



September 29, 2025

Waterloo Region District School Board

Notice of Board Meeting

The regular monthly Board Meeting of the Waterloo Region District School Board will be held in the Boardroom, Building 2, 1st Floor, 51 Ardelt Avenue, Kitchener, Ontario, on September 29, 2025, at 7:00 p.m.

AGENDA

Call to Order

Territorial Acknowledgement and O Canada

Approval of Agenda

Announcements/Celebrating Board Activities

Declarations of Pecuniary Interest

Communications Good News Update

H. Hughes

Delegations

Consent Agenda

Receipt/Approval of Minutes:

Approve Minutes - Parent Involvement Committee Meeting of May 13, 2025

Approve Minutes - Audit Committee Meeting of May 28, 2025

Approve Minutes - Special Education Advisory Committee Meeting of June 11, 2025

Receive Minutes - Board Meeting of June 23, 2025

Approve Minutes - Business Services Standing Committee of September 15, 2025

Approve Minutes - Policy and Governance Standing Committee of September 17, 2025

Receipt/Approval of Monthly Reports:

35 Trustee Requests for Absence from Board Meetings

Chairperson

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B. Lemon

Recommendations from Standing Committees

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Staff Follow Up

Consultation Ad Hoc Committee Update

S. Miller

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Board Improvement & Equity Plan - 2025 Summer Programs

A. Gaymes-San Vicente / J. Albrecht

Board Reports

Board Communications

56 Letter from the Minister of Education - Electronic Meeting Attendance

Other Business

Question Period (10 minutes)

Future Agenda Items (Notices of motion)

Adjournment



Report to Board

September 29, 2025

Subject: Absences from Board Meetings - September

Recommendation

This report is provided for information.

Status

This report provides a summary of approved absence requests from Trustees between the period of September 1, 2025 and September 26, 2025.

Approved Absences

Trustee	Date of Request	Meeting Date	Public Meeting	In Camera	Approved	Approved By	Approval Date
Waseem	09/15/25	09/29/25	Yes	Yes	Yes	M. Radlein (Chair)	9/16/25

Background

The [WRDSB Bylaws](#) provide guidelines for absences under Section 13.2. Request to be Absent from a Board Meeting:

13.2.2. The Board gives the Chair and Vice-Chair the authority to approve absences on behalf of the Board and will notify the board at the next Board meeting of any absences as part of the Consent Agenda.

13.2.3. Trustees shall follow the process outlined in “Request for Approved Absence from a Board Meeting” to request approval from the Chair and Vice-Chair of the Board for their absence.

Financial implications

There are no known financial implications to the approval of Trustee absences.

Communications

Trustee attendance at meetings is recorded and available on the WRDSB website.

Prepared by: Manager S. Reidel for Chair M. Radlein in consultation with Leadership Council.



Report to Board of Trustees

September 29, 2025

**Subject: Staffing Information –
Retirements and Resignations**

Recommendation

This report is provided for information of the Board.

Status

The employees listed in Appendix A of this report have received acknowledgement of their retirement or resignation.

Background

The board's practice is to receive information regarding staff retirements and resignations at regular monthly board meetings.

Financial implications

Expenses are within the existing approved budget.

Communications

Employees listed in this report have communicated through Human Resource Services.

Prepared by: Bill Lemon, Associate Director, in consultation with Leadership Council.

Appendix A

Staffing Statistics – Retirements

Current at September 29, 2025

Retirements: Elementary Teaching Staff				
First	Last	Position/Location	Retirement Date	Years of Service
Peter	Bullock	Teacher, Occasional	June 30, 2025	35
Julie	Smith	Teacher, Centennial (W) PS	October 31, 2025	25
Laurie	Stobo	Teacher, Riverside PS	July 31, 2025	15
Janelle	Wenger	Teacher, Wellesley PS	August 8, 2025	32
Derek	Van Ravenstein	Teacher, Chalmers Street PS	October 1, 2025	30

Retirements: Secondary Teaching Staff				
First	Last	Position/Location	Retirement Date	Years of Service
Wendy	Bitker	Teacher, Eastwood CI	August 31, 2025	35
Jacqueline	Calvert	Teacher, Forest Heights CI	September 30, 2025	28
Gagi	Dhaliwal	Teacher, Eastwood CI	June 30, 2025	31
Elizabeth	Goetze	Science Department Head, Kitchener CI	August 31, 2025	24
David	MacMaster	Teacher, Preston HS	June 30, 2025	19
John	Watson	Teacher, Eastwood CI	August 31, 2025	21

