



September 16, 2026

Policy & Governance Standing Committee

Notice of Meeting

The Policy & Governance Standing Committee Meeting of the Waterloo Region District School Board will be held in the Boardroom, Building 2, 1st Floor, 51 Ardelet Avenue, Kitchener, Ontario, on Wednesday, September 16, 2026, at 6:00 p.m.

AGENDA

Call to Order

Territorial Acknowledgement and O Canada

Approval of Agenda

Announcements

Declarations of Pecuniary Interest

Delegations

Reports

01 Board Policy 1017 - Human Rights

Board Reports

22 Board of Trustees Self Evaluation Report

Question Period for Members (10 minutes)

Rise & Reconvene to Working Meeting



Report to Policy & Governance Standing Committee

September 16, 2026

Subject: Board Policy 1017 - Human Rights

Recommendation

That the Policy & Governance Standing Committee recommend approval of Board Policy 1017 - Human Rights as presented at the September 16, 2026 Policy & Governance Standing Committee meeting.

Status

This is the first review of Board Policy 1017- Human Rights since its implementation in April of 2021.

Recommended changes include:

- Simplification of definitions where possible
- Updates for new complaint processes put in place
- Additional clarification on when this policy is applicable
- Housekeeping changes for consistent policy formatting

The following steps have occurred:

- Reviewed using the Human Rights and Equity Review Guide
- Reviewed by Leadership Council
- Reviewed for legislative updates, consistent language and AODA considerations

Background

The content of this policy is highly legislative. The policy was reviewed through the Policy Review Process.

Financial implications

There are no known financial implications of the policy changes.

Communications

Policies will be updated on the internal and external websites after approval by the Board of Trustees at the monthly Board meeting.

Prepared by: S. Reidel, Manager of Corporate Services on behalf of the Policy & Governance Standing Committee in consultation with Leadership Council.



HUMAN RIGHTS

Legal References:	<i>Canadian Charter of Rights and Freedoms (Section 15);</i> <i>Ontario Human Rights Code (The Code);</i> <i>The Education Act.</i> <i>Occupational Health and Safety Act</i>
Related References:	Board Policy 1008 - Equity and Inclusion Board Policy 1004 - Harassment Board Policy 1002 -Occupational Health and Safety Board Policy 1009 - Violence in the Workplace Board Policy 6000 - Safe Schools Board Policy 6001 - Code of Conduct Board Policy G021 - Trustee Code of Conduct Board Policy 1012 - Religious and Creed Accommodations Board Policy 1018 - Anti-Racism Administrative Procedure 1210 - Code-Based Human Rights Complaint Resolution Process for Staff Administrative Procedure 1215 - Code-Based Human Rights Complaint Resolution Process for Non-Staff Administrative Procedure 1230 - Religious and Creed Accommodations Administrative Procedure 1235 - Accommodation for Persons Who Identify as Transgender Gender Identity and Gender Expression Accommodation for Students Administrative Procedure 3720 - Racial, Religious, and Ethnocultural Harassment Administrative Procedure 3740 - Prevention and Resolution of Workplace Harassment Administrative Procedure 3730 - Sexual Harassment Guidelines Administrative Procedure 3740 - Prevention and Resolution of Workplace Harassment Administrative Procedure 3760 - Progressive Discipline Policy on Preventing Discrimination Based on Creed, Ontario Human Rights Commission, 2015 Policy on Competing Human Rights, Ontario Human Rights Commission, 2012 Dreams Delayed: Addressing Systemic Anti-Black Racism and Discrimination in Ontario's Public Education System, Ontario Human Rights Commission, 2025 United Nations Declaration on the Rights of Indigenous People, 2007 United Nations Universal Declaration of Human Rights, 1948
Effective Date:	April 26, 2021
Revisions:	DATE
Reviewed:	

1. Purpose Preamble

- 1.1. Guided by the principles of the United Nations Declaration on the Rights of Indigenous People, the Universal Declaration of Human Rights and the Ontario Human Rights Code (the Code), the Waterloo Region District School Board (WRDSB) is committed to providing working and learning environments that are free of discrimination and harassment, where all individuals are treated with respect and dignity, and can thrive and fully contribute. We recognize the dignity and worth of every person and provide equal rights and opportunities without discrimination.
- 1.2. The WRDSB is dedicated to providing welcoming, inclusive, caring and safe schools and workplaces and will promote and enforce appropriate standards of conduct at all times in order to create a culture of respect for human rights.
- 1.3. The WRDSB is committed to meeting its obligations under the Ontario's Human Rights Code in by addressing human rights complaints in a fair, equitable, confidential and timely manner that contributes to the protection and promotion of human rights.
- 1.4. The WRDSB and the Board of Trustees are committed to identifying and eliminating individual and systemic experiences of discrimination, which includes assessing all policies, procedures, programs, and operations for alignment with the principles of human rights. ~~Discrimination can be experienced through policies, procedures, systemic or personal practices that create barriers to opportunities or benefits that are generally available, where the such a barrier is related to a ground protected by the Ontario Human Rights Code and is not a requirement, qualification, or factor implemented in good faith and legitimate in the circumstances and permitted by law.~~
- 1.5. The WRDSB is committed to providing mandatory human rights, ~~anti-oppression and anti-racism~~ training and education for all WRDSB staff. Trustees and students will also be engaged in learning to support their knowledge and understanding of human rights and responsibilities pursuant to the Ontario Human Rights Code.
- 1.6. The WRDSB is committed to honouring the remedial nature of the Ontario Human Rights Code and will view complaints as an opportunity for learning, improvement, responsibility-taking, and healing.

