

**JANUARY 13, 2025**

**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, January 13, 2025, at 7:00 p.m.**

**AGENDA**

**Call to Order**

**Territorial Acknowledgement and O Canada**

**Approval of Agenda**

**Celebrating Board Activities/Announcements**

**Declarations of Pecuniary Interest**

**Delegations**

**Staff Follow Up**

**Policy and Governance**

01 Board Policy G201 - Trustee Code of Conduct

Policy Working Group

**Reports**

61 Interim Financial Report and Forecast

N. Landry

73 Major Capital Projects Quarterly Update

C. Sagar

Grand River Transit Bus Pass Verbal Update

L. Agar

**Board Reports**

76 Motion: Enrolment

Trustee C. Watson

**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](mailto:Stephanie_Reidel@wrdsb.ca)



# Report to Committee of the Whole

January 13, 2025

## **Subject: Board Policy G201 - Trustee Code of Conduct**

### **Recommendation**

*That the Waterloo Region District School Board approve Board Policy G201 - Trustee Code of Conduct as presented at the January 13, 2025, Committee of the Whole meeting.*

### **Status**

The Policy Working Group is recommending approval of Board Policy G201 - Trustee Code of Conduct. A copy of the draft recommendations and the current policy are included with this report.

On July 30, 2024, the Ministry of Education sent a memo regarding *Strengthening School Board Governance and Accountability - Regulatory Reforms to Support the Better Schools and Student Outcomes Act, 2023*. This memo outlined a mandatory code of conduct which will provide a consistent standard for trustee conduct in all boards across the province.

Following this memo, the Ontario Public School Boards' Association (OPSBA) provided school boards with a revised template *School Board Member (Trustee) Code Of Conduct Enforcement Procedure*. The revised template includes changes required by Ontario Regulation 312/24 Member of School Boards – Code of Conduct and has been reviewed by legal counsel.

The Policy Working Group made changes to Board Policy G201 - Trustee Code of Conduct based on the template provided by OPSBA.

Appendix A provides content mapping of the legislative changes made to the policy to easily compare the new sections to the previous version.

### **Background**

On March 22, 2021 the Board of Trustees approved striking a Policy Working Group.

The Policy Working Group Terms of Reference include the following mandate:

#### **2.2 Powers and responsibilities**

The committee shall review and examine policies for formatting and to review content and to develop draft policies where required and to ensure that consultation

has taken place. This committee has no decision-making powers. All policies will be presented to the Board of Trustees for approval.

**Financial implications**

The WRDSB is responsible for the cost of Integrity Commissioner services and panels of Integrity Commissioners in the event of a Reconsideration.

**Communications**

Approved policies will be updated on the internal and external websites after ratification at the end of the month.

Prepared by: Stephanie Reidel, Manager of Corporate Services  
for the Policy Working Group in consultation with Leadership Council



Waterloo Region  
District School Board

## Board Policy G201

# TRUSTEE CODE OF CONDUCT

Legal References:	<p><i>Education Act: 2009, Sections <del>209(1); 218.1-218.3;</del></i>  <i>Municipal Freedom of Information and Protection of Privacy Act.</i>  <b><i>Municipal Elections Act</i></b>  <i>Municipal Conflict of Interest Act</i>  <i>Statutory Powers Procedure Act</i>  <i>Bill 177</i>  <a href="#"><i>Bill 98, Better Schools and Student Outcomes Act, 2023</i></a>  <b><i>Regulation 312/24 Members of School Boards – Code of Conduct</i></b>  <b><i>Regulation 306/24 Integrity Commissioners and Process for Alleged Breaches of the Code of Conduct</i></b>  <b><i>Public Inquiries Act, 2009</i></b>  <b><i>Ontario Human Rights Code</i></b></p>
Related References:	<p><a href="#">Trustee Professional Development Program</a>  <b>Board Policy 1016 - Human Rights</b></p>
Effective Date:	October 29, 2012
Revisions:	May 17, 2021, September 16, 2024, <b>January 13, 2025</b>
Reviewed:	February 12, 2018, May 13, 2019, April 19, 2023

### Purpose

1. A trustee holds an elected position which carries with it the understanding that the electorate will decide at election time its support for the effectiveness of a trustee. At the same time, it is important to recognize the public trust and responsibility the collective body carries and that this trust and responsibility is honoured through determining and enforcing norms of acceptable behaviour.
2. A Code of Conduct contributes to confidence in public education and respect for the integrity of trustees in the community. It deals with acceptable and respectful behaviours.
3. Trustees are responsible for upholding our ~~G~~commitments and the Strategic **Directions** ~~Priorities and Outcomes~~ of the Waterloo Region District School Board.

### Application

4. This Code of Conduct and the enforcement procedures apply to all trustees of the Board, including the Chairperson of the Board.
5. The *Statutory Powers Procedure Act* does not apply to anything done regarding the enforcement of this Code of Conduct. ~~No formal trial type hearing will be conducted.~~ **as particularized in s. 218.3.2(13) of the Education Act.**

### Definitions

6. In this policy,

**Appellant means the party appealing the Integrity Commissioner's determination.**

**Board** means the Board of Trustees of the Waterloo Region District School Board.

**Business Day** means a day from Monday to Friday, excluding Holidays as defined in Regulation 306/24 Integrity Commissioners and Process for Alleged Breaches of the Code of Conduct.

**Decorum** means conducting oneself in a dignified manner and observing the requirements of polite society.

**Detriment** pertains to loss, damage or financial disadvantage to the assets of the Waterloo Region District School Board

**Dignity** means bearing, conduct or speech that demonstrates respect for self and others as well as an appreciation of the formality or gravity of an occasion or situation.

**Fiduciary Duty** means legal responsibility for what belongs to another, that is, trusteeship.

**Formal Complaint Procedure Review Inquiry** means the process whereby a written, signed complaint of an alleged breach is formally investigated and a written report provided to the Board.

**Holiday** is defined in the Legislation Act, 2006.

**In Camera Meeting** under the *Education Act* provides that a meeting of the board may be closed to the public and the media when matters for discussion involve: the security of the property of the board; the disclosure of intimate, personal or financial information in respect of a board member or committee, an employee, or prospective employee of the board, or a pupil or their parent or guardian; the acquisition or disposal of a school site; decision in respect of negotiations with employees of the board; or litigation affecting the board.

**Informal Complaint Procedure Review Inquiry** means the process whereby the Chairperson of the Board (or designate) meets with a trustee informally, and in private, to discuss an alleged breach and any remedial measures to correct the offending behaviour.

**Integrity Commissioner** means a neutral, independent officer who is contracted to conduct formal investigations of allegations of a breach of the Code of Conduct. **means a person appointed by the Board from the Minister of Education's roster of integrity commissioners or during the time no such roster exists, a person appointed by the Board who holds the qualifications to be appointed an integrity commissioner prescribed by Regulation 306/24 Integrity Commissioners and Process for Alleged Breaches of the Code of Conduct.**

**Procedural Fairness** means a dispute resolution concept which provides a fair process in resolving disputes. The concept requires transparency, equal communication and fairness in allocation of resources used to resolve the dispute. Also called procedural justice.

**Respect** means honouring oneself and others through words and actions, supporting diversity of beliefs, and treating the world and everything in it with dignity.

**Respondent** means the party responding to an appeal of the Integrity Commissioner's determination.

**Stakeholders** include students/parents/guardians/caregivers/staff or community members.

**Trustee** means a member of the Board elected or appointed in accordance with the *Municipal*

**CODE OF CONDUCT****Integrity and Dignity of Office**

7. Trustees of the Board shall discharge their duties loyally, faithfully, impartially and in a manner that will inspire public confidence in the abilities and integrity of the Board.
8. When acting or holding themselves out as Trustees of the Board, a Trustee shall conduct themselves in a manner that would not discredit or compromise the integrity of the Board.
9. When acting or holding themselves out as a Trustee, the Trustee shall treat persons equally without discrimination based on a person's race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status or disability.
10. Trustees of the Board shall recognize that the expenditure of school board funds is a public trust and endeavour to see that the funds are expended efficiently, in the best interests of the students.
11. Trustees shall be aware that as leaders of the Board, they must uphold the dignity of the office and conduct themselves in a professional manner when acting in the capacity of trustee.
12. Trustees shall ensure that their public comments are issue-based and not personal, demeaning or disparaging with regard to fellow trustees, stakeholders or the Board as a whole.
13. Trustees shall endeavour to participate in ongoing trustee professional development opportunities to enhance their ability to fulfill their obligations.

**Avoidance of personal advantage and conflict of interest**

14. No trustee shall accept a gift from any person or entity that has dealings with the Board if a reasonable person might conclude that the gift could influence the trustee when performing their duties to the Board unless permitted by the following exceptions:
  - a. the gift is of nominal value,
  - b. the gift is given as an expression of courtesy or hospitality, and
  - c. accepting the gift is reasonable in the circumstances.
15. A trustee shall not use their office to advance the trustee's interests or the interests of any family member or person or organization with whom or with which the trustee is related or associated.
16. No trustee shall use their office to obtain employment with the WRDSB for the trustee or a family member.
17. No Trustee shall use or permit the use of board resources for any purposes other than the business of the Board.

**Compliance with Legislation**

18. A trustee shall discharge their duties in accordance with the *Education Act* and any regulations, directives or guidelines thereunder and comply with the *Municipal Freedom of Information and Protection of Privacy Act*, and any other relevant legislation.
19. Every trustee shall comply with this Code of Conduct and uphold the spirit of this Code:

20. Each trustee shall abide by Section 209(1), Declaration in the *Education Act* made upon attaining the office of a trustee.

21. Declaration 209(1)

Except as provided in subsection (2), every person elected or appointed to a board, on or before the day fixed for the first meeting of the new board, or on or before the day of the first meeting that the person attends, shall make and subscribe the following declaration in English or French before the secretary of the board or before any person authorized to administer an oath or affirmation and in default the person shall be deemed to have resigned:

- a. I solemnly declare that I am not disqualified under any *Act* from being a member of The Waterloo Region District School Board.
  - b. I solemnly declare that I will truly, faithfully, impartially and to the best of my ability execute the office of board member, and that I have not received and will not receive any payment or reward or promise thereof for the exercise of any partiality or malversation or other undue execution of the said office and that I will disclose any pecuniary interest, direct or indirect, as required by and in accordance with the *Municipal Conflict of Interest Act*, *Education Act* R.S.O. 1990, c.E.2, s.209(1); 1997, c.31, s.108(1); 2009, c.25, s.23(1).
22. Trustees shall understand and comply with the roles and duties of individual trustees, the Board of Trustees, senior staff, the Director of Education and the Chairperson of the Board of the Board as outlined in the *Education Act*, the Waterloo Region District School Board policies, procedures, Communications Protocol and Board Bylaws.

### **Civil Behaviour**

23. No trustee shall engage in conduct during meetings of the Board or committees of the Board, and at all other times that would discredit or compromise the integrity of the Board.
24. A trustee of the Board shall not advance allegations of misconduct and/or a breach of this code of conduct that are trivial, frivolous, vexatious, made in bad faith or vindictive in nature against another trustee, a staff member, or the Board as a whole.
25. When expressing individual views, trustees shall respect the differing points of view of other trustees on the Board, staff, students and stakeholders.
26. Trustees shall at all times act with dignity and decorum and shall be respectful of other trustees of the Board, staff, students and stakeholders.
27. All trustees of the Board shall endeavour to work with other trustees of the Board and staff of the Board in a spirit of respect, openness, courtesy, and co-operation.

### **Respect for Confidentiality**

28. No Trustee shall disclose confidential information obtained or made available to them in their role as a Trustee except as authorized by law or the Board. Confidential information includes personal information about an identifiable individual or information subject to solicitor-client privilege.
29. Every trustee shall keep confidential any information disclosed or discussed at any In Camera meeting of the Board, in accordance with Section 207(2), of the *Education Act*, Closing of Certain

Committee Meetings, and keep confidential the substance of deliberations of an in camera meeting, unless required to divulge such information by law or authorized by the Board to do so.

30. No Trustee shall use confidential information, including confidential information obtained by them or made available to them in their role as a Trustee for the purpose of personal gain or for the gain of the Trustee's parent, spouse or child and shall not use such confidential information in a manner that would be detrimental to the interests of the Board.
31. No trustee shall use confidential information for personal gain, to the detriment of the Board, or in a manner that undermines confidence in public education.
32. A trustee shall ensure that personal information of an individual is not collected, used or disclosed by them except in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*. This includes ensuring that mobile devices are password protected and encrypted, information is protected on shared computers, physical documents are kept in locked cabinets and are shredded when no longer required.

### **Upholding decisions**

33. All trustees shall accept that they have no individual authority as a trustee other than that delegated by the Board.
34. Each trustee shall uphold the implementation of any Board resolution after it is passed by the Board, in accordance with Section 218(1), of the *Education Act*, Duties of Board Members. A proper motion for reconsideration, if permitted by the Board's Operational By-Laws, may be requested by a trustee.
35. A trustee must be able to explain the rationale for a resolution passed by the Board. A trustee may respectfully state his or her position on a resolution provided it does not in any way undermine the implementation of the resolution.
36. Each trustee shall comply with all Board policies, procedures, Board Bylaws, and *Roberts Rules of Order* (as amended/revised from time to time).
37. The Chairperson of the Board is the spokesperson to the public on behalf of the Board, unless otherwise determined by the Board. No other trustee shall act as spokesperson to the public –on behalf of the Board unless expressly authorized by the Chairperson of the Board or Board of Trustees to do so. When individual trustees express their opinions in public, they must make it clear that they are not speaking on behalf of the Board.

### **Enforcement of the Code**

#### **Informal Complaint Procedure**

38. It is expected that whenever possible, allegations of a breach of the Code of Conduct ("Code") by a Trustee shall be investigated following the Informal Complaint Procedure, prior to initiating a Formal Complaint Procedure (as per below). It is recognized that from time to time a contravention of the Code may occur that is trivial, or committed through inadvertence, or an error of judgment made in good faith. In the spirit of collegiality and the best interests of the Board, the first purpose of alerting a Trustee to a breach of the Code is to assist the Trustee in understanding their obligations under the Code. Only serious and/or reoccurring breaches of the Code by a Trustee should be investigated following the Formal Complaint Procedure. However, a Trustee does not have to first attempt an informal resolution of a complaint before commencing a formal complaint described below.
39. The Chair of the Board, on their own initiative, or at the request of a Trustee of the Board (without the necessity of providing a formal written complaint) who alleges a breach of the Code has occurred,



may meet informally with a Trustee of the Board who is alleged to have breached the Code, to discuss the alleged breach. The purpose of the meeting is to bring the allegation of the breach to the attention of the Trustee and to discuss remedial measures to correct the offending behaviour. The Informal Complaint Procedure is conducted in private.

40. At the discretion of the Chair, they may include the Vice-Chair of the Board, or another Trustee of the Board in the above meeting.
41. If the allegation of a breach of the Code involves the Chair of the Board, the Vice-Chair of the Board may carry out the duties described in paragraph 39 above. At the Vice-Chair's discretion, they may include another Trustee of the Board to attend the above meeting.
42. The remedial measures may include, for example, a warning, an apology, and/or the requirement of the Trustee to engage in the successful completion of professional development training such as that offered by the Ontario Education Services Corporation Professional Development Program for School Board Trustees.
43. If a resolution of the informal complaint cannot be achieved within 20 business days of the trustee accused of a breach of the code receiving notification of a breach of the code, a Formal Complaint Procedure may be commenced.

### ***Formal Complaint Procedure***

44. A Trustee who has reasonable grounds to believe that a Trustee of the Board has breached the Board's Code of Conduct may notify the following persons in writing of the alleged breach:
  - a. the Chair of the Board; or
  - b. the Vice-Chair of the Board, if the notice is related to the conduct of the Chair; or
  - c. another Trustee of the Board, who is neither the complainant nor the subject of the complaint, if the notice relates to both the conduct of the Chair and the Vice-Chair.
45. The Trustee who gives notice of an alleged breach of the Board's Code of Conduct shall provide a copy of the notification to the Director of Education of the Board.
46. The person to whom the notification was made (Chair, Vice-Chair, or other Trustee, as the case may be) shall immediately provide a copy of the written notice to the Trustee whose conduct is the subject of the alleged breach and the entire Board of Trustees. This notice shall not be public or published until published by the Board in accordance with the Records and Information section below.
47. No Trustee shall give notice of an alleged breach of the Code if the allegation is frivolous or vexatious or the notice is given in bad faith.
48. No trustees shall engage in reprisal or the threat of reprisal against:
  - a. a trustee who gave notice of an alleged breach of the code; or
  - b. any person who provides information about the alleged breach to the person appointed by the board to investigate the breach.

### ***Notice of Breach***

49. The written notice of a breach of the Code shall include:
  - a. the name of the Trustee alleging the breach and their contact information;
  - b. the name and contact information of the Trustee whose conduct is the subject of the notification;
  - c. the date of the alleged breach;
  - d. a description of the alleged breach;
  - e. the provision of the Code that was allegedly breached;

- f. the date on which the Trustee alleging the breach first knew that the alleged breach occurred;
- g. the names and contact information of any witnesses to the breach or any other persons who have relevant information regarding the alleged breach.

50. A complaint of an allegation of a breach of the Code should generally be made within 60 days after the alleged breach occurred or was discovered, whichever is later. See particulars of this timeline below under Refusal to Commence an Investigation and Discovery of Breach.

### ***Resolution of Notice of Breach***

51. When a formal complaint is brought against a Trustee of the Board, during the 20 business day period prior to an Integrity Commissioner being appointed as described below, the Board may attempt to resolve the matter as follows:

- a. the Chair of the Board, or in the absence of the Chair or if the notice of the breach relates to the conduct of the Chair, the Vice-Chair of the Board or if the notice relates to the conduct of the Chair and the Vice-Chair then another Trustee appointed by the Board who is neither the complainant nor the subject of the complaint may attempt to resolve the matter in private as between the parties.
- b. this process may include the Chair/Vice Chair/Trustee, through the Director of Education or their designate, retaining legal counsel and/or a mediator to assist in resolving the matter.
- c. the process may also include a discussion and the use of remedial measures including, a warning, an apology, and/or the requirement of the Trustee to engage in the successful completion of professional development training such as that offered by the Ontario Education Services Corporation Professional Development Program for School Board Trustees.
- d. if the matter is resolved to the satisfaction of the Trustee alleging the breach, the Trustee shall withdraw their notice of the breach.
- e. the Board of Trustees will be advised whether the matter has been resolved and any agreed upon remedial measures or other basis for resolving the matter.

52. If the complaint described in the notice of breach is not resolved within 20 business days after the Trustee alleged to have breached the Code has received the notice, the matter shall be referred to an Integrity Commissioner appointed by the Board as described below under Appointment of Integrity of Commissioner. This should be done as soon as reasonably possible.

### ***Appointment of Integrity Commissioner***

53. If the complaint is not resolved as described above (under Resolution of Notice of Breach), the Trustee (Chair, Vice-Chair or other Trustee) to whom the notification of the breach was given shall refer the complaint to the Integrity Commissioner appointed and paid for by the Board.

54. If a roster of Integrity Commissioners has been created by the Minister of Education, an appointment of an Integrity Commissioner shall be from the roster of Integrity Commissioners.

55. If a roster of Integrity Commissioners has not been created by the Minister of Education, then the Board shall appoint an external independent person who has the qualifications set out in Regulation 306/24 Integrity Commissioners and Process for Alleged Breaches of the Code of Conduct and in consultation with the Director of Education.

56. The appointment of an Integrity Commissioner by the Board is hereby delegated to the Trustee (Chair, Vice-Chair or other Trustee, as the case may be) in consultation with the Director of Education.

### ***Investigation***

57. Subject to Refusal to Commence an Investigation described below, the Integrity Commissioner appointed by the Board investigate shall commence an investigation into the alleged breach of the Code of Conduct no later than 14 days after being appointed by the Board.
58. The Integrity Commissioner to whom the alleged breach is referred to by the Board to investigate may define the scope of the investigation.
59. The Trustee alleged to have breached the Code shall be provided with the opportunity to respond to the allegations, as well as a right of reply, where appropriate. The Integrity Commissioner shall determine this, the timelines, and form of such a response.

### ***Refusal to Commence Investigation***

60. The Integrity Commissioner may refuse to commence an investigation into the alleged breach of the Code if,
  - a. The complaint was made more than 60 days after the day the alleged breach occurred or was discovered, whichever is later, unless the Integrity Commissioner is satisfied the delay was incurred in good faith and no substantial prejudice will result to any person affected by the delay; or
  - b. In the opinion of the Integrity Commissioner, the complaint is made in bad faith or is frivolous or vexatious.
61. If a breach relates to a series of incidents, the 60-day period above runs from the day the last incident in the series occurred or was discovered.
62. The Integrity Commissioner shall provide written notice of a refusal to commence an investigation to the Trustee who is the subject of the complaint and the Board and the decision of the Integrity Commissioner is final.

### ***Discovery of Breach***

63. A breach is discovered on the earlier of:
  - a. The day on which the Trustee notifying the Board of the alleged breach first knew that the breach had occurred; and
  - b. The day on which a reasonable person with the abilities and in the circumstances of the Trustee notifying the Board first ought to have known of the matters referred to in paragraph (a) above.

### ***Powers of the Integrity Commissioner***

64. In the course of conducting the investigation, the Integrity Commissioner may:
  - a. require the production of any records that may in any way relate to the investigation;
  - b. examine and copy any records required under paragraph (a) above; and
  - c. require any officer of the Board or any other person to appear before them and give evidence, on oath or affirmation, relating to the investigation.
65. Section 33 of the Public Inquiries Act, 2009 applies to an investigation.