Retirements: Administrative & Support Staff				
First	Last	Position/Location	Retirement Date	Years of Service
Frank	Bouda	Head Custodian, Parkway PS	August 31, 2025	33
Vida	Collis	Superintendent of Education, Student Achievement & Wellbeing	January 31, 2026	25
Christine	Cooper	Educational Assistant, Blair Road PS	July 1, 2025	17
Kim	Crawley	Head Secretary, Meadowlane PS	June 27, 2025	25
Ellie	Cressman	Guidance Secretary, Laurel Heights SS	July 31, 2025	26
Murray	Crewson	Principal, Southridge PS	August 31, 2025	25
Jennifer	Fairhall	Vice Principal, Waterloo CI	January 31, 2026	30
Dorine	Fischer	Custodian, Riverside PS	August 31, 2025	8

Retirements: Administrative & Support Staff (Cont'd)				
First	Last	Position/Location	Retirement Date	Years of Service
Lynne	Haalboom	Speech Pathologist, Spec Ed	August 31, 2025	17
Pam	Knechtel	Supervision Montor, Southwood SS	October 31, 2025	24
Seng	Kongdara	Head Custodian, New Dundee PS	December 31, 2025	35
Sandra	Lambke	Educational Assistant, Silverheights PS	August 31, 2025	17
Mabel	Lara	Custodian, Courtland Avenue PS	July 28, 2025	19
Karen	Levert	Library Clerk, Silverheights PS	August 24, 2025	12
Lorie	Lisk	Educational Assistant, Driftwood Park PS	August 31, 2025	24
Sharlene	McHolm	Principal, Mackenzie King PS	October 31, 2025	16
Kevin	Martin	Head Custodian, Riverside PS	July 31, 2025	19
Susan	Maurer	Educational Assistant, Prueter PS	August 31, 2025	17
Heather	Nelson	Secretary, Facility Services	July 24, 2025	35
Patricia	Selley	Educational Assistant, Country Hills PS	August 29, 2025	23
Josh	Windsor	Principal, Eastwood CI	September 30, 2025	25
Nancy	Woodhall	Principal, Prueter PS	November 30, 2025	30

Staffing Statistics – Resignations

Current at September 29, 2025

Permanent Staff Resignations			
First	Last	Position/Location	Resignation Date
Denielle	Berry	Teacher, Chalmers Street PS	September 29, 2025
Elaine	Brookfield	Educational Assistant, Itinerant	September 19, 2025
Grace	Burgess	Early Childhood Educator, Clemens Mill PS	September 1, 2025
Christian	Chapman	Principal, Laurentian PS	August 15, 2025
Danielle	Coulas	Teacher, Westmount PS	August 31, 2025
Melissa	Donczyk	Teacher, St. Andrew's PS	August 27, 2025
Caitlyn	Dutto	Educational Assistant, Clemens Mill PS	August 17, 2025
Jessica	Eldred	Officer, Health & Safety	October 2, 2025
Francesca	Gomes	Secretary, Hillcrest PS	September 19, 2025
Vanessa	Haffner	Educational Assistant, Centennial (W) PS	August 29, 2025

Permanent Staff Resignations (Cont'd)			
First	Last	Position/Location	Resignation Date
Veronica	Hunt	Early Childhood Educator, Chicopee Hills PS	September 1, 2025
Lisa	Kernick	Educational Assistant, Riverside PS	August 29, 2025
Katelyn	Lapalme	Teacher, Westheights PS	August 14, 2025
Tara	Lawrence	Educational Assistant, Northlake Woods PS	August 8, 2025
Karen	Levert	Library Clerk, Silverheights PS	August 24, 2025
Summer	Martin	Teacher, Laurel Heights SS	September 19, 2025
Kyle	Michalek	Child Youth Worker, Lincoln Heights PS	September 30, 2025
Kathryn	Moogk	Early Childhood Educator, Abraham Erb PS	August 29, 2025
Zachary	Mustin	Early Childhood Educator, King Edward PS	August 29, 2025
Makaela	Pereira	Library Clerk, Hillcrest PS	September 12, 2025
Charlene	Rushmere	Early Childhood Educator, Meadowlane PS	June 27, 2025
Michele	Schnarr	Educational Assistant, Parkway PS	September 12, 2025
Jennifer	Shore	Early Childhood Educator, Winston Churchill PS	August 31, 2025
Angela	Snider	Teacher, John Mahood PS	September 1, 2025
Stephanie	Swire	Early Childhood Educator, Tait Street PS	August 29, 2025
Rowan	Weir	Tradesperson, Facilities	July 25, 2025



Report to Board of Trustees

September 29, 2025

Subject: Staffing Information – Appointments

Recommendation

This report is provided for information of the Board.