2. Definitions

- 2.1. **Competing Rights:** ~~Competing Rights is a situation where multiple people or groups have legal rights that could conflict (Source: Ontario Human Rights Commission). situations where parties to a dispute claim that the enjoyment of an individual or group's human rights and freedoms, as protected by law, would interfere with another's rights and freedoms. This complicates the normal approach to resolving a human rights dispute where only one side claims a human rights violation. In some cases, only one party is making a human rights claim, but the claim conflicts with the legal entitlements of another party or parties.~~
- 2.2. **Discrimination:** ~~Discrimination is unfair treatment that impacts someone negatively because of a Code ground. Discrimination can be direct (treating someone negatively, because of a Code ground), or systemic (a standard, rule, or practice resulting in unfair treatment). Discrimination does not have to be intentional. (Source: OHRC Dreams Delayed) means any form of unequal treatment based on a Code ground, whether imposing extra burdens or denying benefits. It may be intentional or unintentional. It may~~

~~involve direct actions that are discriminatory on their face, or it may involve rules, practices, procedures or policies that appear neutral, but disadvantage one or more individuals based on grounds protected by the Code. Discrimination may take obvious forms, or it may happen in very subtle ways. It can be perpetrated by individuals, or by the system, institution or organization. Racism, and specifically anti-Indigenous and anti-Black racism, are often experienced through systemic discrimination (see 5.7). Even if there are many factors affecting a decision or action, if discrimination is one such factor, it constitutes a violation of this policy.~~

- 2.3. **Duty to Accommodate:** Duty to Accommodate is the legal requirement to accommodate needs related to Code protected grounds. The duty includes a collaborative process to identify options and implement solutions that respect an individual's dignity and allow them to participate fully, without undue hardship. (Source: [OHRC Dreams Delayed](#))

- 2.4. **Harassment:** Harassment is a course of comments or actions (including physical harassment) that are known, or ought reasonably to be known, to be unwelcome. It can involve words or actions that are known, or should be known, to be offensive, embarrassing, humiliating, demeaning or unwelcome, based on a protected ground.

2.4.1. Reasonable action taken by the employer or supervisor relating to the management and direction of staff or the workplace is not harassment

~~means a course of comments or actions (including physical harassment) that are known, or ought reasonably to be known, to be unwelcome. It can involve words or actions that are known or should be known to be offensive, embarrassing, humiliating, demeaning or unwelcome, based on a ground of discrimination identified by this Policy. Harassment can occur in person or online. (Source: [Ontario Human Rights Commission](#))~~

~~Personal conflict and r~~Reasonable action taken by the employer or supervisor relating to the management and direction of staff or the workplace is not harassment. (Source: [Occupational Health & Safety Act](#)) Harassment can occur based on any of the grounds of discrimination.

- 2.5. **Human Rights:** are rights we have because we exist as human beings. Everyone is entitled to a life of equality, dignity, and respect, free from discrimination. Human rights are recognised and protected by a set of international and Canadian laws. In Ontario, human rights are protected by the Code. It is a provincial law that helps to make sure that everyone enjoys equal rights and opportunities without discrimination in areas such as employment, housing and services. (Source: [Ontario Human Rights Commission](#))

- 2.6. **Intersectionality:** An approach that looks at how a person's different Code-protected identities (race, gender, disability, etc.) overlap to create unique barriers or experiences. (Source: [OHRC Dreams Delayed](#))

- 2.7. **Malicious/Vexatious complaint:** Intentionally making a false or dishonest complaint or making a complaint that is not based on facts. Making this kind of complaint is a form of harassment and a violation of this policy. ~~A claim that is deliberately and maliciously filed in order to damage the reputation of a person or group, or otherwise filed in bad faith, or which is known or ought to have reasonably been known by the complainant to have no reasonable basis in fact may be considered harassment and a violation of this policy.~~

- 2.8. **Poisoned environment:** An unwelcoming or hostile workplace or school environment created when comments or actions demean individuals or groups protected by the Code. A poisoned environment can exist even if no single person was directly targeted. A

poisoned environment can be caused by a single serious event or ongoing behaviour. (Source: [OHRC Dreams Delayed](#)) ~~a poisoned environment is created by comments or conduct (including comments or conduct that are condoned or allowed to continue when brought to the attention of management) that create a discriminatory work environment. The comments or conduct need not be directed at a specific person, and may be from any person, regardless of position or status. A single comment or action, if sufficiently serious, may create a poisoned environment.~~

2.9. **Prohibited/Protected Grounds:** The [Code](#) and this policy prohibits discrimination or harassment based on these personal characteristics.:

- Age;
- Ancestry;
- Citizenship;
- Colour;
- Creed (including religion);
- Disability (including mental, physical, developmental or learning disabilities);
- Ethnic origin;
- Family status (such as being in a parent/caregiver-child relationship);
- Gender identity;
- Gender expression;
- Marital status (including married, single, widowed, divorced, separated or living in a conjugal relationship outside of marriage, whether in a same-sex or opposite-sex relationship);
- Place of origin;
- Race;
- Record of offences (conviction for a provincial offence, or for an offence for which a pardon has been received);
- Sex (including pregnancy and breastfeeding);
- Sexual orientation;
- Receipt of public assistance (in housing only);
- Association or relationship with a person identified by one of the above grounds;
- Perception that one of the above grounds applies.
- Any grounds that are added to the Code prior to revision of this policy.

2.10. **Reprisal:** Any action or threat of negative treatment made to someone for asserting their human rights, upholding the human rights of others, or participating in a human rights complaint resolution process. (Source: [OHRC Dreams Delayed](#)) ~~Reprisal is the negative treatment or suggestion of negative treatment of a person because of their involvement in a human rights complaint, investigation or resolution process. Reprisals are grounds for a complaint under the Human Rights Policy.~~

2.11. **Sexual Harassment:** a form of harassment because of sex, sexual orientation, gender identity, or gender expression. (Source: [Ontario Human Rights Code](#))

2.12. **Systemic Discrimination:** a form of discrimination that happens when attitudes, behaviour, policies or practices, even those that appear neutral, create unfair barriers for or disadvantage protected groups. (Source: [OHRC Dreams Delayed](#)) ~~Institutional practices, attitudes, systems or structures that operate to limit an individual's or group's right to opportunities, or exclude an individual or group from participation on the basis of a prohibited ground. It is a pattern of discrimination that arises out of apparently neutral institutional policies or practices, that may be self-reinforcing and/or reinforced by institutional structures and power dynamics that create disproportionate adverse impacts, barriers to opportunities generally available and/or the differential and unequal treatment~~

~~of members of certain groups. Systemic discrimination does not occur when the requirement, qualification or factor is in good faith and legitimate in the circumstances or is permitted by law.~~

- 2.13. **Undue Hardship:** The legal standard that is used to determine if a requirement is reasonable and bona fide. Undue hardship considers the cost, outside sources of funding, and health and safety requirements. Accommodation providers must accommodate Code-related needs when possible without undue hardship. (Source: [Ontario Human Rights Code Section 11 \(2\)](#))

~~**Workplace Harassment:** A form of personal harassment that involves engaging in a course of vexatious comment or conduct against a worker in a workplace, where such conduct is known or ought reasonably to be known to be unwelcome. Workplace harassment does not include legitimate performance management of an employee.~~

