

REGULAR PUBLIC BOARD MEETING – AGENDA

Tuesday April 25, 2017

7 pm

PUBLIC BOARD MEETING

A. Attendance

The Board of Education acknowledges that we are on the traditional territories of the K'omoks First Nation.

B. Call To Order

C. Adoption of Agenda

Circulated earlier in draft form for Board approval.

Recommendation:

THAT the Board of Education adopt the April 25, 2017 Public Board Meeting Agenda.

Or:

THAT the Board of Education waive the 48-hour notice period required under the Procedural Bylaw in order to consider additions to the Agenda, and adopt the Agenda as amended, the amendments to consist of ...

D. Consent Agenda

1. Adoption of the Regular Public Board Meeting Minutes – March 28, 2017.

Recommendation:

THAT the Board of Education approve the Consent Agenda items.

E. Report on In-Camera Meeting

In-Camera Minutes of March 28, 2017

School Act Section 72 (3) In-Camera Meeting Record:

- Governance
- Personnel
- Budget
- Property

F. Presentation or Delegation

1. **Innovative Teaching**, Jason Arsenault and Steve Claassen, Teachers, G.P. Vanier Secondary School

REGULAR PUBLIC BOARD MEETING – AGENDA

Tuesday April 25, 2017

7 pm

G. **Education Committee Meeting**

Committee Chair: Ian Hargreaves

1. Minutes of Tuesday, April 11, 2017 Education Committee Meeting provided for Board information.

Next Meeting:

Date: Tuesday, May 9, 2017

***Time:** **4:30 pm to 6:30 pm**

Location: Denman Island Elementary School
1100 Northwest Road, Denman Island

*Buckley Bay Ferry departs to Denman Island at: **3:05 pm**

*Denman Island Ferry departs to Buckley Bay at: **7:05 pm**

Recommendation:

THAT the Board of Education receive the Education Committee Report.

H. **Strategic Direction**

1. **Superintendent's Report**, Dean Lindquist

- **District News**
 - *2002 Contract Language*
 - *Outward Bound*

Board Information

2. **Assistant Superintendent's Report**, Tom Demeo

- **Forum Update**

Board Information

3. **Director of Instruction (Elementary Curriculum) Report**, Allan Douglas

- **Supreme Court Challenge (SCC) Space Requirements Update**, Briefing Note

Board Information

I. **Board Committee Reports**

REGULAR PUBLIC BOARD MEETING – AGENDA

Tuesday April 25, 2017

7 pm

Finance Committee

Committee Chair: Vickey Brown

Minutes of Tuesday, April 18, 2017 Finance Committee Meeting provided for Board information.

1. **2017-18 Annual Facility Grant (AFG) Spending Plan**, Ian Heselgrave, Director of Operations

Recommendation:

THAT the Board of Education, School District No. 71 (Comox Valley) approve the 2017-18 Annual Facility Grant (AFG) Spending Plan.

2. **Enterprise Risk Management (ERM)**, Briefing Note and SD 71 Summary Report, Sheldon Lee, Acting Secretary Treasurer

Board Information

3. **Student Learning Grant Allocation**, Briefing Note, Sheldon Lee, Acting Secretary Treasurer

Board Information

Recommendation:

THAT the Board of Education receive the Finance Committee Report.

J. **Board Business**

1. **Capital Bylaw No. 2017/18-CPSD71-01 Annual Programs Funding Agreement**, Sheldon Lee, Acting Secretary Treasurer

Recommendation:

THAT School District No. 71 (Comox Valley) Capital Bylaw No. 2017/18-CPSD71-01 Annual Programs Funding Agreement in the amount of \$588,600 receive its first reading.

THAT School District No. 71 (Comox Valley) Capital Bylaw No. 2017/18-CPSD71-01 Annual Programs Funding Agreement in the amount of \$588,600 receive its second reading.

THAT the Board unanimously agree to suspend the requirements of the School Act and Board's Procedural Bylaw 2015.2 to have the third reading of Capital Bylaw No. 2017/18-CPSD71-01 Annual Programs Funding Agreement at a subsequent meeting.

REGULAR PUBLIC BOARD MEETING – AGENDA

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THAT School District No. 71 (Comox Valley) Capital Bylaw No. 2017/18-CPSD71-01 Annual Programs Funding Agreement in the amount of \$588,600 receive its third and final reading.

3. **School District No. 71 (Comox Valley) Aboriginal Education Centre BC Hydro Right of Way Bylaw 2017**, Sheldon Lee, Acting Secretary Treasurer

Recommendation:

THAT School District No. 71 (Comox Valley) Aboriginal Education Centre BC Hydro Right of Way Bylaw 2017 receive its first reading.

THAT School District No. 71 (Comox Valley) Aboriginal Education Centre BC Hydro Right of Way Bylaw 2017 receive its second reading.

THAT the Board unanimously agree to suspend the requirements of the School Act and Board's Procedural Bylaw 2015.2 to have the third reading of School District No. 71 (Comox Valley) Aboriginal Education Centre BC Hydro Right of Way Bylaw 2017 at a subsequent meeting.

THAT School District No. 71 (Comox Valley) Aboriginal Education Centre BC Hydro Right of Way Bylaw 2017 receive its third and final reading.

4. Human Resources – **Retirements** and **Resignations**

Board Information

K. **School Trustee Reports**

1. **British Columbia School Superintendents Association (BCSSA)** Spring Conference Report, April 2017, Ian Hargreaves, Board Vice-Chair
2. **BC School Trustees Association (BCSTA) AGM**, April 2017, Vancouver, BC, Verbal Report, Ian Hargreaves, BCSTA Trustee Representative

L. **Public Question Period**

M. **Adjournment**

**BOARD OF EDUCATION
SCHOOL DISTRICT NO. 71 (COMOX VALLEY)**

Regular Board Meeting—Public Minutes

Tuesday, March 28, 2017

7 pm

A. ATTENDANCE

Present:

Trustees

Janice Caton, Board Chair
Ian Hargreaves, Vice-Chair
Peter Coleman
Sheila McDonnell
Tom Weber
Vickey Brown
Cliff Boldt

Staff

Dean Lindquist, Superintendent of Schools
Tom Demeo, Assistant Superintendent
Sheldon Lee, Acting Secretary Treasurer
Candice Hilton, Director of Finance
Lynda-Marie Handfield, Director, Human Resources
Allan Douglas, Director of Instruction (Elementary)
Esther Shatz, Director of Instruction (Student Services)
Paul Berry, Director of Instruction (Health and Safety)
Ian Heselgrave, Director of Operations
Josh Porter, Director, Information Technology
Debbie Page, Recording Secretary

***The Board of Education acknowledges that we are on the traditional territories of the
K'ómoks First Nation.***

B. CALL TO ORDER -- 7 PM

Janice Caton, on behalf of the Board, offered condolences to both family and friends on the recent passing of Sara Manitoski, student, G.P. Vanier Secondary School. A special thank you to the school district critical incident response team: Jason Cobey, Esther Shatz and Paul Berry.

C. ADOPTION OF AGENDA

Circulated earlier in draft form for Board approval.

1. Adoption of the Regular Meeting Agenda

Recommendation:

THAT the Board waive the 48-hour notice period required under the Procedural Bylaw in order to consider additions to the Agenda, and adopt Agenda as amended, the amendments consist of ...

**F.1 Presentation: *Student Leadership Group* – moved to the beginning of the agenda.
[CARRIED 7/7]**

D. CONSENT AGENDA

1. Adoption of the Regular Public Board Meeting Minutes – February 28, 2017.
2. ~~Human Resources Report – Retirements and Resignations~~

Recommendation:

THAT the Board approve the Consent Agenda items as amended.

Item b. Human Resources Report – Retirements and Resignations moved to J.3: **Board Business**

[**CARRIED 7/7**]

E. REPORT ON IN-CAMERA MEETING

1. In-Camera Minutes of
School Act Section 72 (3) In-Camera Meeting Record
 - Governance
 - Personnel
 - Budget
 - Property

F. PRESENTATION/DELEGATION

1. **Student Leadership Group** – Facilitating the January 30, 2017 Community Engagement Forum

Highlights of the Forum:

- Students from across the high schools participated in the January 30 Forum
- The Forum was well received
- All topics were covered
- People came with their ideas/suggestions
- Round table discussions – interesting

Suggestions for recruiting – future student engagement:

- Representation from each school
 - Provide a platform for more student involvement / provide a safe environment
 - Some students may want to be involved – but not sure how to go about it; or, they are not the students being asked to participate
 - Engage younger students/grades (our next generation)
 - Make sure students know how valuable their input is – validate their thoughts/input into action
 - Offer small group discussion that are peer guided
 - ***“Hear the voice that you don’t hear”***
-

G. EDUCATION COMMITTEE REPORT

1. Committee Chair: Ian Hargreaves

Minutes of Tuesday, March 11, 2017 Education Committee Meeting provided for Board information.

Next Meeting: Tuesday, April 11, 2017

Location: Cumberland Community School

Time: 6:30 pm

Recommendation:

THAT the Board receive the Education Committee Report. [CARRIED 7/7]

H. STRATEGIC DIRECTION

1. Superintendent's Report, Dean Lindquist

- a. **Student Field Trips / U.S. Travel**, Paul Berry, Director of Instruction, Health and Safety

Paul Berry spoke to school district policy(ies) and process around student travel to ensure student safety.

Trustee Sheila McDonnell served notice of motion:

Student Travel to the April 25, 2017 regular public Board meeting for further discussion.

- b. **District News -- Highlights**

- Tribune Bay Outdoor Education Centre and Vancouver Aquarium hosted a **Co-Creation Camp** during Spring Break, focusing on ocean literacy. The Co-Creation Camp brought together students from SD 71 (Comox Valley), SD 61 (Greater Victoria) as well as youth volunteers from the Vancouver Aquarium.
- An internal search will begin for a **Director of Instructional Services (K-12)**. This position will overlap (allowing time to access Mr. Douglas' resources) and change from Director of Instruction (Elementary Curriculum) to a K-12 perspective.
- **Comox Valley 2017 Mounted Police Camp-- Graduation**, Friday, March 31, 2017 at HMCS Quadra in Comox.

2. Assistant Superintendent's Report, Tom Demeo

- a. *Student Forum* --- date will be rescheduled

- b. *Parent Forum* ---

- 1st meeting held at Lake Trail School
-

- 2nd meeting Wednesday, March 29, 2017 at Mark R. Isfeld
- 3rd meeting Wednesday, April 5, 2017 at Highland
- The information gathered will aid in building the framework for enhancing student learning.

9. BOARD COMMITTEE REPORTS

1. Policy Committee

Committee Chair: Tom Weber

- a. Board Operations 1-2: Role of the Board of Education
Board Operations 1-5: Policy Formation and Review
Board Operations 1-7: Trustee Code of Conduct

Recommendation:

THAT the Board of Education adopt Board Operations: 1-2—Role of the Board of Education; 1-5—Policy Formation and Review, and 1-7—Trustee Code of Conduct as presented. [CARRIED 7/7]

Recommendation:

THAT the Board receive the Policy Committee Report. [CARRIED 7/7]

2. Community Engagement Committee

Committee Chair: Vickey Brown

- a. ***DRAFT Community Engagement Forum Summary Report and DRAFT Terms of Reference, Briefing Note***

Recommendation:

THAT the Board of Education receive as information the draft report and terms of reference developed from data collected at the January 30, 2017 Community Engagement Forum. [CARRIED 7/7]

Recommendation:

THAT the Board of Education adopt the Terms of Reference. [CARRIED 7/7]

Recommendation:

THAT the Board of Education direct the Policy Committee to review the draft report and terms of reference and develop a policy recommendation to the Board. [CARRIED 7/7]

10. BOARD BUSINESS

- a. **School Calendar**, Tom Demeo, Assistant Superintendent

Recommendation:

THAT the Board of Education accept the 2017/18 regular Calendar and the Distance Learning (Navigate) Calendar, as presented, as the proposed calendars for the next school year. [CARRIED 7/7]

- b. Correspondence: A. Mullaly, Acting General Manager, Planning and Development Services Branch, Comox Valley Regional District re: **Local Government Act Requirement to Consider Five Year Review of a Regional Growth Strategy**

Recommendation:

REFER to the Facilities and Properties Committee. [CARRIED 7/7]

- c. **Human Resources – Retirements and Resignations**

Retirements:

Carmen Hiebert, Senior Administrative Assistant, Ecole Robb Road Elementary School will retire effective March 30, 2017 after 11 years of service with the district.
Maureen Wagner, Strong Start Program Worker, Brooklyn Elementary School will retire effective June 29, 2017 after 8 years of service with the district.
Vicki Harry, Teacher, Arden Elementary School will retire effective June 30, 2017 after 27 years of service with the district.
Pam Halliday, Senior Custodian, Glacier View Secondary Centre will retire effective June 30, 2017 after 12 years of service with the district.
David Neil, Teacher, G.P. Vanier Secondary School will retire effective June 30, 2017 after 29 years of service with the district.
Richard Murphy, Teacher, G.P. Vanier Secondary School will retire effective June 30, 2017 after 29 years of service with the district.
Cheryl Kelly, Teacher, Huband Park Elementary School will retire effective September 1, 2017 after 7 years of service with the district.

Resignations:

Teresa Roscoe, Education Assistant, resigned effective February 28, 2017 after 3 years of service with the district.

Cherie Dalglish, Aboriginal Support Worker, G.P. Vanier Secondary School resigned effective February 28, 2017 after 5 years of service with the district.

Lianne Raymond, Teacher, Mark R. Isfeld Secondary School will resign effective June 30, 2017 after 17 years of service with the district.

- d. **Vancouver Island School Trustees Association (VISTA)** Verbal Report, Ian Hargreaves,
Board Vice Chair

Trustees Ian Hargreaves, Sheila McDonnell and Cliff Boldt provided a verbal report for Board information.

- e. **BC School Trustees Association (BCSTA) Campaign for Public Education**, Verbal Report,
Ian Hargreaves, BCSTA Trustee Representative and Board Vice Chair

BCSTA Trustee Representative Ian Hargreaves provided a verbal report for Board information.

11. PUBLIC QUESTION PERIOD

12. ADJOURNMENT – 8:32 pm

Chairperson

Secretary-Treasurer

Education Committee Meeting—Agenda

Date: Tuesday, April 11, 2017

Location: Cumberland Community School

Address: 2674 Windemere Avenue, Cumberland, BC

6:30 pm

Members:

| | |
|---|---------|
| Committee Chair, Ian Hargreaves, Puntledge/Black Creek | ✓ |
| Board Chair, Janice Caton, City of Courtenay | ✓ |
| Trustee, Tom Weber, Lazo North | Regrets |
| Trustee, Sheila McDonnell, Baynes Sound (Denman/Hornby Islands) | ✓ |
| Trustee, Clifford Boldt, City of Courtenay | Regrets |
| Trustee, Peter Coleman, Town of Comox | ✓ |
| Trustee, Vickey Brown, Village of Cumberland | ✓ |
| Superintendent of Schools, Dean Lindquist | ✓ |
| Assistant Superintendent, Tom Demeo | ✓ |
| Director of Instruction (Elementary Curriculum) Allan Douglas | ✓ |
| Director of Instruction (Student Services) Esther Shatz | ✓ |

AGENDA

Acknowledgements/ Introductions

The Board of Education acknowledges that we are on the traditional territories of the K'omoks First Nation.

a. **Cumberland Community School** (Highlights/Report), Tracey Croonen/Dave Mayert, Principals

Tracy and Dave highlighted:

- the school in terms of facility as well as the structure of the school e.g., the school is divided into House teams;
- the various assemblies and student recognitions;
- electives and exploratories;
- the 5-year vision around the Nature Program – staff and parents are excited and supportive of this direction;
- the great connection with the Cumberland Community School Society (CCSS)—
 - this organization provides a variety of services and activities for the students;
 - it also provides the link between the school and the community;
 - excellent relationship and cooperation with the Village of Cumberland; and
 - the school continues to work to try and rediscover and reinvent the music program.

b. **Robotics, Stew Savard**

- The team from NIDES will be going to the World Championships:
 - 574 teams will compete at the World Championships in Louisville, Kentucky April 18-23, 2017.
- Robotics is a program in our district that goes from grades 6-12.
- Many of our students are working with North Island College to offer Robotics programs during the summer.
- NIDES – 11 Teams (7—Comox Valley; 3—Nanaimo; 1—Powell River)

c. **Technology in Schools, Kara Dawson**

Kara highlighted:

- the new applied skills and design course and how we are currently delivering this to our students. She gave a very detailed example of the K-3 curriculum skills taught:
 - Ideating → an idea
 - Making → create / develop
 - Sharing → share with others

Grades 4-5

- Context and design) Students use program “scratch” to create
- Prototyping) programs / games
- Testing)

Grades 6-7

- Simple Algorithms
- Visual Representation
- Visual Programming

Kara also demonstrated a variety of “tech toys” / tools which help students understand coding / programming

Next Education Committee Meeting:



DATE: Tuesday, May 9, 2017

TIME: 4:30 pm to 6:30 pm

LOCATION: Denman Island Elementary School

School District No. 71 (Comox Valley)

Office of the Superintendent of Schools

District News

There are many, many things to celebrate daily in our schools. We encourage anyone with news to send items to debra.page@sd71.bc.ca so that monthly we can honour all that our schools do to support the community and world.



