RisingOaks
Early Learning Ontario

Board of Directors' Meeting Minutes

May 12, 2026
6:30 pm – 9:30 pm
10 Washburn Drive, Kitchener/Zoom

Directors Present:

- Alex Zhou, Treasurer (from 6:35pm)
- Ankita Banerjee, Director
- Bernie Crawford, Director
- Christiana Alkiviades, Director
- Cindy Okosun, Director
- Jessica Ronzio, Past Chair (Zoom until 7:47pm)
- Katherine Walsh, Vice Chair
- Necia Martins, Director
- Olivia Choi, Director (Zoom–until 7:45pm)
- Robert MacDonald, Chair

Employees: Lori Prospero, CEO & Corporate Secretary | ex-officio
Susie Draper, Executive Assistant

Regrets: Nikk Uchil, Director

1. **Welcome and Call to Order**
   - Robert MacDonald, board chair, extended a warm welcome to all attendees. A land acknowledgment was shared by Ankita Banerjee.
   - There being a quorum of directors present for the transaction of business and board members having been given adequate and proper notice of the meeting, the meeting was called to order at 6:34 pm. Robert served as the chair of the proceedings.

2. **Approval of the Agenda**
   - **MOTION:** It was moved, seconded and carried that the agenda for this May 12, 2026 meeting of the board of directors be approved, as presented.

3. **Connection Activity**
   - The group engaged in a connection activity based on Jungian Type categories.

4. **Strategic Oversight**

   4.1. Enterprise Risk Management
   - External Risks:
     - The Board reviewed proposed revisions to the External Risks category of the Risk Register, including six potential external risks presented by the Governance Committee for consideration.
     - The Board discussed the context, strategic implications, and rationale for possibly elevating each risk for board-level oversight.

- Following discussion, the Board narrowed consideration to crime-related risks and CWELCC sustainability as potential additions to the External Risks category.
- **MOTION**: It was moved, seconded and carried that the board of directors approve the removal of “Provisional License or Loss of Centre License” from the External Risks category of the Risk Register; and further directs the Governance committee to continue its review of external risks with a recommendation to the board in November 2026.

- Risk Tolerance:
  - Following revisions to the Strategic Plan approved in November 2025, and the Board’s March 2026 direction to develop risk tolerances for newly added performance indicators identified through the Q4 2025 Strategic Plan Report, the Governance Committee presented proposed risk tolerances for the boards’ consideration.
  - **MOTION**: It was moved, seconded and carried that the board of directors approves the proposed risk tolerances for Strategic Plan Performance indicators 5, 6, 7, 8, 16, 16 and 17 within the Strategic Plan Reporting Framework as presented.

4.2. In Camera Session | Financial Strategy

- **MOTION:** It was moved, seconded and carried that the board of directors enter into an In-Camera session at 7:02 pm to discuss financial strategy.

The board returned to Open Session at 7:54 pm

- **MOTION**: It was moved, seconded and carried that the board of directors approves increases to school-age program fees effective September 2026, including:
  - Regular school-age program fees:
    - WCDCSB sites: from $34.00/day to $35.00/day
    - Oak Creek: from $32.50/day to $33.50/day; and
  - PA Day, Winter Break, and March Break school-age program fees:
    - from $40.00/day to $45.00/day.
  - Further, individual before-school and after-school program rates will continue to vary by location based on school bell times; however, the combined daily rates will align with the approved fee structure outlined above.

- **MOTION:** It was moved, seconded and carried that the board of directors receives the report regarding the potential designation of non-stat Winter Closure days as paid closures for information, and to return for further discussion with Budget 2027.

- **MOTION:** It was moved, seconded and carried that the board of directors designates July 2 – in years when it falls on a Friday – as a closure day, effective July 2, 2027 and directs staff to:
  - incorporate a discussion about fees with Budget 2027; and
  - develop a communication strategy.

  [6 votes in favour; 2 votes opposed, including Alex Zhou]

The board recessed from 8:06 pm to 8:14 pm

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5. Routine Business

5.1. General Liability Insurance Renewal | 2026-27

- The board received the 2026-27 insurance renewal premium proposal reflecting an overall 8% increase over the expiring term. In considering the proposed renewal structure and coverage limits, the board discussed organizational risk exposure, claims experience, broader sector insurance and claim trends, and the cost implications associated with increased versus maintained coverage levels.
  - The board supported maintaining current Umbrella coverage levels.
  - The board supported proposed increased coverage limits for Abuse, Directors & Officers Liability and Errors & Omissions coverage.
  - The board directed the CEO to investigate implications related to CWELCC funding in a potential business disruption scenario and report back to the board in September 2026.
- **MOTION:** It was moved, seconded and carried that the board of directors approves the 2026-27 insurance renewal presented by Acera/Navacord for a total renewal premium of $72,991 plus GST; and a) confirm its risk tolerance with respect to the insurance coverage structure and limits for the 2026–27 term, including targeted increases to certain coverage limits as discussed by the board; and b) delegate authority to the CEO to bind coverage accordingly for the June 1, 2026 renewal.

5.2. Governance Policy Monitoring Reports

- The board reviewed the compliance reports that were included in the board package.
- **MOTION:** It was moved, seconded and carried that the board of directors reviewed the governance compliance reports for the Accumulated Surplus & Reserves, Advocacy, Board Code of Conduct/Board Norms, Conflict of Interest and Voting policies and is satisfied with the evidence/ statements of compliance. The board deems itself and management In Compliance with policy requirements. No further action is required.
- The board also reviewed these policies and determined that they remained aligned to organizational practice and needs. No policy revisions are required at this time.

5.3. Q1 Financial Overview

- The treasurer provided the board with highlights of the Q1 financials and offered recommendations for reviewing the quarterly financial statements, which will be included in the Consent Agenda moving forward.

6. Connection Activity

6.1 Jungian Type-True Colours

- A second connection activity was planned but was deferred due to time constraints.

7. Consent Agenda

- No items were removed from the Consent Agenda requiring further discussion.
- **MOTION:** It was moved, seconded and carried that the board of directors accepts the following Consent Agenda items, as presented, for information or approval as noted below:
  - For Approval:
    - Board minutes Mar 10/26
    - Board In Camera minutes Mar 10/26

  - Board minutes Mar 18/26
  - AGM minutes Apr 14/26
  - Board minutes Apr 14/26
  - Electronic Motions
- For Information:
  - GR Advisory minutes Mar 5/26
  - FAC minutes Mar 6/26
  - FAC minutes Mar 13/26
  - Nominating minutes Mar 23/26
  - Governance minutes Apr 8/26
  - Members Register as of Apr 14/26
  - Operations Report May 2026

8. Board Meeting Evaluation

- Directors completed the board meeting evaluation.

9. Action Items

- All action items arising out of tonight's discussion will be added to the To Do list in BaseCamp

10. Adjournment

10.1. Confirmation of upcoming meetings:

- The board reviewed the list of upcoming meetings and events. These can be found on the meeting agenda.

10.2. Adjournment

- There being no further business, this meeting of the board of directors is adjourned at 9:23 pm.

DISCLAIMER

The above minutes should be used as a summary of the motions passed and issues discussed at the meeting. This document shall not be considered a verbatim copy of every word spoken at the meeting. These minutes were approved by the board of directors on September 15, 2026 and now form part of the Public Record for RisingOaks Early Learning Ontario.

Original copy signed by:

Robert MacDonald, Chair

Lori Prospero, Secretary