- 2.14. **Hate Group Activities:** comments or actions that target a person or group and are motivated by bias, prejudice, or hate based on a Code-protected ground. Examples are: hate crimes, hate propaganda, advocating genocide, telephone/electronic communication promoting hate, and publicly displaying hate notices, signs, symbols, and emblems. (Source: [Ontario Human Rights Commission](#)) ~~Hate group activities represent some of the most destructive forms of human rights-based discrimination by promoting hatred against identifiable groups of people. Hate groups generally label and disparage people who may include immigrants, people with disabilities, members of particular racial, religious or cultural groups, and people who are 2SLGBTQIA+. Hate group activities will not be tolerated. Such activities contravene this policy, and other potential board policies related to school safety and may also contravene the Criminal Code of Canada.~~

3. Application

- 3.1. This policy applies to all WRDSB students, ~~staff~~employees, trustees, and other users such as members of consultative committees, clients of the Board, parents/caregivers, volunteers, permit holders, contractors, and employees of organizations not related to the Board but who work on or are invited onto Board premises.
- 3.2. Policy is an important way to dismantle systemic discrimination and set clear standards of conduct; WRDSB's Board of Trustees holds explicit responsibility for policy review and approval. This responsibility is foundational to recognizing and dismantling systemic discrimination and bias that contribute to the creation of conditions that violate this policy and the ~~Ontario Human Rights Code~~.
- 3.3. The WRDSB and all individuals who provide and receive services from the WRDSB are expected to uphold and abide by this Policy, by refraining from any form of harassment or discrimination, and by cooperating fully in any investigation of a harassment or discrimination complaint.
- 3.4. Managers, administrators and educators have the additional responsibility to act immediately if they observe, or receive allegations of harassment or discrimination. Managers and administrators are responsible for creating and maintaining an organizational environment that is free from harassment and discrimination, and should address all issues of harassment and discrimination.
- 3.5. This Policy does not prohibit ~~discrimination under special programs~~ that advance for advancing reasonable accommodation, equity programs and or pilot projects with the goal of achieving equity and inclusion for members of historically marginalized

communities - such special programs are not equivalent to discrimination under the Code.

- 3.6. The WRDSB has a duty to maintain an environment respectful of human rights and free of discrimination and harassment for all ~~employees~~ **staff** and individuals who receive services. It must be ever vigilant of anything that might interfere with this duty. In fostering this environment, the WRDSB expects that everyone will:
- uphold the duty to accommodate to the point of undue hardship, under the Code;
 - be aware of and sensitive to issues of discrimination and harassment through ongoing professional learning;
 - support individuals who are, or have been, targets of discrimination and harassment.
 - prevent discrimination and harassment;
 - take reasonable steps to remove any discriminatory barriers in employment policies and practices and in accessing programs, resources, and facilities;
 - take all allegations of discrimination and harassment seriously and respond promptly using established protocols;
 - be a positive role model;
 - not demonstrate, allow or condone behaviour contrary to this policy, including reprisal;
 - ~~report immediately to the Human Rights Branch any hate group activity.~~
- 3.7. This policy applies to ensure that the WRDSB provides services and work environments free of discrimination and harassment, in alignment with the ~~Ontario Human Rights Code~~. **The policy also prohibits discrimination or harassment based on the intersection of multiple grounds of discrimination (intersectionality).**
- 3.8. This policy also covers discrimination and harassment ~~by that occurs in the extended working and/or learning environment, where the conduct is committed by someone covered by this policy and its impacts such persons which occurs outside of study or work spaces, and which~~ are proven to have repercussions that adversely affect the Board's learning or working environment.
- 3.9. **Behaviours and practices that are contrary to this policy:**
- 3.9.1. **Discrimination, based on a protected ground (Section 2.9) is prohibited by this policy.**
- **The Code does not assume all adverse or unfair treatment is discrimination and requires more than identifying with a Code-protected group. The Code-protected identity(identities) must be at least one factor contributing to the adverse treatment; however they do not need to be the only factor.**
 - **Generally, this policy does not respond to general allegations of unfair treatment based only on speculation, accusation, suspicion, or belief with no evidence establishing a connection to a protected Code ground.**
- 3.9.2. **Harassment (in person or online), includes but is not limited to:**
- Epiphets, remarks, jokes or innuendos related to a person's race, gender identity, gender expression, sex, disability, sexual orientation, creed, age, or any other ground;
 - Posting or circulating offensive pictures, graffiti or materials, whether in print form or via e-mail or other electronic means;
 - Singling out a person for humiliating or degrading "teasing" or jokes because they are a member of a Code-protected group;

- Comments ridiculing a person because of characteristics that are related to a ground of discrimination. For example, this could include comments about a person's dress, speech or other practices that may be related to their sex, race, gender identity or creed. If a person does not explicitly object to harassing behaviour, or appears to be going along with it, this does not mean that the behaviour is acceptable. The behaviour could still be considered harassment under the Code.
- Where harassment is not connected to a protected ground, staff are encouraged to address the concern under Administrative Procedure 3740 - Prevention and Resolution of Workplace Harassment and students are encouraged to address the concern under Board Policy 6000 - Safe Schools.

3.9.3. Sexual and gender-based harassment (in person or online), includes but is not limited to):

- Paternalism based on gender which a person feels undermines his or her self-respect or position of responsibility;
- Unwelcome physical contact;
- Suggestive or offensive remarks or innuendoes about members of a specific gender;
- Propositions of physical intimacy;
- Gender-related verbal abuse, threats or taunting;
- Leering or inappropriate staring;
- Bragging about sexual prowess or questions or discussions about sexual activities;
- Offensive jokes or comments of a sexual nature;
- Rough and vulgar humour or language related to gender;
- Display or distribution of sexually offensive pictures, graffiti or other materials including through electronic means;
- Demands for dates or sexual favours;
- Sexual solicitation or advances by persons in a position to grant or deny a benefit to the recipient.
- Staff may address a concern of sexual harassment under Administrative Procedure 3740 - Prevention and Resolution of Workplace Harassment or Administrative Procedure 1210 - Code-Based Human Rights Complaint Resolution for Staff.