Status

The staff appointments as noted on Appendix A of this report are effective the dates indicated.

Background

The board's practice has been to have appointments presented for information at regular monthly board meetings.

Financial implications

Expenses are within the existing approved budget.

Communications

Employees listed in this report have been advised of the appointments.

Prepared by: Bill Lemon, Associate Director, in consultation with Leadership Council.

Staffing Information – New Appointments

Current at September 29, 2025

New Appointments: Elementary Teaching Staff			
First	Last	Location	Effective Date
Saeed	Amara	Chalmers Street PS	September 24, 2025
Jaspreet	Attwal	Mackenzie King PS	September 1, 2025
Amelia	Bakerfeldt	Linwood PS	September 1, 2025
Justin	Bauman	Country Hills PS	September 15, 2025
Andrea	Benoit	Millen Woods PS	September 1, 2025
Ashton	Bezanson	Stewart Avenue PS	September 1, 2025
Georgia	Boutsikakis	Trillium PS	September 1, 2025
Maria	Bowes	King Edward PS	September 1, 2025
Javeria	Butt	Blair Road PS	September 1, 2025
Kaitlyn	Chorowiec	Courtland PS	September 1, 2025
Adriana	Costa	Chicopee Hills PS	September 1, 2025
Brianna	Dionne	Wellesley PS	September 1, 2025
Allison	Dyjach	King Edward PS	September 1, 2025
Ashleigh	Elson	Prueter PS	September 1, 2025
Elise	Funk	Blue Heron PS	September 1, 2025
Jacob	Gawne	Westheights PS	September 1, 2025
Nicolas	Gil	St. Andrew's PS	September 1, 2025
Erin	Gray	Chalmers Street PS	September 1, 2025
Kirsten	Hadaway	John Mahood PS	September 1, 2025
Samantha	Haefling	Blue Heron PS	September 1, 2025
Emily	Hoch	Grandview (C) PS	September 1, 2025
Christopher	Hornby	Cedar Creek PS	September 1, 2025
Madison	Johannes	Alpine PS	September 1, 2025
Rachel	Kainth	Avenue Road PS	September 1, 2025
Kelly	Ketchen	WT Townshend PS	September 1, 2025
Alana	Kitching	Westmount PS	September 1, 2025
Sarah	Leslie	Crestview PS	September 1, 2025
Neha	Lonial	Central PS	September 1, 2025
Caroline	Lukey	Floradale PS	September 1, 2025
Jenna	Matthews	Sandowne PS	September 1, 2025

New Appointments: Elementary Teaching Staff (Cont'd)			
First	Last	Location	Effective Date
Courtney	McArthur	Millen Woods PS	September 1, 2025
DJ	McIlwraith	Queen Elizabeth PS	September 1, 2025
Ciara	Moules	Lackner Woods PS	September 1, 2025
Emma	Mowbray	Preston PS	September 1, 2025
Geethu	Nair	Avenue Road PS	September 1, 2025
Kendall	Poirier	Lincoln Heights PS	September 1, 2025
Selina	Rob	Forest Glen PS	September 1, 2025
Eliana	Rosenblum	WT Townshend PS	September 1, 2025
Andrea	Schnurr	John Mahood PS	September 1, 2025
Elizabeth	Somwaru	Oak Creek PS	September 1, 2025
Rebecca	Steiner	Abraham Erb PS	September 1, 2025
Patrick	Tanner	Sunnyside PS	September 1, 2025
Vithushaa	Thambu-Kesevan	Cedarbrae PS	September 1, 2025
Alyssa	Tilk	Avenue Road PS	September 1, 2025
Christina	Timmerman	Courtland Avenue PS	September 15, 2025
Deepa	Vakil	John Mahood PS	September 1, 2025
Neil	Walker	Elementary Remote Learning	September 1, 2025