### ***Decision Process***

66. The Integrity Commissioner shall make any determination with respect to a complaint of alleged breach of the Code no later than 90 days after commencing the investigation, or within such other time period as may be prescribed by regulation, unless the Integrity Commissioner notifies the Board

and the Trustee who is the subject of the complaint that an extension is necessary and of the reasons for the extension.

67. The Integrity Commissioner shall provide the Trustee whose conduct was the subject of the complaint and the Board written notice of a determination that the Trustee has or has not breached the Code and of any sanctions imposed.

68. The written notice must include:

- a. The reasons for the determination;
- b. the reasons for any sanctions; and
- c. information about the right to appeal.

### ***Potential Sanctions***

69. If the Integrity Commissioner determines, following an investigation, that the Trustee has breached the Code, the Integrity Commissioner may impose one or more of the following sanctions:

- a. Censure the Trustee;
- b. Requiring the Board to reduce the Trustees honorarium by an amount not exceeding the amount prescribed in Regulation 357/06 Honoraria for Board Members which currently is 25% of the Trustees combined base and enrollment amount for the year of the term of office in which the breach occurred;
- c. Barring the Trustee from attending all or part of one or more meetings of the Board or one or more meetings of a committee of the Board, for the period of time specified by the Integrity Commissioner up to a maximum of 90 days or the balance of the Trustee's term of office, whichever is less;
- d. Barring the Trustee from sitting on one or more committees of the Board, for the period of time specified by the Integrity Commissioner, up to a maximum of 90 days or the balance of the Trustee's term of office, whichever is less;
- e. Barring the Trustee from becoming the chair or vice-chair of the Board or of any committee of the Board, or removing the Trustee from any other positions;
- f. Barring the Trustee from exercising the privileges of a Trustee or acting as a Board representative, or removing the Trustee from a position the Trustee holds as a Board representative;
- g. Subject to any other limits set out in the above paragraphs (a) to (f), any other sanction that, in the opinion of the Integrity Commissioner, is reasonable and appropriate in the circumstances;
- h. Subject to any other limits set out in the above paragraphs (a) to (f), any other sanction that, in the opinion of the Integrity Commissioner, would promote compliance with the Board's Code.

70. For greater certainty, the imposition of a sanction barring a Trustee from attending all or part of one meeting of the Board shall be deemed, for the purpose of clause 228(1)(b) of the Education Act to be authorization for the Trustee to be absent from the meeting.

71. Any Trustee who is barred from attending all or part of the meeting of the Board or a meeting of a committee of the Board is not entitled to receive any materials that relate to that meeting or that part of the meeting and that are not available to members of the public.

### ***Appeal***

72. Either the Board or the Trustee whose conduct was the subject of an investigation may appeal the Integrity Commissioner's decision, the sanctions imposed, or both, and the Board and the Trustee are the parties to an appeal.
73. The Trustee whose conduct was the subject of the investigation shall not vote on the Board resolution to determine whether the Board will appeal the Integrity Commissioner's decisions on breach or sanctions.
74. The Board or the Trustee who appeals the Integrity Commissioner's determinations shall give written notice of the appeal to the other party and the Deputy Minister of Education no later than 15 business days after receiving written notice of the Integrity Commissioner's determination.

### ***Hearing of the Appeal***

75. The appeal shall be heard by a panel of three Integrity Commissioners appointed by the Deputy Minister of Education or their delegate (no later than 15 Business Days after the Deputy Minister or delegate receives the notice of appeal), but the panel should not include the Integrity Commissioner whose determination is the subject of the appeal.
76. One of the appointed Integrity Commissioners shall be named by the panel to act as chair and co-ordinate the hearing of the appeal.
77. The chair of the panel shall notify the parties to the appeal of:
  - a. the appointment of the panel; and
  - b. the requirements regarding written submissions of the parties and the requirements of the panel's written decision.
78. The panel shall hear the appeal in writing.

### ***Parties Written Submission***

79. The Appellant shall provide written submissions to the panel and the Respondent no later than 20 Business Days after receiving notice that the panel has been appointed.
80. The Respondent shall provide written submissions to the panel and the Appellant no later than 20 Business Days after receiving the Appellant's submissions.
81. The Appellant shall provide their written reply to the Respondent's submissions no later than 10 Business Days after receiving the Respondent's submissions.
82. The chair of the panel may extend any timeline regarding the above written submissions at the written request of a party in order to provide for the fair, just and expeditious resolution of the appeal.
83. A decision to extend a timeline above shall be provided to the parties in writing and a copy of the decision shall be provided to the Deputy Minister of Education.

### ***Consideration by the Panel***

84. The panel shall convene to consider the appeal at such times and in such places as they may determine. The panel may be convened by electronic means.

### ***Panel Decisions on Processes During the Appeal***

85. The panel may:
- define or narrow the scope of the appeal;
  - limit the length of submissions from the parties;
  - make interim decisions and orders; and
  - on its own motion, and without holding a hearing, dismiss an appeal as frivolous or vexatious or commenced in bad faith. A panel decision on its motion is final.
86. The chair of the panel shall notify the parties of any decisions made by the panel above.

### ***Decision of the Panel***

87. The panel shall provide its decision and its reasons, including any dissent, to the parties in writing no later than 30 Business Days after receiving the Respondent's submission.
88. The panel shall provide a copy of the decision, reasons and dissent to the Deputy Minister of Education.
89. If the panel overturns the determination as to whether there is a breach of the Code made by the Integrity Commissioner, any sanction imposed by the Integrity Commissioner is revoked.
90. If the panel upholds the determination made by the Integrity Commissioner, the panel shall, within 30 Business Days after receiving the Respondent's submissions on the appeal, uphold, vary or overturn the sanction.
91. If a sanction is varied or overturned, the variation or overturning shall be deemed to be effective as of the date of the original determination made by the Integrity Commissioner.
92. The decision of the panel respecting the determination of the Integrity Commissioner is final.

### ***Records and Information***

93. A board shall keep records and publish information on its website about each of the following:
- a matter referred to an Integrity Commissioner for investigation and determination;
  - a decision of the Integrity Commissioner to refuse to commence an investigation under Refusal to Commence Investigation above;
  - determination of an Integrity Commissioner that a Trustee has or has not breached the Code and any sanction(s) imposed; and
  - a determination by a panel upholding or overturning an Integrity Commissioner's determination including any variation of a sanction.
94. Where the alleged breach of the Board's Code or the determination regarding the breach involves any of the matters described in clauses 207(2) (a) to (e) of the Education Act, the board shall publish only such information as is appropriate.

### ***Identifying a Breach of the Code***

- ~~27. A trustee who has reasonable grounds to believe that another trustee has breached the Board's Code of Conduct may bring the alleged breach to the attention of the Board. This is done through the Chairperson of the Board. If the breach pertains directly to the Chairperson of the Board, the allegation should be brought forward through the Vice-Chairperson of the Board.~~
- ~~28. Any allegation of a breach of the Code of Conduct must be brought to the attention of the~~

Chairperson of the Board no later than six (6) weeks after the breach comes to the knowledge of the trustee reporting the breach. Notwithstanding the foregoing, in no circumstance shall an inquiry into a breach of the Code of Conduct be undertaken after the expiration of six (6) months from the time the contravention is alleged to have occurred.

29. ~~Any allegation of a breach of the Code of Conduct shall be investigated following the *Informal or Formal Complaint Process* (outlined below), as the case may be.~~
30. ~~It is expected that whenever possible, allegations of a breach of the Code of Conduct by a trustee shall be investigated following the informal complaint process. It is recognized that from time to time a contravention of the Code of Conduct may occur that is trivial, or committed through inadvertence, or an error of judgment made in good faith. In the spirit of collegiality and the best interests of the Board, the first purpose of alerting a trustee to a breach of the Code of Conduct is to assist the trustee in understanding his or her obligations under the Code, and the *Education Act*, and other relevant legislation. Only serious and/or reoccurring breaches of the Code of Conduct by a trustee should be investigated following the *Formal Complaint Process*.~~

#### ***Chairperson of the Board or Presiding Officer***

31. ~~The Code of Conduct applies equally to the Chairperson of the Board. In the case of an allegation of a breach of the Code by the Chairperson of the Board, wherever a process requires action by the Chairperson of the Board, it shall be modified to read the Vice Chairperson of the Board.~~
32. ~~The Chairperson of the Board or the Presiding Officer must have the ability to control any meeting of the Board or its committees. Any trustee who does not abide by a reasonable expulsion or exclusion from a meeting is deemed to have breached this Code of Conduct. Nothing in this Code of Conduct prevents the Chairperson of the Board or the Presiding Officer of any meeting of the Board or committee of the Board from exercising their power pursuant to Section 207(3) of the *Education Act*, Exclusions of Persons, “to expel or exclude from any meeting any person who has been guilty of improper conduct at the meeting”. For greater certainty, this may be done at the sole discretion of the Chairperson of the Board or Presiding Officer, as the case may be, and without the necessity of a complaint or conducting an inquiry before an expulsion or exclusion from a meeting.~~
33. ~~The Chairperson of the Board or the Presiding Officer of any meeting of the Board or committee of the Board shall exercise their powers in a fair and impartial manner having due regard for every trustee's opinion or views.~~
34. ~~The Chairperson of the Board or the Presiding Officer shall follow the Rules of Order of the Board and/or the adopted Rules of Order and meeting procedures contained in any Policy or Bylaw of the Board. A breach of a rule of order should be dealt with at the meeting in question by a trustee rising to a point of order or appealing a ruling of the Chairperson of the Board in accordance with any applicable rule of order. Once such a motion is dealt with by the Board of Trustees, all trustees shall abide by that decision and no further action shall be undertaken pursuant to the Enforcement of the Code of Conduct, except for persistent improper use of the applicable rules of order by the Chairperson of the Board or the Presiding Officer.~~

#### ***Informal Complaint Procedure***

35. ~~The Chairperson of the Board, on their own initiative, or at the request of a trustee (without the necessity of providing a formal written complaint) who alleges a breach of the Code of Conduct has occurred, may meet informally with a trustee who is alleged to have breached the Code of Conduct, to discuss the breach.~~
36. ~~The purpose of the meeting is to bring the allegation of the breach to the attention of the trustee~~



and to discuss remedial measures to correct the offending behaviour. The informal complaint process is conducted in private.

37. ~~The remedial measures may include, for example, a warning, an apology, an agreed-upon consequence, and/or the requirement of the trustee to engage in the successful completion of professional development training such as that offered by the Ontario Education Services Corporation *Trustee Professional Development Program*. If the Chairperson of the Board and the trustee alleged to have breached this Code cannot agree on a remedy within 20 business days (defined as a day between Monday and Friday, excluding holidays) of the trustee accused of a breach of the code receiving notification of a breach of the code, then a formal complaint may be brought against the trustee alleged to have breached this code and that complaint will be dealt with in accordance with the formal complaint process.~~

### **Formal Complaint Procedure**

38. ~~A trustee who has reasonable grounds to believe that another trustee has breached the Board's Code of Conduct may bring the breach to the attention of the Board by first providing to the Chairperson of the Board, a written, signed complaint setting out the following:~~

- ~~(i) — the name of the trustee who is alleged to have breached the Code of Conduct~~
- ~~(ii) — the alleged breach or breaches of the Code of Conduct,~~  
~~— information as to when the breach came to the trustee's attention;~~
- ~~(iv) — the grounds for the belief of the trustee that a breach of the Code of Conduct has occurred;~~  
~~and~~
- ~~(v) — the names and contact information of any witnesses to the breach or any other persons who have relevant information regarding the alleged breach.~~

~~If a written complaint is filed with the Chairperson of the Board, then a formal inquiry shall be undertaken unless the complainant subsequently withdraws the complaint or agrees that the complaint may be dealt with in accordance with the informal complaint process.~~

39. ~~In an election year for trustees, a Code of Conduct complaint regarding a trustee who is seeking re-election shall not be processed during the period commencing two months prior to Election Day and ending after the first Board Meeting after the new term of office of the Board commences. If the trustee accused of a breach of the Code of Conduct is not re-elected, no inquiry into the alleged breach by that trustee shall be undertaken. The limitation period for bringing a complaint shall be extended as necessary.~~
40. ~~Within three (3) working days after receiving the written complaint, the Chairperson of the Board shall notify the trustee and the Integrity Commissioner of the complaint.~~
41. ~~The Integrity Commissioner shall provide, to all trustees, a confidential copy of the complaint within ten (10) days of receiving it. All materials regarding the complaint shall be confidential until it is before the Board of Trustees for a decision as to whether or not the trustee has breached this Code.~~
42. ~~The trustee who is alleged to have breached the code of conduct shall provide a written response to the allegations within ten (10) days of receiving the written allegation, or such extended period of the time as the Integrity Commissioner deems appropriate in the circumstance.~~

### **Refusal to Conduct Formal Inquiry**



43. ~~If the Integrity Commissioner is of the opinion that the formal complaint is out of time, or that there are no grounds or insufficient grounds for a formal inquiry, a formal inquiry shall not be conducted and a confidential report stating the reasons for not doing so shall be provided to all trustees.~~
44. ~~If an allegation of a breach of the Code of Conduct appears directly related to non-compliance with a more specific Board policy with a separate complaint procedure, the allegation shall be processed under that policy or procedure.~~

### ***Steps of Formal Review Inquiry***

45. ~~If a formal review inquiry of an allegation of a breach of the Code of Conduct is undertaken, it shall be done by the Integrity Commissioner.~~
46. ~~The following steps shall be followed:~~
47. ~~Procedural fairness shall govern the formal review inquiry. The formal inquiry will be conducted in private.~~
48. ~~The formal review inquiry may involve both written and oral statements by any witnesses, the trustee bringing the complaint and the trustee who is alleged to have breached the code of conduct. Witnesses will review and verify their statements prior to inclusion in the final report.~~
49. ~~The trustee who is alleged to have breached the code of conduct shall have an opportunity to respond to the allegations both in a private meeting with the Integrity Commissioner and in writing.~~
50. ~~It is expected that the formal review inquiry will be conducted within a reasonable period of time, which will depend on the circumstances of the case.~~
51. ~~If the trustee who is alleged to have breached the Code of Conduct refuses to participate in the formal review inquiry, the process will continue in his or her absence.~~
52. ~~Once the formal review inquiry is complete, the Integrity Commissioner shall provide a confidential draft copy of their report containing the findings of the facts to the trustee who is alleged to have breached the Code of Conduct and the trustee who brought the complaint for their written comment to the Integrity Commissioner.~~
53. ~~The purpose of providing the draft report to the parties is to ensure no errors of fact are contained in it. The two trustees shall have ten (10) days, or such reasonable period of time as deemed appropriate by the Integrity Commissioner, from the receipt of the draft report to provide a written response.~~
54. ~~The final report shall outline the finding of facts, but not contain a recommendation or opinion as to whether the Code of Conduct has been breached. This will be determined by the Board of Trustees as a whole.~~

### ***Suspension of Formal Review Inquiry***

55. ~~If the Integrity Commissioner, when conducting the formal review inquiry, discovers that the subject matter of the formal review inquiry is being investigated by police, that a charge has been laid, or is being dealt with in accordance with a procedure established under another Act, the formal review inquiry shall be suspended until the police investigation, charge or matter under another Act has been finally disposed of. This shall be reported to the Board of Trustees.~~

56. If the complainant and respondent wish to further explore the option of resolving the matter through alternative means, the formal review inquiry shall be suspended. The Chairperson of the Board will be advised of this by the Integrity Commissioner. Possible resolution methods with the complainant and/or respondent will be explored to determine the course of action. If the parties were not successful in reaching a satisfactory resolution, the formal investigation will resume at the point where the investigation was suspended.

## **Decision**

57. The final report shall be delivered to the Board of Trustees for a decision as to whether or not the Code of Conduct has been breached. A sanction, if any, for the breach shall be made as soon as practical after receipt of the final report by the Board.
58. Trustees shall consider only the findings in the final report when voting on the decision and sanction. If a trustee chooses to undertake their own investigation it would be considered a breach of the Code of Conduct by the trustee who undertakes their own investigation.
59. If the Board of Trustees determines that there has been no breach of the Code of Conduct or that a contravention occurred although the trustee took all reasonable measures to prevent it, or that a contravention occurred that was trivial or committed through inadvertence or an error of judgment made in good faith, no sanction shall be imposed.
60. The determination of both a breach of the Code of Conduct and also the imposition of a sanction with respect to a complaint investigated in accordance with the formal complaint process must be done by formal resolution(s) of the Board at a meeting of the Board, and the vote on the resolution(s) shall be open to the public. The resolution(s) shall be recorded in the minutes of the meeting. Both resolutions pertaining to a breach of the Code and any related decision regarding a specific sanction shall be decided by a vote of at least two thirds of the trustees of the Board present and voting.
61. Despite Section 207 (1) of the *Education Act*, Open Meetings of the Board, the part of the meeting of the Board during which a breach or alleged breach of the Board's Code of Conduct is considered may be closed to the public when the breach or alleged breach involves any of the matters described in clauses 207(2) (a) to (e), Closing of Certain Committee Meetings, specifically:
- (a) the security of the property of the board;
  - (b) the disclosure of intimate, personal or financial information in respect of a member of the board or committee, an employee or prospective employee of the board or a pupil or his or her parent or guardian;
  - (c) the acquisition or disposal of a school site;
  - (d) decisions in respect of negotiations with employees of the board; or
  - (e) litigation affecting the board.
62. The trustee who is alleged to have breached the Code of Conduct:
- (a) may be present during the deliberations;

- ~~(b) shall not participate in the deliberations;~~
- ~~(c) shall not be required to answer any questions at that meeting; and~~
- ~~(d) shall not vote on a resolution to determine whether or not there is a breach or the imposition of a sanction.~~
- ~~(e) shall not after the final report is completed, influence the vote on the decision of the breach or sanction.~~

~~63. The trustee who filed the complaint may not vote on the resolution to determine whether or not there is a breach and/or the imposition of a sanction.~~

### **Sanctions**

~~64. If the Board determines that the trustee has breached the Board's Code of Conduct, one or more of the following sanctions may be imposed:~~

- ~~(a) censure of the trustee;~~
- ~~(b) barring the trustee from attending all or part of a meeting of the Board or committee meeting;~~
- ~~(c) barring the trustee from sitting on one or more committees of the Board, for the period of time specified by the Board, not to exceed six months; and/or~~
- ~~(d) restrictions on the rights of the trustee to attend in camera meetings or receive in camera materials.~~

~~65. The Board shall not impose a sanction which is more onerous than the above but may impose one that is less onerous such as a warning or a requirement that the trustee successfully complete specified professional development at the expense of the Board.~~

~~66. The Board has no power to declare the trustee's seat vacant.~~

~~67. A trustee who is barred from attending all or part of a meeting of the Board or committee meeting is not entitled to receive any materials that relate to that meeting or that part of the meeting and that are not available to members of the public.~~

~~68. The imposition of a sanction barring a trustee from attending all or part of a meeting of the Board shall be deemed to be authorization for the trustee to be absent from the meeting and therefore, not in violation of the *Education Act* regarding absences from meetings, Section 228 (1) (b).~~

### **Reconsideration**

~~69. If the Board determines that a trustee has breached the Board's Code of Conduct the Board shall;~~

- ~~(a) give the trustee written notice of the determination, the reasons for the decision and any sanction imposed by the Board; and~~
- ~~(b) the notice shall inform the trustee that he or she may make written submissions to the Board in respect of the determination or sanction by the date specified in the notice that is at least fourteen (14) days after the notice has been received by the trustee; and~~

~~(c) consider any submissions made by the trustee and shall confirm or revoke the determination or sanction within fourteen (14) days after the submissions are received.~~

- ~~70. If the Board revokes a determination, any sanction imposed by the Board is revoked.~~
- ~~71. If the Board confirms a determination, the Board shall, within the fourteen (14) days above, confirm, vary or revoke the sanction.~~
- ~~72. If a sanction is varied or revoked, the variation or revocation shall be deemed to be effective as of the date the original determination was made.~~
- ~~73. The Board's decision to confirm or revoke a determination or confirm, vary or revoke a sanction shall be done by resolution at a meeting of the Board and the vote on the resolution shall be open to the public. Both resolutions shall be decided by a vote of at least two-thirds of the trustees present and voting. The resolutions shall be recorded in the minutes of the meeting together with the reasons for confirming or revoking a determination. The Board shall provide to the trustee alleged to have breached the Code of Conduct written notice of the decision to confirm or revoke the determination together with reasons for the decision and written notice of any decision to confirm, vary, or revoke a sanction. The respondent and complainant shall not vote on those resolutions.~~
- ~~74. The trustee who is alleged to have breached the Code of Conduct may be present during the deliberations regarding the above but may not participate in the deliberations and shall not be required to answer any questions at that meeting.~~
- ~~75. If appropriate, the original sanction may be stayed pending reconsideration by the Board of the determination or sanction.~~

#### ***Administrative Matters***

- ~~76. Nothing in this Code of Conduct prevents a trustee's breach of the *Municipal Conflict of Interest Act* from being dealt with in accordance with that Act.~~

**WATERLOO REGION DISTRICT SCHOOL BOARD****Trustee Code of Conduct****ACKNOWLEDGEMENT AND UNDERTAKING**

I confirm that I have read, understand and agree to abide by the Waterloo Region District School Board Trustee Code of Conduct and the enforcement processes.