3.9.4. Hate-related activity or behaviour (see 2.14) ;

3.9.5. Creating or contributing to a poisoned learning or working environment;

3.9.6. Condoning or failing to address or prevent potential discrimination;

3.10. Interfering with an investigation or complaint resolution process under the Policy;

3.10.1. including acts or threats of reprisal against (See 2.10.),

3.10.2. influencing someone to provide false or misleading information;

3.10.3. knowingly providing false or misleading information;

3.10.4. breaching confidentiality provisions of the complaint resolution process;

3.10.5. making a vexatious, malicious, frivolous or bad-faith complaint or allegation(s);

- 3.11. Failure to fulfill the the procedural or substantive duty to accommodate under the Code (see section 2.3);
- 3.12. Other human rights violations or violations of the Policy.
- 3.13. The WRDSB policy prohibits acts or suggestions of retaliation or reprisal against any individual involved in a human rights complaint resolution process including a reporter, complainant or witness. All complaints of retaliation or reprisal must be immediately reported to a Principal, supervisor/ or manager, or the Human Rights Branch. Reprisals are grounds for a complaint under the Human Rights Policy.
- 3.13.1. Corrective measures implemented for an individual who is found to have violated the policy are not reprisal.
- 3.14. Anyone who is covered by this Policy is entitled and encouraged to use the process to bring forward a concern or complaint regarding ~~complain about~~ any discrimination and harassment they face.
- 3.15. In addition, nothing in any of the Board's procedures precludes individuals who believe they are targets of (or have witnessed) discrimination and harassment from directly expressing to the individual that the behaviour is inappropriate and must stop immediately. Many complaints can be resolved quickly and effectively using this approach.
- 3.16. In order to stop discrimination and harassment, supervisory, administrative and managerial personnel must expeditiously address and attempt to resolve complaints under this policy and involve the Human Rights Branch as appropriate.
- 3.17. In order for the complaint resolution process to proceed, the person receiving the complaint would need to establish "prima facie" discrimination (discrimination on its face). A complainant would need to identify that they have a characteristic protected from discrimination (see Protected/Prohibited Grounds, section 2.9~~see section 4~~), they have experienced an adverse impact through their engagement with the school board, and that the protected characteristic was a factor in the adverse impact.
- 3.18. Complaints brought forward by WRDSB staff members will be addressed through [AP1210 - Code-Based Human Rights Complaint Resolution Process for Staff](#).
- 3.19. Complaints brought forward by WRDSB non-staff members will be addressed through [AP1215 - Code-Based Human Rights Complaint Resolution Process for Non-Staff](#).
- 3.20. Complaints against Trustees will be addressed through the [Trustee Code of Conduct \(G201\)](#).
- 3.21. Complaints of harassment, discrimination or reprisal will be taken seriously and responded to following the appropriate administrative procedures promptly investigated. With respect to WRDSB staff employees, remedial action, which may include disciplinary action, will be taken, where appropriate, as per progressive discipline procedures.
- 3.22. This Policy is not intended to discourage or prevent persons from exercising any other legal rights they may have pursuant to any other law, including the right to file a complaint with the Human Rights Tribunal of Ontario or any other administrative law process. Staff Employees may also have rights under collective agreements that will give them other choices for dealing with a complaint problem.

- 3.23. In situations where competing rights may be involved, the WRDSB will follow the Ontario Human Rights Commission's organizational process for addressing competing human rights.

2. ~~Commitments~~

- 2.1 ~~The WRDSB is dedicated to providing welcoming, inclusive, caring and safe schools and workplaces and will promote and enforce appropriate standards of conduct at all times.~~
- 2.2 ~~The WRDSB is committed to meeting its obligations under Ontario's Human Rights Code in addressing human rights complaints in a fair, equitable, confidential and timely manner that contributes to the protection and promotion of human rights.~~
- 2.3 ~~The WRDSB and the Board of Trustees are committed to identifying and eliminating or modifying policies, procedures, systemic or personal practices that create barriers to opportunities or benefits that are generally available, where such a barrier is related to a ground protected by the Ontario Human Rights Code and is not a requirement, qualification, or factor implemented in good faith and legitimate in the circumstances and permitted by law.~~
- 2.4 ~~The WRDSB is committed to providing mandatory human rights, anti-oppression and anti-racism training and education for all WRDSB staff. Trustees and students will also be engaged in learning to support their knowledge and understanding of human rights and responsibilities pursuant to the Ontario Human Rights Code.~~
- 2.5 ~~The WRDSB is committed to honouring the remedial nature of the Ontario Human Rights Code and will view complaints as an opportunity for learning, improvement, responsibility-taking and healing.~~

3.0 ~~Application of the Policy~~

~~Complaints of discrimination and/or harassment by or about WRDSB employees will be dealt with under the Violence in the Workplace Policy (1009) and Prevention and Resolution of Workplace Harassment Administrative Procedure (3740).~~

~~Complaints of discrimination and/or harassment by or about students will be dealt with under the Safe Schools Policy (6000) and the Code Of Conduct Policy (6001).~~

~~Complaints of discrimination and/or harassment by or about members of the WRDSB community including parents/caregivers, volunteers, community members and visitors will be dealt with under the Code Of Conduct Policy (6001).~~

~~Complaints of discrimination and/or harassment against a Trustee will be addressed under the Trustee Code of Conduct (G201).~~

4. ~~Protected Grounds~~

~~This policy prohibits discrimination or harassment based on the following grounds, as indicated in the Ontario Human Rights Code:~~

- ~~• Age;~~
- ~~• Creed (religion);~~

- Sex (including pregnancy and breastfeeding);
- Sexual orientation;
- Gender identity;
- Gender expression;
- Family status (such as being in a parent/caregiver-child relationship);
- Marital status (including married, single, widowed, divorced, separated or living in a conjugal relationship outside of marriage, whether in a same-sex or opposite-sex relationship);
- Disability (including mental, physical, developmental or learning disabilities);
- Race;
- Ancestry;
- Place of origin;
- Ethnic origin;
- Citizenship;
- Colour;
- Record of offences (criminal conviction for a provincial offence, or for an offence for which a pardon has been received);
- Receipt of public assistance (in housing only);
- Association or relationship with a person identified by one of the above grounds;
- Perception that one of the above grounds applies;
- Any grounds that are added to the Ontario Human Rights Code prior to revision of this policy

The policy also prohibits discrimination or harassment based on any combination of these grounds. People may experience discrimination and harassment based on the intersection of multiple grounds of discrimination (intersectionality):

Persons who believe that they have been subjected to harassment and/or discrimination are encouraged to express concerns and register complaints. The WRDSB policy prohibits acts of retaliation or reprisal against an individual complainant or witness. All complaints of retaliation or reprisal must be immediately reported to a Principal, supervisor or manager.

Complaints of harassment, discrimination or reprisal will be promptly investigated. With respect to WRDSB employees, remedial action, which may include disciplinary action, will be taken, where appropriate, as per progressive discipline procedures.