New Appointments: Secondary Teaching Staff			
First	Last	Location	Effective Date
Jacob	Cruickshank	Elmira District SS	September 1, 2025
Richard	Frayne	Jacob Hespeler SS	September 1, 2025
Montana	Highley	Waterloo CI	September 1, 2025
Rebecca	Moss	Forest Heights CI	September 1, 2025
Elias	Papoutsis	Forest Heights CI	September 1, 2025
Audrey	Rozic	Bluevale CI	September 1, 2025
Kevin	Sexton	Bluevale CI	September 1, 2025
Mike	Wood	Elmira District SS	September 1, 2025
Slobodan	Zivovic	Bluevale CI	September 1, 2025

New Appointments: Administrative and Support Staff			
First	Last	Location	Effective Date
Kevin Sam	Antony Charles	Educational Assistant, Avenue Road PS	September 1, 2025
Aminat	Asaolu	Educational Assistant, King Edward PS	September 1, 2025

New Appointments: Administrative and Support Staff (Cont'd)			
First	Last	Location	Effective Date
Brittany	Balint	Educational Assistant, Stanley Park PS	September 1, 2025
Ryan	Barnett-Cowan	Secretary, John Mahood PS	September 2, 2025
Rachel	Born	Educational Assistant, JW Gerth PS	September 1, 2025
Evan	Charles	Psychological Services Consultant, Ed Centre	September 2, 2025
Ben	Cowan	Educational Assistant, JF Carmichael PS	September 1, 2025
Dominique	DeGrasse	Educational Assistant, WT Townshend PS	September 1, 2025
Kieran	Dykstra	Educational Assistant, Laurel Heights SS	September 1, 2025
Aisha	Ehsan	Early Childhood Educator, Meadowlane PS	September 1, 2025
Katrina	Ellsworth	Educational Assistant, Sunnyside PS	September 1, 2025
Samreen	Fatima	Early Childhood Educator, Chicopee Hills PS	September 2, 2025
Youn	Gi	Early Childhood Educator, Northlake Woods PS	September 1, 2025
Estella	Gilpin	Educational Assistant, Stewart Avenue PS	September 1, 2025
Akeem	Jimoh	Educational Assistant, Elgin Street PS	September 1, 2025
Kulanika	Kahandawaarachchi	HR Assistant, HRES	September 8, 2025
Amandeep	Kaur	Educational Assistant, Alpine PS	September 1, 2025
Jordyn	Kenzie	Educational Assistant, Blue Heron PS	September 1, 2025
Allison	Labreche	Speech Language Pathologist, Spec Ed	September 2, 2025
Tamsin	Lambert	Library Clerk, Avenue Road PS	September 8, 2025
Emily	Maghilom	Educational Assistant, Itinerant	September 1, 2025
Mazin	Maniyar	Secretary, Centennial (W) PS	September 15, 2025
Michael	Mazzocca	Educational Assistant, Rockway PS	September 1, 2025
Ashley	Mino	Early Childhood Educator, Tait Street PS	September 1, 2025
Julie	Noble	Vice Principal, Stewart Avenue PS	August 18, 2025

New Appointments: Administrative and Support Staff (Cont'd)			
First	Last	Location	Effective Date
Omotola	Omotoso	Educational Assistant, Sunnyside PS	September 1, 2025
Great	Oueyaki	Educational Assistant, Glenview Park SS	September 1, 2025
Kate	Pan	Psychologist, Spec Ed	September 2, 2025
Gurpreet	Parashar	Educational Assistant, Edna Staebler PS	September 1, 2025
Dylan	Paszek-Walsh	Tradesperson, Facility Services	September 15, 2025
Hannah	Payne	Early Childhood Educator, Blair Road PS	September 1, 2025
Robert	Perko	Project Coordinator, Facility Services	September 2, 2025
Crystal	Piscitelli	Library Clerk, St Jacob's PS	August 25, 2025
Saranya	Prasad	Educational Assistant, Centennial (W) PS	September 1, 2025
Abeer	Rafehi	Early Childhood Educator, Winston Churchill PS	September 1, 2025
Isaac	Rodriguez	Secretary, Wilson Avenue PS	August 25, 2025
Akhilla	Sajeev Premeela	Educational Assistant, Winston Churchill PS	September 1, 2025
Richard	Schaadt	Tradesperson, Facility Services	July 21, 2025
Alyssa	Schwartzentruber	Speech Pathologist, Spec Ed	September 2, 2025
Vaishali	Sharma	Business Intelligence Analyst, ITS	September 29, 2025
Colleen	Stewart	Educational Assistant, Sandhills PS	September 1, 2025
Jaspreet	Tandi	Social Worker, Spec Ed	September 2, 2025
Danielle	Twyford	Educational Assistant, Bluevale CI	September 1, 2025
Eloghene	Uwerikowe	Educational Assistant, Laurentian PS	September 1, 2025
Rachel	Vandenberg	Secretary, MacGregor PS	September 8, 2025
Stacey	Ward	Educational Assistant, Breslau PS	September 1, 2025
Heather	Young	Principal, Franklin PS	August 18, 2025