Skills Canada Provincials

On April 5, 2017, 16 students from Highland, Mark R. Isfeld and G.P. Vanier competed at Skills Canada Provincials in Abbotsford. Over 575 students from across the province competed. Congratulations: Josh Childs, Vanier – competed in Electronics and Joseph Thoong, Vanier – competed in Graphic Design – both winning gold medals and advance to the National Skills Canada Competition in Winnipeg in June. Other students winning medals are: Cole Sheppard, Vanier – Auto Collision Repair (Silver); Chad Humphries, Vanier – Electronics (Silver) and Geoffry Hynds and Madalyn Rissling, Isfeld – TV/Video Production (Silver).

Aspen Park Elementary School – Congratulations:

✚ Carmen Kvisle and Ashlyn Smart – awarded prizes from Paul Merrifield, *Staples* Courtenay, for school supplies as 1st and 3rd place winners in the Education week draw-an-advertisement campaign. Aspen will receive \$1800 towards (Carmen 1st place \$1500 and Ashlyn \$300) school supplies for September from Staples!

✚ The Legion Remembrance Day Poster Contest winners. John Paulin from the Comox Legion presented framed certificates and cash awards to:

Ethan Tansky (1st place Comox Valley and Nanaimo and \$150 prize!)

Maile Poetker (2nd place Comox Valley)

Jocelyn Babcock (3rd place Comox Valley)

Presentation to Courtenay Elementary School

Comox Valley Lions Club President Bob Scales presented a \$12,000 cheque to Catherine Manson, Principal, Courtenay Elementary School. Funds will be used to cover some enhanced educational opportunities such as field trips and expanded book selection. A special thank you to local MLA, Don McRae for his assistance in qualifying for this provincial grant that made this donation possible.

School District No. 71 (Comox Valley)

607 Cumberland Road
Courtenay, B.C. V9N 7G5

Office of the Director of Instruction - Elementary

Fax (250) 334 4472
Telephone (250) 334 5502

Briefing Note – Public **SCC space requirements update**

April 21, 2017

The purpose of this briefing note is to update the Board of Education on the space requirements resulting from the Supreme Court Challenge of contract language stripping.

Facts and Background:

Class size:

K = 20

K/1 = 20

Primary (1-3) = 22

Multi-graded Primary = 22

3-4 combined = 24

Intermediate 4-6 = 29

Multi-graded Intermediate = 27

7-10 = 30

11-12 = 30

IE/Home Ec = 24

Special Needs Students – reduce the class size by 1 with a maximum of 2 special needs children per class

*Class size will result in additional classroom space

Space Requirements:

Additional Divisions Needed:

| | |
|----------------|----|
| Airport | +1 |
| Arden | +3 |
| Aspen | +1 |
| Brooklyn | +2 |
| Courtenay El. | +1 |
| Cumberland | +2 |
| Huband | +3 |
| Miracle Beach | +1 |
| Puntledge Park | +2 |
| Queneesh | +3 |
| Robb Road | +1 |
| Royston | +1 |
| Valley View | +1 |

Senior Staff will be hosting 4 informational sessions with our West side community:

- Arden Elementary School
Monday, May 1, 2017
6:30 pm to 8 pm
- Courtenay Elementary School
Tuesday, May 2, 2017
6:30 pm to 8 pm
- Ecole Puntledge Park Elementary School
Wednesday, May 3, 2017
6:30 pm to 8 pm
- Lake Trail School
Thursday, May 4, 2017
6:30 pm to 8 pm

MINUTES

Finance Committee

Meeting Date: Tuesday, April 18, 2017
Time: 3:00 pm
Location: School Board Office, Seminar Room

Committee Members

Vickey Brown (Chair)
 Peter Coleman (Trustee Representative)
 Cliff Boldt (Trustee Representative)
 Dean Lindquist (Superintendent of Schools)
 Tom Demeo (Assistant Superintendent)
 Sheldon Lee (Acting Secretary Treasurer)
 Candice Hilton (Director of Finance)
 Ian Heselgrave (Director of Operations)
 Debbie Page (Recording Secretary)

In Attendance

✓
 ✓
 x
 ✓
 ✓
 ✓
 ✓
 ✓
 ✓

| Item # | Topic |
|--------|--|
| 1. | <p>Review Prior Meeting Minutes – February 20, 2017</p> <p>Reviewed February 20, 2017 Finance Committee Meeting Minutes re: unfinished business. Minutes were adopted at the February 28, 2017 Board meeting.</p> |
| 2. | <p>Month End Year to Date Finance Report – Candice Hilton, Director of Finance</p> <p>Director of Finance Candice Hilton spoke to the Month End Year to Date Finance Report. A copy of the Report will be attached to the public Finance Committee meeting minutes.</p> |
| 3. | <p>2017-2018 Annual Facility Grant (AFG) Spending Plan, Briefing Note, Ian Heselgrave, Director of Operations</p> <p>The following recommendation will be brought forward to the April 25, 2017 regular public Board meeting:</p> <p><u>Recommendation:</u></p> <p>THAT the Board of Education, School District No. 71 (Comox Valley) approve the 2017-18 Annual Facility Grant (AFG) Spending Plan.</p> |

| | |
|----|---|
| 4. | <p>Enterprise Risk Management, Briefing Note and SD 71 Summary Report, Sheldon Lee, Acting Secretary Treasurer</p> <p>Acting Secretary Treasurer Sheldon Lee highlighted the Enterprise Risk Management (ERM) process: planning, organizing, leading and controlling the activities of an organization in order to minimize the effects of risk on an organization’s capital and earnings. Sheldon will bring forward the briefing note and summary report to the April 25, 2017 regular public meeting for Board information.</p> |
| 5. | <p>Student Learning Grant Allocation, Briefing Note, Sheldon Lee, Acting Secretary Treasurer</p> <p>Acting Secretary Treasurer Sheldon Lee spoke to the Ministry of Education allotted Student Learning Grant and will bring forward his briefing note to the April 25, 2017 regular public meeting for Board information.</p> |
| 6. | <p>2017-2018 Budget Update, Sheldon Lee, Acting Secretary Treasurer</p> <p>Acting Secretary Treasurer Sheldon Lee gave a verbal update on the budget process to date.</p> |

Meeting Adjourned: 4:30 pm

SCHOOL DISTRICT NO. 71 (COMOX VALLEY)
- Financial Comparison -

10/04/2017

| | 2015/16 | | | 2016/17 | | | Notes |
|---|-------------------|-------------------|----------------------|-------------------|-------------------|----------------------|--|
| | Amended Budget | Actual Mar 31/16 | % Spent or Collected | Amended Budget | Actual Mar 31/17 | % Spent or Collected | |
| REVENUE | | | | | | | |
| PROVINCIAL GRANTS | | | | | | | This report does not include any outstanding commitments Budgeted in SPF Fund 5 |
| Operating Grant | 70,002,897 | 49,298,849 | 70.4% | 71,998,236 | 50,262,048 | 69.8% | |
| Other MOE Grants-Reduction for LEA | | | | -157,950 | | | |
| Other MOE Grants-Ed Guarantee | | | | | | | |
| Other MOE Grants-Fed French | 326,318 | 0 | | 0 | | | |
| Other MOE Grants-Pay Equity | 451,831 | 103,090 | 22.8% | 451,831 | 103,063 | 22.8% | |
| Other MOE Grants-Labour Settlement | | | | | | | |
| Other MOE Grants-Misc | 81,785 | 55,019 | 67.3% | 840,982 | 718,194 | 85.4% | |
| TOTAL MINISTRY OF ED GRANTS | 70,862,831 | 49,456,958 | 69.8% | 73,133,099 | 51,083,305 | 69.8% | |
| OTHER REVENUES | | | | | | | |
| Other SD/Ed Authorities | | | | | | | |
| LEA/Direct Transfers from First Nations | 157,950 | 92,086 | 58.3% | 157,950 | 110,144 | 69.7% | |
| Offshore Tuition | 3,779,250 | 3,761,014 | 99.5% | 3,797,500 | 3,898,417 | 102.7% | |
| Miscellaneous other | 502,867 | 259,677 | 51.6% | 350,000 | 355,873 | 101.7% | |
| Rental and Leases | 150,000 | 112,629 | 75.1% | 203,220 | 109,202 | 53.7% | |
| Investment Income | 187,000 | 110,601 | 59.1% | 117,000 | 110,097 | 94.1% | |
| TOTAL OTHER REVENUE | 4,777,067 | 4,336,007 | 90.8% | 4,625,670 | 4,583,733 | 99.1% | |
| TOTAL REVENUES | 75,639,898 | 53,792,966 | 71.1% | 77,758,769 | 55,667,039 | 71.6% | |
| EXPENDITURES | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | Homestay Payments Incl |
| Teachers | 31,241,392 | 21,434,358 | 68.6% | 31,803,558 | 21,599,817 | 67.9% | |
| Principals and Vice Principals | 4,368,159 | 3,286,007 | 75.2% | 4,679,873 | 3,253,412 | 69.5% | |
| Educational Assistants | 5,257,685 | 4,645,701 | 88.4% | 5,092,307 | 4,628,739 | 90.9% | |
| Support Staff | 6,704,195 | 3,474,276 | 51.8% | 6,744,492 | 3,324,617 | 49.3% | |
| Other Professionals | 1,704,536 | 1,179,420 | 69.2% | 1,916,233 | 1,412,999 | 73.7% | |
| Substitutes | 2,595,426 | 1,777,339 | 68.5% | 2,364,681 | 1,577,307 | 66.7% | |
| Benefits | 13,164,404 | 8,626,877 | 65.5% | 13,308,573 | 8,915,454 | 67.0% | |
| TOTAL SALARIES AND BENEFITS | 65,035,797 | 44,423,978 | 68.3% | 65,909,717 | 44,712,345 | 67.8% | |
| Benefits as a % of Total Salaries | 25.4% | 24.1% | | 25.3% | 24.9% | | |
| SUPPLIES AND SERVICES | | | | | | | |
| Services | 3,554,302 | 2,272,843 | 63.9% | 3,615,813 | 2,408,910 | 66.6% | |
| Student Transportation | 1,905,816 | 1,155,524 | 60.6% | 1,941,587 | 1,115,953 | 57.5% | |
| Training and Travel | 297,205 | 254,646 | 85.7% | 331,666 | 248,849 | 75.0% | |
| Dues and Fees | 56,617 | 59,492 | 105.1% | 57,117 | 43,776 | 76.6% | |
| Insurance | 193,790 | 192,316 | 99.2% | 193,790 | 191,956 | 99.1% | |
| Supplies | 3,806,130 | 2,608,368 | 68.5% | 4,088,583 | 2,918,790 | 71.4% | |
| Utilities | 1,225,000 | 1,023,746 | 83.6% | 1,554,578 | 800,200 | 51.5% | |
| TOTAL SUPPLIES AND SERVICES | 11,038,860 | 7,566,935 | 68.5% | 11,783,134 | 7,728,434 | 65.6% | |
| TOTAL EXPENDITURES | 76,074,657 | 51,990,913 | 68.3% | 77,692,851 | 52,440,779 | 67.5% | |
| NET REVENUE (EXPENDITURE) | -434,759 | 1,802,053 | | 65,918 | 3,226,260 | | |
| Prior Year Surplus | | 269,881 | | | 585,862 | | |
| Transfers from Special Purpose Funds | | | | | | | |
| Transfer to Capital | | | | | | | |
| Transfer to Local Capital | | | | -230,000 | -150,000 | | |
| Prior Year Surplus(Deficit) CarryForward School Grants (Network Performance Based Learning and Art Star | | | | 112,831 | -112,831 | | |
| Prior Year Surplus(Deficit)CarryForward School Supply Surpluses (Note 15) | | | | 51,251 | -51,251 | | |
| Prior Year Surplus Appropriation | 434,759 | 434,759 | | | | | |
| Unappropriated Surplus (Deficit), for the Year | 0 | 2,506,693 | | 0 | 3,498,040 | | |

SCHOOL DISTRICT NO. 71 (COMOX VALLEY)
- Financial Comparison -

10/04/2017

| | 2015/16 | | | 2016/17 | | | Notes |
|---|----------------|------------------|----------------------|----------------|------------------|----------------------|-------|
| | Amended Budget | Actual Mar 31/16 | % Spent or Collected | Amended Budget | Actual Mar 31/17 | % Spent or Collected | |
| INSTRUCTION | | | | | | | |
| Regular Instruction | 36,640,164 | 25,082,871 | 68.5% | 36,806,179 | 25,590,641 | 69.5% | |
| Career Programs | 865,944 | 559,278 | 64.6% | 853,654 | 661,549 | 77.5% | |
| Library Services | 1,516,695 | 970,257 | 64.0% | 1,459,772 | 1,056,783 | 72.4% | |
| Counselling | 1,569,968 | 1,194,511 | 76.1% | 1,861,947 | 1,089,481 | 58.5% | |
| Special Education | 11,674,367 | 7,420,888 | 63.6% | 11,671,881 | 7,305,022 | 62.6% | |
| English as a Second Language | 124,644 | 99,009 | 79.4% | 108,770 | 87,973 | 80.9% | |
| Aboriginal Education | 1,366,173 | 821,652 | 60.1% | 1,453,803 | 888,254 | 61.1% | |
| School Administration | 6,143,845 | 4,277,663 | 69.6% | 6,681,445 | 4,112,778 | 61.6% | |
| Off Shore Students | 3,261,982 | 2,218,243 | 68.0% | 3,377,225 | 2,439,291 | 72.2% | |
| Other | 562,229 | 492,052 | 87.5% | 706,710 | 518,004 | 73.3% | |
| Function 1 - Instruction | 63,726,011 | 43,136,424 | 67.7% | 64,981,386 | 43,749,776 | 67.3% | |
| DISTRICT ADMINISTRATION | | | | | | | |
| Educational Administration | 570,166 | 386,167 | 67.7% | 451,553 | 431,522 | 95.6% | |
| School District Governance | 217,149 | 155,705 | 71.7% | 224,768 | 180,878 | 80.5% | |
| Business Administration | 1,013,427 | 812,341 | 80.2% | 1,066,787 | 771,044 | 72.3% | |
| Human Resources | 464,274 | 267,164 | 57.5% | 451,396 | 298,571 | 66.1% | |
| Function 4 - District Administration | 2,265,016 | 1,621,376 | 71.6% | 2,194,504 | 1,682,015 | 76.6% | |
| OPERATIONS AND MAINTENANCE | | | | | | | |
| Operations and Maintenance Admin | 429,968 | 313,409 | 72.9% | 441,485 | 356,904 | 80.8% | |
| Maintenance Operations | 2,910,522 | 2,090,028 | 71.8% | 3,010,127 | 2,059,489 | 68.4% | |
| Custodial | 3,307,967 | 2,410,334 | 72.9% | 3,190,072 | 2,346,921 | 73.6% | |
| Maintenance of Grounds | 69,000 | 67,398 | 97.7% | 100,000 | 112,770 | 112.8% | |
| Utilities | 1,600,000 | 1,290,723 | 80.7% | 1,949,578 | 1,071,754 | 55.0% | |
| Function 5 - Operations and Maint | 8,317,457 | 6,171,892 | 74.2% | 8,691,262 | 5,947,838 | 68.4% | |
| TRANSPORTATION AND HOUSING | | | | | | | |
| Transportation and Housing Admin | 84,091 | 43,661 | 51.9% | 71,485 | 45,209 | 63.2% | |
| Student Transportation | 1,682,082 | 1,017,560 | 60.5% | 1,754,214 | 1,015,941 | 57.9% | |
| Function 7 - Transportation and Housing | 1,766,173 | 1,061,221 | 60.1% | 1,825,699 | 1,061,150 | 58.1% | |
| TOTAL FUNCTION 1-7 | 76,074,657 | 51,990,913 | 68.3% | 77,692,851 | 52,440,779 | 67.5% | |

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Total |
|---|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|-------|
| Typical 10 Month Educational Year: | | | | | | | | | | | | | |
| Amount | 0 | 0 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 1,000 |
| % of Year | 0% | 0% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 100% |
| YTD % Spent | 0% | 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% | |
| 12 Month Operational Year: | | | | | | | | | | | | | |
| Amount | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 1,200 |
| % of Year | 8.3% | 8.3% | 8.3% | 8.3% | 8.3% | 8.3% | 8.3% | 8.3% | 8.3% | 8.3% | 8.3% | 8.3% | 100% |
| YTD % Spent | 8.3% | 16.7% | 25.0% | 33.3% | 41.7% | 50.0% | 58.3% | 66.7% | 75.0% | 83.3% | 91.7% | 100.0% | |



April 7, 2017

VIA EMAIL

Ref: 193811

To: All Secretary-Treasurers
All School Districts

Re: 2017/18 Annual Facility Grant

The Ministry of Education will provide an Annual Facility Grant (AFG) allocation of \$110.496 million in 2016/17 to fund maintenance and repairs of capital infrastructure in school districts. This year, the AFG funding allocation will be made up of \$23.496 million from the Ministry's operating budget and \$87.0 million from Government's capital funding allocation. (Please see attached 2016/17 Annual Facility Grant Allocation table.)

In 2017/18, \$2.0 million will again be allotted from the operating portion of the AFG funding allocation to support Capital Asset Management Services (CAMS). School districts are expected to utilize the facility condition assessment information for their facilities in the CAMS database to help guide their AFG spending decisions.

Each school district must provide the Ministry with an AFG Expenditure Plan for 2017/18, using the AFG template provided.

The template requires all work using AFG funds planned between April 1, 2017, and March 31, 2018, to be identified by facility. (Please note that work using any AFG funds carried over from 2016/17 should not be included in the AFG Expenditure Plan for 2017/18.) School districts must now include more specific CAMS VFA database information, as appropriate for each AFG project. Please refer to the Instructions tab within the attached Expenditure Plan Template for details.