**DATE:** \_\_\_\_\_

**Please Print Name:** \_\_\_\_\_

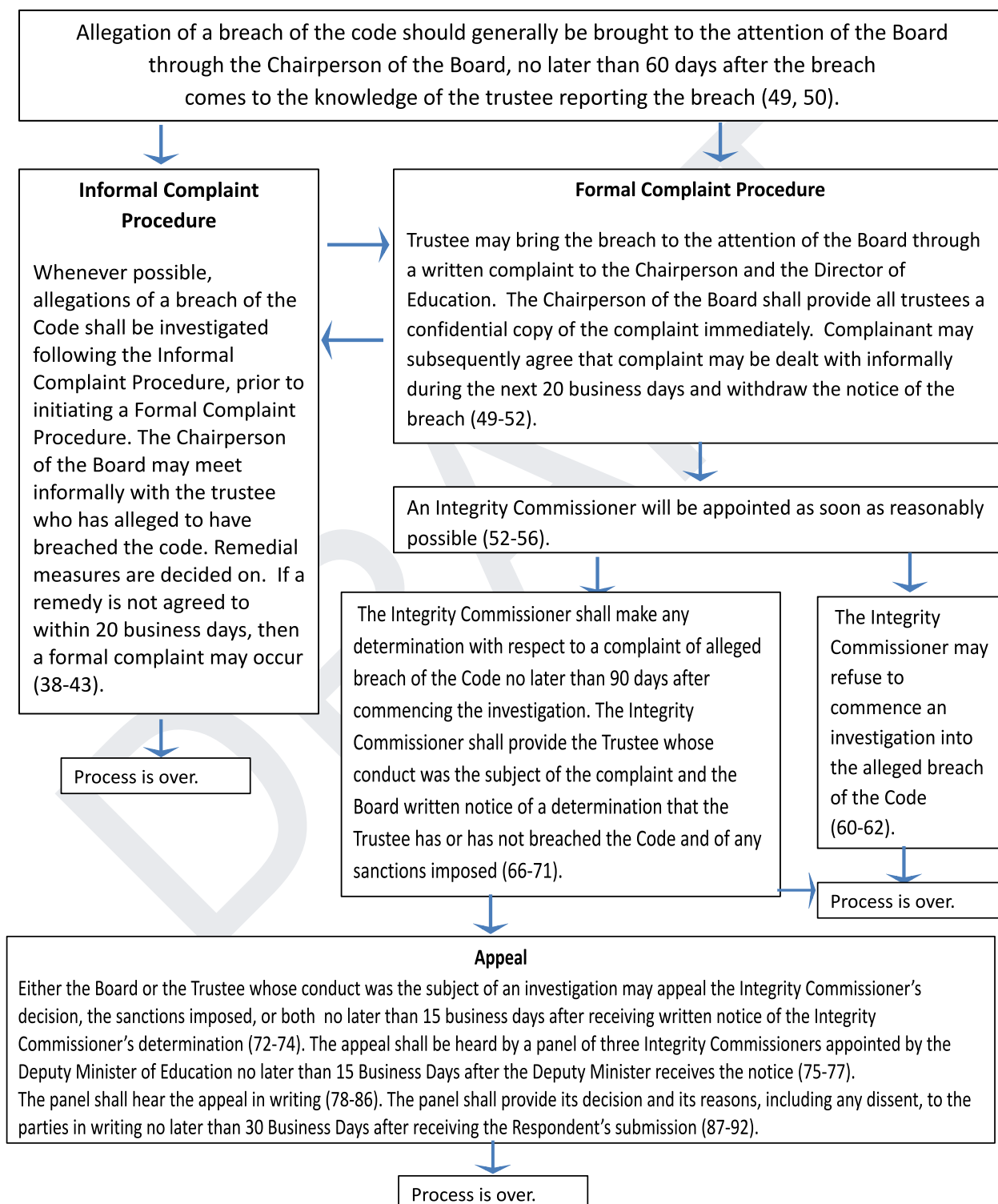
**SIGNATURE:** \_\_\_\_\_

**WITNESS:** \_\_\_\_\_

## NEW Policy Appendix A

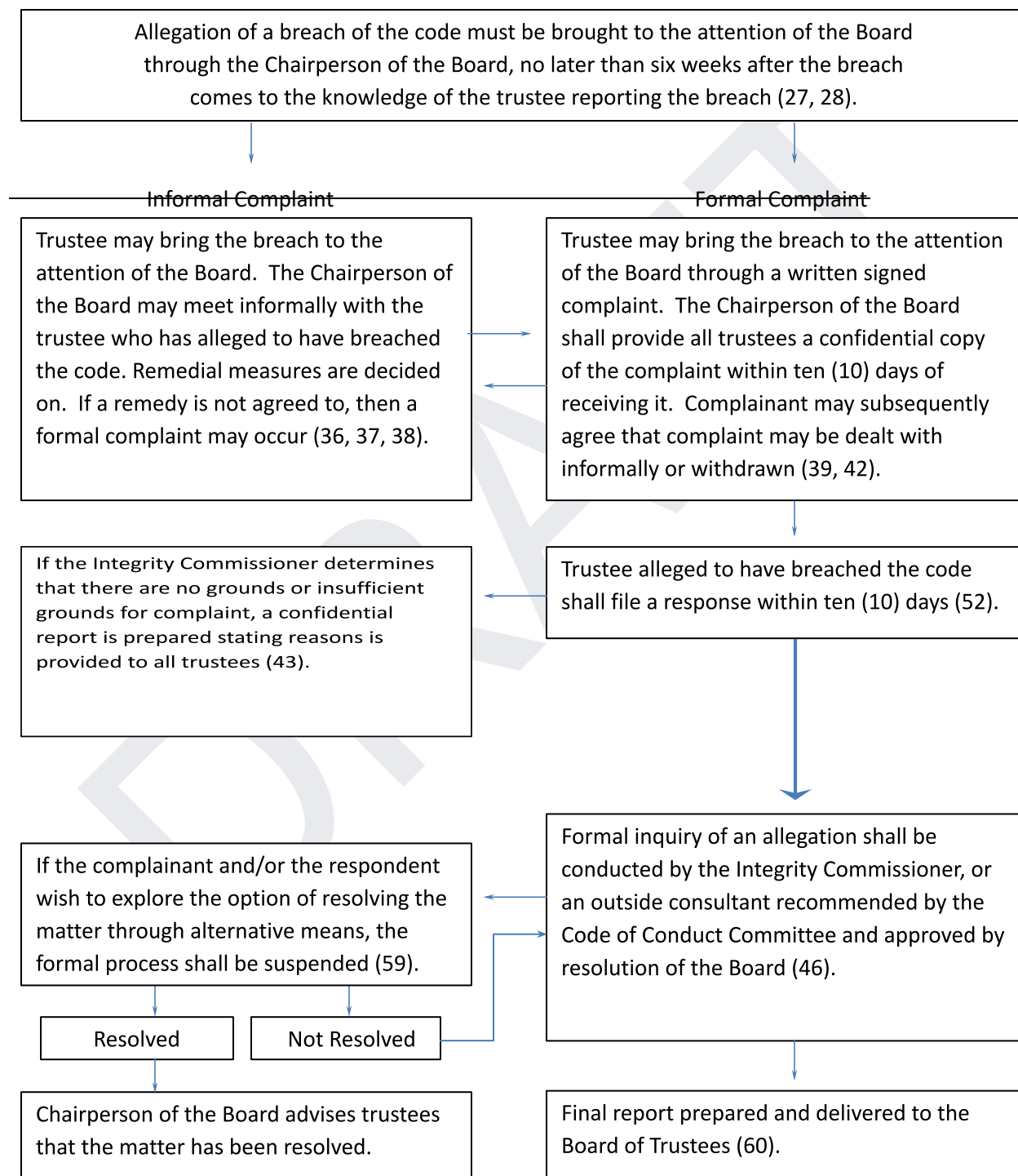
### Trustee Code of Conduct Process

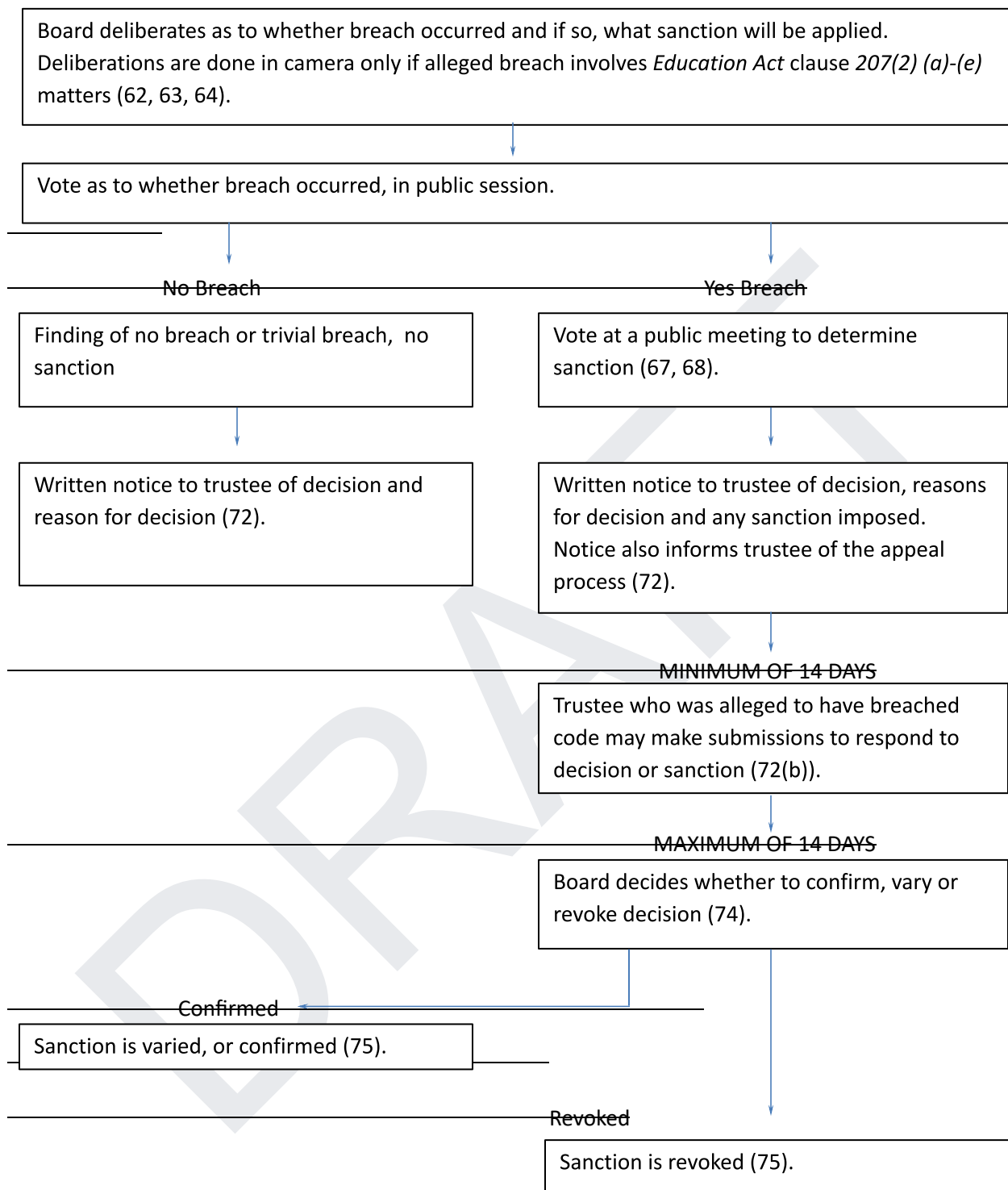
This flowchart is intended only as a general overview of the provisions of the attached policy. If there is any conflict between this flowchart and the policy, the wording in the policy prevails.



**Delete Appendix A**

This flow chart is intended only as a general overview of the provisions of the attached policy. If there is any conflict between this flowchart and the policy, the wording in the policy prevails.

**Trustee Code of Conduct Process**







Waterloo Region  
District School Board

## Board Policy G201

# TRUSTEE CODE OF CONDUCT

Legal References:	<i>Education Act: 2009, Sections 209(1); 218.1-218.3; Municipal Freedom of Information and Protection of Privacy Act.</i> <i>Municipal Conflict of Interest Act</i> <i>Statutory Powers Procedure Act</i> Bill 177 <a href="#">Bill 98, Better Schools and Student Outcomes Act, 2023</a>
Related References:	<a href="#">Trustee Professional Development Program</a>
Effective Date:	October 29, 2012
Revisions:	May 17, 2021, September 16, 2024
Reviewed:	February 12, 2018, May 13, 2019, April 19, 2023

### Purpose

A trustee holds an elected position which carries with it the understanding that the electorate will decide at election time its support for the effectiveness of a trustee. At the same time, it is important to recognize the public trust and responsibility the collective body carries and that this trust and responsibility is honoured through determining and enforcing norms of acceptable behaviour.

A Code of Conduct contributes to confidence in public education and respect for the integrity of trustees in the community. It deals with acceptable and respectful behaviours.

Trustees are responsible for upholding our Commitments and the Strategic Priorities and Outcomes of the Waterloo Region District School Board.

### Application

This Code of Conduct and the enforcement procedures apply to all trustees of the Board, including the Chairperson of the Board.

The *Statutory Powers Procedure Act* does not apply to anything done regarding the enforcement of this Code of Conduct. No formal trial-type hearing will be conducted.

### Definitions

In this policy,

**Board** means the Board of Trustees of the Waterloo Region District School Board.

**Decorum** means conducting oneself in a dignified manner and observing the requirements of polite society.

**Detriment** pertains to loss, damage or financial disadvantage to the assets of the Waterloo Region District School Board

**Dignity** means bearing, conduct or speech that demonstrates respect for self and others as well as an appreciation of the formality or gravity of an occasion or situation.

**Fiduciary Duty** means legal responsibility for what belongs to another, that is, trusteeship.

**Formal Review Inquiry** means the process whereby a written, signed complaint of an alleged breach is formally investigated and a written report provided to the Board.

**In Camera Meeting** under the *Education Act* provides that a meeting of the board may be closed to the public and the media when matters for discussion involve: the security of the property of the board; the disclosure of intimate, personal or financial information in respect of a board member or committee, an employee, or prospective employee of the board, or a pupil or their parent or guardian; the acquisition or disposal of a school site; decision in respect of negotiations with employees of the board; or litigation affecting the board.

**Informal Review Process** means the process whereby the Chairperson of the Board ~~of the Board~~ (or designate) meets with a trustee informally, and in private, to discuss an alleged breach and any remedial measures to correct the offending behaviour.

**Integrity Commissioner** means a neutral, independent officer who is contracted to conduct formal investigations of allegations of a breach of the Code of Conduct.

**Procedural Fairness** means a dispute resolution concept which provides a fair process in resolving disputes. The concept requires transparency, equal communication and fairness in allocation of resources used to resolve the dispute. Also called procedural justice.

**Respect** means honouring oneself and others through words and actions, supporting diversity of beliefs, and treating the world and everything in it with dignity.

**Stakeholders** includes students/parents/guardians/caregivers/staff or community members.

**Trustee** means a member of the Board elected or appointed in accordance with the *Municipal Elections Act* and the *Education Act*.<sup>7</sup>

## CODE OF CONDUCT

### Integrity and Dignity of Office

1. Trustees of the Board shall discharge their duties loyally, faithfully, impartially and in a manner that will inspire public confidence in the abilities and integrity of the Board.
2. When acting or holding themselves out as Trustees of the Board, a Trustee shall conduct themselves in a manner that would not discredit or compromise the integrity of the Board.
3. When acting or holding themselves out as a Trustee, the Trustee shall treat persons equally without discrimination based on a person's race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status or disability.
4. Trustees of the Board shall recognize that the expenditure of school board funds is a public trust and endeavour to see that the funds are expended efficiently, in the best interests of the students.

5. Trustees shall be aware that as leaders of the Board, they must uphold the dignity of the office and conduct themselves in a professional manner when acting in the capacity of trustee.
6. Trustees shall ensure that their public comments are issue-based and not personal, demeaning or disparaging with regard to fellow trustees, stakeholders or the Board as a whole.
7. Trustees shall endeavour to participate in ongoing trustee professional development opportunities to enhance their ability to fulfill their obligations.

#### **Avoidance of personal advantage and conflict of interest**

8. No trustee shall accept a gift from any person or entity that has dealings with the Board if a reasonable person might conclude that the gift could influence the trustee when performing their duties to the Board unless permitted by the following exceptions:
  - i. the gift is of nominal value,
  - ii. the gift is given as an expression of courtesy or hospitality, and
  - iii. accepting the gift is reasonable in the circumstances.
9. A trustee shall not use their office to advance the trustee's interests or the interests of any family member or person or organization with whom or with which the trustee is related or associated.
10. No trustee shall use their office to obtain employment with the WRDSB for the trustee or a family member.
11. No Trustee shall use or permit the use of board resources for any purposes other than the business of the Board.

#### **Compliance with Legislation**

12. A trustee shall discharge their duties in accordance with the *Education Act* and any regulations, directives or guidelines thereunder and comply with the *Municipal Freedom of Information and Protection of Privacy Act*, and any other relevant legislation.
13. Every trustee shall comply with this Code of Conduct and uphold the spirit of this Code.
14. Each trustee shall abide by Section 209(1), Declaration in the *Education Act* made upon attaining the office of a trustee.
15. Declaration 209(1)

Except as provided in subsection (2), every person elected or appointed to a board, on or before the day fixed for the first meeting of the new board, or on or before the day of the first meeting that the person attends, shall make and subscribe the following declaration in English or French before the secretary of the board or before any person authorized to administer an oath or affirmation and in default the person shall be deemed to have resigned:

- a. I solemnly declare that I am not disqualified under any *Act* from being a member of The Waterloo Region District School Board.

- b. I solemnly declare that I will truly, faithfully, impartially and to the best of my ability execute the office of board member, and that I have not received and will not receive any payment or reward or promise thereof for the exercise of any partiality or malversation or other undue execution of the said office and that I will disclose any pecuniary interest, direct or indirect, as required by and in accordance with the *Municipal Conflict of Interest Act. Education Act* R.S.O. 1990, c.E.2, s.209(1); 1997, c.31, s.108(1); 2009, c.25, s.23(1).
- 16. Trustees shall understand and comply with the roles and duties of individual trustees, the Board of Trustees, senior staff, the Director of Education and the Chairperson of the Board of the Board as outlined in the *Education Act*, the Waterloo Region District School Board policies, procedures, Communications Protocol and Board Bylaws.

### **Civil Behaviour**

- 17. No trustee shall engage in conduct during meetings of the Board or committees of the Board, and at all other times that would discredit or compromise the integrity of the Board.
- 18. A trustee of the Board shall not advance allegations of misconduct and/or a breach of this code of conduct that are trivial, frivolous, vexatious, made in bad faith or vindictive in nature against another trustee, a staff member, or the Board as a whole.
- 19. When expressing individual views, trustees shall respect the differing points of view of other trustees on the Board, staff, students and stakeholders.
- 20. Trustees shall at all times act with dignity and decorum and shall be respectful of other trustees of the Board, staff, students and stakeholders.
- 21. All trustees of the Board shall endeavour to work with other trustees of the Board and staff of the Board in a spirit of respect, openness, courtesy, and co-operation.

### **Respect for Confidentiality**

- 22. No Trustee shall disclose confidential information obtained or made available to them in their role as a Trustee except as authorized by law or the Board. Confidential information includes personal information about an identifiable individual or information subject to solicitor-client privilege.
- 23. Every trustee shall keep confidential any information disclosed or discussed at any In Camera meeting of the Board, in accordance with Section 207(2), of the *Education Act*, Closing of Certain Committee Meetings, and keep confidential the substance of deliberations of an in camera meeting, unless required to divulge such information by law or authorized by the Board to do so.
- 24. No Trustee shall use confidential information, including confidential information obtained by them or made available to them in their role as a Trustee for the purpose of personal gain or for the gain of the Trustee's parent, spouse or child and shall not use such confidential information in a manner that would be detrimental to the interests of the Board.
- 25. No trustee shall use confidential information for personal gain, to the detriment of the Board, or in a manner that undermines confidence in public education.
- 26. A trustee shall ensure that personal information of an individual is not collected, used or disclosed by them except in accordance with the *Municipal Freedom of information and*

### *Protection of Privacy Act.*

This includes ensuring that mobile devices are password protected and encrypted, information is protected on shared computers, physical documents are kept in locked cabinets and are shredded when no longer required.

## **Upholding decisions**

22. All trustees shall accept that they have no individual authority as a trustee other than that delegated by the Board.
23. Each trustee shall uphold the implementation of any Board resolution after it is passed by the Board, in accordance with Section 218(1), of the *Education Act*, Duties of Board Members. A proper motion for reconsideration, if permitted by the Board's Operational By-Laws, may be requested by a trustee.
24. A trustee must be able to explain the rationale for a resolution passed by the Board. A trustee may respectfully state his or her position on a resolution provided it does not in any way undermine the implementation of the resolution.
25. Each trustee shall comply with all Board policies, procedures, Board Bylaws, and *Roberts Rules of Order* (as amended/revised from time to time).
26. The Chairperson of the Board is the spokesperson to the public on behalf of the Board, unless otherwise determined by the Board. No other trustee shall act as spokesperson to the public -on behalf of the Board unless expressly authorized by the Chairperson of the Board or Board of Trustees to do so. When individual trustees express their opinions in public, they must make it clear that they are not speaking on behalf of the Board.