New Hires - due to retirements, resignations or leaves and are to replace full or part time vacancies.

Human Resources & Equity Services



Report to Board

September 29, 2025

Subject: Recommendations from the Business Services Standing Committee

Recommendation

That the Waterloo Region District School Board approve the recommendations from the Business Services Standing Committee meeting of September 15, 2025.

Status

Recommendations from the Business Services Standing Committee are outlined in Appendix A for Board consideration.

Standing Committee Meeting Agenda Package, Recording and Minutes

For context and background on the recommendations, please refer to the following standing committee materials:

- [Agenda Package](#)
- [Recording](#)
- Meeting Minutes (included in Board meeting package)

Background

In accordance with [WRDSB Bylaws](#), Standing Committees assist the Board in fulfilling its duties related to governance with a system wide focus by providing advice on system issues.

The Business Services Standing Committee will ensure matters related to business and finance; capital planning and facilities; student transportation; and human resources are in alignment with the Board's Multi-Year Strategic Plan and operational goals.

Financial implications

Known financial implications for each recommendation are indicated within the applicable reports from the committee meeting.

Communications

Communications for each recommendation are indicated within the applicable reports from the committee meeting.

Prepared by: Manager S. Reidel for the Business Services Standing Committee in consultation with Leadership Council.

Appendix A

Business Services Standing Committee Recommendations

September 15, 2025

A. Delegations

That the Business Services Standing Committee Meeting recommend referring the delegation from Emily Pike on the French Immersion Procedure to staff for further review.

B. Bank Borrowing Resolution ([BSSC Folio 01](#))

That the Business Services Standing Committee recommend adopting the Resolution, as outlined in Appendix A, authorizing the borrowing of money to meet current expenditures of the Waterloo Region District School Board for fiscal year 2025.

C. New Southeast Cambridge Joint Use Elementary School Boundary

Review ([BSSC Folio 10](#))

That the Business Services Standing Committee recommend approval of the initiation of a boundary review process involving Chalmers Street Public School and Moffat Creek Public School to establish an attendance area for the new JK-8 joint use elementary school, currently under construction in partnership with the Waterloo Catholic District School Board at 605 Wesley Boulevard in Cambridge.



Report to Board

September 29, 2025

Subject: Recommendations from the Policy & Governance Standing Committee

Recommendation

That the Waterloo Region District School Board approve the recommendations from the Policy & Governance Standing Committee meeting of September 17, 2025.

Status

Recommendations from the Policy & Governance Standing Committee are outlined in Appendix A for Board consideration.

Policy Recommendations

For ease of reference, copies of the policies for approval have been included in the appendices. The following policies are recommended for approval:

- Board Policy G100 Governance Policy - Foundations (Appendix B)
- Board Policy G400 Board of Trustees Planning Cycle and Evaluations (Appendix C)

Standing Committee Meeting Agenda Package, Recording and Minutes

For context and background on the recommendations, please refer to the following standing committee materials:

- [Agenda Package](#)
- Meeting Minutes (included in Board meeting package)

Due to unforeseen technical difficulties during our transition to the new governance structure, a recording of this meeting is unfortunately not available. Please note that the meeting minutes serve as the official record.

Background

In accordance with [WRDSB Bylaws](#), Standing Committees assist the Board in fulfilling its duties related to governance with a system wide focus by providing advice on system issues.