Notably, the Actual Cost column, coloured in blue, is not to be used in the initial submission of the AFG Expenditure Plan. School districts must submit this additional information after March 31, 2017, when the value of completed AFG work for individual facilities is fully known.

This year's net AFG operating allocation of \$21.496 million (\$23.496 million less the CAMS contribution) will be paid to school districts in one installment in July 2016. Each school district will be granted a single Certificate of Approval (COA) for its portion of the \$87.0 million capital allocation. A standard capital bylaw will not be required by the ministry prior to the issue of the COA. In accordance with Provincial Treasury policy, draws against the COA should not occur until capital project expenditures have been made.

.../2

School districts are requested to submit their AFG Expenditure Plan to their planning officer as soon as possible. School districts will receive their COA for AFG as soon as they have submitted the required spending plan. Please contact your planning officer if you have any questions regarding the new AFG Expenditure Plan template.

School districts are encouraged to maximize all AFG spending for capital-related maintenance work that meets the criteria for capitalization and to follow the AFG policy, which can be found at the following link:

<http://www2.gov.bc.ca/gov/topic.page?id=478C400B42B14DCBAC27CBA0E659863F>

Please be reminded that all such planned AFG work must be completed by March 31, 2018, when the COA will expire.

For your reference, the 2017/18 Annual Facility Grant Allocation table is also posted on the Ministry's capital planning website, at:

<http://www2.gov.bc.ca/gov/topic.page?id=DEDC8587EAC34EEB96A41583B7C0BB2D>

Thank you for your attention to the requirements around the allocation and use of AFG funding.

Sincerely,



Ryan Spillett
Executive Director, Capital Delivery

Attachments: 2017-18 AFG Spending Plan Template
2017-18 AFG Allocation

pc: All Superintendents of Schools
All Regional Directors, Capital Management Branch
All Planning Officers, Capital Management Branch

2017/18 Annual Facility Grant Allocation

| School District | Total AFG | Capital Portion | Operating Portion | | | Total Allocation to Districts |
|---------------------------------|--------------------|-------------------|-------------------|------------------|-------------------|-------------------------------|
| | | | Gross | Withheld (CAMS) | Net | |
| 5 Southeast Kootenay | 1,349,697 | 1,062,700 | 286,997 | 24,430 | 262,567 | 1,325,267 |
| 6 Rocky Mountain | 920,842 | 725,036 | 195,806 | 16,667 | 179,139 | 904,175 |
| 8 Kootenay Lake | 1,314,852 | 1,035,264 | 279,588 | 23,799 | 255,789 | 1,291,053 |
| 10 Arrow Lakes | 293,710 | 231,256 | 62,454 | 5,316 | 57,138 | 288,394 |
| 19 Revelstoke | 307,414 | 242,046 | 65,368 | 5,564 | 59,804 | 301,850 |
| 20 Kootenay-Columbia | 911,726 | 717,858 | 193,868 | 16,502 | 177,366 | 895,224 |
| 22 Vernon | 1,676,605 | 1,320,095 | 356,510 | 30,347 | 326,163 | 1,646,258 |
| 23 Central Okanagan | 3,693,367 | 2,908,016 | 785,351 | 66,851 | 718,500 | 3,626,516 |
| 27 Cariboo-Chilcotin | 1,466,098 | 1,154,350 | 311,748 | 26,537 | 285,211 | 1,439,561 |
| 28 Quesnel | 842,258 | 663,162 | 179,096 | 15,245 | 163,851 | 827,013 |
| 33 Chilliwack | 2,146,986 | 1,690,455 | 456,531 | 38,861 | 417,670 | 2,108,125 |
| 34 Abbotsford | 3,254,228 | 2,562,255 | 691,973 | 58,902 | 633,071 | 3,195,326 |
| 35 Langley | 3,198,757 | 2,518,579 | 680,178 | 57,898 | 622,280 | 3,140,859 |
| 36 Surrey | 11,108,205 | 8,746,172 | 2,362,033 | 201,064 | 2,160,969 | 10,907,141 |
| 37 Delta | 2,891,974 | 2,277,030 | 614,944 | 52,346 | 562,598 | 2,839,628 |
| 38 Richmond | 3,899,266 | 3,070,133 | 829,133 | 70,578 | 758,555 | 3,828,688 |
| 39 Vancouver | 10,524,842 | 8,286,858 | 2,237,984 | 190,502 | 2,047,482 | 10,334,340 |
| 40 New Westminster | 1,109,265 | 873,393 | 235,872 | 20,078 | 215,794 | 1,089,187 |
| 41 Burnaby | 4,378,006 | 3,447,075 | 930,931 | 79,243 | 851,688 | 4,298,763 |
| 42 Maple Ridge-Pitt Meadows | 2,433,709 | 1,916,209 | 517,500 | 44,051 | 473,449 | 2,389,658 |
| 43 Coquitlam | 5,359,445 | 4,219,822 | 1,139,623 | 97,007 | 1,042,616 | 5,262,438 |
| 44 North Vancouver | 2,945,252 | 2,318,979 | 626,273 | 53,310 | 572,963 | 2,891,942 |
| 45 West Vancouver | 1,257,454 | 990,071 | 267,383 | 22,760 | 244,623 | 1,234,694 |
| 46 Sunshine Coast | 924,519 | 727,931 | 196,588 | 16,734 | 179,854 | 907,785 |
| 47 Powell River | 578,118 | 455,188 | 122,930 | 10,464 | 112,466 | 567,654 |
| 48 Sea to Sky | 898,889 | 707,751 | 191,138 | 16,270 | 174,868 | 882,619 |
| 49 Central Coast | 283,542 | 223,250 | 60,292 | 5,132 | 55,160 | 278,410 |
| 50 Haida Gwaii | 519,146 | 408,756 | 110,390 | 9,397 | 100,993 | 509,749 |
| 51 Boundary | 533,063 | 419,713 | 113,350 | 9,649 | 103,701 | 523,414 |
| 52 Prince Rupert | 637,859 | 502,226 | 135,633 | 11,545 | 124,088 | 626,314 |
| 53 Okanagan Similkameen | 591,835 | 465,988 | 125,847 | 10,712 | 115,135 | 581,123 |
| 54 Bulkley Valley | 666,198 | 524,539 | 141,659 | 12,058 | 129,601 | 654,140 |
| 57 Prince George | 3,137,805 | 2,470,588 | 667,217 | 56,795 | 610,422 | 3,081,010 |
| 58 Nicola-Similkameen | 591,756 | 465,926 | 125,830 | 10,711 | 115,119 | 581,045 |
| 59 Peace River South | 1,343,762 | 1,058,027 | 285,735 | 24,322 | 261,413 | 1,319,440 |
| 60 Peace River North | 1,405,975 | 1,107,011 | 298,964 | 25,449 | 273,515 | 1,380,526 |
| 61 Greater Victoria | 3,810,598 | 3,000,319 | 810,279 | 68,973 | 741,306 | 3,741,625 |
| 62 Sooke | 1,583,977 | 1,247,163 | 336,814 | 28,670 | 308,144 | 1,555,307 |
| 63 Saanich | 1,438,191 | 1,132,377 | 305,814 | 26,032 | 279,782 | 1,412,159 |
| 64 Gulf Islands | 487,350 | 383,721 | 103,629 | 8,821 | 94,808 | 478,529 |
| 67 Okanagan Skaha | 1,262,554 | 994,087 | 268,467 | 22,853 | 245,614 | 1,239,701 |
| 68 Nanaimo-Ladysmith | 2,613,085 | 2,057,443 | 555,642 | 47,298 | 508,344 | 2,565,787 |
| 69 Qualicum | 937,488 | 738,142 | 199,346 | 16,969 | 182,377 | 920,519 |
| 70 Alberni | 995,926 | 784,154 | 211,772 | 18,027 | 193,745 | 977,899 |
| 71 Comox Valley | 1,648,001 | 1,297,573 | 350,428 | 29,829 | 320,599 | 1,618,172 |
| 72 Campbell River | 1,237,443 | 974,315 | 263,128 | 22,398 | 240,730 | 1,215,045 |
| 73 Kamloops/Thompson | 3,300,686 | 2,598,834 | 701,852 | 59,743 | 642,109 | 3,240,943 |
| 74 Gold Trail | 656,782 | 517,125 | 139,657 | 11,888 | 127,769 | 644,894 |
| 75 Mission | 1,173,413 | 923,901 | 249,512 | 21,239 | 228,273 | 1,152,174 |
| 78 Fraser-Cascade | 504,461 | 397,193 | 107,268 | 9,131 | 98,137 | 495,330 |
| 79 Cowichan Valley | 1,806,213 | 1,422,143 | 384,070 | 32,693 | 351,377 | 1,773,520 |
| 81 Fort Nelson | 303,856 | 239,245 | 64,611 | 5,500 | 59,111 | 298,356 |
| 82 Coast Mountains | 1,449,714 | 1,141,449 | 308,265 | 26,240 | 282,025 | 1,423,474 |
| 83 North Okanagan-Shuswap | 1,610,390 | 1,267,960 | 342,430 | 29,148 | 313,282 | 1,581,242 |
| 84 Vancouver Island West | 372,511 | 293,301 | 79,210 | 6,743 | 72,467 | 365,768 |
| 85 Vancouver Island North | 697,793 | 549,416 | 148,377 | 12,630 | 135,747 | 685,163 |
| 87 Stikine | 285,699 | 224,948 | 60,751 | 5,171 | 55,580 | 280,528 |
| 91 Nechako Lakes | 1,361,133 | 1,071,704 | 289,429 | 24,637 | 264,792 | 1,336,496 |
| 92 Nisga'a | 255,387 | 201,082 | 54,305 | 4,623 | 49,682 | 250,764 |
| 93 Conseil scolaire francophone | 1,306,511 | 1,028,697 | 277,814 | 23,648 | 254,166 | 1,282,863 |
| Provincial Total | 110,495,587 | 87,000,000 | 23,495,587 | 2,000,000 | 21,495,587 | 108,495,587 |

School District No.71 (Comox Valley)

Office of the Acting Secretary Treasurer

607 Cumberland Road
Courtenay, B.C., V9N 7G5
Phone: (250) 334-5521
Email: Sheldon.Lee@sd71.bc.ca



Briefing Note – Finance Committee Enterprise Risk Management (ERM) Report

April 11, 2017

To: The Finance Committee

1. Background Information

In various Office of the Auditor General reports, they recommended that School District undertake a ERM (Enterprise Risk Management) assessment. *“ERM is the process of planning, organizing, leading, and controlling the activities of an organization in order to minimize the effects of risk on an organization's capital and earnings.”*

School District No. 71 (Comox Valley) engaged KPMG with preparing an ERM for the district. Over the past few months, staff and KPMG worked on and have now completed the ERM.

2. Final Report

| | | | |
|----|-----------------|-----------------------------------|---|
| 14 | Strategic | Organizational capacity | The risk that SD#71 may not have the organizational capacity (people and expertise) to manage all the current and planned initiatives and projects, while ensuring that regular operations are effective. |
| 6 | Human Resources | Labor disruption | The risk that an agreement cannot be reached with the BCTF Union which may lead to a strike or labor disruption. |
| 5 | Human Resources | Succession Planning for key roles | The risk that SD#71 is unable to adequately plan for and replace potential vacancies in key management, teaching and administrative positions. |
| 13 | Strategic | Resistance to change | The risk that SD#71 is resistant to cease activities that are no longer effective, or nimble enough to attempt new initiatives or activities to achieve desired outcomes (e.g. emotional ties to traditional approaches or activities). |
| 2 | Financial | Funding continuity/stability | The risk that shifts in the political landscape may lead to changes in budgeting/funding, resulting in staffing and/or programming cuts. |
| 3 | Financial | Spending prioritization | The risk that SD#71 may not have sufficient processes to allocate available funding optimally to achieve the best educational outcomes and manage various possible budget scenarios (i.e., SD#71 may not be able to demonstrate what is being spent on specific programs, and the outcomes of those programs, to sufficiently inform decision making to prioritize resources amongst programs to achieve optimal outcomes). |

3. SD71 Top Residual Risks



4. SD71 Next Steps

Through the office of the Secretary Treasurer, the next steps for the ERM is creating a working document with a mitigation plan. A draft mitigation plan will be forth coming to the Finance Committee in the near future.



ERM Assessment for SD#71

Summary Report

March 2017

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kpmg.ca



Contents

- **Background and Objectives**
- **Approach**
- **ERM Framework**
- **SD#71's Top Residual Risks**
- **Suggested Next Steps**
- **Appendices**
 - Appendix A: Interview and Workshop Participants**
 - Appendix B: Summary of Identified Risks**
 - Appendix C: Risk Register**





Background and Objectives

Background and Objectives

- SD#71 has made significant progress in articulating its strategic priorities and has clearly defined its goals along with actions required to achieve them in the organization's 2015-2018 Strategic Plan.
- SD#71's Management and Board perceive value in the process of identifying and prioritizing the key risks that may inhibit SD#71 from reaching these strategic goals.
- In addition, the Office of the Auditor General has recommended that all School Districts in British Columbia conduct an Enterprise Risk Management (ERM) assessment. In line with good practice, SD#71 wishes to institute an ERM program that will help the organization:
 - identify significant risks;
 - prioritize these risks;
 - implement appropriate risk mitigation strategies and monitoring procedures.



Approach

Approach



| Phase | Key Activities |
|---|--|
| Phase 1 - Project planning & review of documentation | <ul style="list-style-type: none"> • Confirm the project scope, timeline, milestones, deliverable format, and establish cadence for progress updates. • Conduct a high-level stakeholder assessment to develop a list of management and board members to be interviewed. • Obtain and review relevant artifacts (e.g. strategic plan) in order to prepare for stakeholder interviews. Develop pre-read material and tailored questions for interview preparation packages and in turn, schedule interviews. |
| Phase 2 – Conduct Management & Board interviews | <ul style="list-style-type: none"> • Conduct 5-7 stakeholder interviews with identified board members and management. • Prepare interview summary notes (working papers only) and develop draft risk categories and statements for workshop. • Schedule ERM workshop. |
| Phase 3 – Prepare & develop materials for ERM workshop | <ul style="list-style-type: none"> • Finalize draft risk categories and statements for ERM workshop participants to vote on. • Finalize appropriate criteria and definition for quantification of risks – e.g., impact, likelihood of occurrence etc., as well as prioritization of risks. (e.g., High, Medium, Low). • Finalize list of workshop participants. • Develop and circulate pre-read material for workshop. |
| Phase 4 – Conduct ERM workshop | <ul style="list-style-type: none"> • Conduct 2-3 hour workshop with identified board members and management. • Participants anonymously vote on the impact and the likelihood of occurrence for each risk. • KPMG to facilitate discussion for each risk area and note potential risk owners and mitigating factors. |
| Phase 5 – Finalize ERM artifacts | <ul style="list-style-type: none"> • Formalize outputs from the ERM workshop including: <ul style="list-style-type: none"> • A high-level risk register that summarizes risk rankings as well as mitigating factors for each risk. • A high-level summary presentation that includes heat maps for each of the risk categories. • Provide the organization with guidance on maintaining/refreshing its ERM program. |

Deliverables

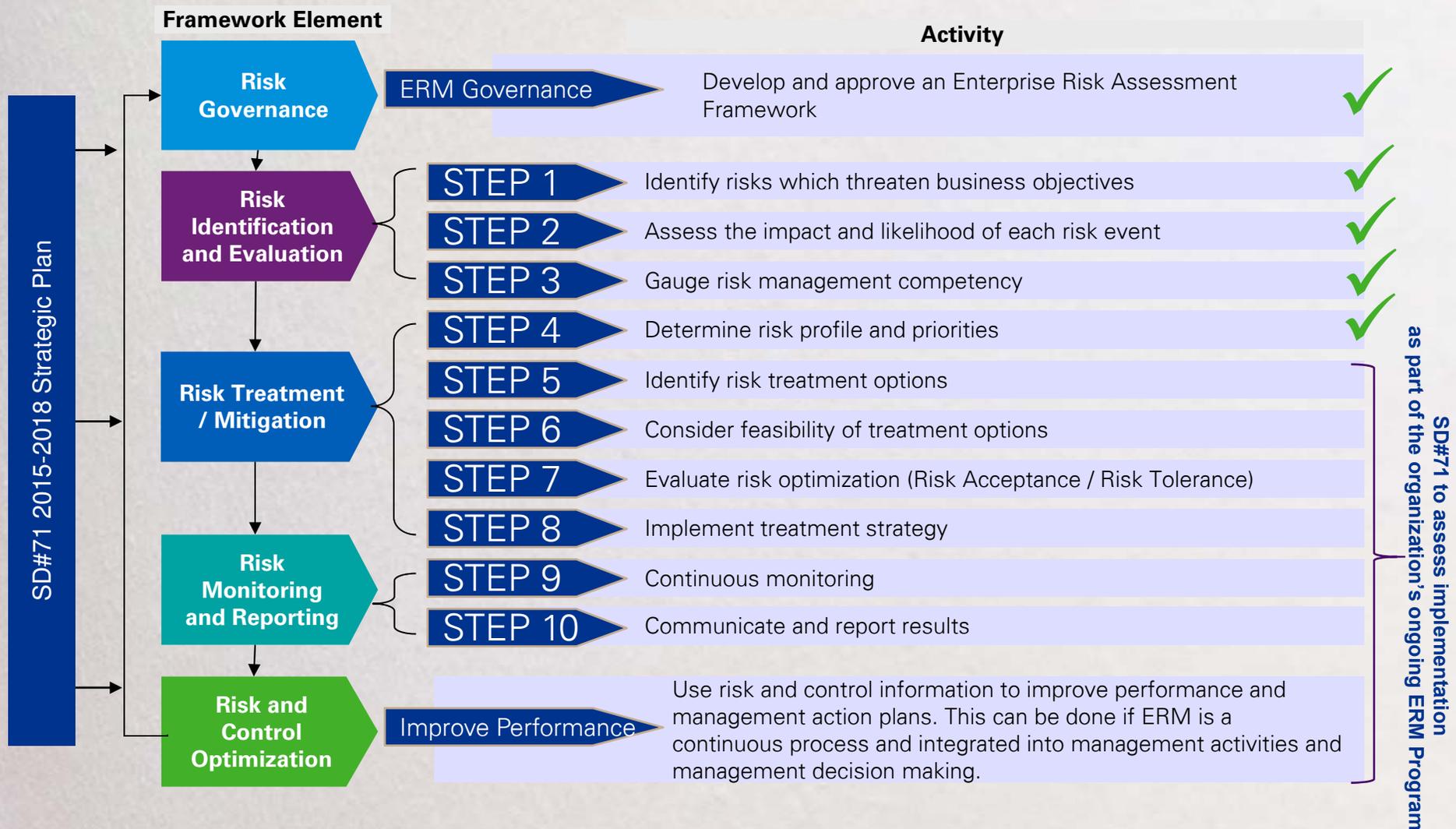
The primary outputs / deliverables for this ERM project include:

- **An overview of work performed and results thereof** (included in the body of this report);
- A **Risk Assessment Framework** including risk definitions, categories, ranking criteria as well as likelihood and impact assessment guidelines (included in the body of this report);
- A **risk trend summary** and heat map outlining the results of the risk prioritization workshop in which key stakeholders voted on key risks identified by Management and the Board during the risk identification interviews (included in the body of this report);
- A high-level **Risk Register** including the risk ranking, potential risk drivers as well as a high-level summary of current mitigation activities/compensating controls for each risk (note: the mitigation activities / controls information is not comprehensive) (included herein in Appendix B);
- A listing of **Risk Identification Interview participants and Risk Assessment Workshop participants** (Appendix A).