## **Enforcement of the Code**

### ***Identifying a Breach of the Code***

27. A trustee who has reasonable grounds to believe that another trustee has breached the Board's Code of Conduct may bring the alleged breach to the attention of the Board. This is done through the Chairperson of the Board. If the breach pertains directly to the Chairperson of the Board, the allegation should be brought forward through the Vice-Chairperson of the Board.
28. Any allegation of a breach of the Code of Conduct must be brought to the attention of the Chairperson of the Board no later than six (6) weeks after the breach comes to the knowledge of the trustee reporting the breach. Notwithstanding the foregoing, in no circumstance shall an inquiry into a breach of the Code of Conduct be undertaken after the expiration of six (6) months from the time the contravention is alleged to have occurred.
29. Any allegation of a breach of the Code of Conduct shall be investigated following the *Informal* or *Formal Complaint Process* (outlined below), as the case may be.
30. It is expected that whenever possible, allegations of a breach of the Code of Conduct by a trustee shall be investigated following the informal complaint process. It is recognized that from time to time a contravention of the Code of Conduct may occur that is trivial, or committed through inadvertence, or an error of judgment made in good faith. In the spirit of collegiality and the best interests of the Board, the first purpose of alerting a trustee to a breach of the Code of Conduct is to assist the trustee in understanding his or her obligations under the Code, and the *Education Act*, and other relevant legislation. Only serious and/or reoccurring breaches of the

Code of Conduct by a trustee should be investigated following the *Formal Complaint Process*.

### ***Chairperson of the Board or Presiding Officer***

31. The Code of Conduct applies equally to the Chairperson of the Board. In the case of an allegation of a breach of the Code by the Chairperson of the Board, wherever a process requires action by the Chairperson of the Board, it shall be modified to read the Vice-Chairperson of the Board.
32. The Chairperson of the Board or the Presiding Officer must have the ability to control any meeting of the Board or its committees. Any trustee who does not abide by a reasonable expulsion or exclusion from a meeting is deemed to have breached this Code of Conduct. Nothing in this Code of Conduct prevents the Chairperson of the Board or the Presiding Officer of any meeting of the Board or committee of the Board from exercising their power pursuant to Section 207(3) of the *Education Act*, Exclusions of Persons, “to expel or exclude from any meeting any person who has been guilty of improper conduct at the meeting”. For greater certainty, this may be done at the sole discretion of the Chairperson of the Board or Presiding Officer, as the case may be, and without the necessity of a complaint or conducting an inquiry before an expulsion or exclusion from a meeting.
33. The Chairperson of the Board or the Presiding Officer of any meeting of the Board or committee of the Board shall exercise their powers in a fair and impartial manner having due regard for every trustee’s opinion or views.
34. The Chairperson of the Board or the Presiding Officer shall follow the Rules of Order of the Board and/or the adopted Rules of Order and meeting procedures contained in any Policy or Bylaw of the Board. A breach of a rule of order should be dealt with at the meeting in question by a trustee rising to a point of order or appealing a ruling of the Chairperson of the Board in accordance with any applicable rule of order. Once such a motion is dealt with by the Board of Trustees, all trustees shall abide by that decision and no further action shall be undertaken pursuant to the Enforcement of the Code of Conduct, except for persistent improper use of the applicable rules of order by the Chairperson of the Board or the Presiding Officer.

### ***Informal Complaint Procedure***

35. The Chairperson of the Board, on their own initiative, or at the request of a trustee (without the necessity of providing a formal written complaint) who alleges a breach of the Code of Conduct has occurred, may meet informally with a trustee who is alleged to have breached the Code of Conduct, to discuss the breach.
36. The purpose of the meeting is to bring the allegation of the breach to the attention of the trustee and to discuss remedial measures to correct the offending behaviour. The informal complaint process is conducted in private.
37. The remedial measures may include, for example, a warning, an apology, an agreed-upon consequence, and/or the requirement of the trustee to engage in the successful completion of professional development training such as that offered by the Ontario Education Services Corporation *Trustee Professional Development Program*. If the Chairperson of the Board and the trustee alleged to have breached this Code cannot agree on a remedy within 20 business days (defined as a day between Monday and Friday, excluding holidays) of the trustee accused of a breach of the code receiving notification of a breach of the code, then a formal complaint may be brought against the trustee alleged to have breached this code and that complaint will be dealt with in accordance with the formal complaint process.

### ***Formal Complaint Procedure***

38. A trustee who has reasonable grounds to believe that another trustee has breached the Board's Code of Conduct may bring the breach to the attention of the Board by first providing to the Chairperson of the Board, a written, signed complaint setting out the following:
- (i) the name of the trustee who is alleged to have breached the Code of Conduct;
  - (ii) the alleged breach or breaches of the Code of Conduct,
  - (iii) information as to when the breach came to the trustee's attention;
  - (iv) the grounds for the belief of the trustee that a breach of the Code of Conduct has occurred; and
  - (v) the names and contact information of any witnesses to the breach or any other persons who have relevant information regarding the alleged breach.

If a written complaint is filed with the Chairperson of the Board, then a formal inquiry shall be undertaken unless the complainant subsequently withdraws the complaint or agrees that the complaint may be dealt with in accordance with the informal complaint process.

39. In an election year for trustees, a Code of Conduct complaint regarding a trustee who is seeking re-election shall not be processed during the period commencing two months prior to Election Day and ending after the first Board Meeting after the new term of office of the Board commences. If the trustee accused of a breach of the Code of Conduct is not re-elected, no inquiry into the alleged breach by that trustee shall be undertaken. The limitation period for bringing a complaint shall be extended as necessary.
40. Within three (3) working days after receiving the written complaint, the Chairperson of the Board shall notify the trustee and the Integrity Commissioner of the complaint.
41. The Integrity Commissioner shall provide, to all trustees, a confidential copy of the complaint within ten (10) days of receiving it. All materials regarding the complaint shall be confidential until it is before the Board of Trustees for a decision as to whether or not the trustee has breached this Code.
42. The trustee who is alleged to have breached the code of conduct shall provide a written response to the allegations within ten (10) days of receiving the written allegation, or such extended period of the time as the Integrity Commissioner deems appropriate in the circumstance.

### ***Refusal to Conduct Formal Inquiry***

43. If the Integrity Commissioner is of the opinion that the formal complaint is out of time, or that there are no grounds or insufficient grounds for a formal inquiry, a formal inquiry shall not be conducted and a confidential report stating the reasons for not doing so shall be provided to all trustees.
44. If an allegation of a breach of the Code of Conduct appears directly related to non-compliance with a more specific Board policy with a separate complaint procedure, the allegation shall be processed under that policy or procedure.

### ***Steps of Formal Review Inquiry***

45. If a formal review inquiry of an allegation of a breach of the Code of Conduct is undertaken, it shall be done by the Integrity Commissioner.
46. The following steps shall be followed:
47. Procedural fairness shall govern the formal review inquiry. The formal inquiry will be conducted in private.

48. The formal review inquiry may involve both written and oral statements by any witnesses, the trustee bringing the complaint and the trustee who is alleged to have breached the code of conduct. Witnesses will review and verify their statements prior to inclusion in the final report.
49. The trustee who is alleged to have breached the code of conduct shall have an opportunity to respond to the allegations both in a private meeting with the Integrity Commissioner and in writing.
50. It is expected that the formal review inquiry will be conducted within a reasonable period of time, which will depend on the circumstances of the case.
51. If the trustee who is alleged to have breached the Code of Conduct refuses to participate in the formal review inquiry, the process will continue in his or her absence.
52. Once the formal review inquiry is complete, the Integrity Commissioner shall provide a confidential draft copy of their report containing the findings of the facts to the trustee who is alleged to have breached the Code of Conduct and the trustee who brought the complaint for their written comment to the Integrity Commissioner.
53. The purpose of providing the draft report to the parties is to ensure no errors of fact are contained in it. The two trustees shall have ten (10) days, or such reasonable period of time as deemed appropriate by the Integrity Commissioner, from the receipt of the draft report to provide a written response.
54. The final report shall outline the finding of facts, but not contain a recommendation or opinion as to whether the Code of Conduct has been breached. This will be determined by the Board of Trustees as a whole.

### ***Suspension of Formal Review Inquiry***

55. If the Integrity Commissioner, when conducting the formal review inquiry, discovers that the subject matter of the formal review inquiry is being investigated by police, that a charge has been laid, or is being dealt with in accordance with a procedure established under another Act, the formal review inquiry shall be suspended until the police investigation, charge or matter under another Act has been finally disposed of. This shall be reported to the Board of Trustees.
56. If the complainant and respondent wish to further explore the option of resolving the matter through alternative means, the formal review inquiry shall be suspended. The Chairperson of the Board will be advised of this by the Integrity Commissioner. Possible resolution methods with the complainant and/or respondent will be explored to determine the course of action. If the parties were not successful in reaching a satisfactory resolution, the formal investigation will resume at the point where the investigation was suspended.

### ***Decision***

57. The final report shall be delivered to the Board of Trustees for a decision as to whether or not the Code of Conduct has been breached. A sanction, if any, for the breach shall be made as soon as practical after receipt of the final report by the Board.
58. Trustees shall consider only the findings in the final report when voting on the decision and sanction. If a trustee chooses to undertake their own investigation it would be considered a breach of the Code of Conduct by the trustee who undertakes their own investigation.



59. If the Board of Trustees determines that there has been no breach of the Code of Conduct or that a contravention occurred although the trustee took all reasonable measures to prevent it, or that a contravention occurred that was trivial or committed through inadvertence or an error of judgment made in good faith, no sanction shall be imposed.
60. The determination of both a breach of the Code of Conduct and also the imposition of a sanction with respect to a complaint investigated in accordance with the formal complaint process must be done by formal resolution(s) of the Board at a meeting of the Board, and the vote on the resolution(s) shall be open to the public. The resolution(s) shall be recorded in the minutes of the meeting. Both resolutions pertaining to a breach of the Code and any related decision regarding a specific sanction shall be decided by a vote of at least two-thirds of the trustees of the Board present and voting.
61. Despite Section 207 (1) of the *Education Act*, Open Meetings of the Board, the part of the meeting of the Board during which a breach or alleged breach of the Board's Code of Conduct is considered may be closed to the public when the breach or alleged breach involves any of the matters described in clauses 207(2) (a) to (e), Closing of Certain Committee Meetings, specifically:
  - (a) the security of the property of the board;
  - (b) the disclosure of intimate, personal or financial information in respect of a member of the board or committee, an employee or prospective employee of the board or a pupil or his or her parent or guardian;
  - (c) the acquisition or disposal of a school site;
  - (d) decisions in respect of negotiations with employees of the board; or
  - (e) litigation affecting the board.
62. The trustee who is alleged to have breached the Code of Conduct:
  - (a) may be present during the deliberations;
  - (b) shall not participate in the deliberations;
  - (c) shall not be required to answer any questions at that meeting; and
  - (d) shall not vote on a resolution to determine whether or not there is a breach or the imposition of a sanction.
  - (e) shall not after the final report is completed, influence the vote on the decision of the breach or sanction.
63. The trustee who filed the complaint may **not** vote on the resolution to determine whether or not there is a breach and/or the imposition of a sanction.

### **Sanctions**

64. If the Board determines that the trustee has breached the Board's Code of Conduct, one or more of the following sanctions may be imposed:
  - (a) censure of the trustee;

- (b) barring the trustee from attending all or part of a meeting of the Board or committee meeting;
  - (c) barring the trustee from sitting on one or more committees of the Board, for the period of time specified by the Board, not to exceed six months; and/or
  - (d) restrictions on the rights of the trustee to attend in camera meetings or receive in camera materials.
65. The Board shall not impose a sanction which is more onerous than the above but may impose one that is less onerous such as a warning or a requirement that the trustee successfully complete specified professional development at the expense of the Board.
66. The Board has no power to declare the trustee's seat vacant.
67. A trustee who is barred from attending all or part of a meeting of the Board or committee meeting is not entitled to receive any materials that relate to that meeting or that part of the meeting and that are not available to members of the public.
68. The imposition of a sanction barring a trustee from attending all or part of a meeting of the Board shall be deemed to be authorization for the trustee to be absent from the meeting and therefore, not in violation of the *Education Act* regarding absences from meetings, Section 228 (1) (b).

### ***Reconsideration***

69. If the Board determines that a trustee has breached the Board's Code of Conduct the Board shall,
- (a) give the trustee written notice of the determination, the reasons for the decision and any sanction imposed by the Board; and
  - (b) the notice shall inform the trustee that he or she may make written submissions to the Board in respect of the determination or sanction by the date specified in the notice that is at least fourteen (14) days after the notice has been received by the trustee; and
  - (c) consider any submissions made by the trustee and shall confirm or revoke the determination or sanction within fourteen (14) days after the submissions are received.
70. If the Board revokes a determination, any sanction imposed by the Board is revoked.
71. If the Board confirms a determination, the Board shall, within the fourteen (14) days above, confirm, vary or revoke the sanction.
72. If a sanction is varied or revoked, the variation or revocation shall be deemed to be effective as of the date the original determination was made.
73. The Board's decision to confirm or revoke a determination or confirm, vary or revoke a sanction shall be done by resolution at a meeting of the Board and the vote on the resolution shall be open to the public. Both resolutions shall be decided by a vote of at least two-thirds of the trustees present and voting. The resolutions shall be recorded in the minutes of the meeting together with the reasons for confirming or revoking a determination. The Board shall provide to the trustee alleged to have breached the Code of Conduct written notice of the decision to confirm or revoke the determination together with reasons for the decision and written notice of any decision to confirm, vary, or revoke a sanction. The respondent and complainant shall not vote on those resolutions.

74. The trustee who is alleged to have breached the Code of Conduct may be present during the deliberations regarding the above but may not participate in the deliberations and shall not be required to answer any questions at that meeting.
75. If appropriate, the original sanction may be stayed pending reconsideration by the Board of the determination or sanction.

***Administrative Matters***

76. Nothing in this Code of Conduct prevents a trustee's breach of the *Municipal Conflict of Interest Act* from being dealt with in accordance with that Act.

**WATERLOO REGION DISTRICT SCHOOL BOARD****Trustee Code of Conduct****ACKNOWLEDGEMENT AND UNDERTAKING**

I confirm that I have read, understand and agree to abide by the Waterloo Region District School Board Trustee Code of Conduct and the enforcement processes.

**DATE:** \_\_\_\_\_

**Please Print Name:** \_\_\_\_\_

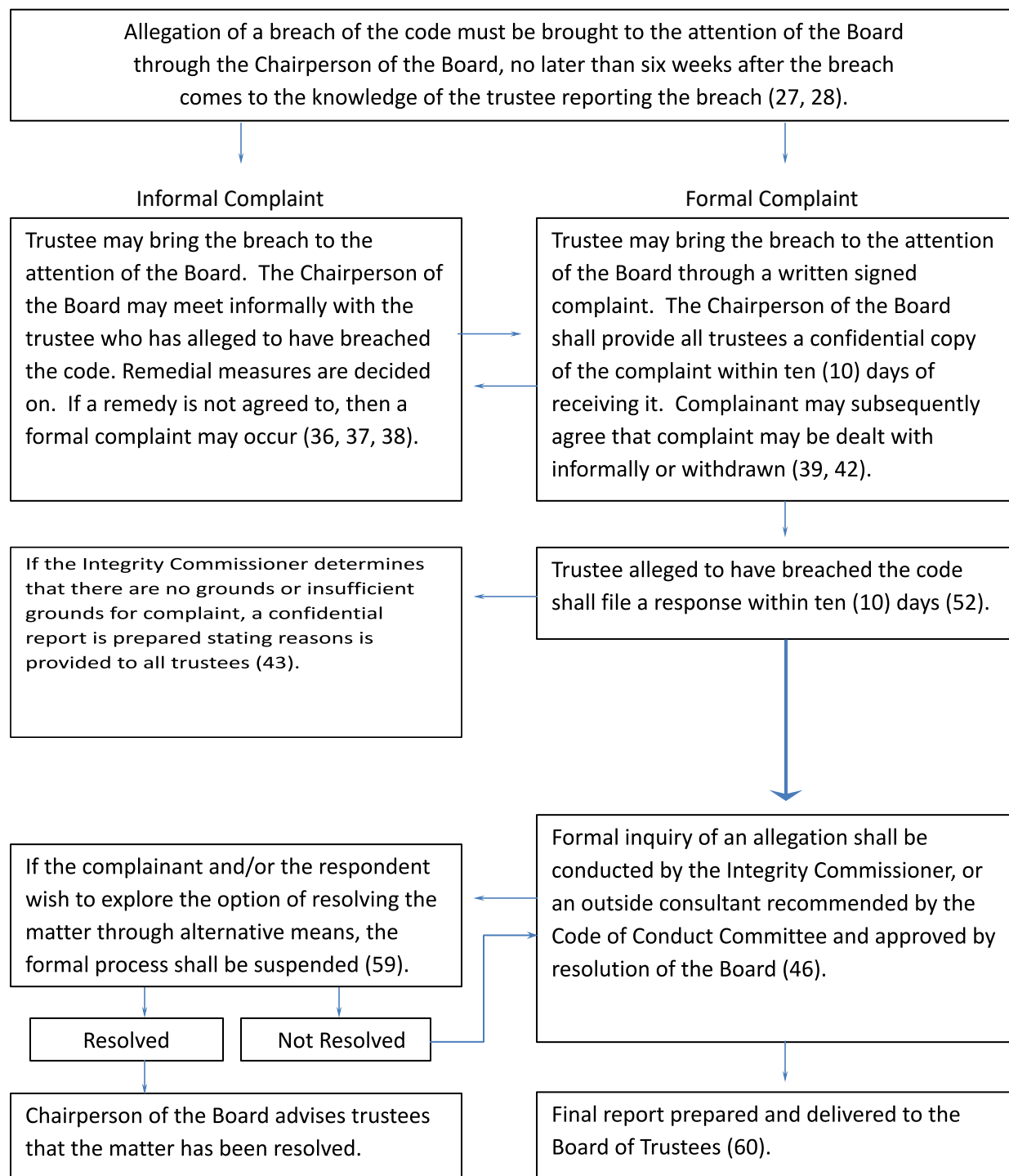
**SIGNATURE:** \_\_\_\_\_

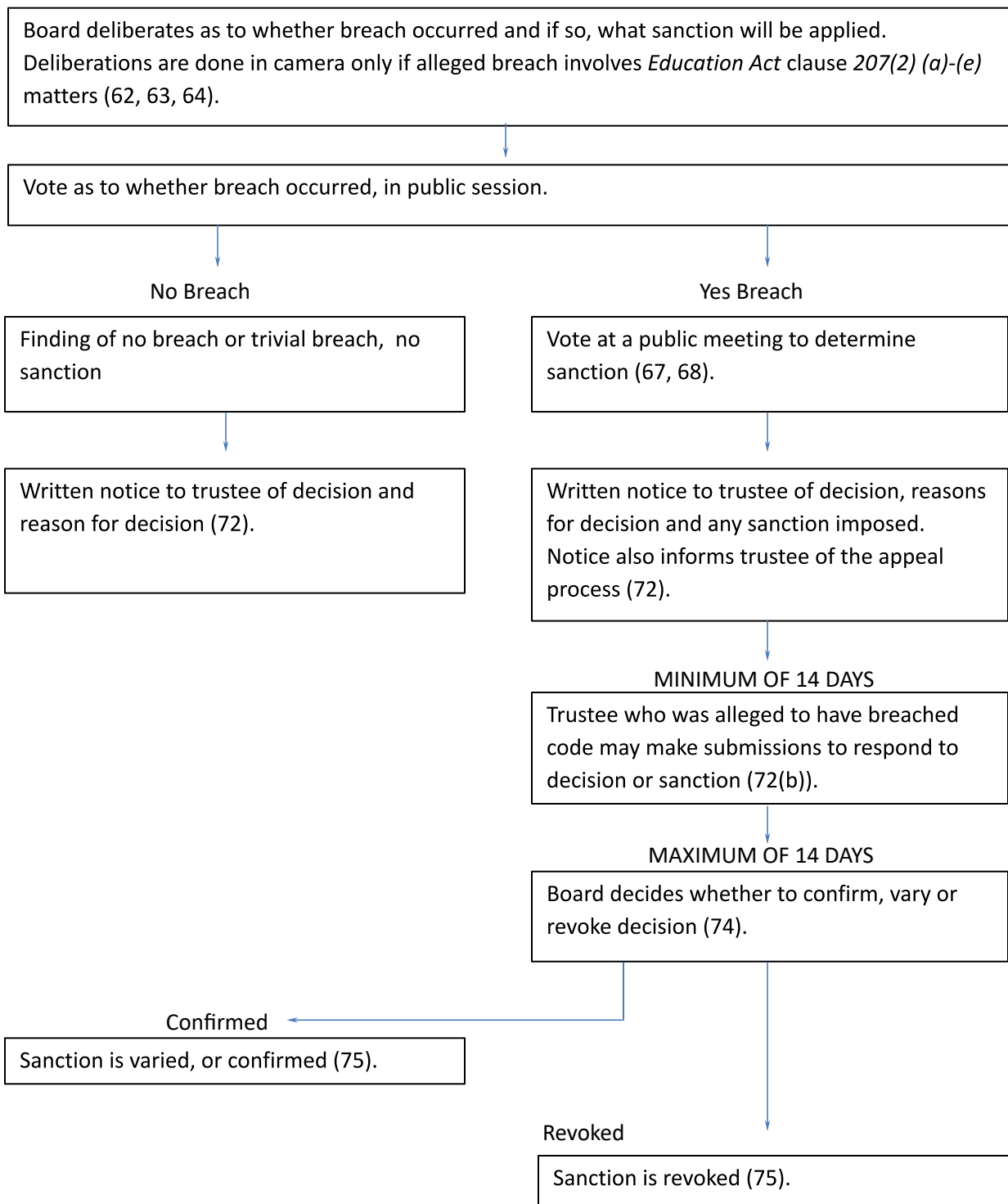
**WITNESS:** \_\_\_\_\_

## Appendix A

This flow chart is intended only as a general overview of the provisions of the attached policy. If there is any conflict between this flowchart and the policy, the wording in the policy prevails.