The Policy & Governance Standing Committee will ensure Board policies, bylaws and trustee self-evaluation are in alignment with the Board's Multi-Year Strategic Plan and operational goals.

Financial implications

Known financial implications for each recommendation are indicated within the applicable reports from the committee meeting.

Communications

Communications for each recommendation are indicated within the applicable reports from the committee meeting.

Prepared by: Manager S. Reidel for the Policy & Governance Standing Committee in consultation with Leadership Council.

Appendix A

Policy & Governance Standing Committee Recommendations September 17, 2025

A. Board Policy G100 Governance Policy - Foundations (Appendix B)

That the Policy & Governance Standing Committee recommend approval of Board Policy G100 Governance Policy - Foundations as reviewed and amended at the September 17, 2025, Policy & Governance Standing Committee meeting.

B. Board Policy G400 Board of Trustees Planning Cycle and Evaluations (Appendix C)

That the Policy & Governance Standing Committee recommend approval of Board Policy G400 - Board of Trustees Planning Cycle and Evaluations as reviewed and amended at the September 17, 2025, Policy & Governance Standing Committee meeting.



Board Policy G100

GOVERNANCE POLICY – FOUNDATIONS

Legal References:	<i>Education Act</i> <i>Relevant statutory and regulatory requirements</i>
Related References:	<i>Administrative Procedure 4360 - Principles of Business Conduct</i> Board <i>WRDSB Multi-year Strategic Plan</i> <i>Good Governance Guide, OPSBA</i> <i>WRDSB Bylaws</i> <i>Ministry of Education B, SB and Policy/Program Memorandum,</i> <i>District Effectiveness Framework</i> <i>Strong Districts & Their Leadership</i>
Effective Date:	<i>April 2006</i>
Revisions:	<i>April 17, 2017, June 12, 2017, September 17, 2025</i>
Reviewed:	

1. Preamble-Purpose

- 1.1 The Waterloo Region District School Board (WRDSB) Board of Trustees is responsible for the delivery and quality of educational programs and services and will act in accordance with governance policies and in support of the Multi-Year Strategic Plan.

~~The following policy outlines definitions pertaining to governance policies, and the purpose, values and principles governing the organization and actions of the Board of Trustees:~~

Policy Connections

- ~~1.1 The Board of Trustees of the Waterloo Region District School Board will govern in conformity with:~~

- ~~1.1.1 The Education Act of the Province of Ontario and relevant Ministry Policy Directives;~~
~~1.1.2 Relevant statutory and regulatory requirements as they apply to the Board;~~
~~1.1.3 The Board's By-laws.~~

2. Definitions

- 2.1 The following definitions are ~~used~~ utilized in applying the practice of governance policies:

- 2.1.1 Administrative/Operational – ~~represents~~ the collective plans, strategies and actions of the staff, through the Director of Education, that ~~inform~~ implements the **policies, directions and priorities approved by the** Board of Trustees ~~approved policies, directions and priorities, as well as. This includes~~ reporting to the Board of Trustees on the results achieved as per individual policy requirements or as directed by the Board of Trustees.
- 2.1.2 ~~Board or~~ Board of Trustees – ~~refers to the Board of Trustees as~~ the governance body of the Waterloo Region District School Board ~~as a corporate body.~~
- 2.1.3 Board Policy - ~~a statement by the Board of Trustees, that directs the Director of Education as to the Board of Trustees' intents; and the outcomes and monitoring that the Board of Trustees wishes implemented and achieved on a specific topic, theme, issue or opportunity. Policies provide the framework for~~ **principles and actions that guide the governing and monitoring of** the administration and operations of the **WRDSB.**

- 2.1.4 Director of Education – ~~refers to the senior staff leadership position as defined by the *Education Act*, acting as the Chief Executive Officer and the Chief Education Officer of the Waterloo Region District School Board.~~ **The Director of Education is the sole employee of the Board of Trustees.**
- 2.1.5 Governance – ~~the primary role and responsibility of a Board of Trustees acting on behalf of the public school communities served. Governance is the act of establishing and assessing the effectiveness of the policies, directions and priorities of the Board.~~
- 2.1.6 Governance Policy – ~~represents the collective~~ **the** processes, procedures and practices that the Board of Trustees ~~uses~~ **utilizes** to govern the Board, ~~in conformity with the Education Act, Ministry directives and relevant regulatory requirements.~~
- 2.1.7 Individual Trustee/Trustee - ~~refers to a Trustee acting as an individual member of the Board of Trustees.~~ **a person elected, or acclaimed, or appointed to the office of Trustee on the Board pursuant to the provisions of the Municipal Election Act and the Education Act.**
- 2.1.8 **WRDSB District** – ~~refers to the Waterloo Region District School Board as a system or in its entirety.~~