ERM Framework

ERM Framework - Overall Approach



Risk Assessment Framework - Likelihood Assessment Guidelines

DEFINITIONS:

- **Objectives** – The implicit and explicit goals/objectives that SD#71 is trying to achieve. These can include (for example) strategic/reputational, financial, human resource objectives. Objectives exist at the SD#71-wide level and at divisional, departmental, project, process, & other levels.
- **Risk** – A potential action or event that could adversely affect the achievement of objectives if it occurs or does not occur. Measured as a combination of likelihood of occurrence of the event (or of failure of occurrence of the event), and impact (consequence) if it does occur (or fails to occur).
- **Impact (Consequence)** – Result or effect on outcomes from realization of a risk. There may be a range of possible impacts associated with an event.
- **Likelihood (Probability)** – The probability that a risk will occur (or fail to occur), and/or the frequency of occurrence of the risk event.
- **Inherent Risk (Gross Risk)** – The level of risk to the entity in the absence of any actions management is taking or might take to alter the risk's likelihood and/or impact.
- **Residual Risk (Net Risk)** – The level of risk to the entity given the actions management is taking to alter the risk's likelihood and/or impact, considering the effectiveness of those management responses (i.e., processes and controls used to manage or mitigate the risks).
- **Risk Management Processes** – The processes applied during strategy setting and divisional activities across the organization to identify, assess, and manage risks through risk management actions that avoid, reduce, transfer, or accept risk.
- **Risk Tolerance** – The maximum amount of residual risk that is considered acceptable. Acceptable risk tolerance varies depending on the nature and level of the objective, and is generally higher at the entity level than at Divisional unit, project, process, and other levels.

| Ranking and Response Framework: The following provides guidance on SD#71's response to risk rankings | | | |
|--|--|---------------------|---|
| 4 - Extreme | Immediate attention required, risk treatment plan to be developed and monitored. | 2 - Moderate | Active monitoring and response procedures required. |
| 3 - High | Detailed planning and review by senior management. | 1 - Low | Managed through routine procedures. |

| LIKELIHOOD ASSESSMENT GUIDELINES: | | | RISK EVALUATION AND PRESENTATION | | | | |
|-----------------------------------|---|-------------------|----------------------------------|----------|----------|----------|----------|
| >95% | Almost Certain Occurrence / Very High Frequency – Very high probability that risk will occur (multiple times a year), or a very high % of transactions or frequency of transactions whereby incidents occur. | 5 | | | | | |
| 71% to 95% | Likely Occurrence / High Frequency – High probability that risk will occur (once annually), or a high % of transactions or frequency of transactions whereby incidents occur. | 4 | | | | | |
| 31% to 70% | Moderate Occurrence / Moderate Frequency – Moderate probability that risk will occur (once in 2-3 years), or a moderate % of transactions or frequency of transactions whereby incidents occur. | 3 | | | | | |
| 5% to 30% | Unlikely Occurrence / Low Frequency – Low probability that risk will occur (once in 5-7 years), or a low % of transactions or frequency of transactions whereby incidents occur. | 2 | | | | | |
| ≤5% | Rare Occurrence / Very Low Frequency – Very low probability that risk will occur (once in 10 years), or a very low % of transactions or frequency of transactions whereby incidents occur. | 1 | | | | | |
| | | Likelihood | | | | | |
| | | Impact | 1 | 2 | 3 | 4 | 5 |

Risk Assessment Framework - Impact Assessment Guidelines

| | | Severity of Impact | | | | |
|---|--|---|--|---|---|--|
| Risk Category | Risk Description | 1. Negligible | 2. Minor | 3. Moderate | 4. Major | 5. Extreme |
| Strategic / Reputation | Impacts SD#71's reputation and/or ability to execute on current and/or future strategic directions. | No adverse publicity. The strategic direction, and/or the nature and/or activities of SD#71, may be forced to change in an undesired but negligible way, or be prevented from changing in a desired but negligible way. Potential outcomes remain within risk tolerances. | Minor adverse publicity. The strategic direction, and/or the nature and/or activities of SD#71, may be forced to change in an undesired but minor way, or be prevented from changing in a desired but minor way. Potential outcomes remain within risk tolerances. | Localized adverse publicity. The strategic direction, and/or the nature and/or activities of the SD#71, may be forced to change in an undesired moderate way, or be prevented from changing in a desired moderate way. Potential outcomes may or may not remain within risk tolerances. | Adverse publicity in the media. The strategic direction, and/or the nature and/or activities of the SD#71, may be forced to change in an undesired major way, or be prevented from changing in a desired major way. | Sustained adverse publicity in the media. Potential outcomes are highly unacceptable. Existence of SD#71 in recognizable form may be terminated. |
| Financial Resources | Impacts SD#71's financial resources. | Financial impact of event is less than \$50,000 | Financial impact of event exceeds \$50K, but is less than \$250K | Financial impact of event exceeds \$250K, but is less than \$1M | Financial impact of event exceeds \$1M, but is less than \$5M | Financial impact of event exceeds \$5M |
| Human Resources | Impacts SD#71's achievement of a high performance, safe work environment that results in satisfactory employee involvement, development, and engagement. | No impact on employee engagement, retention, performance or other Human Resources objectives. Potential outcomes remain within risk tolerances. | Limited impact on employee engagement, retention, performance or other Human Resources objectives. Potential outcomes remain within risk tolerances. | Significant impact on employee engagement, retention, performance or other Human Resources objectives. Potential outcomes may or may not remain within risk tolerances. | Substantial impact on employee engagement, retention, performance or other Human Resources objectives. Potential outcomes are outside risk tolerances. | Sustained impact on employee engagement, retention, performance or other Human Resources objectives. Potential outcomes are highly unacceptable. |
| Operational Efficiency & Effectiveness (includes IT-related risks) | Impacts SD#71's ability to achieve operating efficiencies while maximizing student and stakeholder satisfaction. | SD#71 is able to deliver its academic programs and services with no disruption. Potential outcomes remain within risk tolerances. | SD#71 is able to deliver its academic programs and services with limited disruption. Potential outcomes remain within risk tolerances. | SD#71 is able to deliver its academic programs and services with significant disruption. Potential outcomes may not remain within risk tolerances. | SD#71 is unable to deliver significant aspects of its academic programs and services. Potential outcomes are outside risk tolerances. | SD#71 is unable to deliver its academic programs and services. Potential outcomes are highly unacceptable. |
| Student Outcomes | Impacts SD#71's ability to deliver a strong educational experience with high levels of student achievement. | Immaterial impact on student achievement. | Student achievement metrics begin to show a decline. | Stakeholders raise concerns about student achievement. | Overall student competency levels are below standards. | Inability to satisfactorily deliver curriculum or key programs. |
| Compliance (Regulatory / Safety/ Legal / Contractual) | Impacts SD#71's ability to comply with relevant applicable laws and regulations, and/or with SD#71's contractual obligations. | No regulatory/legal consequence or injury risk. Outcomes remain within risk tolerances. | Limited regulatory/legal consequence and minor reversible injury risk. Potential outcomes remain within risk tolerances. | Significant regulatory/legal consequence and major reversible injury risk. Potential outcomes may or may not remain within risk tolerances. | Substantial regulatory/legal consequence and irreversible injury or death risk. Potential outcomes are outside risk tolerances. | Substantial regulatory/legal consequence and irreversible multiple injury or death risk. Potential outcomes are highly unacceptable. |

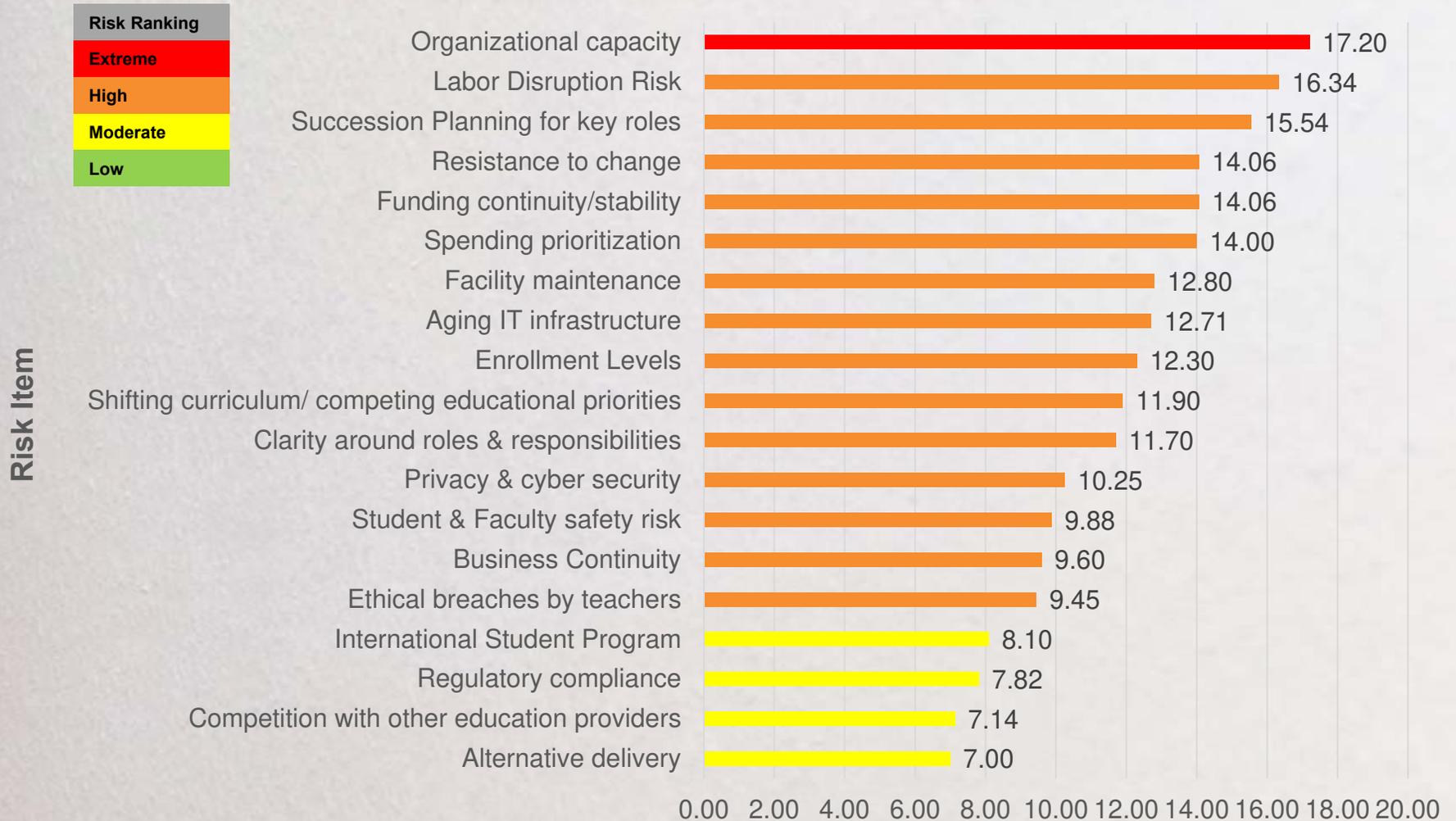


SD#71's Top Residual Risks

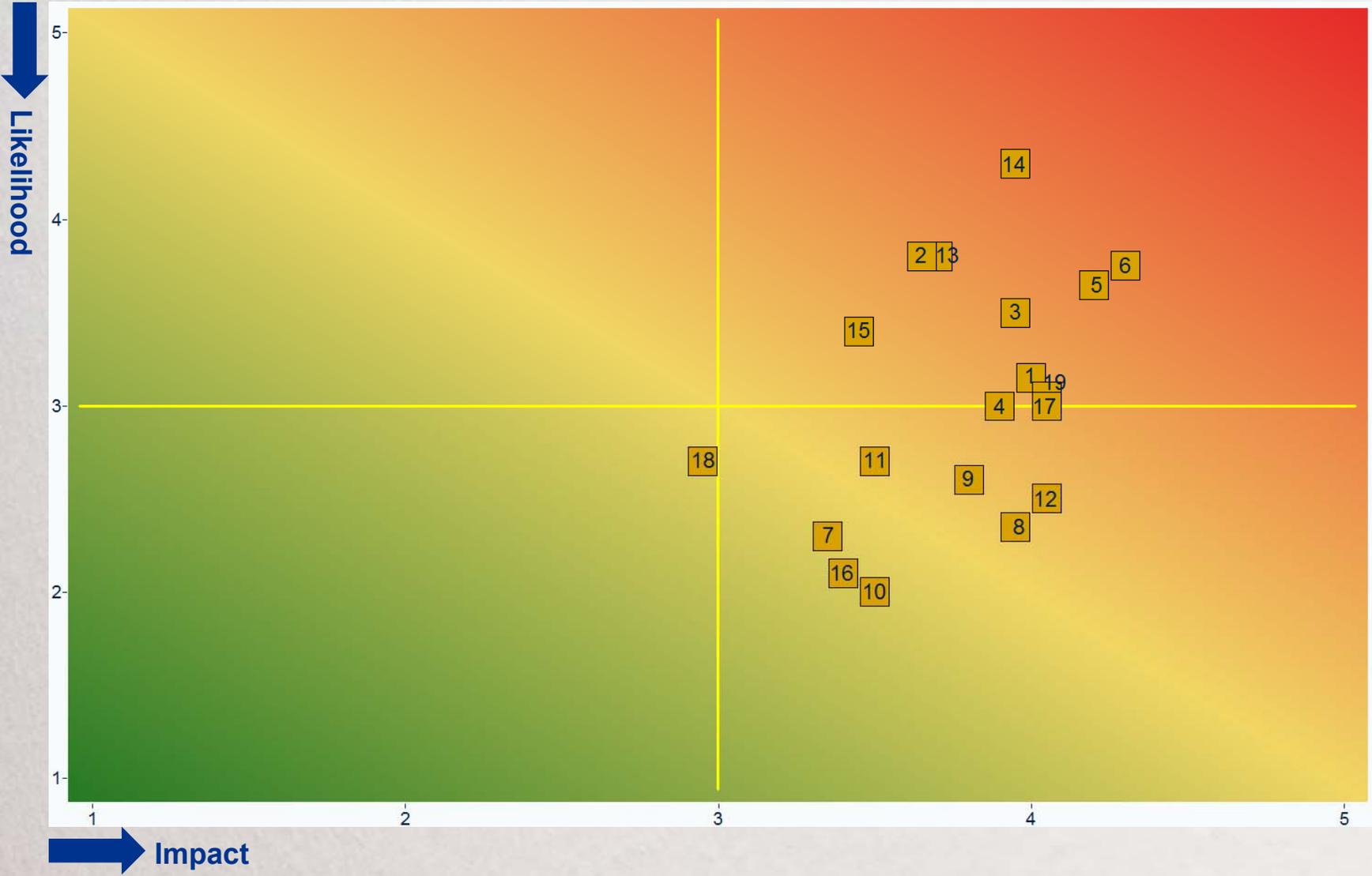
SD#71's Top Residual Risks

Below reflects SD#71's top risks, in order of net residual risk ranking (likelihood rating x impact rating), as per the average participant vote for each risk during the prioritization workshop conducted on March 1, 2017.