### Trustee Code of Conduct Process





# Content Mapping

## Board Policy G201 - Trustee Code of Conduct

January 13, 2025 Committee of the Whole Meeting

Section in Current Policy Approved September 2024	Section in Draft Policy for Approval
<p>Purpose - Pg 1</p> <p>A trustee holds an elected position which carries with it the understanding that the electorate will decide at election time its support for the effectiveness of a trustee. At the same time, it is important to recognize the public trust and responsibility the collective body carries and that this trust and responsibility is honoured through determining and enforcing norms of acceptable behaviour.</p> <p>A Code of Conduct contributes to confidence in public education and respect for the integrity of trustees in the community. It deals with acceptable and respectful behaviours.</p> <p>Trustees are responsible for upholding our Commitments and the Strategic Priorities and Outcomes of the Waterloo Region District School Board.</p>	<p>Purpose - Section 1-3, Pg 1</p> <ol style="list-style-type: none"> <li>1. A trustee holds an elected position which carries with it the understanding that the electorate will decide at election time its support for the effectiveness of a trustee. At the same time, it is important to recognize the public trust and responsibility the collective body carries and that this trust and responsibility is honoured through determining and enforcing norms of acceptable behaviour.</li> <li>2. A Code of Conduct contributes to confidence in public education and respect for the integrity of trustees in the community. It deals with acceptable and respectful behaviours.</li> <li>3. Trustees are responsible for upholding our <del>G</del>commitments and the Strategic <del>Priorities and Outcomes</del> <b>Directions</b> of the Waterloo Region District School Board.</li> </ol>
<p>Application - Pg 1</p> <p>This Code of Conduct and the enforcement procedures apply to all trustees of the Board, including the Chairperson of the Board.</p>	<p>Application - Section 4-5 Pg 1</p> <ol style="list-style-type: none"> <li>4. This Code of Conduct and the enforcement procedures apply to all trustees of the Board, including the Chairperson of the Board.</li> </ol>

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<p>The <i>Statutory Powers Procedure Act</i> does not apply to anything done regarding the enforcement of this Code of Conduct. No formal trial-type hearing will be conducted.</p>	<p>5. The Statutory Powers Procedure Act does not apply to anything done regarding the enforcement of this Code of Conduct. No formal trial-type hearing will be conducted. as particularized in s. 218.3.2(13) of the Education Act.</p>
<p>Definitions - Pg 1-2</p> <p>In this policy,</p> <p><b>Board</b> means the Board of Trustees of the Waterloo Region District School Board.</p> <p><b>Decorum</b> means conducting oneself in a dignified manner and observing the requirements of polite society.</p> <p><b>Detriment</b> pertains to loss, damage or financial disadvantage to the assets of the Waterloo Region District School Board</p> <p><b>Dignity</b> means bearing, conduct or speech that demonstrates respect for self and others as well as an appreciation of the formality or gravity of an occasion or situation.</p> <p><b>Fiduciary Duty</b> means legal responsibility for what belongs to another, that is, trusteeship.</p> <p><b>Formal Review Inquiry</b> means the process whereby a written, signed complaint of an alleged breach is formally investigated and a written report provided to the Board.</p> <p><b>In Camera Meeting</b> under the <i>Education Act</i> provides that a meeting of the board may be closed to the public and the media when matters for discussion involve: the security of the property of the board; the disclosure of intimate, personal or financial information in respect of a board member or committee, an employee, or prospective employee of the board, or a pupil or their parent or guardian; the acquisition or disposal of a school site; decision in respect of negotiations with employees of the board; or litigation affecting the board.</p>	<p>Definitions - Section 6, Pg 1-3</p> <p>6. In this policy,</p> <p><b>Appellant</b> means the party appealing the Integrity Commissioner's determination.</p> <p><b>Board</b> means the Board of Trustees of the Waterloo Region District School Board.</p> <p><b>Business Day</b> means a day from Monday to Friday, excluding Holidays as defined in Regulation 306/24 Integrity Commissioners and Process for Alleged Breaches of the Code of Conduct.</p> <p><b>Decorum</b> means conducting oneself in a dignified manner and observing the requirements of polite society.</p> <p><b>Detriment</b> pertains to loss, damage or financial disadvantage to the assets of the Waterloo Region District School Board</p> <p><b>Dignity</b> means bearing, conduct or speech that demonstrates respect for self and others as well as an appreciation of the formality or gravity of an occasion or situation.</p> <p><b>Fiduciary Duty</b> means legal responsibility for what belongs to another, that is, trusteeship.</p> <p><b>Formal Complaint Procedure Review Inquiry</b> means the process whereby a written, signed complaint of an alleged breach is formally investigated and a written report provided to the Board.</p> <p><b>Holiday</b> is defined in the Legislation Act, 2006.</p>



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<p><b>Informal Review Process</b> means the process whereby the Chairperson of the Board (or designate) meets with a trustee informally, and in private, to discuss an alleged breach and any remedial measures to correct the offending behaviour.</p> <p><b>Integrity Commissioner</b> means a neutral, independent officer who is contracted to conduct formal investigations of allegations of a breach of the Code of Conduct.</p> <p><b>Procedural Fairness</b> means a dispute resolution concept which provides a fair process in resolving disputes. The concept requires transparency, equal communication and fairness in allocation of resources used to resolve the dispute. Also called procedural justice.</p> <p><b>Respect</b> means honouring oneself and others through words and actions, supporting diversity of beliefs, and treating the world and everything in it with dignity.</p> <p><b>Stakeholders</b> include students/parents/guardians/caregivers/staff or community members.</p> <p><b>Trustee</b> means a member of the Board elected or appointed in accordance with the <i>Municipal Elections Act</i> and the <i>Education Act</i>.</p>	<p><b>In Camera Meeting</b> under the <i>Education Act</i> provides that a meeting of the board may be closed to the public and the media when matters for discussion involve: the security of the property of the board; the disclosure of intimate, personal or financial information in respect of a board member or committee, an employee, or prospective employee of the board, or a pupil or their parent or guardian; the acquisition or disposal of a school site; decision in respect of negotiations with employees of the board; or litigation affecting the board.</p> <p><b>Informal Complaint Procedure Review Inquiry</b> means the process whereby the Chairperson of the Board (or designate) meets with a trustee informally, and in private, to discuss an alleged breach and any remedial measures to correct the offending behaviour.</p> <p><b>Integrity Commissioner</b> <del>means a neutral, independent officer who is contracted to conduct formal investigations of allegations of a breach of the Code of Conduct.</del> means a person appointed by the Board from the Minister of Education's roster of integrity commissioners or during the time no such roster exists, a person appointed by the Board who holds the qualifications to be appointed an integrity commissioner prescribed by Regulation 306/24 Integrity Commissioners and Process for Alleged Breaches of the Code of Conduct.</p> <p><b>Procedural Fairness</b> means a dispute resolution concept which provides a fair process in resolving disputes. The concept requires transparency, equal communication and fairness in allocation of resources used to resolve the dispute. Also called procedural justice.</p> <p><b>Respect</b> means honouring oneself and others through words and actions, supporting diversity of beliefs, and treating the world and everything in it with dignity.</p> <p><b>Respondent</b> means the party responding to an appeal of the</p>
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## APPENDIX A

	<p><b>Integrity Commissioner's determination.</b></p> <p><b>Stakeholders</b> include students/parents/guardians/caregivers/staff or community members.</p> <p><b>Trustee</b> means a member of the Board elected or appointed in accordance with the <i>Municipal Elections Act</i> and the <i>Education Act</i>.</p>
<i>Code of Conduct (title) - Pg 2</i>	<i>Code of Conduct (title) - Pg 3</i>
<p>Integrity and Dignity of Office - Section 1-7, Pg 2-3</p> <ol style="list-style-type: none"> <li>1. Trustees of the Board shall discharge their duties loyally, faithfully, impartially and in a manner that will inspire public confidence in the abilities and integrity of the Board.</li> <li>2. When acting or holding themselves out as Trustees of the Board, a Trustee shall conduct themselves in a manner that would not discredit or compromise the integrity of the Board.</li> <li>3. When acting or holding themselves out as a Trustee, the Trustee shall treat persons equally without discrimination based on a person's race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status or disability.</li> <li>4. Trustees of the Board shall recognize that the expenditure of school board funds is a public trust and endeavour to see that the funds are expended efficiently, in the best interests of the students.</li> <li>5. Trustees shall be aware that as leaders of the Board, they must uphold the dignity of the office and conduct themselves in a professional manner when acting in the capacity of trustee.</li> <li>6. Trustees shall ensure that their public comments are issue-based and not personal, demeaning or disparaging with regard to fellow</li> </ol>	<p>Integrity and Dignity of Office - Section 7-13, Pg 3</p> <ol style="list-style-type: none"> <li>7. Trustees of the Board shall discharge their duties loyally, faithfully, impartially and in a manner that will inspire public confidence in the abilities and integrity of the Board.</li> <li>8. When acting or holding themselves out as Trustees of the Board, a Trustee shall conduct themselves in a manner that would not discredit or compromise the integrity of the Board.</li> <li>9. When acting or holding themselves out as a Trustee, the Trustee shall treat persons equally without discrimination based on a person's race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status or disability.</li> <li>10. Trustees of the Board shall recognize that the expenditure of school board funds is a public trust and endeavour to see that the funds are expended efficiently, in the best interests of the students.</li> <li>11. Trustees shall be aware that as leaders of the Board, they must uphold the dignity of the office and conduct themselves in a professional manner when acting in the capacity of trustee.</li> <li>12. Trustees shall ensure that their public comments are issue-based and not personal, demeaning or disparaging with regard to fellow trustees, stakeholders or the Board as a whole.</li> </ol>

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<p>trustees, stakeholders or the Board as a whole.</p> <p>7. Trustees shall endeavour to participate in ongoing trustee professional development opportunities to enhance their ability to fulfill their obligations.</p>	<p>13. Trustees shall endeavour to participate in ongoing trustee professional development opportunities to enhance their ability to fulfill their obligations.</p>
<p>Avoidance of personal advantage and conflict of interest - Section 8-11, Pg 3</p> <p>8. No trustee shall accept a gift from any person or entity that has dealings with the Board if a reasonable person might conclude that the gift could influence the trustee when performing their duties to the Board <u>unless permitted by the following exceptions</u>:</p> <ul style="list-style-type: none"> <li>i. the gift is of nominal value,</li> <li>ii. the gift is given as an expression of courtesy or hospitality, and</li> <li>iii. accepting the gift is reasonable in the circumstances.</li> </ul> <p>9. A trustee shall not use their office to advance the trustee's interests or the interests of any family member or person or organization with whom or with which the trustee is related or associated.</p> <p>10. No trustee shall use their office to obtain employment with the WRDSB for the trustee or a family member.</p> <p>11. No Trustee shall use or permit the use of board resources for any purposes other than the business of the Board.</p>	<p>Avoidance of personal advantage and conflict of interest - Section 14-17, Pg 3</p> <p>14. No trustee shall accept a gift from any person or entity that has dealings with the Board if a reasonable person might conclude that the gift could influence the trustee when performing their duties to the Board <u>unless permitted by the following exceptions</u>:</p> <ul style="list-style-type: none"> <li>i. the gift is of nominal value,</li> <li>ii. the gift is given as an expression of courtesy or hospitality, and</li> <li>iii. accepting the gift is reasonable in the circumstances.</li> </ul> <p>15. A trustee shall not use their office to advance the trustee's interests or the interests of any family member or person or organization with whom or with which the trustee is related or associated.</p> <p>16. No trustee shall use their office to obtain employment with the WRDSB for the trustee or a family member.</p> <p>17. No Trustee shall use or permit the use of board resources for any purposes other than the business of the Board.</p>
<p>Compliance with Legislation - Section 12-16, Pg 3-4</p> <p>12. A trustee shall discharge their duties in accordance with the <i>Education Act</i> and any regulations, directives or guidelines thereunder and comply with the <i>Municipal Freedom of Information and Protection of Privacy Act</i>, and any other relevant legislation.</p> <p>13. Every trustee shall comply with this Code of Conduct and uphold</p>	<p>Compliance with Legislation - Section 18-22, Pg 3-4</p> <p>18. A trustee shall discharge their duties in accordance with the Education Act and any regulations, directives or guidelines thereunder and comply with the Municipal Freedom of Information and Protection of Privacy Act, and any other relevant legislation.</p> <p>19. Every trustee shall comply with this Code of Conduct and uphold the spirit of this Code.</p>

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<p>the spirit of this Code.</p> <p>14. Each trustee shall abide by Section 209(1), Declaration in the <i>Education Act</i> made upon attaining the office of a trustee.</p> <p>15. Declaration 209(1)</p> <p>Except as provided in subsection (2), every person elected or appointed to a board, on or before the day fixed for the first meeting of the new board, or on or before the day of the first meeting that the person attends, shall make and subscribe the following declaration in English or French before the secretary of the board or before any person authorized to administer an oath or affirmation and in default the person shall be deemed to have resigned:</p> <p>a. I solemnly declare that I am not disqualified under any Act from being a member of The Waterloo Region District School Board.</p> <p>b. I solemnly declare that I will truly, faithfully, impartially and to the best of my ability execute the office of board member, and that I have not received and will not receive any payment or reward or promise thereof for the exercise of any partiality or malversation or other undue execution of the said office and that I will disclose any pecuniary interest, direct or indirect, as required by and in accordance with the <i>Municipal Conflict of Interest Act. Education Act</i> R.S.O. 1990, c.E.2, s.209(1); 1997, c.31, s.108(1); 2009, c.25, s.23(1).</p> <p>16. Trustees shall understand and comply with the roles and duties of individual trustees, the Board of Trustees, senior staff, the Director of Education and the Chairperson of the Board of the Board as outlined in the <i>Education Act</i>, the Waterloo Region District School Board policies, procedures, Communications Protocol and Board Bylaws.</p>	<p>20. Each trustee shall abide by Section 209(1), Declaration in the Education Act made upon attaining the office of a trustee.</p> <p>21. Declaration 209(1)</p> <p>Except as provided in subsection (2), every person elected or appointed to a board, on or before the day fixed for the first meeting of the new board, or on or before the day of the first meeting that the person attends, shall make and subscribe the following declaration in English or French before the secretary of the board or before any person authorized to administer an oath or affirmation and in default the person shall be deemed to have resigned:</p> <p>a. I solemnly declare that I am not disqualified under any Act from being a member of The Waterloo Region District School Board.</p> <p>b. I solemnly declare that I will truly, faithfully, impartially and to the best of my ability execute the office of board member, and that I have not received and will not receive any payment or reward or promise thereof for the exercise of any partiality or malversation or other undue execution of the said office and that I will disclose any pecuniary interest, direct or indirect, as required by and in accordance with the Municipal Conflict of Interest Act. Education Act R.S.O. 1990, c.E.2, s.209(1); 1997, c.31, s.108(1); 2009, c.25, s.23(1).</p> <p>22. Trustees shall understand and comply with the roles and duties of individual trustees, the Board of Trustees, senior staff, the Director of Education and the Chairperson of the Board of the Board as outlined in the Education Act, the Waterloo Region District School Board policies, procedures, Communications Protocol and Board Bylaws.</p>
Civil Behaviour - Section 17-21, Pg 4	Civil Behaviour - Section 23-27, Pg 4

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<p>17. No trustee shall engage in conduct during meetings of the Board or committees of the Board, and at all other times that would discredit or compromise the integrity of the Board.</p> <p>18. A trustee of the Board shall not advance allegations of misconduct and/or a breach of this code of conduct that are trivial, frivolous, vexatious, made in bad faith or vindictive in nature against another trustee, a staff member, or the Board as a whole.</p> <p>19. When expressing individual views, trustees shall respect the differing points of view of other trustees on the Board, staff, students and stakeholders.</p> <p>20. Trustees shall at all times act with dignity and decorum and shall be respectful of other trustees of the Board, staff, students and stakeholders.</p> <p>21. All trustees of the Board shall endeavour to work with other trustees of the Board and staff of the Board in a spirit of respect, openness, courtesy, and co-operation.</p>	<p>23. No trustee shall engage in conduct during meetings of the Board or committees of the Board, and at all other times that would discredit or compromise the integrity of the Board.</p> <p>24. A trustee of the Board shall not advance allegations of misconduct and/or a breach of this code of conduct that are trivial, frivolous, vexatious, made in bad faith or vindictive in nature against another trustee, a staff member, or the Board as a whole.</p> <p>25. When expressing individual views, trustees shall respect the differing points of view of other trustees on the Board, staff, students and stakeholders.</p> <p>26. Trustees shall at all times act with dignity and decorum and shall be respectful of other trustees of the Board, staff, students and stakeholders.</p> <p>27. All trustees of the Board shall endeavour to work with other trustees of the Board and staff of the Board in a spirit of respect, openness, courtesy, and co-operation.</p>
<p>Respect for Confidentiality - Section 22-27, Pg 4-5</p> <p>22. No Trustee shall disclose confidential information obtained or made available to them in their role as a Trustee except as authorized by law or the Board. Confidential information includes personal information about an identifiable individual or information subject to solicitor-client privilege.</p> <p>23. Every trustee shall keep confidential any information disclosed or discussed at any In Camera meeting of the Board, in accordance with Section 207(2), of the <i>Education Act</i>, Closing of Certain Committee Meetings, and keep confidential the substance of deliberations of an in camera meeting, unless required to divulge such information by law or authorized by the Board to do so.</p> <p>24. No Trustee shall use confidential information, including</p>	<p>Respect for Confidentiality - Section 28-32, Pg 4-5</p> <p>28. No Trustee shall disclose confidential information obtained or made available to them in their role as a Trustee except as authorized by law or the Board. Confidential information includes personal information about an identifiable individual or information subject to solicitor-client privilege.</p> <p>29. Every trustee shall keep confidential any information disclosed or discussed at any In Camera meeting of the Board, in accordance with Section 207(2), of the <i>Education Act</i>, Closing of Certain Committee Meetings, and keep confidential the substance of deliberations of an in camera meeting, unless required to divulge such information by law or authorized by the Board to do so.</p> <p>30. No Trustee shall use confidential information, including</p>

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<p>confidential information obtained by them or made available to them in their role as a Trustee for the purpose of personal gain or for the gain of the Trustee's parent, spouse or child and shall not use such confidential information in a manner that would be detrimental to the interests of the Board.</p> <p>25. No trustee shall use confidential information for personal gain, to the detriment of the Board, or in a manner that undermines confidence in public education.</p> <p>26. A trustee shall ensure that personal information of an individual is not collected, used or disclosed by them except in accordance with the <i>Municipal Freedom of information and Protection of Privacy Act</i>.</p> <p>This includes ensuring that mobile devices are password protected and encrypted, information is protected on shared computers, physical documents are kept in locked cabinets and are shredded when no longer required.</p>	<p>confidential information obtained by them or made available to them in their role as a Trustee for the purpose of personal gain or for the gain of the Trustee's parent, spouse or child and shall not use such confidential information in a manner that would be detrimental to the interests of the Board.</p> <p>31. No trustee shall use confidential information for personal gain, to the detriment of the Board, or in a manner that undermines confidence in public education.</p> <p>32. A trustee shall ensure that personal information of an individual is not collected, used or disclosed by them except in accordance with the Municipal Freedom of information and Protection of Privacy Act. This includes ensuring that mobile devices are password protected and encrypted, information is protected on shared computers, physical documents are kept in locked cabinets and are shredded when no longer required.</p>
<p>Upholding Decisions - Section 22-26, Pg 5 (<i>numbering error</i>)</p> <p>22. All trustees shall accept that they have no individual authority as a trustee other than that delegated by the Board.</p> <p>23. Each trustee shall uphold the implementation of any Board resolution after it is passed by the Board, in accordance with Section 218(1), of the <i>Education Act</i>, Duties of Board Members. A proper motion for reconsideration, if permitted by the Board's Operational By-Laws, may be requested by a trustee.</p> <p>24. A trustee must be able to explain the rationale for a resolution passed by the Board. A trustee may respectfully state his or her position on a resolution provided it does not in any way undermine the implementation of the resolution.</p> <p>25. Each trustee shall comply with all Board policies, procedures, Board Bylaws, and <i>Roberts Rules of Order</i> (as amended/revised</p>	<p>Upholding Decisions - Section 33-37, Pg 5</p> <p>33. All trustees shall accept that they have no individual authority as a trustee other than that delegated by the Board.</p> <p>34. Each trustee shall uphold the implementation of any Board resolution after it is passed by the Board, in accordance with Section 218(1), of the Education Act, Duties of Board Members. A proper motion for reconsideration, if permitted by the Board's Operational By-Laws, may be requested by a trustee.</p> <p>35. A trustee must be able to explain the rationale for a resolution passed by the Board. A trustee may respectfully state his or her position on a resolution provided it does not in any way undermine the implementation of the resolution.</p> <p>36. Each trustee shall comply with all Board policies, procedures, Board Bylaws, and Roberts Rules of Order (as amended/revised from</p>

