



**AGENDA**  
**Board Education and Business Committee**

**Tuesday, March 29, 2022**

**4:00 p.m.**

**Via Zoom**

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**Pages**

1. CALL TO ORDER  
We respectfully acknowledge that we are meeting on the traditional and ancestral lands of the Coast Salish people where we live, learn and play.
2. ADOPTION OF AGENDA
  - 2.1. Motion to Adopt Agenda  
*"That the Board Education and Business Committee adopts the agenda of the March 29, 2022 Board Education and Business Committee meeting."*
3. MINUTES
  - 3.1. Minutes of the February 22, 2022 Board Education and Business Committee Meeting 3 - 7  
*"That the Board Education and Business Committee adopts the minutes of the February 22, 2022 Board Education and Business Committee Meeting."*
4. ACTION LIST
5. PETITIONS AND DELEGATIONS
6. EDUCATION
  - 6.1. For Information
    - 6.1.1. Human Resources: 3-Year Plan 8 - 12  
Margaret Olsen, District Principal of Human Resources
  - 6.2. For Action
    - 6.2.1. Mill Bay Nature School: Qwiqwul tst tse (Let's Talk) New Clan Concept  
Kim Ondrik, Principal, Mill Bay Nature School  
  
*"That the Board Education and Business Committee recommends that the Board approve the Mill Bay Nature School new clan concept for the 2022-2023 school year."*

6.2.2.	International Student Program Change in Fee Structure Alison Keple, District Principal, International Student Program  <i>“That the Board Education and Business Committee recommends to the Board the approval of the 2023/24 and 2024/25 International Student Program fees as presented”.</i>	13 - 14
6.2.3.	Early Learning and Child Care Committee  <i>“That the Board Education and Business Committee recommends that the Board of Education of School District No. 79 (Cowichan Valley) consider the creation of a new Early Learning Manager position in the 2022-2023 Budget Process.”</i>	15 - 16
7.	BUSINESS AND OPERATIONS	
7.1.	For Information	
7.1.1.	Year End Projection	17
7.1.2.	2022-2023 Annual Budget	
7.2.	For Action	
7.2.1.	Out-of-Province Fees  <i>“That the Board Education and Business Committee recommends that the Board establish the 2022/2023 out-of-province tuition rate at \$12,400 and conduct a review prior to establishing the 2023/2024 rate.”</i>	18 - 19
8.	POLICY	
8.1.	Update to Section 8.14 of Policy 2, Role of the Board	20 - 23
9.	COMMITTEES	
10.	ADJOURNMENT	
10.1.	Motion to Adjourn  <i>“That there being no further business, the meeting be adjourned.”</i>	

# MINUTES OF THE BOARD EDUCATION AND BUSINESS COMMITTEE

Tuesday, February 22, 2022, 4:00 p.m.

Via Zoom

**PRESENT**

**Trustee Rob Hutchins, Chair**  
**Trustee Candace Spilsbury**  
**Trustee Barb de Groot**  
**Trustee Elizabeth Croft**  
**Trustee Johanne Kemmler**  
**Trustee Randy Doman**  
**Trustee Joe Thorne**  
**Jason Sandquist, Secretary-Treasurer**  
**Robyn Gray, Superintendent**  
**Sheryl Koers, Associate Superintendent**  
**Larry Mattin, Director of Instruction**  
**Richard Dyle, Director of Operations**  
**Erin Egeland, Associate Secretary-Treasurer**  
**Mike Russell, Director of Communications**  
**Claire Spencer, Recording Secretary**

**APOLOGIES**                      **Tom Longridge, Associate Superintendent**

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**1.     CALL TO ORDER**

Trustee Hutchins called the meeting to order at 4:00 p.m. and respectfully acknowledged that the meeting was taking place on the traditional and ancestral lands of the Coast Salish people where we live, learn and play.

**2.     ADOPTION OF AGENDA**

2.1     Motion to Adopt Agenda

Moved by Trustee de Groot  
Seconded by Trustee Thorne

*"That the Board Education and Business Committee adopts the agenda of the February 22, 2022 Board Education and Business Committee meeting."*

CARRIED

**3.     MINUTES**

3.1     Minutes of the January 25, 2022 Board Education and Business Committee Meeting

Moved by Trustee Kemmler  
Seconded by Trustee de Groot

*"That the Board Education and Business Committee adopts the minutes of the January 25, 2022 Board Education and Business Committee Meeting."*

CARRIED

**4. ACTION LIST**

4.1 Action List

The Secretary-Treasurer advised that meetings were held with CUPE and USW regarding District Closure week, and that he will be reporting to the Board at a later date.