Risk Ranking (Likelihood x Impact)



SD#71 Top Residual Risks



SD#71 Top Residual Risks

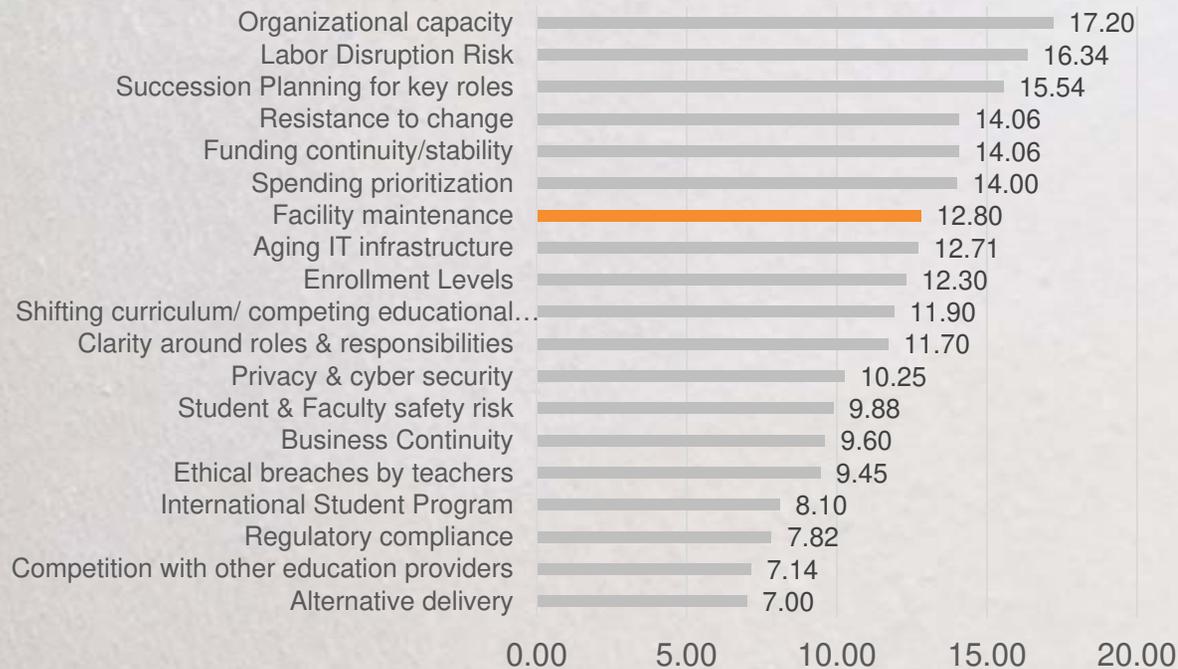
| 2017 Risk Rank | Heat Map Ref# | Risk Register Ref# | Risk Item | Impact (I) | Likelihood (L) | Risk Rating (L x I) |
|----------------|---------------|--------------------|--|------------|----------------|---------------------|
| 1 | 14 | 7.2 | Organizational capacity | 4.00 | 4.30 | 17.20 |
| 2 | 6 | 4.2 | Labor disruption | 4.30 | 3.80 | 16.34 |
| 3 | 5 | 4.1 | Succession Planning for key roles | 4.20 | 3.70 | 15.54 |
| 4 | 13 | 7.1 | Resistance to change | 3.70 | 3.80 | 14.06 |
| 5 | 2 | 2.1 | Funding continuity/stability | 3.70 | 3.80 | 14.06 |
| 6 | 3 | 2.2 | Spending prioritization | 4.00 | 3.50 | 14.00 |
| 7 | 1 | 1.1 | Facility maintenance | 4.00 | 3.20 | 12.80 |
| 8 | 19 | 8.1 | Aging IT infrastructure | 4.10 | 3.10 | 12.71 |
| 9 | 17 | 7.5 | Enrollment levels | 4.10 | 3.00 | 12.30 |
| 10 | 15 | 7.3 | Shifting curriculum | 3.50 | 3.40 | 11.90 |
| 11 | 4 | 3.1 | Clarity around roles and responsibilities | 3.90 | 3.00 | 11.70 |
| 12 | 12 | 6.2 | Privacy & cyber security | 4.10 | 2.50 | 10.25 |
| 13 | 9 | 5.3 | Student & Faculty safety risk | 3.80 | 2.60 | 9.88 |
| 14 | 8 | 5.2 | Business Continuity | 4.00 | 2.40 | 9.60 |
| 15 | 11 | 6.1 | Ethical breaches by teachers | 3.50 | 2.70 | 9.45 |
| 16 | 18 | 7.6 | International Student Program | 3.00 | 2.70 | 8.10 |
| 17 | 7 | 5.1 | Regulatory compliance | 3.40 | 2.30 | 7.82 |
| 18 | 16 | 7.4 | Competition with other education providers | 3.40 | 2.10 | 7.14 |
| 19 | 10 | 5.4 | Alternative delivery | 3.50 | 2.00 | 7.00 |

SD#71 Top Residual Risks by Category - Facilities

| 2017 Risk Rank | Heat Map Ref# | Risk Register Ref# | Risk Item | Impact (I) | Likelihood (L) | Risk Rating (L x I) |
|----------------|---------------|--------------------|----------------------|------------|----------------|---------------------|
| 7 | 1 | 1.1 | Facility maintenance | 4.00 | 3.20 | 12.80 |

Risk Ranking (Likelihood x Impact)

Risk Item

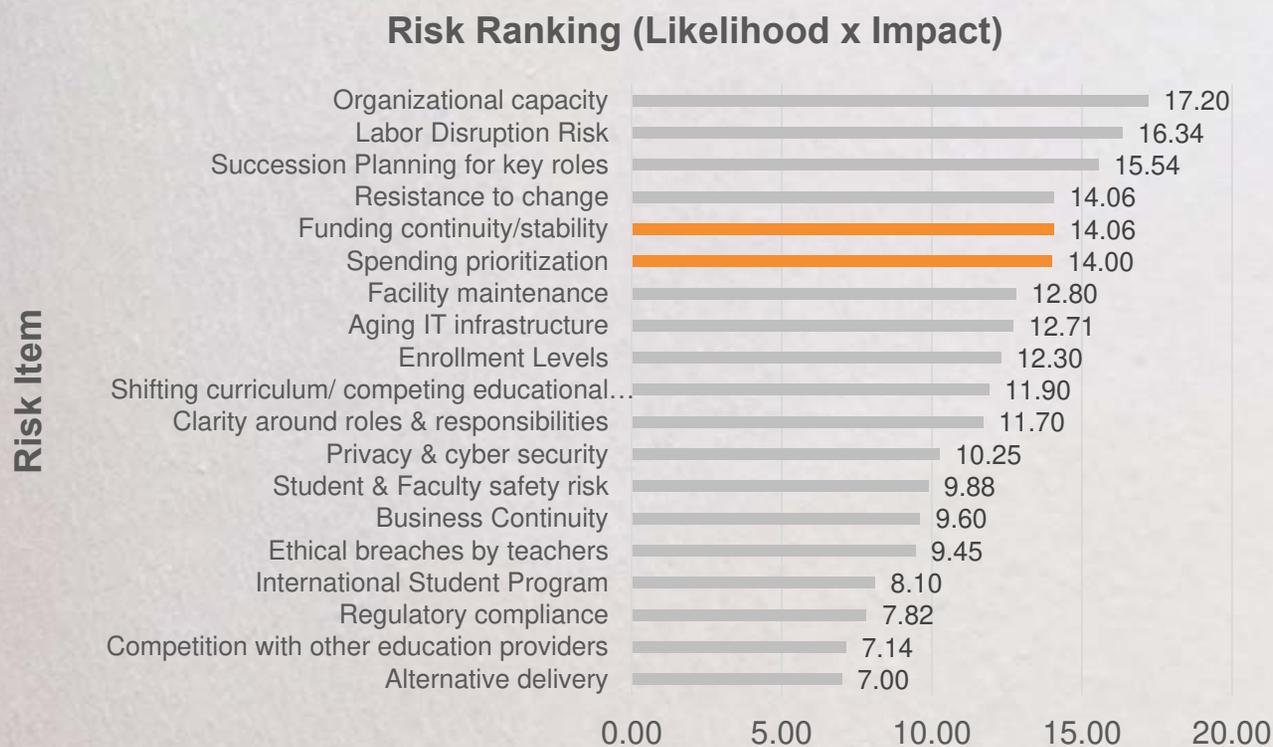


| Summary of Risk Rating Categories | | |
|-----------------------------------|-------|--------------|
| Min | Max | Risk Ranking |
| 17.10 | 25.00 | Extreme |
| 9.10 | 17.00 | High |
| 4.10 | 9.00 | Moderate |
| 0.00 | 4.00 | Low |

SD#71 Top Residual Risks by Category - Financial

| 2017 Risk Rank | Heat Map Ref# | Risk Register Ref# | Risk Item | Impact (I) | Likelihood (L) | Risk Rating (L x I) |
|----------------|---------------|--------------------|------------------------------|------------|----------------|---------------------|
| 5 | 2 | 2.1 | Funding continuity/stability | 3.70 | 3.80 | 14.06 |
| 6 | 3 | 2.2 | Spending prioritization | 4.00 | 3.50 | 14.00 |

Risk Ranking (Likelihood x Impact)

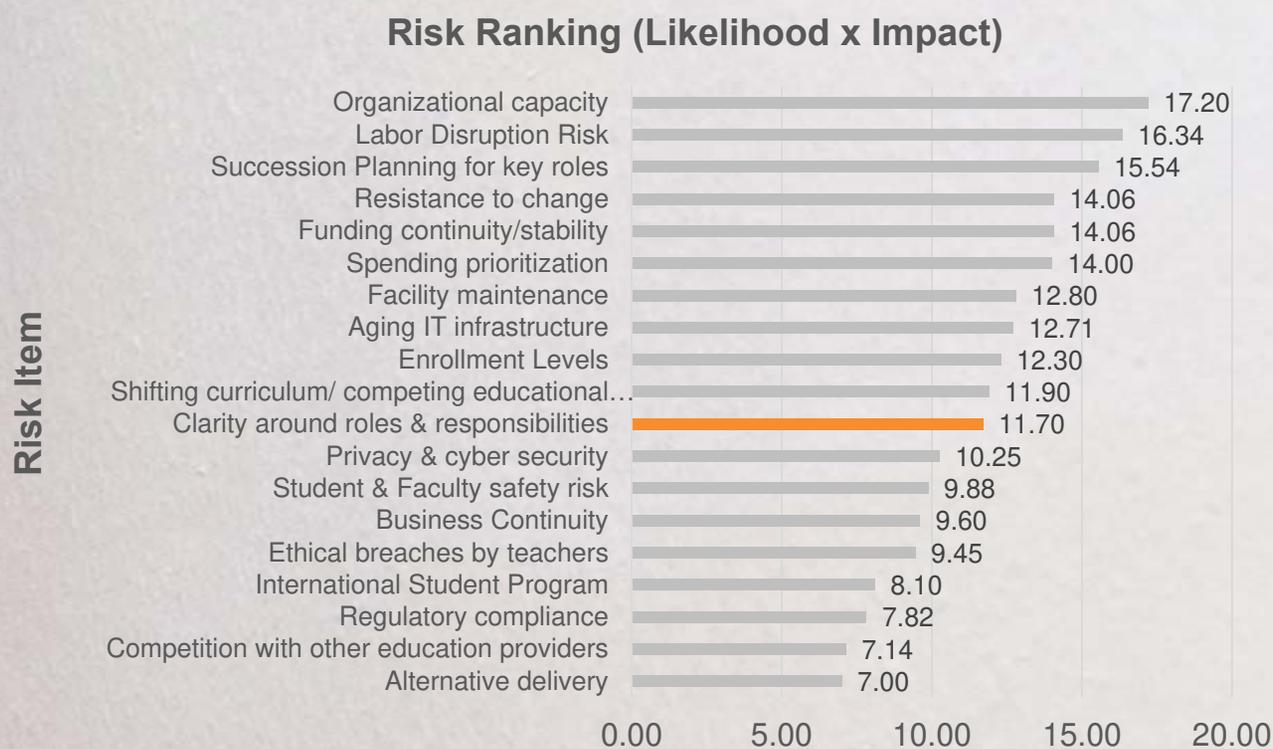


| Summary of Risk Rating Categories | | |
|-----------------------------------|-------|--------------|
| Min | Max | Risk Ranking |
| 17.10 | 25.00 | Extreme |
| 9.10 | 17.00 | High |
| 4.10 | 9.00 | Moderate |
| 0.00 | 4.00 | Low |

SD#71 Top Residual Risks by Category - Governance

| 2017 Risk Rank | Heat Map Ref# | Risk Register Ref# | Risk Item | Impact (I) | Likelihood (L) | Risk Rating (L x I) |
|----------------|---------------|--------------------|---|------------|----------------|---------------------|
| 11 | 4 | 3.1 | Clarity around roles and responsibilities | 3.90 | 3.00 | 11.70 |

Risk Ranking (Likelihood x Impact)



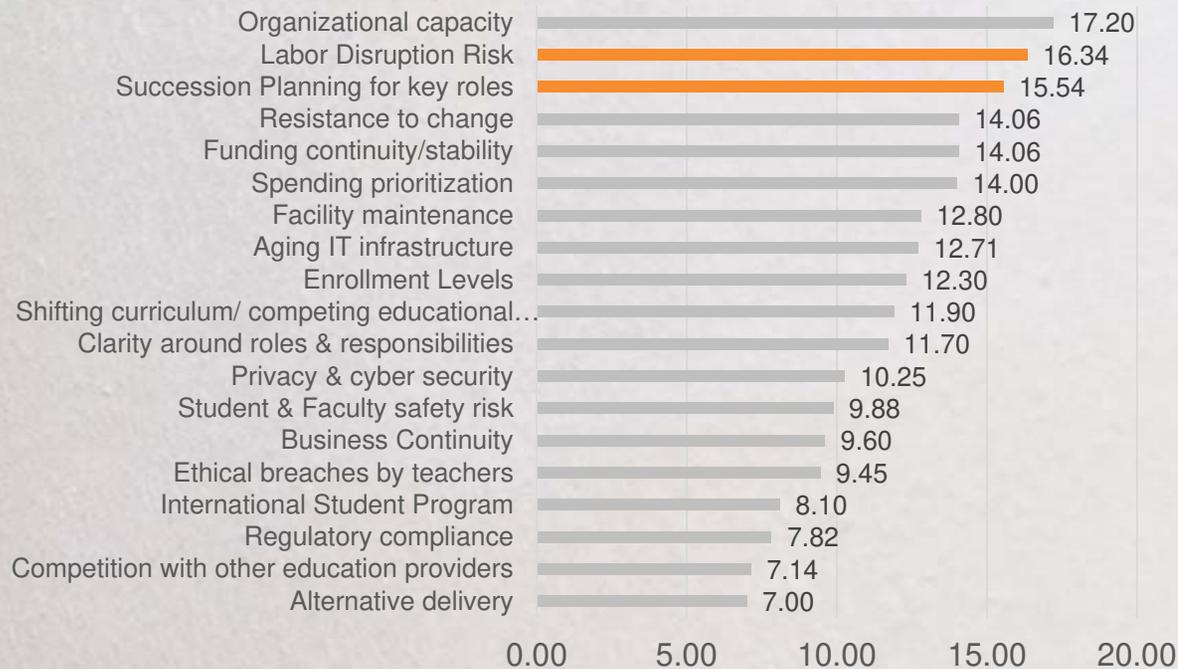
| Summary of Risk Rating Categories | | |
|-----------------------------------|-------|--------------|
| Min | Max | Risk Ranking |
| 17.10 | 25.00 | Extreme |
| 9.10 | 17.00 | High |
| 4.10 | 9.00 | Moderate |
| 0.00 | 4.00 | Low |

SD#71 Top Residual Risks by Category - Human Resources

| 2017 Risk Rank | Heat Map Ref# | Risk Register Ref# | Risk Item | Impact (I) | Likelihood (L) | Risk Rating (L x I) |
|----------------|---------------|--------------------|-----------------------------------|------------|----------------|---------------------|
| 2 | 6 | 4.2 | Labor disruption | 4.30 | 3.80 | 16.34 |
| 3 | 5 | 4.1 | Succession Planning for key roles | 4.20 | 3.70 | 15.54 |

Risk Ranking (Likelihood x Impact)