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<p>from time to time).</p> <p>26. The Chairperson of the Board is the spokesperson to the public on behalf of the Board, unless otherwise determined by the Board. No other trustee shall act as spokesperson to the public on behalf of the Board unless expressly authorized by the Chairperson of the Board or Board of Trustees to do so. When individual trustees express their opinions in public, they must make it clear that they are not speaking on behalf of the Board.</p>	<p>time to time).</p> <p>37. The Chairperson of the Board is the spokesperson to the public on behalf of the Board, unless otherwise determined by the Board. No other trustee shall act as spokesperson to the public on behalf of the Board unless expressly authorized by the Chairperson of the Board or Board of Trustees to do so. When individual trustees express their opinions in public, they must make it clear that they are not speaking on behalf of the Board.</p>
<i>Enforcement of the Code (title) - Pg 5</i>	<i>Enforcement of the Code (title) - Pg 5</i>
<p>Identifying a Breach of the Code - Section 27-30, Pg 5-6</p> <p>27. A trustee who has reasonable grounds to believe that another trustee has breached the Board's Code of Conduct may bring the alleged breach to the attention of the Board. This is done through the Chairperson of the Board. If the breach pertains directly to the Chairperson of the Board, the allegation should be brought forward through the Vice-Chairperson of the Board.</p> <p>28. Any allegation of a breach of the Code of Conduct must be brought to the attention of the Chairperson of the Board no later than six (6) weeks after the breach comes to the knowledge of the trustee reporting the breach. Notwithstanding the foregoing, in no circumstance shall an inquiry into a breach of the Code of Conduct be undertaken after the expiration of six (6) months from the time the contravention is alleged to have occurred.</p> <p>29. Any allegation of a breach of the Code of Conduct shall be investigated following the <i>Informal or Formal Complaint Process</i> (outlined below), as the case may be.</p> <p>30. It is expected that whenever possible, allegations of a breach of the Code of Conduct by a trustee shall be investigated following the informal complaint process. It is recognized that from time to time a contravention of the Code of Conduct may occur that is trivial, or committed through inadvertence, or an error of judgment made in good faith. In the spirit of collegiality and the</p>	<p>Notice of Breach - Section 49- 50, Pg 6-7</p> <p>49. The written notice of a breach of the Code shall include:</p> <ol style="list-style-type: none"> <li>the name of the Trustee alleging the breach and their contact information;</li> <li>the name and contact information of the Trustee whose conduct is the subject of the notification;</li> <li>the date of the alleged breach;</li> <li>a description of the alleged breach;</li> <li>the provision of the Code that was allegedly breached;</li> <li>the date on which the Trustee alleging the breach first knew that the alleged breach occurred;</li> <li>the names and contact information of any witnesses to the breach or any other persons who have relevant information regarding the alleged breach.</li> </ol> <p>50. A complaint of an allegation of a breach of the Code should generally be made within 60 days after the alleged breach occurred or was discovered, whichever is later. See particulars of this timeline below under Refusal to Commence an Investigation and Discovery of Breach.</p> <p>Resolution of a Notice of Breach - Section 51-52, Pg 7</p> <p>51. When a formal complaint is brought against a Trustee of the Board, during the 20 business day period prior to an Integrity Commissioner being appointed as described below, the Board may</p>

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best interests of the Board, the first purpose of alerting a trustee to a breach of the Code of Conduct is to assist the trustee in understanding his or her obligations under the Code, and the *Education Act*, and other relevant legislation. Only serious and/or reoccurring breaches of the Code of Conduct by a trustee should be investigated following the *Formal Complaint Process*.

attempt to resolve the matter as follows:

- a. the Chair of the Board, or in the absence of the Chair or if the notice of the breach relates to the conduct of the Chair, the Vice-Chair of the Board or if the notice relates to the conduct of the Chair and the Vice-Chair then another Trustee appointed by the Board who is neither the complainant nor the subject of the complaint may attempt to resolve the matter in private as between the parties.
- b. this process may include the Chair/Vice Chair/Trustee, through the Director of Education or their designate, retaining legal counsel and/or a mediator to assist in resolving the matter.
- c. the process may also include a discussion and the use of remedial measures including, a warning, an apology, and/or the requirement of the Trustee to engage in the successful completion of professional development training such as that offered by the Ontario Education Services Corporation Professional Development Program for School Board Trustees.
- d. if the matter is resolved to the satisfaction of the Trustee alleging the breach, the Trustee shall withdraw their notice of the breach.
- e. the Board of Trustees will be advised whether the matter has been resolved and any agreed upon remedial measures or other basis for resolving the matter.

52. If the complaint described in the notice of breach is not resolved within 20 business days after the Trustee alleged to have breached the Code has received the notice, the matter shall be referred to an Integrity Commissioner appointed by the Board as described below under Appointment of Integrity of Commissioner. This should be done as soon as reasonably possible.

#### Discovery of a Breach - Section 63, Pg 8

63. A breach is discovered on the earlier of:

- a. The day on which the Trustee notifying the Board of the alleged breach first knew that the breach had occurred; and
- b. The day on which a reasonable person with the abilities and



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	in the circumstances of the Trustee notifying the Board first ought to have known of the matters referred to in paragraph (a) above.
<p>Chairperson of the Board or Presiding Officer - Section 31-35, Pg 6</p> <p>31. The Code of Conduct applies equally to the Chairperson of the Board. In the case of an allegation of a breach of the Code by the Chairperson of the Board, wherever a process requires action by the Chairperson of the Board, it shall be modified to read the Vice-Chairperson of the Board.</p> <p>32. The Chairperson of the Board or the Presiding Officer must have the ability to control any meeting of the Board or its committees. Any trustee who does not abide by a reasonable expulsion or exclusion from a meeting is deemed to have breached this Code of Conduct. Nothing in this Code of Conduct prevents the Chairperson of the Board or the Presiding Officer of any meeting of the Board or committee of the Board from exercising their power pursuant to Section 207(3) of the <i>Education Act</i>, Exclusions of Persons, "to expel or exclude from any meeting any person who has been guilty of improper conduct at the meeting". For greater certainty, this may be done at the sole discretion of the Chairperson of the Board or Presiding Officer, as the case may be, and without the necessity of a complaint or conducting an inquiry before an expulsion or exclusion from a meeting.</p> <p>33. The Chairperson of the Board or the Presiding Officer of any meeting of the Board or committee of the Board shall exercise their powers in a fair and impartial manner having due regard for every trustee's opinion or views.</p> <p>34. The Chairperson of the Board or the Presiding Officer shall follow the Rules of Order of the Board and/or the adopted Rules of Order and meeting procedures contained in any Policy or Bylaw of the Board. A breach of a rule of order should be dealt with at the meeting in question by a trustee rising to a point of order or</p>	<p><i>(Section no longer included. Does not impact the Chairperson's responsibility to follow the Code of Conduct, WRDSB Bylaws and Education Act.)</i></p>

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<p>appealing a ruling of the Chairperson of the Board in accordance with any applicable rule of order. Once such a motion is dealt with by the Board of Trustees, all trustees shall abide by that decision and no further action shall be undertaken pursuant to the Enforcement of the Code of Conduct, except for persistent improper use of the applicable rules of order by the Chairperson of the Board or the Presiding Officer.</p>	
<p>Information Complaint Procedure - Section 35-37, Pg 6-7</p> <p>35. The Chairperson of the Board, on their own initiative, or at the request of a trustee (without the necessity of providing a formal written complaint) who alleges a breach of the Code of Conduct has occurred, may meet informally with a trustee who is alleged to have breached the Code of Conduct, to discuss the breach.</p> <p>36. The purpose of the meeting is to bring the allegation of the breach to the attention of the trustee and to discuss remedial measures to correct the offending behaviour. The informal complaint process is conducted in private.</p> <p>37. The remedial measures may include, for example, a warning, an apology, an agreed-upon consequence, and/or the requirement of the trustee to engage in the successful completion of professional development training such as that offered by the Ontario Education Services Corporation <i>Trustee Professional Development Program</i>. If the Chairperson of the Board and the trustee alleged to have breached this Code cannot agree on a remedy within 20 business days (defined as a day between Monday and Friday, excluding holidays) of the trustee accused of a breach of the code receiving notification of a breach of the code, then a formal complaint may be brought against the trustee alleged to have breached this code and that complaint will be dealt with in accordance with the formal complaint process.</p>	<p>Information Complaint Procedure - Section 38-43 Pg 5-6</p> <p>38. It is expected that whenever possible, allegations of a breach of the Code of Conduct ("Code") by a Trustee shall be investigated following the Informal Complaint Procedure, prior to initiating a Formal Complaint Procedure (as per below). It is recognized that from time to time a contravention of the Code may occur that is trivial, or committed through inadvertence, or an error of judgment made in good faith. In the spirit of collegiality and the best interests of the Board, the first purpose of alerting a Trustee to a breach of the Code is to assist the Trustee in understanding their obligations under the Code. Only serious and/or reoccurring breaches of the Code by a Trustee should be investigated following the Formal Complaint Procedure. However, a Trustee does not have to first attempt an informal resolution of a complaint before commencing a formal complaint described below.</p> <p>39. The Chair of the Board, on their own initiative, or at the request of a Trustee of the Board (without the necessity of providing a formal written complaint) who alleges a breach of the Code has occurred, may meet informally with a Trustee of the Board who is alleged to have breached the Code, to discuss the alleged breach. The purpose of the meeting is to bring the allegation of the breach to the attention of the Trustee and to discuss remedial measures to correct the offending behaviour. The Informal Complaint Procedure is conducted in private.</p> <p>40. At the discretion of the Chair, they may include the Vice-Chair of the Board, or another Trustee of the Board in the above meeting.</p> <p>41. If the allegation of a breach of the Code involves the Chair of the</p>

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	<p>Board, the Vice-Chair of the Board may carry out the duties described in paragraph 39 above. At the Vice-Chair's discretion, they may include another Trustee of the Board to attend the above meeting.</p> <p>42. The remedial measures may include, for example, a warning, an apology, and/or the requirement of the Trustee to engage in the successful completion of professional development training such as that offered by the Ontario Education Services Corporation Professional Development Program for School Board Trustees.</p> <p>43. If a resolution of the informal complaint cannot be achieved within 20 business days of the trustee accused of a breach of the code receiving notification of a breach of the code, a Formal Complaint Procedure may be commenced.</p>
<p>Formal Complaint Procedure - Section 38-42, Pg 7</p> <p>38. A trustee who has reasonable grounds to believe that another trustee has breached the Board's Code of Conduct may bring the breach to the attention of the Board by first providing to the Chairperson of the Board, a written, signed complaint setting out the following:</p> <ul style="list-style-type: none"> <li>(i) the name of the trustee who is alleged to have breached the Code of Conduct;</li> <li>(ii) the alleged breach or breaches of the Code of Conduct,</li> <li>(iii) information as to when the breach came to the trustee's attention;</li> <li>(iv) the grounds for the belief of the trustee that a breach of the Code of Conduct has occurred; and</li> <li>(v) the names and contact information of any witnesses to the breach or any other persons who have relevant information regarding the alleged breach.</li> </ul> <p>If a written complaint is filed with the Chairperson of the Board, then a formal inquiry shall be undertaken unless the complainant subsequently withdraws the complaint or agrees that the complaint may be dealt with in accordance with the informal complaint process.</p>	<p>Formal Complaint Procedure - Section 44-48, Pg 6</p> <p>44. A Trustee who has reasonable grounds to believe that a Trustee of the Board has breached the Board's Code of Conduct may notify the following persons in writing of the alleged breach:</p> <ul style="list-style-type: none"> <li>a. the Chair of the Board; or</li> <li>b. the Vice-Chair of the Board, if the notice is related to the conduct of the Chair; or</li> <li>c. another Trustee of the Board, who is neither the complainant nor the subject of the complaint, if the notice relates to both the conduct of the Chair and the Vice-Chair.</li> </ul> <p>45. The Trustee who gives notice of an alleged breach of the Board's Code of Conduct shall provide a copy of the notification to the Director of Education of the Board.</p> <p>46. The person to whom the notification was made (Chair, Vice-Chair, or other Trustee, as the case may be) shall immediately provide a copy of the written notice to the Trustee whose conduct is the subject of the alleged breach and the entire Board of Trustees. This notice shall not be public or published until published by the Board in accordance with the Records and Information section below.</p> <p>47. No Trustee shall give notice of an alleged breach of the Code if</p>

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<p>39. In an election year for trustees, a Code of Conduct complaint regarding a trustee who is seeking re-election shall not be processed during the period commencing two months prior to Election Day and ending after the first Board Meeting after the new term of office of the Board commences. If the trustee accused of a breach of the Code of Conduct is not re-elected, no inquiry into the alleged breach by that trustee shall be undertaken. The limitation period for bringing a complaint shall be extended as necessary.</p> <p>40. Within three (3) working days after receiving the written complaint, the Chairperson of the Board shall notify the trustee and the Integrity Commissioner of the complaint.</p> <p>41. The Integrity Commissioner shall provide, to all trustees, a confidential copy of the complaint within ten (10) days of receiving it. All materials regarding the complaint shall be confidential until it is before the Board of Trustees for a decision as to whether or not the trustee has breached this Code.</p> <p>42. The trustee who is alleged to have breached the code of conduct shall provide a written response to the allegations within ten (10) days of receiving the written allegation, or such extended period of the time as the Integrity Commissioner deems appropriate in the circumstance.</p>	<p>the allegation is frivolous or vexatious or the notice is given in bad faith.</p> <p>48. No trustees shall engage in reprisal or the threat of reprisal against:</p> <ul style="list-style-type: none"> <li>a. a trustee who gave notice of an alleged breach of the code; or</li> <li>b. any person who provides information about the alleged breach to the person appointed by the board to investigate the breach.</li> </ul>
<p>Refusal to Conduct a Formal Inquiry - Section 43-44, Pg 7-8</p> <p>43. If the Integrity Commissioner is of the opinion that the formal complaint is out of time, or that there are no grounds or insufficient grounds for a formal inquiry, a formal inquiry shall not be conducted and a confidential report stating the reasons for not doing so shall be provided to all trustees.</p> <p>44. If an allegation of a breach of the Code of Conduct appears directly related to non-compliance with a more specific Board policy with a separate complaint procedure, the allegation shall</p>	<p>Refusal to Commence Investigation - Section 60-62, Pg 8</p> <p>60. The Integrity Commissioner may refuse to commence an investigation into the alleged breach of the Code if,</p> <ul style="list-style-type: none"> <li>a. The complaint was made more than 60 days after the day the alleged breach occurred or was discovered, whichever is later, unless the Integrity Commissioner is satisfied the delay was incurred in good faith and no substantial prejudice will result to any person affected by the delay; or</li> <li>b. In the opinion of the Integrity Commissioner, the complaint is made in bad faith or is frivolous or vexatious.</li> </ul>

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<p>be processed under that policy or procedure.</p>	<p>61. If a breach relates to a series of incidents, the 60-day period above runs from the day the last incident in the series occurred or was discovered.</p> <p>62. The Integrity Commissioner shall provide written notice of a refusal to commence an investigation to the Trustee who is the subject of the complaint and the Board and the decision of the Integrity Commissioner is final.</p>
<p>Steps of a Formal Review Inquiry - Section 45-54, Pg 8</p> <p>45. If a formal review inquiry of an allegation of a breach of the Code of Conduct is undertaken, it shall be done by the Integrity Commissioner.</p> <p>46. The following steps shall be followed:</p> <p>47. Procedural fairness shall govern the formal review inquiry. The formal inquiry will be conducted in private.</p> <p>48. The formal review inquiry may involve both written and oral statements by any witnesses, the trustee bringing the complaint and the trustee who is alleged to have breached the code of conduct. Witnesses will review and verify their statements prior to inclusion in the final report.</p> <p>49. The trustee who is alleged to have breached the code of conduct shall have an opportunity to respond to the allegations both in a private meeting with the Integrity Commissioner and in writing.</p> <p>50. It is expected that the formal review inquiry will be conducted within a reasonable period of time, which will depend on the circumstances of the case.</p> <p>51. If the trustee who is alleged to have breached the Code of Conduct refuses to participate in the formal review inquiry, the process will continue in his or her absence.</p>	<p>Appointment of Integrity Commissioner - Section 53-56, Pg 7</p> <p>53. If the complaint is not resolved as described above (under Resolution of Notice of Breach), the Trustee (Chair, Vice-Chair or other Trustee) to whom the notification of the breach was given shall refer the complaint to the Integrity Commissioner appointed and paid for by the Board.</p> <p>54. If a roster of Integrity Commissioners has been created by the Minister of Education, an appointment of an Integrity Commissioner shall be from the roster of Integrity Commissioners.</p> <p>55. If a roster of Integrity Commissioners has not been created by the Minister of Education, then the Board shall appoint an external independent person who has the qualifications set out in Regulation 306/24 Integrity Commissioners and Process for Alleged Breaches of the Code of Conduct and in consultation with the Director of Education.</p> <p>56. The appointment of an Integrity Commissioner by the Board is hereby delegated to the Trustee (Chair, Vice-Chair or other Trustee, as the case may be) in consultation with the Director of Education.</p> <p>Investigation - Section 57-59, Pg 8</p> <p>57. Subject to Refusal to Commence an Investigation described below, the Integrity Commissioner appointed by the Board investigate shall commence an investigation into the alleged breach of the Code of Conduct no later than 14 days after being appointed by the Board.</p>

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<p>52. Once the formal review inquiry is complete, the Integrity Commissioner shall provide a confidential draft copy of their report containing the findings of the facts to the trustee who is alleged to have breached the Code of Conduct and the trustee who brought the complaint for their written comment to the Integrity Commissioner.</p> <p>53. The purpose of providing the draft report to the parties is to ensure no errors of fact are contained in it. The two trustees shall have ten (10) days, or such reasonable period of time as deemed appropriate by the Integrity Commissioner, from the receipt of the draft report to provide a written response.</p> <p>54. The final report shall outline the finding of facts, but not contain a recommendation or opinion as to whether the Code of Conduct has been breached. This will be determined by the Board of Trustees as a whole.</p>	<p>58. The Integrity Commissioner to whom the alleged breach is referred to by the Board to investigate may define the scope of the investigation.</p> <p>59. The Trustee alleged to have breached the Code shall be provided with the opportunity to respond to the allegations, as well as a right of reply, where appropriate. The Integrity Commissioner shall determine this, the timelines, and form of such a response.</p> <p><b>Powers of the Integrity Commissioner - Section 64-65, Pg 8</b></p> <p>64. In the course of conducting the investigation, the Integrity Commissioner may:</p> <ul style="list-style-type: none"> <li>a. require the production of any records that may in any way relate to the investigation;</li> <li>b. examine and copy any records required under paragraph (a) above; and</li> <li>c. require any officer of the Board or any other person to appear before them and give evidence, on oath or affirmation, relating to the investigation.</li> </ul> <p>65. Section 33 of the Public Inquiries Act, 2009 applies to an investigation.</p>
<p><b>Suspensions of a Formal Review Inquiry - Section 55-56, Pg 8</b></p> <p>55. If the Integrity Commissioner, when conducting the formal review inquiry, discovers that the subject matter of the formal review inquiry is being investigated by police, that a charge has been laid, or is being dealt with in accordance with a procedure established under another Act, the formal review inquiry shall be suspended until the police investigation, charge or matter under another Act has been finally disposed of. This shall be reported to the Board of Trustees.</p> <p>56. If the complainant and respondent wish to further explore the option of resolving the matter through alternative means, the</p>	<p><i>(Section no longer included. Opportunities are provided at the beginning of the Formal Complaint Procedure through Resolution of a Notice of Breach - Section 51-52, Pg 7 and Refusal to Commence Investigation Section 60-62, Pg 8. to resolve the complaint.)</i></p>

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<p>formal review inquiry shall be suspended. The Chairperson of the Board will be advised of this by the Integrity Commissioner. Possible resolution methods with the complainant and/or respondent will be explored to determine the course of action. If the parties were not successful in reaching a satisfactory resolution, the formal investigation will resume at the point where the investigation was suspended.</p>	
<p><b>Decision - Section 57-63, Pg 9-10</b></p> <p>57. The final report shall be delivered to the Board of Trustees for a decision as to whether or not the Code of Conduct has been breached. A sanction, if any, for the breach shall be made as soon as practical after receipt of the final report by the Board.</p> <p>58. Trustees shall consider only the findings in the final report when voting on the decision and sanction. If a trustee choses to undertake their own investigation it would be considered a breach of the Code of Conduct by the trustee who undertakes their own investigation.</p> <p>59. If the Board of Trustees determines that there has been no breach of the Code of Conduct or that a contravention occurred although the trustee took all reasonable measures to prevent it, or that a contravention occurred that was trivial or committed through inadvertence or an error of judgment made in good faith, no sanction shall be imposed.</p> <p>60. The determination of both a breach of the Code of Conduct and also the imposition of a sanction with respect to a complaint investigated in accordance with the formal complaint process must be done by formal resolution(s) of the Board at a meeting of the Board, and the vote on the resolution(s) shall be open to the public. The resolution(s) shall be recorded in the minutes of the meeting. Both resolutions pertaining to a breach of the Code and any related decision regarding a specific sanction shall be decided by a vote of at least two-thirds of the trustees of the</p>	<p><b>Decision Process - Section 66-68, Pg 8-9</b></p> <p>66. The Integrity Commissioner shall make any determination with respect to a complaint of alleged breach of the Code no later than 90 days after commencing the investigation, or within such other time period as may be prescribed by regulation, unless the Integrity Commissioner notifies the Board and the Trustee who is the subject of the complaint that an extension is necessary and of the reasons for the extension.</p> <p>67. The Integrity Commissioner shall provide the Trustee whose conduct was the subject of the complaint and the Board written notice of a determination that the Trustee has or has not breached the Code and of any sanctions imposed.</p> <p>68. The written notice must include:</p> <ul style="list-style-type: none"> <li>a. The reasons for the determination;</li> <li>b. the reasons for any sanctions; and</li> <li>c. information about the right to appeal.</li> </ul> <p><b>Records and Information - Section 93-94, Pg 11</b></p> <p>93. A board shall keep records and publish information on its website about each of the following:</p> <ul style="list-style-type: none"> <li>a. a matter referred to an Integrity Commissioner for investigation and determination;</li> <li>b. a decision of the Integrity Commissioner to refuse to commence an investigation under Refusal to Commence Investigation above;</li> </ul>