5. Key Concepts

5.1 Discrimination: means any form of unequal treatment based on a Code ground, whether imposing extra burdens or denying benefits. It may be intentional or unintentional. It may involve direct actions that are discriminatory on their face, or it may involve rules, practices, procedures or policies that appear neutral, but disadvantage one or more individuals based on grounds protected by the Code. Discrimination may take obvious forms, or it may happen in very subtle ways. It can be perpetrated by individuals, or by the system, institution or organization. Racism, and specifically anti-Indigenous and anti-Black racism, are often experienced through systemic discrimination (see 5.7). Even if there are many factors affecting a decision or action, if discrimination is one such factor, it constitutes a violation of this policy.

This Policy does not prohibit discrimination under special programs for advancing reasonable accommodation, equity programs and or pilot projects with the goal of achieving equity and inclusion for members of historically marginalized communities.

5.2 Harassment: means a course of comments or actions (including physical harassment) that are known, or ought reasonably to be known, to be unwelcome. It can involve words or actions that are known or should be known to be offensive, embarrassing, humiliating, demeaning or unwelcome, based on a ground of discrimination identified by this Policy. Harassment can occur in person or online. Personal conflict and reasonable action taken by the employer or supervisor relating to the management and direction of staff or the workplace is not harassment. Harassment can occur based on any of the grounds of discrimination:

5.2.1 Examples of harassment include:

- Epithets, remarks, jokes or innuendos related to a person's race, gender identity, gender expression, sex, disability, sexual orientation, creed, age, or any other ground;
- Posting or circulating offensive pictures, graffiti or materials, whether in print form or via e-mail or other electronic means;
- Singling out a person for humiliating or degrading "teasing" or jokes because they are a member of a Code-protected group;
- Comments ridiculing a person because of characteristics, that are related to a ground of discrimination. For example, this could include comments about a person's dress, speech or other practices that may be related to their sex, race, gender identity or creed. If a person does not explicitly object to harassing behaviour, or appears to be going along with it, this does not mean that the behaviour is acceptable. The behaviour could still be considered harassment under the Code.

5.3 Sexual Harassment: a form of harassment with explicit or implicit sexual overtones:

5.3.1 Examples of sexual and gender-based harassment can include:

- Gender-related comments about a person's physical characteristics or mannerisms;
- Paternalism based on gender which a person feels undermines his or her self-respect or position of responsibility;
- Unwelcome physical contact;
- Suggestive or offensive remarks or innuendoes about members of a specific gender;
- Propositions of physical intimacy;
- Gender-related verbal abuse, threats or taunting;
- Leering or inappropriate staring;
- Bragging about sexual prowess or questions or discussions about sexual activities;
- Offensive jokes or comments of a sexual nature;
- Rough and vulgar humour or language related to gender;
- Display of sexually offensive pictures, graffiti or other materials including through electronic means;
- Demands for dates or sexual favours;
- Sexual solicitation or advances by persons in a position to grant or deny a benefit to the recipient.

5.4 Poisoned environment: a poisoned environment is created by comments or conduct (including comments or conduct that are condoned or allowed to continue when brought to the attention of management) that create a discriminatory work environment. The comments or conduct need not be directed at a specific person, and may be from any person, regardless of position or status. A single comment or action, if sufficiently serious, may create a poisoned environment.

5.5 Malicious/Vexatious complaint: A claim that is deliberately and maliciously filed in order to damage the reputation of a person or group, or otherwise filed in bad faith, or which is known or ought to have reasonably been known by the complainant to have no reasonable basis in fact may be considered harassment and a violation of this policy.

5.6 Reprisal: Reprisal is the negative treatment or suggestion of negative treatment of a person because of their involvement in a human rights complaint, investigation or resolution process. Reprisals are grounds for a complaint under the Human Rights Policy.

5.7 Systemic Discrimination: Institutional practices, attitudes, systems or structures that operate to limit an individual's or group's right to opportunities, or exclude an individual or group from participation on the basis of a prohibited ground. It is a pattern of discrimination that arises out of apparently neutral institutional policies or practices, that may be self-reinforcing and/or reinforced by institutional structures and power dynamics that create disproportionate adverse impacts, barriers to opportunities generally available and/or the differential and unequal treatment of members of certain groups. Systemic discrimination does not occur when the requirement, qualification or factor is in good faith and legitimate in the circumstances or is permitted by law.

5.8 Workplace Harassment: A form of personal harassment that involves engaging in a course of vexatious comment or conduct against a worker in a workplace, where such conduct is known or ought reasonably to be known to be unwelcome. Workplace harassment does not include legitimate performance management of an employee.

5.9 Hate Group Activities: Hate group activities represent some of the most destructive forms of human rights-based discrimination by promoting hatred against identifiable groups of people. Hate groups generally label and disparage people who may include immigrants, people with disabilities, members of particular racial, religious or cultural groups, and people who are 2SLGBTQIA+. Hate group activities will not be tolerated. Such activities contravene this policy, and other potential board policies related to school safety and may also contravene the Criminal Code of Canada.

5.10 Competing Rights: Involve situations where parties to a dispute claim that the enjoyment of an individual or group's human rights and freedoms, as protected by law, would interfere with another's rights and freedoms. This complicates the normal approach to resolving a human rights dispute where only one side claims a human rights violation. In some cases, only one party is making a human rights claim, but the claim conflicts with the legal entitlements of another party or parties. In situations where competing rights may be involved, the WRDSB will follow the Ontario Human Rights Commission's organizational process for addressing competing human rights.

6.0 — Complaints

Anyone who is covered by this Policy is entitled and encouraged to use the process to bring forward a concern or complaint regarding any discrimination and harassment they face.

In addition, nothing in any of the Board's procedures precludes individuals who believe they are targets of (or have witnessed) discrimination and harassment from directly expressing that the behaviour is inappropriate and must stop immediately. Many complaints can be resolved quickly and effectively using this approach. In order to stop discrimination and harassment, supervisory, administrative and managerial personnel must expeditiously address and attempt to resolve complaints under this policy and involve the Human Rights Branch as appropriate.