3. **Application Strategic Plan**

- 3.1 The Board of Trustees of the **WRDSB** ~~Waterloo Region District School Board~~ will govern the organization ~~in support of~~ **according to** the **vision, mission and strategic directions** purpose, strategic priorities and outcomes, and the commitments of the **Multi-year** Strategic Plan.

~~Purpose statement: Innovating tomorrow by educating today~~

~~Strategic Priorities and outcomes:~~

~~Our students are first – each and every one~~

~~Our students experience a sense of belonging in a caring learning environment that addresses their well-being.~~

~~Our students pursue individual learning pathways that reflect their interests, develop skills for the future and inspire global citizenship.~~

~~Our students succeed in reaching their potential and graduating from WRDSB schools and programs.~~

~~Our staff, families and caregivers are partners in every student's learning journey~~

~~Our families and caregivers are supported in creating the best possible outcomes for our students.~~

~~Our staff is equipped with the skills and resources to support every child in their learning journey.~~

~~Our staff is supported in their wellness as they promote and model wellness for our students.~~

~~Our culture of innovation builds students' confidence and success as they face the future~~

~~Our learning environments include all students and their diverse perspectives and ideas.~~

~~Our students, staff and community are supported by creative and collaborative problem-solving.~~

~~Our school communities are encouraged to learn by exploring new and innovative projects, ideas and approaches.~~

~~Commitments: we, as individuals who serve public education in Waterloo Region, are committed to:~~

Service by embracing an attitude of care and support. We seek to understand and meet the needs of those we serve.

Integrity by matching our actions to our words. We conduct ourselves in an open and transparent manner that inspires trust.

Respect by honouring all stakeholders. We create an environment where people feel included, valued and treated with dignity.

~~**Innovation** in a culture where new ideas are welcomed and considered. We build our capacity to think critically and problem-solve creatively.~~

~~**Collaboration** through reaching out and listening to our stakeholders. We build collaborative relationships to achieve common goals and resolve differences.~~

Principles

- 3.2 ~~The Board of Trustees is guided by the following governance principles as well as~~ The following principles direct the governance approach of the Waterloo Region District School Board. In addition to the principles below, the board of trustees also adheres to the Principles of Business Conduct contained in Administrative Procedure 4360.
- 3.3 The board of trustees strives to:
- 3.3.1 ~~Engage take part with senior staff in assessing~~ **understanding** community values and interests and incorporating them into the strategic plan for all stakeholders;
 - 3.3.2 ~~engage students, caregivers/families/parents, staff and the community to help develop and support the strategic plan~~ help create a climate which engages teachers, administrators, parents/caregivers, and the wider community in developing and supporting the strategic plan; help create a climate of excellence that makes achieving the strategic plan possible;
 - 3.3.3 ~~demonstrate transparency and accountability in relation to the achievement of the strategic directions~~ use the strategic plan commitments and values for student learning and well-being as the foundation for strategic planning and ongoing evaluation;
 - 3.3.4 ~~focus most policy-making~~ **development** on the improvement of student **achievement** learning and **student and staff** well-being consistent with the strategic plan;
 - 3.3.5 develop policies and support staff decisions ~~that provide rich learning opportunities~~ aimed at offering rich curricula and engaging forms of instruction for all students and dropping those that do not;
 - 3.3.6 contribute to the development of productive **working** relationships with and among senior staff, schools, **students, caregivers/families/parents**, community stakeholders, and provincial education **officials and stakeholders** officials;
 - 3.3.7 provide ~~systematic~~ orientation opportunities for new trustees and ongoing **learning opportunities** training for all existing trustees;
 - 3.3.8 develop and sustain productive working relationships among the Board of Trustees ~~its~~ members of the elected board;
 - 3.3.9 respect the role of director and senior team in their **operational** responsibilities ~~across the WRDSB for school district administration~~;
 - 3.3.10 hold the director accountable for **meeting the directions within the Multi-Year Strategic Plan and upholding the Education Act** improving teaching and learning in the school system;
 - 3.3.11 hold ~~its~~ individual trustees accountable for supporting decisions of the Board, ~~as a whole~~, once those decisions have been made.



