Board meeting by Trustee F. Meissner with support from Trustee K. Woodcock. The proposed Terms of Reference can be found as Appendix A.

Background

The Waterloo Region District School Board last updated the [Bylaws](#) effective September 2020.

Financial implication

The financial implications are not known at this time.

Communications

Upon ratification, a call for Trustee members would be made and meetings would be scheduled.

Prepared by: Stephanie Reidel, Manager of Corporate Services
for Trustee F. Meissner in consultation with Leadership Council

Board By-Laws Review Ad Hoc Committee (2023)

Terms of Reference

1. Name: By-Laws Review Ad Hoc Committee

- 1.1. Related legislation – *Education Act*
- 1.2. Related policies/by-laws – Policies and procedures of the Waterloo Region District School Board
- 1.3. Alignment with Board Strategic Plan – This ad hoc committee is aligned with the strategic priorities of the WRDSB Strategic Plan.
- 1.4. Type of committee (statutory, board (standing/ad hoc) community (standing/ad hoc/appointment)) – Board Ad Hoc Committee

2. Purpose/Mandate/Goals

- 2.1 Focus – The purpose of the ad hoc committee is to review the current Board By-laws (last revised September 2020) with a focus on Bylaw 13, Board Meetings, Bylaw 14, Delegation Procedures, Bylaw 24, Rules of Order and other bylaws requiring updates per changes in legislation and/or practice and make recommendations for updates/revisions commensurate with current legislation, policies and procedures.
- 2.2 Powers and responsibilities – The following responsibilities outline the work of the ad hoc committee, including but not limited to:
 - Plan the process by which the ad hoc committee will review and make recommendations for updates/revisions to the Board By-laws, as well as create timelines and milestones for measuring progress;
 - Review best practices at comparator boards;
 - Provide regular update/milestone reports to the Board of Trustees via the ad hoc committee chair at Committee of the Whole meetings;
 - Create meeting group norms for use by the ad hoc committee during the project i.e., meeting attendance, frequency, decision-making, etc.;
 - Develop a final report with recommendations for updates/revisions and present it to the Board of Trustees on or before the end of October 2023 for consideration.

3. Authority/Jurisdiction/Responsibilities

This ad hoc committee is responsible to the Board of Trustees. All recommendations must be brought to the Board for discussion and final approval.

- 3.1 Individual members – Expected to attend meetings of the ad hoc committee prepared and with assigned tasks completed as required.
- 3.2 Chair – A committee chair will be chosen by committee members to lead the work of the ad hoc committee and champion the project. The chair will be chosen from among trustee committee members.
- 3.3 Board personnel – The ad hoc committee will have access to assistance as reasonably required via assignment of staff by the Director of Education.

4. Membership

- 4.1 Composition/stakeholders – The committee will consist of up to five (5) trustees, the Manager of Corporate Services and the Director of Education (or designate).
- 4.2 Term - The term of the ad hoc committee is until October 2023. The term may be extended if required by motion of the Board of Trustees.
- 4.3 Appointment Process – A call for trustee volunteers will be issued with the terms of reference in May 2023. The Chairperson of the Board of Trustees, in consideration of other committee duties of trustees, will appoint trustee ad hoc committee members from the volunteers responding to the call. If there are no volunteers, the Chairperson of the Board of Trustees will appoint trustee ad hoc committee members. The Director of Education will appoint the staff members of the ad hoc committee.
- 4.4 Vacancies – If vacancies arise among the ad hoc committee membership, for either a trustee or staff representative, the Chairperson of the Board of Trustees and the Director of Education will appoint/designate replacement ad hoc committee member(s).

5. Role of Board Personnel/Staff

- 5.1 Restrictions of membership – Staff members appointed to the ad hoc committee will be restricted to the Manager of Corporate Services and the Director of Education (or designate).

- 5.2 Trustee members will be chosen from those who respond to the Call for Volunteers.
- 5.3 Personnel and services – Support for the ad hoc committee will be appointed by the Director of Education.

6. Meetings

- 6.1 Access to meetings – The ad hoc committee meetings will be open and can be attended by any member of the Board of Trustees. Input by all trustees will be encouraged, however, any ad hoc committee decisions made by way of vote will be restricted to ad hoc member participation only.
- 6.2 Election of Chair – The ad hoc committee members will elect a chair of the ad hoc committee at the first meeting of the group.
- 6.3 Quorum – The ad hoc committee will operate under the same quorum as the Board of Trustees per current By-law 12.
- 6.4 Voting – Decisions of the ad hoc committee will be made by consensus and be collaborative in nature. For this purpose, consensus is defined as a group decision-making process that seeks an acceptable solution that the whole group can support even if it is not the favorite of every individual. Should a vote be required because consensus cannot be reached, the vote will be restricted to ad hoc committee members only.
- 6.5 Communications/distribution of Minutes and Agenda – Notes containing action items with assigned responsibility and time lines will be taken at meetings of the ad hoc committee and distributed to committee members. Agendas for meetings will be developed by the chair of the ad hoc committee and distributed to all members.
- 6.6 In camera Meetings – This is an internal ad hoc committee formed with the express purpose of reviewing the Board By-laws (as at September 2020) and to develop recommendations for revision. If, due to unforeseen circumstances, in camera meetings are required, the chair of the ad hoc committee can call said meeting and report the occurrence and reasons why to the Board of Trustees.

7. Reporting

- 7.1 Committee Reports to Whom – The ad hoc committee reports to the Board of Trustees through the ad hoc committee chair or through an appointed committee member.

- 7.2 Format of Committee Report Back – The ad hoc committee will provide verbal and/or written reports, including presentations and other visuals as required.
- 7.3 Time Frame of Committee Report Back – The ad hoc committee will report progress to the Board of Trustees once a month. A final report and recommendations will be presented to the Board of Trustees before or by October 30, 2023.

8. Deliverables/Results

- 8.1 Requested/required Committee Output – The final deliverable of the ad hoc committee will be recommended revisions to the Board By-laws (as at September 2020).
- 8.2 Board of Trustees approval of the recommended revisions to Board By-laws (as at September 2020).