7. — Roles and Responsibilities

Policy is an important way to dismantle systemic discrimination and set clear standards of conduct; WRDSB's Board of Trustees hold explicit responsibility for policy review and approval. This responsibility is foundational to recognizing and dismantling systemic discrimination and bias

that contribute to the creation of conditions that violate this policy and the Ontario Human Rights Code:

The WRDSB and all individuals who provide and receive services from the WRDSB are expected to uphold and abide by this Policy, by refraining from any form of harassment or discrimination, and by cooperating fully in any investigation of a harassment or discrimination complaint:

Managers, administrators and educators have the additional responsibility to act immediately if they observe, or receive allegations of harassment or discrimination. Managers and administrators are responsible for creating and maintaining an organizational environment that is free from harassment and discrimination, and should address all issues of harassment and discrimination:

The WRDSB has a duty to maintain an environment respectful of human rights and free of discrimination and harassment for all employees and individuals who receive services. It must be ever vigilant of anything that might interfere with this duty. In fostering this environment, the WRDSB expects that everyone will:

- uphold the duty to accommodate to the point of undue hardship, under the Code;
- be aware of and sensitive to issues of discrimination and harassment through ongoing professional learning;
- support individuals who are, or have been, targets of discrimination and harassment;
- prevent discrimination and harassment;
- take reasonable steps to remove any discriminatory barriers in employment policies and practices and in accessing programs, resources, and facilities;
- take all allegations of discrimination and harassment seriously and respond promptly using established protocols;
- provide positive role models;
- not demonstrate, allow or condone behaviour contrary to this policy, including reprisal;
- report immediately to the Human Rights Branch any hate group activity.



Board Policy 1017

HUMAN RIGHTS

Legal References:	<i>Canadian Charter of Rights and Freedoms (Section 15); Ontario Human Rights Code (The Code); The Education Act.</i>
Related References:	Board Policy 1008 - Equity and Inclusion Board Policy 1004 - Harassment Board Policy 1002 -Occupational Health and Safety Board Policy 1009 - Violence in the Workplace Board Policy 6000 -Safe Schools Board Policy 6001 - Code of Conduct Board Policy G021 - Trustee Code of Conduct Board Policy 1012 - Religious and Creed Accommodations Administrative Procedure 1230 - Religious and Creed Accommodations Administrative Procedure 1235 - Accommodation for Persons Who Identify as Transgender Administrative Procedure 3720 - Racial, Religious, and Ethnocultural Harassment Administrative Procedure 3740 - Prevention and Resolution of Workplace Harassment Administrative Procedure 3730 - Sexual Harassment Guidelines Administrative Procedure 3760 - Progressive Discipline Policy on Preventing Discrimination Based on Creed, Ontario Human Rights Commission, 2015 Policy on Competing Human Rights, Ontario Human Rights Commission, 2012
Effective Date:	<i>April 26, 2021</i>
Revisions:	
Reviewed:	

1. Preamble

The Waterloo Region District School Board (WRDSB) is committed to providing working and learning environments that are free of discrimination and harassment, where all individuals are treated with respect and dignity, and can thrive and fully contribute. We recognize the dignity and worth of every person and provide equal rights and opportunities without discrimination.

2. Commitments

- 2.1 The WRDSB is dedicated to providing welcoming, inclusive, caring and safe schools and workplaces and will promote and enforce appropriate standards of conduct at all times.

- 2.2 The WRDSB is committed to meeting its obligations under Ontario's Human Rights Code in addressing human rights complaints in a fair, equitable, confidential and timely manner that contributes to the protection and promotion of human rights.
- 2.3 The WRDSB and the Board of Trustees are committed to identifying and eliminating or modifying policies, procedures, systemic or personal practices that create barriers to opportunities or benefits that are generally available, where such a barrier is related to a ground protected by the Ontario Human Rights Code and is not a requirement, qualification, or factor implemented in good faith and legitimate in the circumstances and permitted by law.
- 2.4 The WRDSB is committed to providing mandatory human rights, anti-oppression and anti-racism training and education for all WRDSB staff. Trustees and students will also be engaged in learning to support their knowledge and understanding of human rights and responsibilities pursuant to the Ontario Human Rights Code.
- 2.5 The WRDSB is committed to honouring the remedial nature of the Ontario Human Rights Code and will view complaints as an opportunity for learning, improvement, responsibility-taking and healing.

3. Application of the Policy

This policy applies to ensure that the WRDSB provides services and work environments free of discrimination and harassment, in alignment with the Ontario Human Rights Code.

This policy applies to all WRDSB students, employees, trustees and other users such as members of consultative committees, clients of the Board, parents/caregivers, volunteers, permit holders, contractors, and employees of organizations not related to the Board but who work on or are invited onto Board premises.

This policy also covers discrimination and harassment by such persons which occurs outside of study or work spaces, and which are proven to have repercussions that adversely affect the Board's learning or working environment.

The person receiving the complaint would need to establish "prima facie" discrimination (discrimination on its face). A complainant would need to identify that they have a characteristic protected from discrimination (see section 4), they have experienced an adverse impact through their engagement with the school board, and that the protected characteristic was a factor in the adverse impact.

This Policy is not intended to discourage or prevent persons from exercising any other legal rights they may have pursuant to any other law, including the right to file a complaint with the Human Rights Tribunal of Ontario or any other administrative law process. Employees may also have rights under collective agreements that will give them other choices for dealing with a problem.

Complaints of discrimination and/or harassment by or about WRDSB employees will be dealt with under the [Violence in the Workplace Policy \(1009\)](#) and [Prevention and Resolution of Workplace Harassment Administrative Procedure \(3740\)](#).

Complaints of discrimination and/or harassment by or about students will be dealt with under the [Safe Schools Policy \(6000\)](#) and the [Code Of Conduct Policy \(6001\)](#).

Complaints of discrimination and/or harassment by or about members of the WRDSB community including parents/caregivers, volunteers, community members and visitors will be dealt with under the [Code Of Conduct Policy \(6001\)](#).

Complaints of discrimination and/or harassment against a Trustee will be addressed under the [Trustee Code of Conduct \(G201\)](#).

4. Protected Grounds

This policy prohibits discrimination or harassment based on the following grounds, as indicated in the Ontario Human Rights Code:

- Age;
- Creed (religion);
- Sex (including pregnancy and breastfeeding);
- Sexual orientation;
- Gender identity;
- Gender expression;
- Family status (such as being in a parent/caregiver-child relationship);
- Marital status (including married, single, widowed, divorced, separated or living in a conjugal relationship outside of marriage, whether in a same-sex or opposite-sex relationship);
- Disability (including mental, physical, developmental or learning disabilities);
- Race;
- Ancestry;
- Place of origin;
- Ethnic origin;
- Citizenship;
- Colour;
- Record of offences (criminal conviction for a provincial offence, or for an offence for which a pardon has been received);
- Receipt of public assistance (in housing only);
- Association or relationship with a person identified by one of the above grounds;
- Perception that one of the above grounds applies.