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<p>Board present and voting.</p> <p>61. Despite Section 207 (1) of the <i>Education Act</i>, Open Meetings of the Board, the part of the meeting of the Board during which a breach or alleged breach of the Board's Code of Conduct is considered may be closed to the public when the breach or alleged breach involves any of the matters described in clauses 207(2) (a) to (e), Closing of Certain Committee Meetings, specifically:</p> <ul style="list-style-type: none"> <li>(a) the security of the property of the board;</li> <li>(b) the disclosure of intimate, personal or financial information in respect of a member of the board or committee, an employee or prospective employee of the board or a pupil or his or her parent or guardian;</li> <li>(c) the acquisition or disposal of a school site;</li> <li>(d) decisions in respect of negotiations with employees of the board; or</li> <li>(e) litigation affecting the board.</li> </ul> <p>62. The trustee who is alleged to have breached the Code of Conduct:</p> <ul style="list-style-type: none"> <li>(a) may be present during the deliberations;</li> <li>(b) shall not participate in the deliberations;</li> <li>(c) shall not be required to answer any questions at that meeting; and</li> <li>(d) shall not vote on a resolution to determine whether or not there is a breach or the imposition of a sanction.</li> <li>(e) shall not after the final report is completed, influence the vote on the decision of the breach or sanction.</li> </ul>	<ul style="list-style-type: none"> <li>c. determination of an Integrity Commissioner that a Trustee has or has not breached the Code and any sanction(s) imposed; and</li> <li>d. a determination by a panel upholding or overturning an Integrity Commissioner's determination including any variation of a sanction.</li> </ul> <p>94. Where the alleged breach of the Board's Code or the determination regarding the breach involves any of the matters described in clauses 207(2) (a) to (e) of the Education Act, the board shall publish only such information as is appropriate.</p>
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<p>63. The trustee who filed the complaint may <b>not</b> vote on the resolution to determine whether or not there is a breach and/or the imposition of a sanction.</p>	
<p>Sanctions - Section 64-68, Pg 10</p> <p>64. If the Board determines that the trustee has breached the Board's Code of Conduct, one or more of the following sanctions may be imposed:</p> <ul style="list-style-type: none"> <li>(a) censure of the trustee;</li> <li>(b) barring the trustee from attending all or part of a meeting of the Board or committee meeting;</li> <li>(c) barring the trustee from sitting on one or more committees of the Board, for the period of time specified by the Board, not to exceed six months; and/or</li> <li>(d) restrictions on the rights of the trustee to attend in camera meetings or receive in camera materials.</li> </ul> <p>65. The Board shall not impose a sanction which is more onerous than the above but may impose one that is less onerous such as a warning or a requirement that the trustee successfully complete specified professional development at the expense of the Board.</p> <p>66. The Board has no power to declare the trustee's seat vacant.</p> <p>67. A trustee who is barred from attending all or part of a meeting of the Board or committee meeting is not entitled to receive any materials that relate to that meeting or that part of the meeting and that are not available to members of the public.</p> <p>68. The imposition of a sanction barring a trustee from attending all or part of a meeting of the Board shall be deemed to be authorization for the trustee to be absent from the meeting and therefore, not in violation of the <i>Education Act</i> regarding absences from meetings, Section 228 (1) (b).</p>	<p>Potential Sanctions - Section 79-71, Pg 9</p> <p>69. If the Integrity Commissioner determines, following an investigation, that the Trustee has breached the Code, the Integrity Commissioner may impose one or more of the following sanctions:</p> <ul style="list-style-type: none"> <li>a. Censure the Trustee;</li> <li>b. Requiring the Board to reduce the Trustees honorarium by an amount not exceeding the amount prescribed in Regulation 357/06 Honoraria for Board Members which currently is 25% of the Trustees combined base and enrollment amount for the year of the term of office in which the breach occurred;</li> <li>c. Barring the Trustee from attending all or part of one or more meetings of the Board or one or more meetings of a committee of the Board, for the period of time specified by the Integrity Commissioner up to a maximum of 90 days or the balance of the Trustee's term of office, whichever is less;</li> <li>d. Barring the Trustee from sitting on one or more committees of the Board, for the period of time specified by the Integrity Commissioner, up to a maximum of 90 days or the balance of the Trustee's term of office, whichever is less;</li> <li>e. Barring the Trustee from becoming the chair or vice-chair of the Board or of any committee of the Board, or removing the Trustee from any other positions;</li> <li>f. Barring the Trustee from exercising the privileges of a Trustee or acting as a Board representative, or removing the Trustee from a position the Trustee holds as a Board representative;</li> <li>g. Subject to any other limits set out in the above paragraphs (a) to (f), any other sanction that, in the opinion of the Integrity</li> </ul>

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	<p>Commissioner, is reasonable and appropriate in the circumstances;</p> <p>h. Subject to any other limits set out in the above paragraphs (a) to (f), any other sanction that, in the opinion of the Integrity Commissioner, would promote compliance with the Board's Code.</p> <p>70. For greater certainty, the imposition of a sanction barring a Trustee from attending all or part of one meeting of the Board shall be deemed, for the purpose of clause 228(1)(b) of the Education Act to be authorization for the Trustee to be absent from the meeting.</p> <p>71. Any Trustee who is barred from attending all or part of the meeting of the Board or a meeting of a committee of the Board is not entitled to receive any materials that relate to that meeting or that part of the meeting and that are not available to members of the public.</p>
<p>Reconsideration - Section 69-75, Pg 10-11</p> <p>69. If the Board determines that a trustee has breached the Board's Code of Conduct the Board shall,</p> <p>(a) give the trustee written notice of the determination, the reasons for the decision and any sanction imposed by the Board; and</p> <p>(b) the notice shall inform the trustee that he or she may make written submissions to the Board in respect of the determination or sanction by the date specified in the notice that is at least fourteen (14) days after the notice has been received by the trustee; and</p> <p>(c) consider any submissions made by the trustee and shall confirm or revoke the determination or sanction within fourteen (14) days after the submissions are received.</p> <p>70. If the Board revokes a determination, any sanction imposed by the Board is revoked.</p>	<p>Appeal - Section 72-74, Pg 10</p> <p>72. Either the Board or the Trustee whose conduct was the subject of an investigation may appeal the Integrity Commissioner's decision, the sanctions imposed, or both, and the Board and the Trustee are the parties to an appeal.</p> <p>73. The Trustee whose conduct was the subject of the investigation shall not vote on the Board resolution to determine whether the Board will appeal the Integrity Commissioner's decisions on breach or sanctions.</p> <p>74. The Board or the Trustee who appeals the Integrity Commissioner's determinations shall give written notice of the appeal to the other party and the Deputy Minister of Education no later than 15 Business Days after receiving written notice of the Integrity Commissioner's determination.</p> <p>Hearing of the Appeal - Section 75-78, Pg 10</p> <p>75. The appeal shall be heard by a panel of three Integrity</p>

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<p>71. If the Board confirms a determination, the Board shall, within the fourteen (14) days above, confirm, vary or revoke the sanction.</p> <p>72. If a sanction is varied or revoked, the variation or revocation shall be deemed to be effective as of the date the original determination was made.</p> <p>73. The Board's decision to confirm or revoke a determination or confirm, vary or revoke a sanction shall be done by resolution at a meeting of the Board and the vote on the resolution shall be open to the public. Both resolutions shall be decided by a vote of at least two-thirds of the trustees present and voting. The resolutions shall be recorded in the minutes of the meeting together with the reasons for confirming or revoking a determination. The Board shall provide to the trustee alleged to have breached the Code of Conduct written notice of the decision to confirm or revoke the determination together with reasons for the decision and written notice of any decision to confirm, vary, or revoke a sanction. The respondent and complainant shall not vote on those resolutions.</p> <p>74. The trustee who is alleged to have breached the Code of Conduct may be present during the deliberations regarding the above but may not participate in the deliberations and shall not be required to answer any questions at that meeting.</p> <p>75. If appropriate, the original sanction may be stayed pending reconsideration by the Board of the determination or sanction.</p>	<p>Commissioners appointed by the Deputy Minister of Education or their delegate (no later than 15 Business Days after the Deputy Minister or delegate receives the notice of appeal), but the panel should not include the Integrity Commissioner whose determination is the subject of the appeal.</p> <p>76. One of the appointed Integrity Commissioners shall be named by the panel to act as chair and co-ordinate the hearing of the appeal.</p> <p>77. The chair of the panel shall notify the parties to the appeal of: the appointment of the panel; and the requirements regarding written submissions of the parties and the requirements of the panel's written decision.</p> <p>78. The panel shall hear the appeal in writing.</p> <p><b>Parties Written Submissions - Section 79-83, Pg 10</b></p> <p>79. The Appellant shall provide written submissions to the panel and the Respondent no later than 20 Business Days after receiving notice that the panel has been appointed.</p> <p>80. The Respondent shall provide written submissions to the panel and the Appellant no later than 20 Business Days after receiving the Appellant's submissions.</p> <p>81. The Appellant shall provide their written reply to the Respondent's submissions no later than 10 Business Days after receiving the Respondent's submissions.</p> <p>82. The chair of the panel may extend any timeline regarding the above written submissions at the written request of a party in order to provide for the fair, just and expeditious resolution of the appeal.</p> <p>83. A decision to extend a timeline above shall be provided to the parties in writing and a copy of the decision shall be provided to the Deputy Minister of Education.</p> <p><b>Consideration by the Panel - Section 84, Pg 10</b></p>
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	<p>84. The panel shall convene to consider the appeal at such times and in such places as they may determine. The panel may be convened by electronic means.</p> <p>Panel Decisions on Processes During the Appeal- Section 85-86 Pg 11</p> <p>85. The panel may:</p> <ul style="list-style-type: none"> <li>a. define or narrow the scope of the appeal;</li> <li>b. limit the length of submissions from the parties;</li> <li>c. make interim decisions and orders; and</li> <li>d. on its own motion, and without holding a hearing, dismiss an appeal as frivolous or vexatious or commenced in bad faith. A panel decision on its motion is final.</li> </ul> <p>86. The chair of the panel shall notify the parties of any decisions made by the panel above.</p> <p>Decision of the Panel - Section 87-92, Pg 11</p> <p>87. The panel shall provide its decision and its reasons, including any dissent, to the parties in writing no later than 30 Business Days after receiving the Respondent's submission.</p> <p>88. The panel shall provide a copy of the decision, reasons and dissent to the Deputy Minister of Education.</p> <p>89. If the panel overturns the determination as to whether there is a breach of the Code made by the Integrity Commissioner, any sanction imposed by the Integrity Commissioner is revoked.</p> <p>90. If the panel upholds the determination made by the Integrity Commissioner, the panel shall, within 30 Business Days after receiving the Respondent's submissions on the appeal, uphold, vary or overturn the sanction.</p> <p>91. If a sanction is varied or overturned, the variation or overturning</p>
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	<p>shall be deemed to be effective as of the date of the original determination made by the Integrity Commissioner.</p> <p>92. The decision of the panel respecting the determination of the Integrity Commissioner is final.</p>
<p>Administrative Matters - Section 76, Pg 11</p> <p>76. Nothing in this Code of Conduct prevents a trustee's breach of the <i>Municipal Conflict of Interest Act</i> from being dealt with in accordance with that <i>Act</i>.</p>	<p><i>(statement no longer included. Does not impact the possibility for a parallel process to occur through the Municipal Conflict of Interest Act.)</i></p>



# Report to Committee of the Whole

January 13, 2025

## Subject: 2024-2025 Interim Financial Report and Forecast

### Recommendation

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

### Status

The Board of Trustees (Board) approved a balanced 2024-25 operating budget on [June 12, 2024](#),

The development of the Waterloo Region District School Board's (WRDSB) operating budget includes many underlying assumptions which, over 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 (Core Ed Funding) and Responsive Education Programs (REP)
- Compliance with the Education Act and Public Sector Accounting Board Standards (PSAB)
- The board's underlying financial position (accumulated surplus/ deficit); and,
- The board's [strategic plan and operational goals](#).

All budgets include inherent challenges and risks. The objective of staff is to implement measures to mitigate the risk to the board and the impact on staff and students. The following is a list of risks and challenges that staff will closely monitor.

- Staff replacement costs (short-term sick leave)
- Enrolment fluctuations
- Variances in energy consumption (utilities) and associated costs
- Ministry announcements

The information in this report is based on financial results up to November 30, 2024 (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 2024-2025, we expect the WRDSB to finish the year in a balanced position; this was confirmed through the submission of our revised estimates to the Ministry of Education on December 13, 2024. The 2024-2025 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 12, 2024](#), the 2024-2025 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 601 full-time equivalent (FTE) lower than the budget forecast; a decrease of 0.9% compared to the enrolment forecast used for budget.
  - Impact: Student enrolment is the primary driver of funding through the Core Education Funding (CEF) model. As such, variances in enrolment have both a financial and operational impact on the board. The WRDSB is projected to receive approximately \$1.4M in declining enrolment funding in 2024-25, which is designed to help mitigate the budgetary impact of declining enrolment while boards make operational changes.
  - Strategy: Staff are actively monitoring student enrollment trends. Provincially, the number of JK-SK students entering the publicly funded education system is lower than it was prior to the pandemic, and staff are currently modelling available regional data to determine the extent to which local circumstances align with the provincial trend. We will continue to provide updates throughout the year, as our enrolment figures are confirmed through OnSIS.
- Investment Income
  - In-year change: Since preparing the budget in June there has been a significant increase in investment income for the board. WRDSB has increased the forecast to \$2.0 million from the original budget of \$650 thousand.
  - Impact: The additional revenue will help offset increased expenditures in the supply cost line for the 2024-25 school year.
  - Strategy: Staff are monitoring interest rates and associated investment returns throughout the year and will adjust our forecast accordingly.
- Extended Day Program
  - In-year change: For the period September 1, 2024, to November 30, 2024, average enrolment in the board's extended day program was 4,936 students; this is slightly higher than our budget forecast for the year and reflects continued growth in demand for our programs overall. As a result of the increase in enrolment, we are forecasting extended day revenues to increase by approximately \$873 thousand compared to the budget, an increase of 5.5%.
  - 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 2023-24 was approved by the Board on [May 8, 2023](#). 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. We will also continue to work with our Regional and Provincial counterparts to identify opportunities to address identified staffing challenges.

## **Expenditures**

- Classroom Teachers
  - In-year change: Total expenditures on classroom teachers is projected to be \$21.6M higher than the budget forecast, an increase of 4.7%.
  - Impact: The noted increase is primarily the result of wage enhancements resulting from Bill 124 and collective agreements which were finalized in the latter part of the 2023-24 school year. These enhancements are now reflected in the funding benchmarks provided by the Ministry of Education, meaning the board has received corresponding funding increases to offset the expenditures. The increase also reflects the net impact of lower enrollment and adjustments for unallocated positions which were budgeted for but will not be deployed in 2024-25.
  - Strategy: While the staff will continue to keep a close eye on expenditures in this area, the only adjustments we anticipate are related to potential vacancies.
- Supply Staff
  - In-year change: WRDSB supply costs for the 2023-24 school year were \$8.5M higher than the budget forecast. We estimated that a portion of this increase (\$4.0M) was attributable to Bill 124 and collective agreement enhancements. Based on results from 2023-24, and utilization trends identified in the early part of the current year (2024-25), we have increased our forecast for supply costs by \$3.0M, or 10.8%.
  - Impact: The financial pressure from short-term supply costs will have a negative impact on the board's overall financial position for the 2024-25 school year and staff will be monitoring it closely.
  - Strategy: Staff will closely monitor sick-time utilization, and expenditures, throughout the year and will provide further updates should the trend noted above continue. The ministry is working with the School Boards' Co-operative Incorporated (SBCI) to collect and analyze sick leave data across the province. The ministry is considering including sick leave data in the School Board Financial Transparency Tool that was announced in April 2024.



- **School Operations**

- In-year change: Total forecasted expenditures on School Operations (Custodial & Maintenance staff, utilities and cleaning supplies) have increased by \$1.5M compared to the original budget.
- Impact: As mentioned above, sick-time utilization represents a significant financial and operational cost to the board. When it comes to custodial and maintenance staff, the cost to backfill staff who are off sick is not captured in the supply staff costs previously discussed. Rather, the cost of replacement staff (Custodial Maintenance Helpers) is imbedded within the school operations budget; forecasted expenditures for CMH staff have been increased by an additional \$200 thousand, bringing the total budget for this purpose to \$1M. These replacement staff are integral to ensuring that our schools remain clean and operating efficiently during staff absences; absenteeism in the custodial/maintenance group averaged 23.10 days per FTE in 2023-24.

Inflation also significantly impacts this area of the board's budget and may increase commodity prices, including natural gas, as heightened delivery costs are incurred by wholesalers. Since the current report only encompasses expenses incurred up to November 30th, it is premature to draw any conclusions that inflation will have on this area of the budget, but we have built in some contingency (\$500 thousand) based on the available consumption and pricing data we have.

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

- **Other Non-Operating Expenses**

- In-year change: Total forecasted expenditures for other non-operating expenses have increased by \$1.0M compared to the original budget.
- 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, recoverable billings as well as programs that are non-educational; one example being the board's Extended Day program expenses which increased by \$873 thousand.
- Strategy: Staff are continuing to monitor expenditures in this area and will provide further updates throughout the year should our forecast change materially.

Overall, staff continue to identify, assess, and mitigate financial risks to help ensure the fiscal well-being of the organization.

## **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.

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.

Under the [Education Act, R.S.O. 1990, s.230](#), school boards are required to submit a balanced budget ensuring that total expenditures are equal to, or less than, total revenue. However, there are circumstances where an in-year deficit is permissible if there were prior surpluses available (referenced as accumulated surplus).

The use of accumulated surplus is limited to ensure that this action does not place the board at undue financial risk. The use of accumulated surplus is limited to the lessor of:

- the board's accumulated surplus for the preceding year, and;
- one per cent of the board's operating revenue

### **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: Rob Connolly, Manager, Budget Services  
 Connie Donnelly, Manager, Accounting Services  
 Miruna Armellini, Controller, Financial Services  
 Nick Landry, Superintendent of Business Services & Treasurer  
 in consultation with Leadership Council

## APPENDIX A

2024-2025 Interim Financial Report (First Quarter- Sept 1, 2024 to November 30, 2024)				
SUMMARY OF FINANCIAL RESULTS (000's)				
	Budget	Forecast	In-Year Change	
			\$	%
<b>Revenue</b>				
Provincial Grants-CEF	\$816,966	\$848,311	\$31,345	3.8%
Revenue transferred from/(to) deferred revenue	1,549	625	(924)	(59.7%)
Other Grants	6,471	6,862	391	6.0%
Other Revenue	24,866	27,112	2,246	9.0%
School Generated Funds	13,468	13,468	-	0.0%
Transferred from DCC**	44,249	44,168	(81)	(0.2%)
Transferred to DCC**	(14,290)	(14,290)	-	0.0%
<b>Total Revenue</b>	<b>\$893,280</b>	<b>\$926,256</b>	<b>\$32,976</b>	<b>3.7%</b>
<b>Expenses</b>				
Instruction	\$699,106	\$728,968	\$29,862	4.3%
Administration	19,239	19,662	423	2.2%
Transportation	23,325	23,336	11	0.0%
School Operations & Maintenance	73,952	75,663	1,711	2.3%
Pupil Accom/Renewal/Debt/Non-operating	63,340	64,313	974	1.5%
Asset Retirement Liability	7,117	7,256	139	2.0%
School Generated Funds	13,468	13,468	-	0.0%
<b>Total Expenses</b>	<b>\$899,547</b>	<b>\$932,666</b>	<b>\$33,120</b>	<b>3.7%</b>
<b>Surplus/(Deficit)</b>	<b>(\$6,267)</b>	<b>(\$6,411)</b>	<b>(\$144)</b>	<b>2.3%</b>

2024-2025 Interim Financial Report (First Quarter- Sept 1, 2024 to November 30, 2024)		
DETERMINATION OF ANNUAL OPERATING SURPLUS (000s)		
	Budget	Forecast
<b>PSAB Surplus/(Deficit) (from above)</b>	<b>(\$6,267)</b>	<b>(\$6,411)</b>
Committed Capital Projects	\$555	555
<b>Total: Internally Appropriated</b>	<b>555</b>	<b>555</b>
<b>Less: Unavailable for Compliance</b>		
PSAB Adjustments	(1,864)	(1,859)
<b>Total Adjustments</b>	<b>(1,309)</b>	<b>(1,304)</b>
 In-year unappropriated Operating Surplus/(Deficit)	 (\$7,576)	 (\$7,715)
Committed capital projects annual amortization	\$555	555
Asset Retirement Obligations	7,117	7,256
Committed sinking fund interest	24	24
<b>Annual Unappropriated Operating Surplus/(Deficit)</b>	<b>\$120</b>	<b>\$120</b>

SUMMARY OF CAPITAL TO BE FINANCED		(000's)
	Budget	Forecast
<b>Funding</b>		
New Building and Additions	\$34,455	\$29,084
Child Care Capital	6,380	5,510
School Condition Improvement	32,999	32,999
Full Day Kindergarten	879	628
Renewal	8,500	8,500
Education Development Charge (EDC)	1,309	1,304
Proceeds of Disposition	0	0
Minor Tangible Capital Assets	5,761	5,761
Rural and Norther Education	29	29
Other	710	710
<b>Total Capital by Funding Source</b>	<b>\$91,022</b>	<b>\$84,526</b>
<b>Expenditure</b>		
Buildings (new, additions & renewal)	\$84,096	\$77,604
Land	1,309	1,304
Land Improvements	4,300	4,300
Leasehold Improvements	0	0
Moveable Assets	6,051	6,051
<b>Total Capital Expenditure</b>	<b>\$95,756</b>	<b>\$89,260</b>

