

**FINAL RECOMMENDATIONS OF THE  
EXTERNAL INVESTIGATOR FOR THE  
HAMILTON-WENTWORTH DISTRICT  
SCHOOL BOARD**

**Re: Student Trustee Complaint of Breach of the Code of Conduct**

Arleen Huggins, Partner and  
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## RECOMMENDATIONS

1. That the HWDSB (the "Board") shall require mandatory governance training, undertaken by an external facilitator with governance expertise, for all Trustees, including Student Trustees, before August 30, 2021 and thereafter on an annual basis in August of each year after the election of the Student Trustees. Such training to include, but not be limited to, obligations and responsibilities under the Ontario *Education Act*, R.S.O. 1990, c. E.2, any other relevant legislation, the Governance Handbook and Procedural By-Laws of the Board, the Code of Conduct and any other governance related policies and procedures for bringing motions and procedures concerning submissions / statements / questions made during Trustee Meetings.
2. That by June 30, 2021, the Board shall clarify the role of the Chair of the Board in respect to vetting questions / statements / comments of Trustee members, including Student Trustees, to be made at Board meetings in advance of such meetings and to amend the Trustee Code of Conduct to document the Chair's role in that regard and any policies or procedures relating thereto.
3. That by June 30, 2021, the Board shall amend the Trustee's Handbook to include a detailed written policy in respect to how and when Student Trustees' motions can be brought and motions amended by Student Trustees, and any and all requirements in respect to same. Such policy should also include the factors in respect of which the Chair shall exercise discretion in abridging the time limits specified in such policy.
4. That by June 30, 2021, the Board shall establish a formal Student Trustee Mentorship program which provides detailed guidelines for mentorship, including the purpose and mandate of mentorship, the roles of different mentors, timelines for mentorship meetings and what matters are to be addressed.
5. That by June 30, 2021, the Board shall establish an enhanced Student Trustee Orientation program which includes a review of the Student Trustee Mentorship Program, the Trustee Code of Conduct, governance issues specific to Student Trustees, and the Complaint and Investigations Policy and Procedure referred to in item 11 below.

6. That prior to August 30, 2021, the Board shall require mandatory human rights, equity, diversity and inclusion training by HWDSB's Human Rights and Equity Officer or external facilitators with human rights and EDI expertise, which is to specifically include anti-racism and anti-oppression training, for all Trustees, including Student Trustees, and thereafter on an annual basis in August of each year after the election of the Student Trustees.
7. That by August 1, 2021, the Board shall undertake a review by an external consultant with EDI expertise of all Board policies and procedures, including those related to the Trustees, to identify and remove systemic barriers and discriminatory biases and practices.
8. That by June 30, 2021, the Board shall create a comprehensive EDI Policy and Human Rights Policy for the Board which shall be distributed to all Trustees on an annual basis.
9. That by June 30, 2021, the Board shall comprehensively review and update its Equity Action Plan and that such Plan be distributed to the Board.
10. That by August 30, 2021, the Board shall review its standing, trustees and *ad hoc* committees and take steps to ensure that the racial diversity of the Trustees and members of the public are adequately represented in committee composition.
11. That by August 1, 2021, the Board shall create a formal Complaint and Investigations Policy and Procedure for bringing Code of Conduct complaints which allege a breach of the Board's EDI Policy or Human Rights Policy to the Human Rights Department of the Board, to be dealt with in a manner which is independent from the Trustees. Such Policies shall include timelines which are in accordance with the Ontario *Human Rights Code*, R.S.O. 1990, c. H.19 for the bringing of such complaints, and shall provide for an independent investigation of the Complaint by the Human Rights Department of the Board and a formal Report and Recommendations, if any, to be issued to the Trustees. The Trustees shall impose such sanctions, if any, as the Trustees may feel appropriate and consistent with the sanctions prescribed by the Trustees Code of Conduct.
12. That the Board shall establish a student advisory committee representative of the demographics and intersectionality of the Board's student body, with whom the Director

of Education and senior administration may consult on meaningful EDI policies. Such student advisory committee shall endeavour to include at least one Student Trustee on a standing basis during each Student Trustee term.



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Arleen Huggins



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Philip Graham