The policy also prohibits discrimination or harassment based on any combination of these grounds. People may experience discrimination and harassment based on the intersection of multiple grounds of discrimination (intersectionality).

Persons who believe that they have been subjected to harassment and/or discrimination are encouraged to express concerns and register complaints. The WRDSB policy prohibits acts of retaliation or reprisal against an individual complainant or witness. All complaints of retaliation or reprisal must be immediately reported to a Principal, supervisor or manager.

Complaints of harassment, discrimination or reprisal will be promptly investigated. With respect to WRDSB employees, remedial action, which may include disciplinary action, will be taken, where appropriate, as per progressive discipline procedures.

5. Key Concepts

5.1 Discrimination: means any form of unequal treatment based on a Code ground, whether imposing extra burdens or denying benefits. It may be intentional or unintentional. It may involve direct actions that are discriminatory on their face, or it may involve rules, practices, procedures or policies that appear neutral, but disadvantage one or more individuals based on grounds

protected by the Code. Discrimination may take obvious forms, or it may happen in very subtle ways. It can be perpetrated by individuals, or by the system, institution or organization. Racism, and specifically anti-Indigenous and anti-Black racism, are often experienced through systemic discrimination (see 5.7). Even if there are many factors affecting a decision or action, if discrimination is one such factor, it constitutes a violation of this policy.

This Policy does not prohibit discrimination under special programs for advancing reasonable accommodation, equity programs and or pilot projects with the goal of achieving equity and inclusion for members of historically marginalized communities.

5.2 Harassment: means a course of comments or actions (including physical harassment) that are known, or ought reasonably to be known, to be unwelcome. It can involve words or actions that are known or should be known to be offensive, embarrassing, humiliating, demeaning or unwelcome, based on a ground of discrimination identified by this Policy. Harassment can occur in person or online. Personal conflict and reasonable action taken by the employer or supervisor relating to the management and direction of staff or the workplace is not harassment. Harassment can occur based on any of the grounds of discrimination.

5.2.1 Examples of harassment include:

- Epithets, remarks, jokes or innuendos related to a person's race, gender identity, gender expression, sex, disability, sexual orientation, creed, age, or any other ground;
- Posting or circulating offensive pictures, graffiti or materials, whether in print form or via e-mail or other electronic means;
- Singling out a person for humiliating or degrading "teasing" or jokes because they are a member of a Code-protected group;
- Comments ridiculing a person because of characteristics, that are related to a ground of discrimination. For example, this could include comments about a person's dress, speech or other practices that may be related to their sex, race, gender identity or creed. If a person does not explicitly object to harassing behaviour, or appears to be going along with it, this does not mean that the behaviour is acceptable. The behaviour could still be considered harassment under the Code.

5.3 Sexual Harassment: a form of harassment with explicit or implicit sexual overtones.

5.3.1 Examples of sexual and gender-based harassment can include:

- Gender-related comments about a person's physical characteristics or mannerisms;
- Paternalism based on gender which a person feels undermines his or her self-respect or position of responsibility;
- Unwelcome physical contact;
- Suggestive or offensive remarks or innuendoes about members of a specific gender;
- Propositions of physical intimacy;
- Gender-related verbal abuse, threats or taunting;
- Leering or inappropriate staring;
- Bragging about sexual prowess or questions or discussions about sexual activities;
- Offensive jokes or comments of a sexual nature;
- Rough and vulgar humour or language related to gender;
- Display of sexually offensive pictures, graffiti or other materials including through electronic means;
- Demands for dates or sexual favours;
- Sexual solicitation or advances by persons in a position to grant or deny a benefit to the recipient.

5.4 Poisoned environment: a poisoned environment is created by comments or conduct (including comments or conduct that are condoned or allowed to continue when brought to the

attention of management) that create a discriminatory work environment. The comments or conduct need not be directed at a specific person, and may be from any person, regardless of position or status. A single comment or action, if sufficiently serious, may create a poisoned environment.

5.5 Malicious complaint: A claim that is deliberately and maliciously filed in order to damage the reputation of a person or group, or otherwise filed in bad faith, or which is known or ought to have reasonably been known by the complainant to have no reasonable basis in fact may be considered harassment and a violation of this policy.

5.6 Reprisal: Reprisal is the negative treatment or suggestion of negative treatment of a person because of their involvement in a human rights complaint, investigation or resolution process. Reprisals are grounds for a complaint under the Human Rights Policy.

5.7 Systemic Discrimination: Institutional practices, attitudes, systems or structures that operate to limit an individual's or group's right to opportunities, or exclude an individual or group from participation on the basis of a prohibited ground. It is a pattern of discrimination that arises out of apparently neutral institutional policies or practices, that may be self-reinforcing and/or reinforced by institutional structures and power dynamics that create disproportionate adverse impacts, barriers to opportunities generally available and/or the differential and unequal treatment of members of certain groups. Systemic discrimination does not occur when the requirement, qualification or factor is in good faith and legitimate in the circumstances or is permitted by law.

5.8 Workplace Harassment: A form of personal harassment that involves engaging in a course of vexatious comment or conduct against a worker in a workplace, where such conduct is known or ought reasonably to be known to be unwelcome. Workplace harassment does not include legitimate performance management of an employee.

5.9 Hate Group Activities: Hate group activities represent some of the most destructive forms of human rights-based discrimination by promoting hatred against identifiable groups of people. Hate groups generally label and disparage people who may include immigrants, people with disabilities, members of particular racial, religious or cultural groups, and people who are 2SLGBTQIA+. Hate group activities will not be tolerated. Such activities contravene this policy, and other potential board policies related to school safety and may also contravene the Criminal Code of Canada.

5.10 Competing Rights: Involve situations where parties to a dispute claim that the enjoyment of an individual or group's human rights and freedoms, as protected by law, would interfere with another's rights and freedoms. This complicates the normal approach to resolving a human rights dispute where only one side claims a human rights violation. In some cases, only one party is making a human rights claim, but the claim conflicts with the legal entitlements of another party or parties. In situations where competing rights may be involved, the WRDSB will follow the Ontario Human Rights Commission's organizational process for addressing competing human rights.

6.0 Complaints

Anyone who is covered by this Policy is entitled and encouraged to use the process to complain about any discrimination and harassment they face.