Risk Item



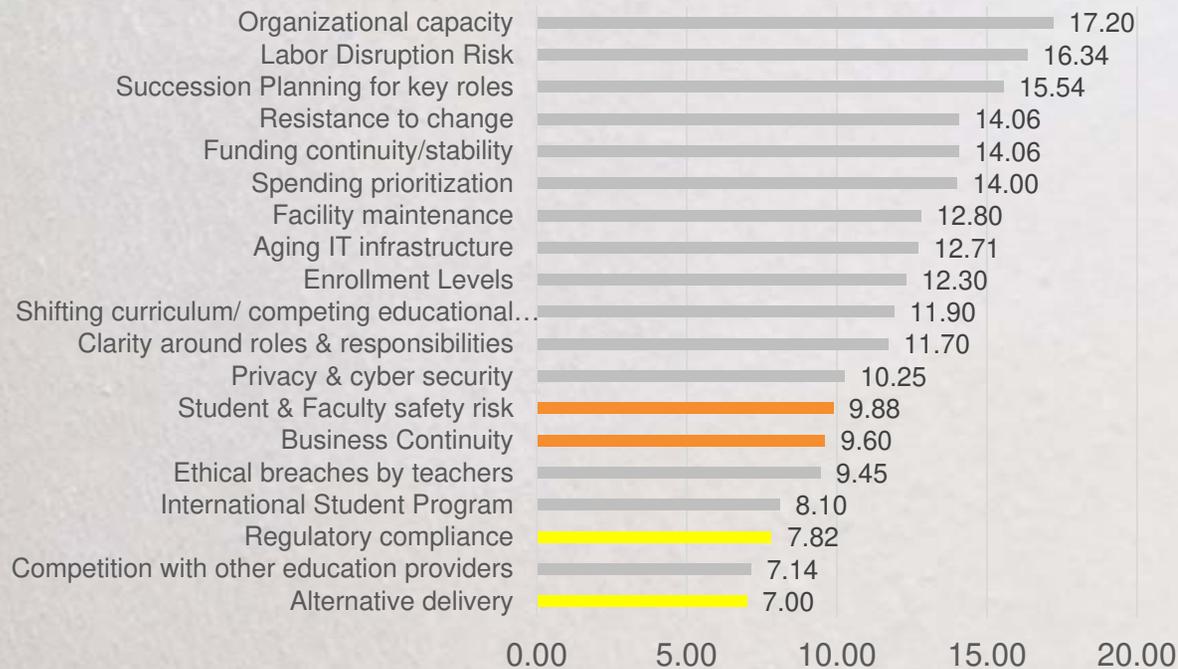
| Summary of Risk Rating Categories | | |
|-----------------------------------|-------|--------------|
| Min | Max | Risk Ranking |
| 17.10 | 25.00 | Extreme |
| 9.10 | 17.00 | High |
| 4.10 | 9.00 | Moderate |
| 0.00 | 4.00 | Low |

SD#71 Top Residual Risks by Category - Operations

| 2017 Risk Rank | Heat Map Ref# | Risk Register Ref# | Risk Item | Impact (I) | Likelihood (L) | Risk Rating (L x I) |
|----------------|---------------|--------------------|-------------------------------|------------|----------------|---------------------|
| 13 | 9 | 5.3 | Student & Faculty safety risk | 3.80 | 2.60 | 9.88 |
| 14 | 8 | 5.2 | Business Continuity | 4.00 | 2.40 | 9.60 |
| 17 | 7 | 5.1 | Regulatory compliance | 3.40 | 2.30 | 7.82 |
| 19 | 10 | 5.4 | Alternative delivery | 3.50 | 2.00 | 7.00 |

Risk Ranking (Likelihood x Impact)

Risk Item



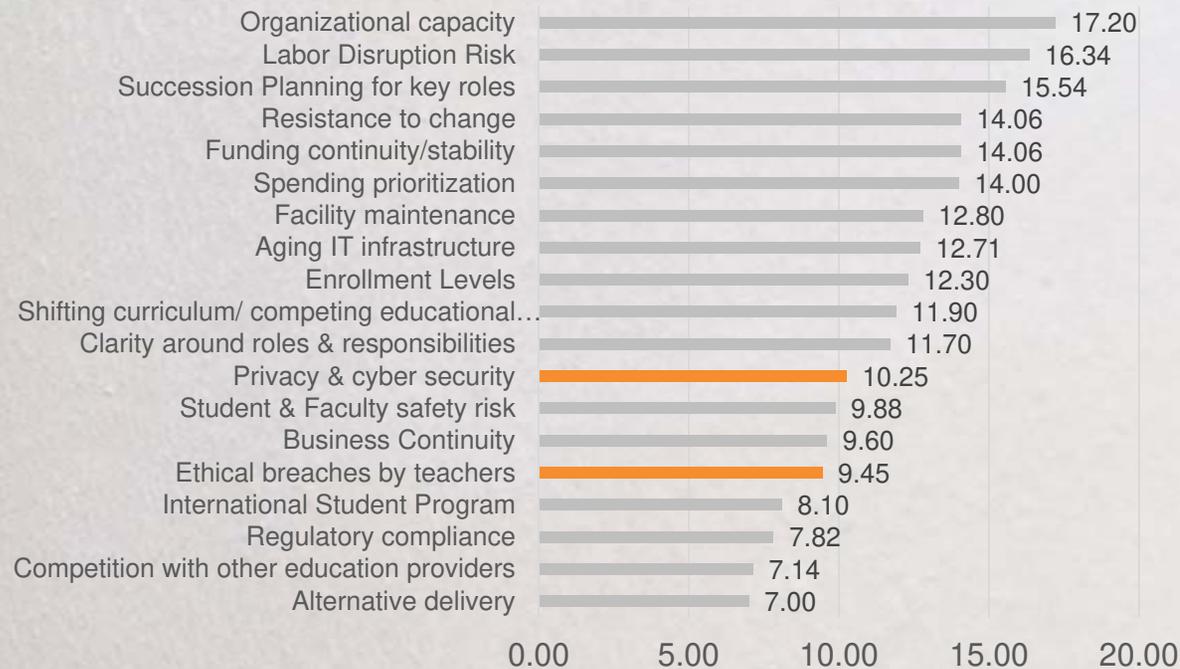
| Summary of Risk Rating Categories | | |
|-----------------------------------|-------|--------------|
| Min | Max | Risk Ranking |
| 17.10 | 25.00 | Extreme |
| 9.10 | 17.00 | High |
| 4.10 | 9.00 | Moderate |
| 0.00 | 4.00 | Low |

SD#71 Top Residual Risks by Category - Reputation

| 2017 Risk Rank | Heat Map Ref# | Risk Register Ref# | Risk Item | Impact (I) | Likelihood (L) | Risk Rating (L x I) |
|----------------|---------------|--------------------|------------------------------|------------|----------------|---------------------|
| 12 | 12 | 6.2 | Privacy & cyber security | 4.10 | 2.50 | 10.25 |
| 15 | 11 | 6.1 | Ethical breaches by teachers | 3.50 | 2.70 | 9.45 |

Risk Ranking (Likelihood x Impact)

Risk Item

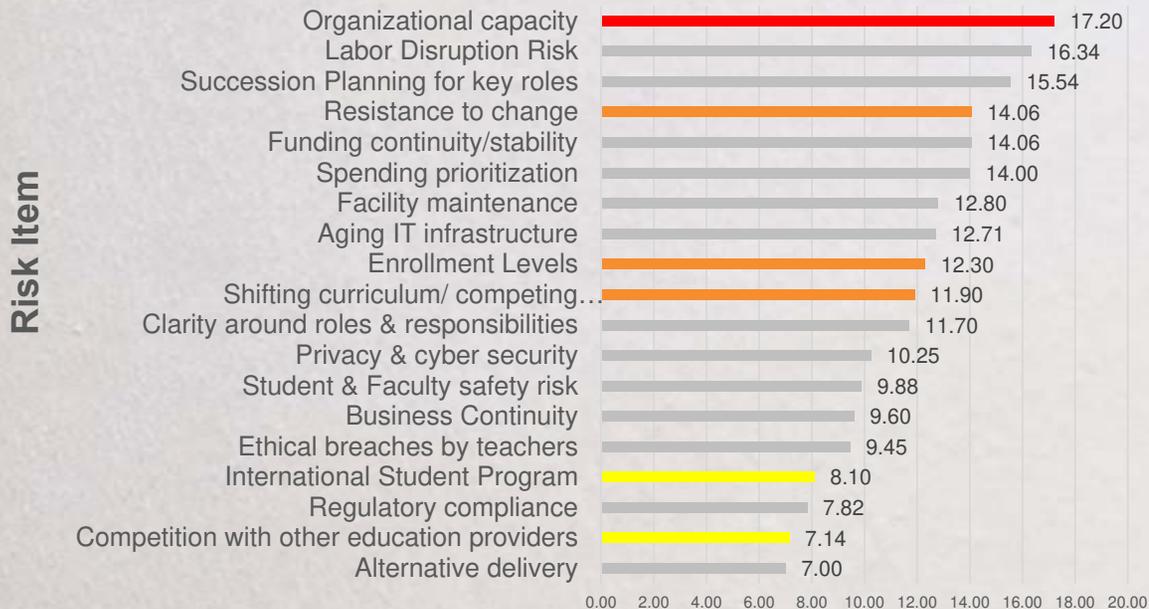


| Summary of Risk Rating Categories | | |
|-----------------------------------|-------|--------------|
| Min | Max | Risk Ranking |
| 17.10 | 25.00 | Extreme |
| 9.10 | 17.00 | High |
| 4.10 | 9.00 | Moderate |
| 0.00 | 4.00 | Low |

SD#71 Top Residual Risks by Category - Strategic

| 2017 Risk Rank | Heat Map Ref# | Risk Register Ref# | Risk Item | Impact (I) | Likelihood (L) | Risk Rating (L x I) |
|----------------|---------------|--------------------|--|------------|----------------|---------------------|
| 1 | 14 | 7.2 | Organizational capacity | 4.00 | 4.30 | 17.20 |
| 4 | 13 | 7.1 | Resistance to change | 3.70 | 3.80 | 14.06 |
| 9 | 17 | 7.5 | Enrollment levels | 4.10 | 3.00 | 12.30 |
| 10 | 15 | 7.3 | Shifting curriculum | 3.50 | 3.40 | 11.90 |
| 16 | 18 | 7.6 | International Student Program | 3.00 | 2.70 | 8.10 |
| 18 | 16 | 7.4 | Competition with other education providers | 3.40 | 2.10 | 7.14 |

Risk Ranking (Likelihood x Impact)



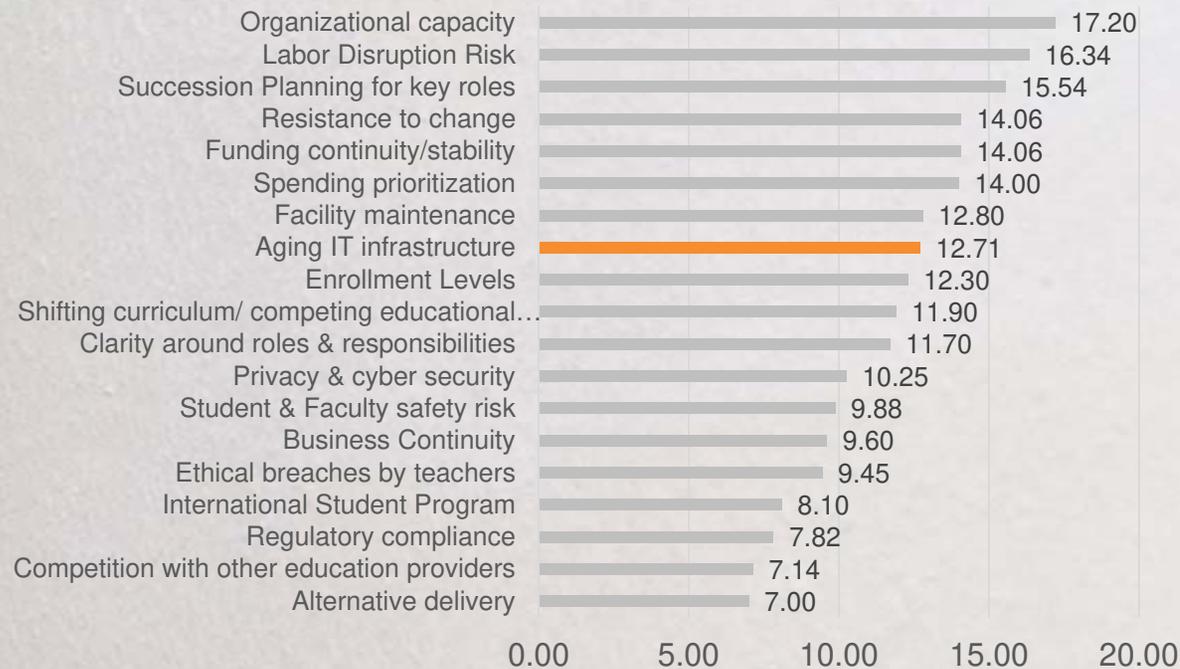
| Summary of Risk Rating Categories | | |
|-----------------------------------|-------|--------------|
| Min | Max | Risk Ranking |
| 17.10 | 25.00 | Extreme |
| 9.10 | 17.00 | High |
| 4.10 | 9.00 | Moderate |
| 0.00 | 4.00 | Low |

SD#71 Top Residual Risks by Category - Support Areas (e.g. IT)

| 2017 Risk Rank | Heat Map Ref# | Risk Register Ref# | Risk Item | Impact (I) | Likelihood (L) | Risk Rating (L x I) |
|----------------|---------------|--------------------|-------------------------|------------|----------------|---------------------|
| 8 | 19 | 8.1 | Aging IT infrastructure | 4.10 | 3.10 | 12.71 |

Risk Ranking (Likelihood x Impact)

Risk Item



| Summary of Risk Rating Categories | | |
|-----------------------------------|-------|--------------|
| Min | Max | Risk Ranking |
| 17.10 | 25.00 | Extreme |
| 9.10 | 17.00 | High |
| 4.10 | 9.00 | Moderate |
| 0.00 | 4.00 | Low |



Next Steps

Suggested Next Steps

Short Term

- Communicate/discuss ERM assessment results with Management and the Board.
- Assign ownership of key risks to the appropriate members of Management.
- Develop Risk Treatment Plans for top risks.

Long Term

- Integrate ERM into the organization's strategic planning process.
- Develop processes to continually identify, measure and track key risks.
- Institute reporting protocols that enable Management and the Board to gain visibility into the status of the organization's key risks.



Appendices

Appendix A - Risk Identification Interview participants

- Janice Caton, Board Chairperson
- Sheldon Lee, Secretary Treasurer
- Paul Berry, Director Health & Safety
- Ian Heselgrave, Director of Operations
- Dean Lindquist, Superintendent of Schools
- Tom Demeo, Assistant Superintendent



Appendix A - Risk Assessment Workshop participants

- Sheldon Lee, Secretary Treasurer
- Dean Lindquist, Superintendent
- Tom Demeo, Assistant Superintendent
- Allan Douglas, Director of Instruction
- Lynda-Marie Handfield, Director of HR
- Ian Heselgrave, Director of Operations
- Candice Hilton, Director of Finance
- Josh Porter, Director of IT
- Janice Caton, Board Chair
- Ian Hargreaves, Board Vice Chair
- Cliff Boldt, Trustee
- Peter Coleman, Trustee
- Sheila McDonnell, Trustee
- Gerald Fussell, Principal, Lake Trail Middle School
- Geoff Manning, Principal, Ecole Puntledge Park Elementary
- Catherine Manson, Principal, Courtenay Elementary
- Barbara Robertson, Principal, Huband Park Elementary
- Brian Mcaskill, Vice Principal, Highland Secondary
- Charles Schilling, Principal, Aspen Park Elementary
- Jeff Stewart, Principal Navigate / NIDES Distant Education



Appendix B: Summary of Identified Risks

The following list provides a description of each of the key risks that were prioritized during the ERM workshop conducted on March 1, 2017.

| Risk Ref # | Risk Type/Category | Risk Item/Short Title | Risk Description |
|------------|--------------------|--|---|
| 1 | Facilities | Facility maintenance | The risk that SD#71 is unable to adequately maintain all of its schools, resulting in further facility degradation, a sub-optimal teaching environment, and higher capital costs over the long-term for major repairs and replacements. |
| 2 | Financial | Funding continuity/stability | The risk that shifts in the political landscape may lead to changes in budgeting/funding, resulting in staffing and/or programming cuts. |
| 3 | Financial | Spending prioritization | The risk that SD#71 may not have sufficient processes to allocate available funding optimally to achieve the best educational outcomes and manage various possible budget scenarios (i.e., SD#71 may not be able to demonstrate what is being spent on specific programs, and the outcomes of those programs, to sufficiently inform decision making to prioritize resources amongst programs to achieve optimal outcomes). |
| 4 | Governance | Clarity around roles & responsibilities | The risk that a lack of clarity of roles and responsibilities between management and the board that may result in conflicts, lack of objective challenge of management or poor working relationship. |
| 5 | Human Resources | Succession Planning for key roles | The risk that SD#71 is unable to adequately plan for and replace potential vacancies in key management, teaching and administrative positions. |
| 6 | Human Resources | Labor disruption | The risk that an agreement cannot be reached with the BCTF Union which may lead to a strike or labor disruption. |
| 7 | Operations | Regulatory compliance | The risk that SD#71 does not adequately comply with regulatory requirements (e.g., OH&S rules; changing building codes; union requirements for staff; etc.). |
| 8 | Operations | Business Continuity | The risk that SD#71 may not be able to provide appropriate educational continuity or emergency response to manage plausible events (hazards; catastrophes; pandemics) while managing the cost of continuity planning. |
| 9 | Operations | Student & Faculty safety risk | The risk that incidents regarding the safety of students & faculty, including violence and threats, within SD#71's care takes significant resources to prevent and manage, and could result in reputational damage, financial costs or legal action. |

Appendix B: Summary of Identified Risks (cont'd)

The following list provides a description of each of the key risks that were prioritized during the ERM workshop conducted on March 1, 2017.