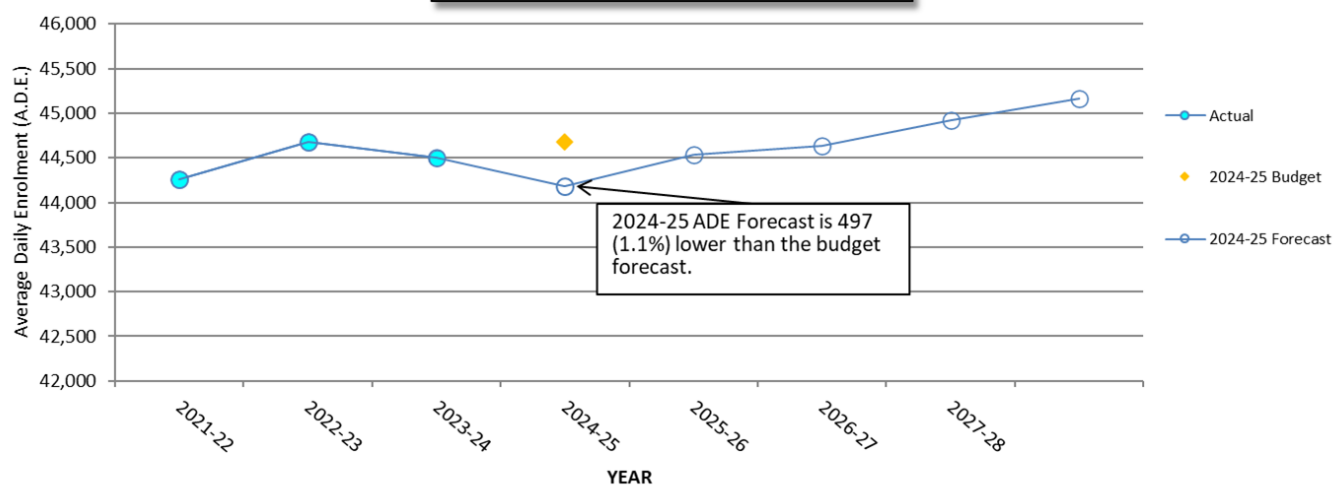
**SUMMARY OF ENROLMENT**

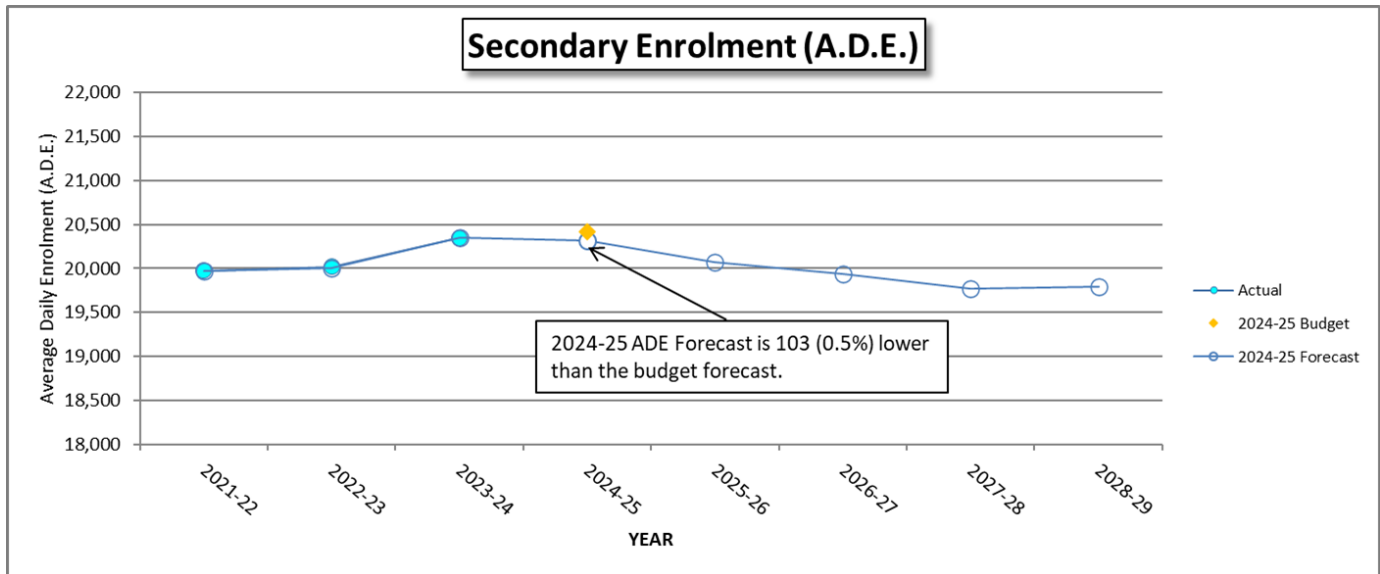
Average Daily Enrolment (ADE)	Budget	Forecast	In-Year Change	
			#	%
Elementary				
JK	3,998.3	3,803.5	(194.9)	-4.9%
SK	4,216.0	4,205.4	(10.7)	-0.3%
Grades 1-3	13,559.3	13,396.4	(162.9)	-1.2%
Grades 4-6	13,750.1	13,635.2	(114.9)	-0.8%
Grades 7-8	9,138.8	9,124.8	(14.0)	-0.2%
Other Pupils (International)	15.0	15.0	-	
Total Elementary	44,677.5	44,180.3	(497.2)	-1.1%
Secondary				
Pupils of the Board <21	20,333.8	20,230.7	(103.0)	-0.5%
High Credit Pupils	22.4	23.2	0.8	3.7%
Pupils of the Board >21	6.0	4.5	(1.5)	-25.0%
Other Pupils (International)	59.0	59.0	-	0.0%
Total Secondary	20,421.2	20,317.4	(103.7)	-0.5%
Total	65,098.7	64,497.8	(600.9)	-0.9%

Note: Forecast based on October 31st count date

**Highlights of Changes in Enrolment:**

- Elementary enrolment for October 31st has been confirmed through OnSIS; the OnSIS process for secondary is not yet complete.
- The enrolment forecast is subject to change until March 31st OnSIS numbers have also been finalized.

**Elementary Enrolment (A.D.E.)**



#### SUMMARY OF STAFFING

Full-time Equivalent (FTE)	Budget	Forecast	In-Year Change	
			#	%
<b>Instruction</b>			-	
Classroom Teachers	3,914.30	3,911.60	(2.70)	-0.1%
Non-Classroom	2,036.30	2,038.70	2.40	0.1%
<b>Total Instruction</b>	<b>5,950.60</b>	<b>5,950.30</b>	<b>(0.30)</b>	<b>0.0%</b>
<b>Non-Instruction</b>	<b>855.80</b>	<b>876.10</b>	<b>20.30</b>	<b>2.4%</b>
<b>Total</b>	<b>6,806.40</b>	<b>6,826.40</b>	<b>20.00</b>	<b>0.3%</b>

#### Highlights of Changes in Staffing:

- Change in classroom teachers is the net impact of reductions in the elementary panel (30) and an increase in the secondary panel (27) to account for e-learning teachers not reflected in the original budget
- Non-instruction increase is due to the increase of extended day assistants.

2024-2025 Interim Financial Report (First Quarter- Sept 1, 2024 to November 30, 2024)					
PUBLIC SECTOR ACCOUNTING BOARD (PSAB) REVENUES					
	Budget	Forecast	\$ Increase (Decrease)	% Increase (Decrease)	Material Variance Note
<b>Core Education Funding</b>					
Classroom Staffing Fund	472,524,087	\$488,706,311	\$16,182,224	3.42%	1,2
Learning Resource Fund	116,553,146	123,084,025	6,530,879	5.60%	1,2
Special Education Fund	99,662,582	105,401,509	5,738,927	5.76%	1,2
School Facilities Fund	71,067,209	71,749,028	681,819	0.96%	
Student Transportation Fund	23,345,002	23,276,403	(68,599)	(0.29%)	
School Board Administration Fund	18,546,258	20,433,924	1,887,666	10.18%	1,2,3
School Renewal Operating	10,382,359	10,291,812	(90,547)	(0.87%)	
Debt Charges Allocation	104,872	104,872	-	0.00%	
Temporary Accomodation	1,287,806	1,287,806	-	0.00%	
Interest on Capital	3,493,056	3,975,539	482,483	13.81%	
<b>Total Provincial Grants for Student Needs (GSN)</b>	<b>816,966,377</b>	<b>\$848,311,229</b>	<b>\$31,344,852</b>	<b>3.84%</b>	
<b>Amortization of Deferred Capital Contributions</b>	<b>44,248,821</b>	<b>\$44,167,676</b>	<b>(\$81,145)</b>	<b>(0.18%)</b>	
<b>Legislative Grants transferred from/(to) Deferred Revenue</b>	<b>1,549,302</b>	<b>\$624,813</b>	<b>(\$924,489)</b>	<b>(59.67%)</b>	
<b>Other Grants</b>	<b>6,470,705</b>	<b>6,861,700</b>	<b>\$390,995</b>	<b>6.04%</b>	
<b>Non Grant Revenue</b>					
Fees	1,377,100	\$1,377,100	\$0	0.00%	
Transportation Recoveries	127,600	127,600	-	0.00%	
Rental Revenue	1,888,000	1,888,000	-	0.00%	
Education Development Charge	1,308,600	1,303,978	(4,622)	(0.35%)	
Extended Day Program	15,879,600	16,753,300	873,700		4
Interest Revenues	651,000	2,000,000	1,349,000		5
Other Revenue	3,633,900	3,661,800	27,900	0.77%	
<b>Non Grant Revenue</b>	<b>\$24,865,800</b>	<b>\$27,111,778</b>	<b>\$2,245,978</b>	<b>9.03%</b>	
<b>School Generated Funds Revenue</b>	<b>\$13,468,334</b>	<b>\$13,468,334</b>	<b>\$0</b>	<b>0.00%</b>	
<b>Grants Transferred to Deferred Capital Contributions</b>	<b>(\$14,289,706)</b>	<b>(\$14,289,706)</b>	<b>\$0</b>	<b>0.00%</b>	
<b>Total PSAB Revenues</b>	<b>\$893,279,633</b>	<b>\$926,255,824</b>	<b>\$32,976,191</b>	<b>3.69%</b>	
<b>EXPLANATIONS OF MATERIAL GRANT VARIANCES</b>					
1 Projected enrolment variance compared to budget					
2 Bill 124 and collective agreement enhancement increases					
3 Declining Enrolment Adjustment					
4 Increase enrolment in the extended day program					
5 Increase in interest rate revenue					

<b>2024-2025 Interim Financial Report (First Quarter- Sept 1, 2024 to November 30, 2024)</b>			
<b>OTHER GRANT REVENUE- INCLUDING Response Education Program(REP)</b>			
	<b>Budget</b>	<b>Forecast</b>	<b>Variance</b>
Critical Physical Security Infrastructure	\$261,200	\$261,221	\$21
Destreaming (Single Stream) Implementation Supports	67,300	67,259	(41)
DECE Professional Development	0	111,021	
Early Reading Enhancements: Early Reading Screening Tools	410,000	409,953	(47)
Education Staff to Support Reading Interventions K-3	2,064,200	2,064,241	41
ETFO PD	0	149,730	
Entrepreneurship Education Pilot Projects	30,000	30,000	0
Experiential Learning- Guidance Teacher Counsellors	78,600	78,600	0
Grade 10 Civics Travel to Legislature	0	59,760	59,760
Graduation Coach for Black Students	115,300	118,914	3,614
Health Resources, Training and Supports	32,000	32,030	30
Human Rights and Equity Advisors	170,400	170,430	30
Implementation Supports for the Revised Provincial Code of Conduct (PPM)	0	173,775	173,775
Learn and Work Bursary	22,000	22,000	0
Licenses and Supports for Reading Programs and Interventions	264,000	264,396	396
Math AQ Subsidy	0	65,000	65,000
Math Achievement Action Plan: Board Math Leads	166,600	166,636	36
Math Achievement Action Plan: Digital Math Tools	471,700	471,657	(43)
Math Achievement Action Plan: School Math Facilitators	729,600	729,640	40
Mental Health Strategy Supports- Emerging Needs	33,000	32,986	(14)
Parent Education and Awareness Campaign	0	34,509	34,509
Professional Assessments & Evidence-Based Reading**	0	0	0
Skilled Trades Bursary	19,000	19,000	0
Transportation and Stability Supports for Youth in Care	0	90,000	90,000
Special Education AQ Subsidy for Educators	23,400	23,447	47
Special Education Needs Transition Navigators	208,500	208,505	5
Staffing to Support De-Streaming and Transition to High School	0	0	0
Summer Learning for Students with Special Education Needs	218,100	0	(218,100)
Summer Mental Health Supports	341,300	0	(341,300)
<b>Total PPF Grants</b>	<b>\$5,726,200</b>	<b>\$5,854,710</b>	<b>(\$132,241)</b>
<b>II. Other Grants</b>			
Ontario Youth Apprenticeship Program (OYAP)	\$421,200	\$421,175	(\$25)
Literacy and Basic Skills	370,900	370,900	0
Other EDU Grants - Amounts from Deferred Revenue	213,605	215,000	1,395
<b>Total Other Grants (including REP Grants)</b>	<b>\$6,731,905</b>	<b>\$6,861,785</b>	<b>(\$130,871)</b>



2024-2025 Interim Financial Report (First Quarter- Sept 1, 2024, to November 30, 2024)					
PUBLIC SECTOR ACCOUNTING BOARD (PSAB) EXPENSES	Budget Assessment				
	Budget	Forecast	In-Year Change		Material Variance Note
			#	%	
<b>OPERATING</b>					
<b>Classroom</b>					
Classroom Teachers	\$463,162,584	\$484,802,484	\$21,639,900	4.7%	1
Supply Staff	28,239,500	31,276,900	3,037,400	10.8%	2
Teacher Assistants	42,028,500	41,960,300	(68,200)	(0.2%)	
Early Childhood Educator	21,910,800	21,906,100	(4,700)	(0.0%)	
Textbooks and Classroom Supplies	15,631,932	15,915,432	283,500	1.8%	3
Computers	5,997,100	5,997,100	-	0.0%	
Professionals & Paraprofessionals	40,577,145	40,949,345	372,200	0.9%	1
Library & Guidance	15,501,400	15,863,700	362,300	2.3%	1
Staff Development	3,149,281	3,277,664	128,383	4.1%	1
Department Heads	1,650,000	1,844,400	194,400	11.8%	1
Principal and Vice-Principals	31,464,846	34,715,746	3,250,900	10.3%	1
School Secretaries & Office Supplies	17,712,800	17,723,000	10,200	0.1%	
Teacher Consultants	9,020,397	9,652,847	632,450	7.0%	1
Continuing Education	2,662,224	2,685,924	23,700	0.9%	
Instruction-Amortization	5,835,045	5,835,045	-	0.0%	
Less: GSN Funded Tangible Capital Assets	(5,438,000)	(5,438,000)	-	0.0%	
<b>Sub-Total Instruction Expenses</b>	<b>\$699,105,554</b>	<b>\$728,967,987</b>	<b>\$29,862,433</b>	<b>4.3%</b>	
<b>Other Expenses</b>					
Board Administration	\$19,239,154	\$19,661,929	\$422,775	2.2%	1
School Operations	73,492,700	75,044,700	1,552,000	2.1%	1
Transportation	23,324,900	23,335,900	11,000	0.0%	
Amortization	782,459	782,459	-	0.0%	
Less: GSN Funded Tangible Capital Assets	(323,100)	(164,000)	159,100	(49.2%)	
<b>Sub-Total Other Expenses</b>	<b>\$116,516,113</b>	<b>\$118,660,988</b>	<b>\$2,144,875</b>	<b>1.8%</b>	
<b>TOTAL OPERATING EXPENSE</b>	<b>\$815,621,667</b>	<b>\$847,628,975</b>	<b>\$32,007,308</b>	<b>3.9%</b>	
<b>NON-OPERATING</b>					
<b>Pupil Accommodation/Renewal/Debt</b>					
School Renewal	\$10,424,600	\$10,424,600	\$0	0.0%	
Debt Charges	3,372,642	3,372,642	-	0.0%	
Other Non-Operating Expenses	18,161,972	19,216,672	1,054,700	5.8%	3,4
Other Pupil Accommodation	1,516,400	1,516,400	-	0.0%	
Loss on Disposal of TCA and Assets	-	-	-	0.0%	
Amortization	38,363,621	38,282,476	(81,145)	(0.2%)	
Less: GSN Funded Tangible Capital Assets	(8,499,600)	(8,499,600)	-	0.0%	
<b>Total Pupil Accommodation Expense</b>	<b>\$63,339,635</b>	<b>\$64,313,190</b>	<b>\$973,555</b>	<b>1.5%</b>	
<b>School Generated Funds</b>	<b>\$13,468,334</b>	<b>\$13,468,334</b>	<b>\$0</b>	<b>0.0%</b>	
<b>ARO</b>	<b>\$7,116,980</b>	<b>\$7,255,852</b>	<b>\$138,872</b>	<b>2.0%</b>	
<b>Provision for Contingencies</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	
<b>TOTAL EXPENSES</b>	<b>\$899,546,616</b>	<b>\$932,666,351</b>	<b>\$33,119,735</b>	<b>3.7%</b>	
<b>EXPLANATIONS OF MATERIAL EXPENSE VARIANCES</b>					
1- Increase due to updated salary benchmarks for most staffing groups based on completed collective agreements					
2. Increase in supply costs based on historical trending/updated salary rates					
3. Increase in supplies/materials for the new South Kitchener school, which is scheduled to open in September 2025.					
4. Increase in extended day variable costs due to increase in enrolment (offset by revenue)					



# Report to Committee of the Whole

Jan 13, 2025

## **Subject: Major Capital Projects Quarterly Update Report**

### **Recommendation**

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

### **Status**

Current capital priority projects with budgets greater than \$2.5M are outlined in Appendix A and are presented with dashboard symbols to indicate the project status 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. Appendix A now reflects these changes.

#### **South Kitchener**

The new school in South Kitchener continues to make reasonable progress in construction as we begin to navigate through the winter months. Once we get through February we will be able to assess the schedule for completing the school for September 2025.

#### **South East Cambridge JUC.**

For the new Joint Use Campus with the WCDSB we are now in construction.

#### **Breslau Hopewell Crossing**

For the new Breslau Hopewell Crossing school we continue to wait for Ministry approval to proceed to tender. This includes a request for an additional ~\$15M.

### **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 major capital projects listed in Appendix A have all received Ministry funding approval. As we progress through the design and construction phases of each project, additional funding may be required due to price escalations for both supplies and services; staff will continue to submit requests to the Ministry for additional funding as required.

**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 regarding the stages of approval, design, construction and budget approvals.




Prepared by: Bill Lemon, Interim Associate Director of Business Services  
Nick Landry, Superintendent Business Services and Treasurer of the Board  
Chris Sagar, Superintendent Facility Services  
Ron Dallan, Senior Manager of Capital Projects  
in consultation with Leadership Council

**Major Capital Projects**  
**Quarterly Update Report**  
**January 13 2025**

Project	Stage		Scope	Board Approval	Ministry Approval	Site Acquisition Complete	Site Encumbrances	Architect	Site Plan Approval	Bldg Permit	Tender Awarded	Project Budget	Classes Begin
<b>P.S. Breslau-Hopewell Crossing</b> (new)	ATP Submitted		New School	16-Sep-19	23-Nov-21	Yes	No	K+ Architects	No	No	No	\$16,552,917	TBA
<b>P.S. in South Kitchener</b> (new)	In Construction		New School	16-Sep-19	31-Mar-20	Yes	No	Walter Fedy Partnership	Yes	Yes	Yes	\$25,092,850	September 2025
<b>P.S. in South East Cambridge</b> (new)	In Construction		New School	9-May-16	21-Nov-16	Yes	No	JP Thomson Architects	Yes	Yes	Yes	\$25,697,487	TBA

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 13, 2025

**Subject: Motion: Enrolment**

## Recommendation

*That staff prepare a report with the historical data and trends for the last ten years concerning WRDSB enrolment data for JK and SK, regional growth and immigration rates; and*

*That the data collection and analysis be presented to the Board of Trustees at a Committee of the Whole by the end of May 2025; and*

*That Waterloo Region District School board explore implementing a voluntary exit interview and or survey for parents who remove their children from the WRDSB to help determine why parents choose to remove their children from the WRDSB; and*

*That this information also be presented to trustees as part of budget deliberations.*

## Status

This Notice of Motion was served at the October 21, 2024, Committee of the Whole meeting by Trustee C. Watson with support from Trustee M. Ramsay.

## Background

The following recitals were included by Trustee C. Watson as background:

Whereas the WRDSB projections for 2023/24 were short by 300 students and funding from the Ministry of Education is based on student enrollment; Whereas some parents are choosing to enroll their non-Catholic JK, SK children in the Catholic Educational system;

Whereas the WRDSB does not record statistical data as to why parents withdraw their children from the WRDSB school board;

Whereas many parents have shared their concerns and believe that identity politics and ideologies are taught in the classroom and have threatened to pull their children out of the WRDSB school board;

## Financial implication

The financial implications are not known at this time.

## Communications

There is no communication plan at this time.

Prepared by: Stephanie Reidel, Manager of Corporate Services for Trustee C. Watson