Board Policy G400

BOARD OF TRUSTEES PLANNING CYCLE AND EVALUATIONS

Legal References:	<i>Bill 177, Student Achievement and School Board Governance Act, 2009 Education Act Ontario Human Rights Code Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) Anti-Racism Act Accessibility for Ontarians with Disabilities Act (AODA)</i>
Related References:	<i>G200 – Governance Policy – Roles and Responsibilities WRDSB Trustee Bylaws G300 - Governance Policy - Policy Development and Reviews O. Reg. 83/24: Director Of Education Performance Appraisal</i>
Effective Date:	<i>April 2006</i>
Revisions:	<i>September 17, 2025</i>
Reviewed:	<i>October 19, 2015</i>

1. Preamble Purpose

The planning and evaluations process, responsibilities and requirements of the Waterloo Region District School Board (WRDSB) Board of Trustees are outlined below. The following policy outlines the responsibilities and requirements of the Board of Trustees with regards to planning cycles and the evaluation process:

2. Application Board of Trustees – Planning Cycle

2.1 The Board of Trustees will undertake the following planning activities:

2.1.1 The Board of Trustees will undertake a strategic planning initiative ~~At a minimum of every three to five years; approving~~ **approve** a **Multi-Year** Strategic Plan that identifies the Board's longer-term strategic directions, priorities and outcomes.

2.1.2 The ~~approval~~ **receipt** of an annual **Board Improvement and Equity Plan System Success Plan** priorities, linked to the **Multi-Year** Strategic Plan that identifies the **forthcoming** ~~forth-coming~~ years' priorities, objectives and measures.

2.2 The Board of Trustees will undertake the following Board Improvement and Equity Plan activities:

2.2.1 Annually review and analyze the data from the previous year's Board Improvement and Equity Plan results.

2.2.2 Annually, using the data from the previous year's BIEP results, identify the subsequent year's BIEP priorities and outcomes.

~~Each year in June through to September, undertake a review of the previous year's System Success Plan results and the identification of the subsequent year's System Success Plan priorities and outcomes, which will be finalized by November of that year.~~

Board of Trustees – Evaluation Process

- 2.3 The Board of Trustees will undertake the following evaluation processes:
- 2.3.1 An annual review of the Board's **Multi-Year** Strategic Plan, involving appropriate updating, with a comprehensive review/renewal **at a minimum of** every ~~three to~~ five years.
 - 2.3.2 An annual assessment of the Board's annual **Board Improvement and Equity Plan** ~~System Success Plan~~ and overall organizational performance.
 - 2.3.3 An annual performance appraisal of the Director of Education as per **O. Reg. 83/24: Director Of Education Performance Appraisal**. ~~based on the identification of annual objectives/outcomes and other performance indicators as established by the Board of Trustees prior to or at the start of the evaluation year.~~
 - 2.3.4 ~~An annual performance~~ **Annual** self-assessment of **performance by** the Board of Trustees, augmented by broader input at the ~~its~~ discretion ~~of the Board of Trustees.~~
 - 2.3.5 A review of each Board policy at a minimum of once every **four** ~~three~~ years, or sooner if ~~events warranted~~.

Ministry of Education

Minister

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Maedith Radlein
 Chairperson of the Board of Trustees
 Waterloo Region District School Board
maedith_radlein@wrdsb.ca

Dear Maedith Radlein:

Thank you for your correspondence about Ontario Regulation 463/97: "Electronic Meetings and Meeting Attendance".

Effective September 1, 2025, amendments to this regulation will require all trustees to be physically present for every regular meeting of the board and every regular meeting of the committee of the whole in each year of the term of office, unless one of the exceptions to the requirement for in person attendance applies. If an exception applies, the trustee may attend the meeting electronically.

This regulation does not address absences (e.g., situations where the trustee is unable to attend in person or electronically).

The Waterloo Region District School Board may wish to seek independent counsel to advise the Board on its legal obligations under O. Reg. 463/97 and the *Education Act*.

Thank you for taking the time to write.

Sincerely,

A handwritten signature in black ink, appearing to read "Paul Calandra".

The Honourable Paul Calandra
 Minister of Education