| Risk Ref # | Risk Type/Category | Risk Item/Short Title | Risk Description |
|------------|--------------------|--|---|
| 10 | Operations | Alternative delivery | The risk that SD#71 may not take sufficient advantage of distance education or alternative learning methods to manage its increasingly diverse student population with broader support needs. |
| 11 | Reputation | Ethical breaches by teachers | The risk that ethical breaches by teachers or other front-line staff will result in reputation damage, possible legal or financial penalties, or a decrease in enrollment levels. |
| 12 | Reputation | Privacy & cyber security | The risk that SD#71 may be the subject of a cyber security breach or internal leak resulting in the loss of private or confidential information, resulting in reputational damage, loss of credibility and possible legal action. |
| 13 | Strategic | Resistance to change | The risk that SD#71 is resistant to cease activities that are no longer effective, or nimble enough to attempt new initiatives or activities to achieve desired outcomes (e.g. emotional ties to traditional approaches or activities). |
| 14 | Strategic | Organizational capacity | The risk that SD#71 may not have the organizational capacity (people and expertise) to manage all the current and planned initiatives and projects, while ensuring that regular operations are effective. |
| 15 | Strategic | Shifting curriculum/ competing educational priorities | The risk that trying to accommodate shifts in the curriculum and competing educational priorities may be disruptive to SD#71. |
| 16 | Strategic | Competition with other education providers | The risk that the competitive environment between other education providers (e.g. private schools) could result in a loss of students and funding for SD#71. |
| 17 | Strategic | Enrollment Levels | The risk that SD#71 remains under-enrolled and is unable to attract a student base in order to grow enrollment to a desired level. |

Appendix B: Summary of Identified Risks (cont'd)

The following list provides a description of each of the key risks that were prioritized during the ERM workshop conducted on March 1, 2017.

| Risk Ref # | Risk Type/Category | Risk Item/Short Title | Risk Description |
|------------|--------------------------------------|--------------------------------------|---|
| 18 | Strategic | International Student Program | The risk that SD#71 is unable to grow its International Student base. This includes the risk of SD#71 being unable to meet the needs of the International Students the School District is trying to attract. |
| 19 | Support Areas (including IT & Admin) | Aging IT infrastructure | The risk that the age of SD#71's IT infrastructure (including network technology and hardware, at the School Board office and in schools) may result in service limitations, speed reductions, and unreasonably high maintenance costs. |

Appendix C: Risk Register

See Attached





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The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

| | A | B | C | D | E | F | G | H | I | J | K | L |
|----|-----------------------------|---------|---------------------------------|---------------------------|--|------------------|---------------------------------|---|---|---|---|---|
| | Factors | FTE | Distance from Courtenay > 10kms | Funding per kms * student | Ferry Fees for Bus * per class for 2 trips | EDI Index Factor | EDI Funding per 10% per student | | | | | |
| 35 | | | | | | | | | | | | |
| 36 | Rates at = | | | \$2.50 | \$82.25 | | \$2.25 | | | | | |
| 37 | GVLC | 110.0 | | \$0.00 | | | | | | | | |
| 38 | Highland | 598.0 | | \$0.00 | | | | | | | | |
| 39 | Mark R Isfeld | 943.1 | | \$0.00 | | | | | | | | |
| 40 | Vanier | 906.6 | | \$0.00 | | | | | | | | |
| 41 | | | | | | | | | | | | |
| 42 | Cumberland Community School | 434.0 | | \$0.00 | | 30.0% | \$2,929.50 | | | | | |
| 43 | Lake Trail Middle | 237.0 | | \$0.00 | | | | | | | | |
| 44 | | | | | | | | | | | | |
| 45 | NIDES | 544.4 | | \$0.00 | | | | | | | | |
| 46 | | | | | | | | | | | | |
| 47 | Airport | 136.0 | | \$0.00 | | 100.0% | \$3,060.00 | | | | | |
| 48 | Arden | 338.0 | | \$0.00 | | 36.0% | \$2,737.80 | | | | | |
| 49 | Aspen | 341.0 | | \$0.00 | | 37.0% | \$2,838.83 | | | | | |
| 50 | Brooklyn | 336.0 | | \$0.00 | | 13.0% | \$982.80 | | | | | |
| 51 | Courtenay | 178.0 | | \$0.00 | | 70.0% | \$2,803.50 | | | | | |
| 52 | Denman | 38.0 | 28.0 | \$2,660.00 | \$329.00 | 25.0% | \$213.75 | | | | | |
| 53 | Ecole Puntledge Park | 484.0 | | \$0.00 | | 46.0% | \$5,009.40 | | | | | |
| 54 | Ecole Robb Rd | 497.0 | | \$0.00 | | 50.0% | \$5,591.25 | | | | | |
| 55 | Hornby | 40.0 | 48.0 | \$4,800.00 | \$329.00 | 25.0% | \$225.00 | | | | | |
| 56 | Huband | 338.0 | | \$0.00 | | 29.0% | \$2,205.45 | | | | | |
| 57 | Miracle Beach | 204.0 | 25.0 | \$12,750.00 | | 52.0% | \$2,386.80 | | | | | |
| 58 | Nala'atsi Alternate | 15.0 | | \$0.00 | | 70.0% | \$236.25 | | | | | |
| 59 | Navigate (FAE/ENTER) | 115.0 | | \$0.00 | | | | | | | | |
| 60 | Queenesh | 409.0 | | \$0.00 | | 30.0% | \$2,760.75 | | | | | |
| 61 | Royston | 214.0 | | \$0.00 | | 56.0% | \$2,696.40 | | | | | |
| 62 | Valley View | 360.0 | | \$0.00 | | 53.0% | \$4,293.00 | | | | | |
| 63 | | | | | | | | | | | | |
| 64 | | 7,816.1 | | \$20,210.00 | \$658.00 | | \$40,970.48 | | | | | |

ANNUAL PROGRAMS FUNDING AGREEMENT

SCHOOL DISTRICT NAME: No. 71 (Comox Valley)

FIVE-YEAR CAPITAL PLAN BYLAW NO: 2017/18-CPSD71-01

PROJECT:

| Program | School Name | Project Type | Funding |
|--------------------|---|---------------------|------------------|
| SEP | Courtenay Elementary School | Safety Enhancements | \$303,600 |
| SEP | Highland Secondary, Lake Trail Middle, Cumberland Community, Aspen Park Elementary, Brooklyn Elementary and Queneesh Elementary Schools | Lighting Upgrades | \$285,000 |
| TOTAL | | | \$588,600 |
| GRAND TOTAL | | | \$588,600 |

**CAPITAL BYLAW NO. 2017/18-CPSD71-01
ANNUAL PROGRAMS FUNDING AGREEMENT**

A BYLAW by the Board of Education of School District No. 71 (Comox Valley) (hereinafter called the "Board") to adopt a Capital Project of the Board pursuant to Sections 143 (2) and 144 (1) of the *School Act*, R.S.B.C. 1996, c. 412 as amended from time to time (called the "Act").

WHEREAS in accordance with provisions of the *School Act* the Minister of Education (hereinafter called the "Minister") has approved Capital Project No. 2017/18-CPSD71-01.

NOW THEREFORE the Board agrees to the following:

- (a) upon approval to proceed, commence the Project and proceed diligently and use its best efforts to complete the Project substantially in accordance with the Project Agreement;
- (b) observe and comply with any rule, policy or regulation of the Minister as may be applicable to the Board or the Project; and,
- (c) maintain proper books of account, and other information and documents with respect to the affairs of the Project, as may be prescribed by the Minister.

NOW THEREFORE the Board enacts as follows:

1. The Capital Bylaw of the Board approved by the Minister and specifying a maximum expenditure of \$588,600 for Project No. 2017/18-CPSD71-01 is hereby adopted.
2. This Bylaw may be cited as School District No.71 (Comox Valley) Capital Bylaw No.2017/18-CPSD71-01.

READ A FIRST TIME THE 25th DAY OF APRIL, 2017;
READ A SECOND TIME THE 25th DAY OF APRIL, 2017;
READ A THIRD TIME, PASSED AND ADOPTED THE 25th DAY OF APRIL, 2017.

CORPORATE SEAL

Janice Caton, Board Chair

Sheldon Lee, Acting Secretary-Treasurer

I HEREBY CERTIFY this to be a true and original School District No. 71 (Comox Valley) Capital Bylaw No. 2017/18-CPSD71-01 adopted by the Board the 25th day of April, 2017.

Sheldon Lee, Acting Secretary-Treasurer

School District No.71 (Comox Valley)

Office of the Secretary Treasurer

607 Cumberland Road
Courtenay, B.C., V9N 7G5
Fax: (250) 334-4472
Telephone: (250) 334-5521

**Briefing Note – Statutory Right of Way
Courtenay Elementary School
665 16th Street, Courtenay, BC,
Lot A, Section 41, Comox District, Plan 9174**

BC Hydro has requested a small Statutory Right of Way (SRW) on the corner of McPhee Ave and 16th Street. See site plan attachment for location of SRW request. The location of the SRW does not interfere with the land access.

BC Hydro provides \$500 compensation under a Standard Charge Terms protocol, which is applied consistently to other property owners who agree to a SRW. There is no cost to the School District for the proposed work.

Recommendation:

It is recommended to the Board of Education that the requested Statutory Right of Way received from BC Hydro be accepted, and that the Secretary Treasurer be directed to register the claim at no cost to the School District.

Properties

Phone: (604) 623-4152
FAX: (604) 623-3951
e-mail: katie.cuthbert@bchydro.com

17 October 2016

FILE: 504-1602.0(X1050)

BY E-MAIL

ian.heselgrave@sd71.bc.ca

The Board of Education
Of School District No. 71 (Comox District)
607 Cumberland Road
Courtenay, B.C.
V9N 7G5

Dear Mr. Heselgrave:

B.C. Hydro Distribution Statutory Right of Way Agreement (the “**Agreement**”) — property located at 665 16th Street, Courtenay, BC legally described as Lot A, Section 41, Comox District, Plan 9174 (the “**Property**”) — The Board of Education of School District No. 71 (Comox Valley) (the “**Owner**”)

(A) Works:

B.C. Hydro proposes to install works on the Property with the approximate location of the works shown on the drawing attached to the Agreement.

(B) B.C. Hydro Contact:

Mike Baldinger of B.C. Hydro's Customer Projects will be the technical contact and is responsible for coordinating the installation and the energization of the electrical works contemplated in the Agreement. We suggest that you contact Mike directly at 250-720-4006 to review the technical requirements for the installation of the electrical works on the Property.

(C) Grant of a Statutory Right of Way:

Prior to installation of the Works, we request that the Owner grant B.C. Hydro a Statutory Right of Way.

(D) Enclosures:

Further to Mike's request that we prepare the required documents and forward them to you for execution, enclosed are:

1. the Agreement for the Property. We request that:
 - (i) the Owner execute two copies of the Agreement - see “**Execution**” section below.
 - (ii) two originally executed copies of the Agreement be returned to our office by mail or courier so that B.C. Hydro can attend to registration in the Land Title Office (the “**LTO**”). We will mail a copy of the Agreement to the Owner after it has been fully registered.

2. Standard Charge Terms filed in the LTO. As these Standard Charge Terms form part of the Agreement, the Owner should keep a copy for their records.

The Agreement is enclosed on the understanding that no other party is authorized to proceed with electronic registration of the Agreement in the LTO without the prior written authorization of B.C. Hydro.

We recommend that the Owner obtain independent legal advice. By signing the enclosed Agreement, the Owner acknowledges that they have had an opportunity to receive legal advice.

The Agreement must be executed and registered in the LTO well in advance of energization of the electrical works.

(E) Execution:

To register the Agreement successfully, certain LTO requirements must be met. Therefore, please ensure that the Agreement is executed as follows:

Execution by a company (and/or a corporate chargeholder):

- all signatures are in dark ink;
- each authorized signatory of the company signs each copy of the Agreement and prints their full name below their signature (each printed name must include the surname and at least one given name);
- the signature of one authorized signatory of the company is witnessed by either a Solicitor, Notary Public or a Commissioner for Taking Affidavits in British Columbia employed by the company. **In the event the Agreement is to be signed outside of British Columbia but in Canada, it must be witnessed by a Solicitor or Notary Public. If it is to be signed outside of Canada, it must be witnessed in English by a Notary Public or by an individual authorized pursuant to s.63 of the Evidence Act of British Columbia*;**
- the witnessing officer prints or stamps his/her name, address, telephone number and occupation below their signature;
- if there is more than one authorized signatory signing, the witnessing officer MUST print below their signature either "(as to both signatures)" if he witnessed both signatures or "(as to the signature of _____)" if he witnessed only one signature and insert that individual's full name. **Please note that if more than one authorized signatory is required to sign on behalf of the company and they are unable to sign in the presence of the same witnessing officer, the LTO only requires one of those signatures to be witnessed by a witnessing officer;** and
- the signing date is filled in.

* Please contact our office if you would like us to forward you a separate document setting out execution instructions inclusive of a copy of s.63 of the *Evidence Act*.

(F) Required prior to LTO Registration: I understand that the Owner's name on title to this property should read: THE BOARD OF EDUCATION OF SCHOOL DISTRICT NO. 71 (Comox Valley). Please have your legal staff prepare and register a Form 17 name change in order for BC Hydro to successfully register the Agreement in the Land Title Office.

(G) LTO Registration:

Once all copies of the Agreement have been executed by the Owner please return two originally executed copies of the Agreement to our office by mail or courier so that B.C. Hydro can attend to registration of the Agreement in the LTO.

If you have any questions about the Agreement, please call Katie Cuthbert at 604-623-4152.

Yours truly,

BRITISH COLUMBIA HYDRO
AND POWER AUTHORITY

by:

A handwritten signature in black ink that reads "Katie Cuthbert". The signature is written in a cursive, flowing style.

Katie Cuthbert
Property Coordinator

/kc
Enclosures

cc: Mike Baldinger

LAND TITLE ACT
FORM C (Section 233) CHARGE
GENERAL INSTRUMENT - PART 1 Province of British Columbia

PAGE 1 OF 3 PAGES

Your electronic signature is a representation that you are a subscriber as defined by the Land Title Act, RSBC 1996 c.250, and that you have applied your electronic signature in accordance with Section 168.3, and a true copy, or a copy of that true copy, is in your possession.

| |
|--|
| |
|--|

1. APPLICATION: (Name, address, phone number of applicant, applicant's solicitor or agent)

Katie Cuthbert, agent of

British Columbia Hydro and Power Authority

12th Floor, 333 Dunsmuir Street

Vancouver

BC V6B 5R3

Telephone: (604) 623-4152

File: 504-1602.0(X1050)

Oct/14/2016

Work Task: 1154237

boe w/dwg hyro

Deduct LTSA Fees? Yes

2. PARCEL IDENTIFIER AND LEGAL DESCRIPTION OF LAND:

[PID]

[LEGAL DESCRIPTION]

005-563-160**LOT A, SECTION 41, COMOX DISTRICT, PLAN 9174**STC? YES

3. NATURE OF INTEREST

CHARGE NO.

ADDITIONAL INFORMATION

Statutory Right of Way

4. TERMS: Part 2 of this instrument consists of (select one only)

(a) Filed Standard Charge Terms D.F. No. **ST020101**(b) Express Charge Terms Annexed as Part 2

A selection of (a) includes any additional or modified terms referred to in Item 7 or in a schedule annexed to this instrument.

5. TRANSFEROR(S):

THE BOARD OF EDUCATION OF SCHOOL DISTRICT NO. 71 (COMOX VALLEY)

6. TRANSFEREE(S): (including postal address(es) and postal code(s))

BRITISH COLUMBIA HYDRO AND POWER AUTHORITY

333 DUNSMUIR STREET

VANCOUVER

V6B 5R3

BRITISH COLUMBIA

CANADA

7. ADDITIONAL OR MODIFIED TERMS:

SEE SCHEDULE

8. EXECUTION(S): This instrument creates, assigns, modifies, enlarges, discharges or governs the priority of the interest(s) described in Item 3 and the Transferor(s) and every other signatory agree to be bound by this instrument, and acknowledge(s) receipt of a true copy of the filed standard charge terms, if any.

Officer Signature(s)

Execution Date

| Y | M | D |
|----|---|---|
| 16 | | |

Transferor(s) Signature(s)

THE BOARD OF EDUCATION OF
 SCHOOL DISTRICT NO. 71
 (COMOX VALLEY) by its authorized
 signatory:

Print Name: _____

OFFICER CERTIFICATION:

Your signature constitutes a representation that you are a solicitor, notary public or other person authorized by the *Evidence Act*, R.S.B.C. 1996, c.124, to take affidavits for use in British Columbia and certifies the matters set out in Part 5 of the *Land Title Act* as they pertain to the execution of this instrument.

**LAND TITLE ACT
FORM E****SCHEDULE**

ENTER THE REQUIRED INFORMATION IN THE SAME ORDER AS THE INFORMATION MUST APPEAR ON THE FREEHOLD TRANSFER FORM, MORTGAGE FORM, OR GENERAL INSTRUMENT FORM.

7. ADDITIONAL OR MODIFIED TERMS:

7.1 The Standard Charge Terms ST020101 provide in section 1.1 that the following terms are as defined in the General Instrument Part 1:

- (a) The Area of the Works. The "Area of the Works" means that portion of the Land located within 5 metres of either side of the centre of the alignment of the Works.
- (b) The Works. The "Works" means: all things and components, in any combination and using any type of technology or means, necessary or convenient for the purposes of transmitting and distributing electricity and for the purpose of telecommunications, including: poles, guy wires, brackets, crossarms, insulators, transformers, anchors, attachments, access nodes, cabinets, lines, cables, all ancillary appliances and fittings, and related works.

7.2 The Standard Charge Terms ST020101 are amended by the addition of the following section(s):

- "3.2 B.C. Hydro covenants with the Owner that notwithstanding section 2.1(a) of this Agreement that it will not place Works, except for service lines pursuant to section 2.1(f), anywhere upon or within the Land other than within that portion of the Land as shown approximately in heavy black outline on Drawing No. 1154237, (a copy of which is attached hereto) unless permission has been provided by the Owner, which permission will not be unreasonably withheld or delayed.