In addition, nothing in any of the Board's procedures precludes individuals who believe they are targets of (or have witnessed) discrimination and harassment from directly expressing that the behaviour is inappropriate and must stop immediately. Many complaints can be resolved quickly and effectively using this approach. In order to stop discrimination and harassment, supervisory,

administrative and managerial personnel must expeditiously address and attempt to resolve complaints under this policy and involve the Human Rights Branch as appropriate.

7. Roles and Responsibilities

Policy is an important way to dismantle systemic discrimination and set clear standards of conduct; WRDSB's Board of Trustees hold explicit responsibility for policy review and approval. This responsibility is foundational to recognizing and dismantling systemic discrimination and bias that contribute to the creation of conditions that violate this policy and the Ontario Human Rights Code.

The WRDSB and all individuals who provide and receive services from the WRDSB are expected to uphold and abide by this Policy, by refraining from any form of harassment or discrimination, and by cooperating fully in any investigation of a harassment or discrimination complaint.

Managers, administrators and educators have the additional responsibility to act immediately if they observe, or receive allegations of harassment or discrimination. Managers and administrators are responsible for creating and maintaining an organizational environment that is free from harassment and discrimination, and should address all issues of harassment and discrimination.

The WRDSB has a duty to maintain an environment respectful of human rights and free of discrimination and harassment for all employees and individuals who receive services. It must be ever vigilant of anything that might interfere with this duty. In fostering this environment, the WRDSB expects that everyone will:

- uphold the duty to accommodate to the point of undue hardship, under the Code;
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- prevent discrimination and harassment;
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- take all allegations of discrimination and harassment seriously and respond promptly using established protocols;
- provide positive role models;
- not demonstrate, allow or condone behaviour contrary to this policy, including reprisal;
- report immediately to the Human Rights Branch any hate group activity.



Report to Policy & Governance Standing Committee

September 16, 2026

Subject: Trustee Self-Evaluation 2026

Recommendation

This report is provided for information.

Status

Between June 5 and June 24, 2026, Trustees were invited to complete a self-evaluation survey as an opportunity to share their experiences and communicate their needs to each other. This survey was voluntary and respondents could skip any question they did not want to answer.

9 out of 11 WRDSB Trustees participated in the self-evaluation. The responses can be found in Appendix A.

Background

The Waterloo Region District School Board Policy G400 (Board of Trustees Planning Cycle and Evaluations) provides for the following:

- 2.3.4 Annual self-assessment of performance by the Board of Trustees, augmented by broader input at its discretion.

The survey was designed in consultation with the WRDSB's Research and Organizational Transformation Department.

Financial implications

There are no known financial implications.

Communications

No further communication is required at this time.

Prepared by: Stephanie Reidel, Manager of Corporate Services and David Lane, Executive Manager, Research and Organizational Transformation in consultation with Leadership Council.

Trustee Self-Evaluation - Spring 2026 Report

Between June 5 and June 24, 2026 Trustees were invited to complete a self-evaluation survey as an opportunity to share their experiences and communicate their needs to each other. This survey was voluntary and respondents could skip any question they did not want to answer.

9 out of 11 WRDSB Trustees participated in the self-evaluation (eight completely and one partially). Below are the responses they provided.

Relationships Among Trustees

Please rate your level of agreement for the following statements about the Board of Trustees as a whole group. The Board of Trustees....

Statement	Strongly agree		Somewhat agree		Somewhat disagree		Strongly disagree	
...supports an open approach that encourages the sharing of views of fellow Trustees.	45.5%	4	54.5%	5	0.0%	0	0.0%	0
...supports an environment that encourages listening to the views of other Trustees.	33.3%	3	66.7%	6	0.0%	0	0.0%	0
...works together to promote respectful interactions among Trustees.	25.0%	2	75.0%	6	0.0%	0	0.0%	0

Suggestions to improve in the area of Relationships between Trustees (summary of feedback):

- Lack of common language contributes to misunderstanding
- Differences are framed as related to a majority of trustees and a minority of trustees

Relationships With Other Stakeholders

Please rate your level of agreement for the following statements about the Board of Trustees as a whole group. The Board of Trustees....

Statement	Strongly agree		Somewhat agree		Somewhat disagree		Strongly disagree	
...establishes appropriate processes for gathering input from families and community.	75.0%	6	25.0%	2	0.0%	0	0.0%	0
...engages in appropriate ongoing dialogue with families and community.	75.0%	6	25.0%	2	0.0%	0	0.0%	0
...makes deliberate efforts to create space for student voice from throughout the system.	87.5%	7	12.5%	1	0.0%	0	0.0%	0
...engages in respectful, cooperative, and collaborative interactions with staff.	50.0%	4	50.0%	4	0.0%	0	0.0%	0
...engages with municipal, provincial, and federal politicians to encourage them to make education a high priority.	25.0%	2	75.0%	6	0.0%	0	0.0%	0

Suggestions to improve in the area of Relationships with other Stakeholders (summary of feedback):

- Not all communication between staff and trustees is respectful.
- Opportunities exist to increase awareness about how families and community can communicate with the board and how trustees can engage with municipal politicians.

The Board Function

Please rate your level of agreement for the following statements about the Board of Trustees as a whole group. The Board of Trustees....

Statement	Strongly agree		Somewhat agree		Somewhat disagree		Strongly disagree	
...oversees the establishment of a balanced budget that supports the WRDSB Strategic Plan.	75.0%	6	25.0%	2	0.0%	0	0.0%	0
...follows board policies, including conflict of interest policies and communication protocols.	75.0%	6	25.0%	2	0.0%	0	0.0%	0
...makes evidence-based decisions.	50.0%	4	50.0%	4	0.0%	0	0.0%	0
...utilizes a human rights and equity lens in decision-making.	62.5%	5	37.5%	3	0.0%	0	0.0%	0
...comes to meetings well prepared and ready to contribute.	25.0%	2	75.0%	6	0.0%	0	0.0%	0

Suggestions to improve in the area of the Board Function (summary of feedback):

- There is room for Trustees to work on being more prepared for meetings
- There is an opportunity to interpret and understand anecdotal information in the context of other available WRDSB data
- Differences remain among trustees, it is important that communication between trustees remains respectful and follows meeting norms

General Feedback

Would you be interested in engaging in a process to reflect on your practice as a Trustee?

Answer	Count
Yes	6
No	2

Additional thoughts about the operation and performance of the WRDSB Board of Trustees (summary of feedback):

- Challenges persist, contributed to by the introduction of Bill 33 and Bill 101
- Overall, board has functioned well and continues to support students, families, staff and the community