“DUPLICATE COPY”**STANDARD CHARGE TERMS**

Filed by: **British Columbia Hydro and Power Authority**

BACKGROUND:

- A. B.C. Hydro wishes to obtain from the Owner a statutory right of way for certain rights on, over and under the Land.
- B. The Owner has agreed to grant B.C. Hydro a statutory right of way in respect of the Land.
- C. A statutory right of way is necessary for the operation and maintenance of the undertakings of B.C. Hydro.

AGREEMENTS:

In consideration of the mutual covenants and agreements contained in this Agreement and other good and valuable consideration, the receipt and sufficiency of which each party acknowledges, the parties agree as follows:

INTERPRETATION**1.1 In this Agreement:**

“Agreement” means the General Instrument Part 1 and these Standard Charge Terms;

“Area of the Works” means the Area of the Works as defined in the General Instrument Part 1, provided that if the General Instrument Part 1 contains no such definition the term **“Area of the Works”** means that portion of the Land located within 6 metres of either side of the centre of the alignment of the Works;

“B.C. Hydro” means British Columbia Hydro and Power Authority named in Item 6 of the General Instrument Part 1 as the Transferee, and all Persons authorized by B.C. Hydro;

“General Instrument Part 1” means Part 1 of the General Instrument as prescribed by the Land Title (Transfer Forms) Regulation, as amended or replaced;

“Hazardous Substance” means any substance which is defined as a hazardous substance or special waste in or by any law regulation or order of any authority having jurisdiction, and which is in the environment in excess of concentrations allowed by applicable legislation;

“Land” means the land described in Item 2 of the General Instrument Part 1;

“Owner” means the Person named in Item 5 of the General Instrument Part 1 as the Transferor;

“Person” means any association, society, corporation, individual, joint stock company, joint venture, partnership, trust, unincorporated organization, or any federal, provincial, regional, municipal, or other government or authorized agency, department or ministry thereof;

“Underground Civil Works” means all Works which are installed in the ground on the Land including all ducts, conduits, transformer pads, and pull boxes, with the exception of any padmounted transformers and cables, including any primary and secondary cables, and cables used for telecommunications, power or grounding; and

“Works” means the Works as defined in the General Instrument Part 1, provided that if the General Instrument Part 1 contains no such definition the term “Works” shall mean all things and components, in any combination and using any type of technology or means, necessary or convenient for the purposes of transmitting and distributing electricity and for the purpose of telecommunications, including: poles, guy wires, brackets, crossarms, insulators, above ground or underground transformers, anchors, attachments, overhead or underground lines and cables, underground conduits and pipes of every kind, together with access nodes, cabinets, all ancillary appliances and fittings, including any associated protective installations, and related works.

- 1.2 This Agreement will be governed by, construed and enforced in accordance with the laws in force in British Columbia.
- 1.3 If the singular, masculine or neuter is used in this Agreement the same will be deemed to include reference to the plural, feminine, or body corporate or politic according to the context in which it is used.
- 1.4 The word “including” when following any general statement, term, or matter is not to be construed to limit such general statement, term, or matter to the specific items set forth immediately following such word or to similar items but rather such general statement, term, or matter is to be construed to refer to all other items that could reasonably fall within the broadest possible scope of such general statement, term, or matter.

GRANT OF STATUTORY RIGHT OF WAY

- 2.1 The Owner grants to B.C. Hydro, forever, the right, and statutory right of way to:
 - (a) excavate for, construct, install, replace, upgrade, operate, maintain, remove and repair the Works on, in, under, through, over or across the Land;
 - (b) clear the Area of the Works and to keep it cleared (including pruning or removal) of any trees or growth;
 - (c) clear the Area of the Works and to keep it cleared of all or any part of any obstruction, structure, building, improvement or other matter which, in the reasonable opinion of B.C. Hydro might:
 - (i) interfere with the exercise of its rights; or

- (ii) create or increase any danger or hazard to the Works or to Persons or property in relation to the Works;
- (d) enter, work, pass and repass on, and along the Area of the Works;
- (e) have reasonable unobstructed access over the Land to and from the Area of the Works for all purposes relating to this Agreement;
- (f) install service lines as required, for the transmission and distribution of electricity or for telecommunication purposes, over or across the Land from the Area of the Works to buildings and structures on the Land or on immediately adjacent land, or to street lights on public roads adjacent to the Land;
- (g) prune or remove trees on the Land that in the reasonable opinion of B.C. Hydro, might create or increase any danger or hazard to the Works or to Persons or property in relation to the Works;
- (h) have exclusive use and occupation of all Underground Civil Works, whether the property of the Owner or B.C. Hydro, on the Land that are from time to time used or installed for use by B.C. Hydro; and
- (i) do all things necessary or incidental to the undertakings of B.C. Hydro in connection with the above.

COVENANTS OF B.C. HYDRO

3.1 B.C. Hydro covenants with the Owner that B.C. Hydro will:

- (a) if it damages any structures, buildings or improvements outside the Area of the Works, or cuts or damages any crops or merchantable timber owned by the Owner anywhere on the Land, and such damage is not caused as a result of the Owner's breach of the terms of this Agreement or the negligence or willful act of the Owner, its contractors or those Persons for whom the Owner is responsible at law:
 - (i) compensate the Owner for such damages to structures, buildings, improvements, crops or merchantable timber; or
 - (ii) within a reasonable period of time, repair in a good and workmanlike manner any damaged structure, building or improvement, as closely as is practicable to its condition immediately prior to the damage;
- (b) take reasonable steps not to interfere unduly with the drainage of the Land in the exercise of its rights; and
- (c) indemnify the Owner against all liability incurred by the Owner out of any claim made by any Person for injury or harm to Persons or property caused by the negligence or willful act of B.C. Hydro in the exercise of its rights under this Agreement or caused by the use or placement of Hazardous Substances on the Land by B.C. Hydro, on the following conditions:
 - (i) the Owner will immediately provide written notice of the claim to B.C. Hydro and resist that claim if and to the extent required by B.C. Hydro.

B.C. Hydro will reimburse the Owner for all reasonable and necessary costs incurred by the Owner in resisting such claim; and

- (ii) B.C. Hydro will not indemnify the Owner in respect of any claim for injury or harm to Persons or property caused by the Owner's breach of this Agreement or by the negligence or willful act of the Owner, its contractors or those Persons for whom the Owner is responsible at law.

COVENANTS AND AUTHORIZATIONS OF OWNER

- 4.1 The Owner covenants with B.C. Hydro that, unless B.C. Hydro gives its prior written permission (which permission may be given subject to terms and conditions), the Owner will not do or knowingly permit to be done, any act or thing which, in the reasonable opinion of B.C. Hydro, might:
- (a) interfere with the exercise of any rights granted to B.C. Hydro;
 - (b) impair the operating efficiency of any part of the Works;
 - (c) obstruct the access of B.C. Hydro to any part of the Works; or
 - (d) create or increase any danger to the Works or to Persons or property in relation to the Works.
- 4.2 Without limiting the generality of section 4.1 the Owner covenants with B.C. Hydro that, unless B.C. Hydro gives its prior written permission (which permission may be given subject to terms and conditions), the Owner will not:
- (a) diminish or increase the ground elevation in the Area of the Works by any method including, piling any material or creating any excavation, drain or ditch in the Area of the Works;
 - (b) carry out blasting or logging operations on or near any portion of the Area of the Works; or
 - (c) make, place, erect, operate, use, maintain or permit any obstruction, structure, building, or improvement on, under or over the Area of the Works.
- 4.3 The Owner authorizes B.C. Hydro or its agents to insert the number assigned by the relevant Land Title Office to the Plan, if any, described in Item 2 of the General Instrument Part 1.

MUTUAL COVENANTS

- 5.1 The Owner and B.C. Hydro mutually covenant and agree between them that:
- (a) if B.C. Hydro elects to pay compensation pursuant to section 3.1(a)(i), and the Owner and B.C. Hydro cannot agree on the amount of compensation to be paid, then the matter in dispute shall be settled by arbitration by a single arbitrator under the *Commercial Arbitration Act* of British Columbia;

- (b) unless otherwise agreed by the parties any merchantable timber on the Land which is owned by the Owner and cut by B.C. Hydro in the exercise of its rights under this Agreement will become the property of B.C. Hydro;
- (c) if B.C. Hydro cuts timber on the Land which is owned by the Crown, it will pay all royalties, scaling fees and other charges which are properly levied by the Crown against such timber;
- (d) nothing in this Agreement will in any way abrogate from or affect any rights, powers, exemptions or privileges, including any powers of expropriation, which B.C. Hydro may have under any private or public statutes, by-laws, orders, regulations or any other laws, or agreements it has with the Owner or which are registered against title to the Land;
- (e) failure to enforce any covenant or restriction contained in this Agreement for a breach or violation of any covenant or right contained in this Agreement will not in any way constitute a waiver, in whole or in part, of any of the injured party's rights or remedies;
- (f) to be effective and binding between the parties a waiver must:
 - (i) be in writing; and
 - (ii) specifically identify the affected party;
- (g) a waiver only relates to a particular violation or breach and does not extend to any further or subsequent breach or violation, notwithstanding any rule of law or equity;
- (h) the Works installed will remain the property of B.C. Hydro except to the extent specified in this Agreement; and
- (i) if all or a portion of the Works are no longer required by B.C. Hydro, then B.C. Hydro will, at its cost, remove such Works (with the exception of Underground Civil Works) from the Land, unless the Owner otherwise agrees in writing, and after such removal the Underground Civil Works, to the extent that they are not already owned by the Owner, shall become the property of the Owner.

GENERAL

- 6.1 The terms "Owner" and "B.C. Hydro" include their respective heirs, executors, administrators, successors and assigns.
- 6.2 If the Owner is more than one Person, every covenant and agreement by the Owner in this Agreement will be joint and several.
- 6.3 This Agreement will run with the Land and will run with each part into which the Land may at any time be subdivided and each parcel into which it may at any time be consolidated, and will bind all present and subsequent owners of the Land, including their respective heirs, executors, administrators, successors, and assigns.

END OF SET

THE BOARD OF EDUCATION OF SCHOOL DISTRICT NO. 71 (COMOX VALLEY)
ABORIGINAL EDUCATION CENTRE BC HYDRO RIGHT-OF-WAY BYLAW 2017

WHEREAS a board of education may dispose of land or improvements owned or administered by the board under the authority of Section 96(3) of the School Act, subject to the Orders of the Minister of Education (the “**Minister**”);

AND WHEREAS the Minister issued Order M193/08 effective September 3, 2008 requiring fee simple sales and leases of land or improvements for a term of ten years or more to be specifically approved by the Minister, unless the transferee is an independent school or another school board;

AND WHEREAS Section 65(5) of the *School Act* requires a board of education to exercise a power with respect to the acquisition or disposal of property only by bylaw;

AND WHEREAS:

- (i) The Board of Education of School District No. 71 (Comox Valley) (the “**Board**”) proposes to grant a statutory right-of-way (the “**SRW**”) in favour of British Columbia Hydro and Power Authority (“**BC Hydro**”) over certain of the Board’s lands and improvements known as the Aboriginal Education Services Centre, (the “**Lands**”);
- (ii) the Board has determined and hereby confirms that the SRW will not interfere with the Board’s use of the Lands for educational purposes;
- (iii) the Lands is facility number 07171065;
- (iv) the address of the Lands is 665 16th Street, Courtenay, B.C., and the legal description of the Lands is as follows:

Parcel Identifier: 005-563-160
Lot A, Section 41, Comox District, Plan 9174;

NOW THEREFORE be it resolved as a Bylaw of the Board that the granting of the SRW and the execution thereof by the Secretary-Treasurer on behalf of the Board be and is hereby ratified and approved, in the form approved by the Secretary-Treasurer of the Board, as evidenced by his signature, as those terms and conditions may be amended from time to time with the approval of the Secretary-Treasurer, as evidenced by the signature of the Secretary-Treasurer.

This Bylaw may be cited as “School District No. 71 (Comox Valley) Aboriginal Education Centre BC Hydro Right-of-Way Bylaw 2017”.

Read a first time this 25th day of April 2017.

Read a second time this 25th day of April 2017.

Upon unanimous agreement of the Trustees of the Board in attendance, this Bylaw was read a third time on April 25th, 2017, and finally passed and adopted this 25th day of April 2017.

Janice Caton, Chairperson of the Board

Corporate Seal

Sheldon Lee, Secretary-Treasurer

I HEREBY CERTIFY this to be a true original of School District No. 71 (Comox Valley) Aboriginal Education Centre BC Hydro Right-of-Way Bylaw 2017, adopted by the Board the 25th day of April 2017.

Sheldon Lee, Secretary-Treasurer

Retirements:

Valerie Leitch, Education Assistant, G.P. Vanier Secondary School will retire effective June 29, 2017 after 13 years of service with the district.

Sandra Staples, Education Assistant, Lake Trail Middle School will retire effective June 30, 2017 after 23 years of service with the district.

Gail Kozloski, Senior Administrative Assistant, Airport Elementary School will retire effective June 30, 2017 after 26 years of service with the district.

Blaine Calvert, Plumbing/Heating Mechanic, Maintenance Department will retire effective August 31, 2017 after 23 years of service with the district.

Resignations:

Diane Jensen, Education Assistant, Glacier View Secondary Centre will resign effective May 2, 2017 after 8 years of service with the district.

David Coats, Principal, Ecole Robb Road Elementary School will resign effective July 31, 2017 after 17 years of service with the district.

Jennifer Gordon, Vice-Principal, G.P. Vanier Secondary School will resign effective August 31, 2017 after 26 years of service with the district.

School District No. 71 (Comox Valley)

Board of Education

607 Cumberland Road
Courtenay, B.C., V9N7G5
Fax (250) 334-5552
Telephone (250) 334-5528

Briefing Note

*British Columbia School Superintendents Association (BCSSA)
Spring Conference - April 7, 2017*

"A 21st Century Vision of Curriculum, and Assessment" presentation by Damian Cooper author of "Redefining FAIR; How to Plan, Assess, and Grade for Excellence in Mixed-Ability Classrooms."

The session considered "Five Imperatives" that should guide educators as they move towards the implementation of a truly 21st Century Curriculum. The curriculum cannot be changed unless instruction and assessment also change.

The Five Imperatives:

1. Curriculum must be meaningful, coherent and relevant.
2. Instruction must be responsive to students' needs. i.e. differentiated
3. Assessment must be informative.
4. Grading must blend consistency with professional judgment.
5. Communication about learning must be truthful and transparent.

"Begin with the end in mind!" Backwards Design program planning, before beginning to teach:

1. Identify targeted understandings/skills
 - the new revised curriculum and student led inquiry questions
2. Determine appropriate assessment of those understandings/skills

"what evidence would show 'beyond a reasonable doubt' that students have achieved the desired understandings?"

- is the assessment fair?
 - match assessment tasks to curriculum competencies
 - what is essential learning in each strand? How shall this learning be assessed?
3. Plan learning experiences and instruction that make such understandings/skills possible.
- the "*zone of proximal development*"
 - What do students currently know and what can students currently do?
 - Where do I want them to get to?
 - How big is the gap?
 - How do I ensure the gap is just right to challenge students in a way that maximizes learning?

Note: Differentiation is NOT an afterthought!

Assessment Purposes:

1. *Assessment for/as learning*

Diagnostic Assessment: helps teacher make instructional decisions

Formative Assessment: helps student improve learning as well as improve quality of work produced.

- portfolios are very useful at this point, as a digital representation of learning
- using "conversations" to improve learning
- helps create metacognitive thinkers
- is assessment that includes observations of performance, conversations, as well as written evidence.

2. *Assessment of learning*

Summative Assessment: serves as accreditation of learning for each unit and ... serves as accreditation of learning for the course.

- use of grades at this point is not a problem

* **NOTE:** the mistake or error which is most made often by both parents and teachers, is to treat Formative Assessment as a Summative Assessment.

- teach for understanding and assess for transfer
- design authentic performance tasks
- there is a place for secure timed tests
- embed Core Competencies in Authentic Tasks
- match assessment summative tasks to curriculum competences

3. *Balanced Assessment*

- plan for differentiated instruction AND assessment as a matter of course NOT as an add-on for struggling students.
- reliability is a measure of confidence in the data gathered
- validity what evidence of the learning I'm looking for does this assessment task provide?
- there needs to be a balance between the two, reliability and validity.

4. *Grading*

- must blend consistency with professional judgement.
- Ruth Sutton, "Assessment: A Framework for Teachers" said; Assessment is a human process subject to the frailties of human judgement. It is closer to an art than a science and as such is an exercise in human communication.
- ways to increase consistency of grades: collaborative backward planning, collaborative development of assessment tools: rubrics & checklists, use of anchors and exemplars, blind moderated marking of common assessments, adherence to public grading guidelines, understanding the role of professional judgement in grading.

5. *Communicating Student Learning*

- must be truthful and transparent
- two things parents want to know about their child's learning through the summative grading and reporting process are: what does the grade mean? What does proficiency look like?

6. *A New Reporting Paradigm*

- certifying students' proficiency against a public standard
- parents don't just want to know what their child "can do," but what they can't do compared to the public standard and how they can help.
- the challenge; convincing adults that digital evidence is just as valid as more traditional forms of assessment to certifying learning

"Public Education is The Key!"