**5. PETITIONS AND DELEGATIONS**

**6. EDUCATION**

6.1 School Plan Presentation: Palsson Elementary School

Palsson Elementary is a K-3 school in Lake Cowichan, on the unceded territory of the Ts'uubaa-asatx people. The school currently has 9 divisions with 189 students, including 63 kindergarten students. A before/after school program operates out of the school's gym, and a StrongStart program is located on site. A new daycare facility is in the final stages of completion and will provide 27 daycare spaces for preschool children. The school property includes the Friendship Forest, home to a wide range of flora and fauna including elk, and the fish bearing Oliver Creek. Staff continually explore the five elements of play in the Early Learning Framework:

- Inquiry play;
- Collaborative play;
- Learning games;
- Playful learning (name it, notice it, nurture it);
- Free play.

The school's learning goal is to improve the reading and writing literacy capabilities and level of retention for all its students. Staff have had deep, reflective discussions and have undertaken many professional development opportunities and initiatives to support growth in these areas. Palsson is a "CALM" pilot school, with all staff working to implement this social and emotional learning program school wide. The school has an active PAC that has worked hard the last three years to fundraise approximately \$50,000 to improve the accessibility and inclusive nature of the playground. There are some current projects in the works to increase the signage in the Friendship Forest to help maintain it as the amazing learning space that it is.

6.2 3-Year Plan: FESL: Technology Plan

The Instruction and Innovation Department, along with its partner groups, believes in co-creating technology-enriched learning environments offering students personalized, anytime anywhere, transformational, technology-infused learning.

The Plan's Strategic Priorities include:

- Expansion of internet bandwidths at each school;
- Improving wired and wireless networks across schools through stronger security, traffic shaping, and 10G switch connections;

- Provision of ongoing staff training and professional development to support instructional practice in digitally rich learning environment;
- Expansion of strategic leasing to keep technology equipment on a 3-4 year refresh cycle;
- A continued system-wide focus on privacy and security;
- Ensuring actions are aligned to the broader District Strategic Plan focused on Learning, Indigenous Ways of Knowing, a Culture of Care, and Future-Focused Systems.

Pillars of the Plan include a base which provides the infrastructure and hardware/software standard on which to build web services and cloud data services, instructional practices and training, and ultimately to provide learning amplified by instructional technology.

The continual addition of devices accessing our networks (from computer labs, laptops, cell phones, tablets, watches and TV's) impact network performance. As more work moves into the cloud, there is a focus on maintaining a strong privacy and security posture and ensuring end users how to keep their private data safe.

### 6.3 Supporting Indigenous Learning

Larry Mattin, Darlene Crane, Jen Calverly, and Dani Morrow shared stories that demonstrate how our District is responding to the needs of our Indigenous Learners. Director Mattin shared Indigenous Student Snapshot Data as it relates to our Indigenous learners academically and socially/emotionally. He also looked at the academic data comparisons of On and Off Reserve Indigenous learners and how it relates to graduation rates. This data led to deeper conversations with a few schools last year including two elementary schools: Alexander and Khowhemun. These conversations helped identify some literacy gaps resulting in the District refocusing efforts and resources to better address the literacy needs of learners at Alexander and Khowhemun, as well as at four high schools.

Principals from Alexander and Khowhemun highlighted the impact school-based literacy coordinators are having on classroom instruction and supports for students who are struggling to learn to read. Educators and students have benefited from the partnership with school-based coordinators. These roles are helping school teams identify assessments that more clearly define learning needs as well as instructional resources and approaches that can address those needs.

As the Khowhemun and Alexander staffs identify effective practices and resources, the learning is shared with other schools in our District and helps inform planning at the District level.

### 6.4 Performing Arts Academy

Larry Mattin, Director of Instruction, answered questions from Trustees arising from his briefing note. He advised that the fee of \$325 per month provides students with a half-day of specialty (Academy) classes per day, five days per week, for the school year.

Moved by Trustee Spilsbury

Seconded by Trustee Kemmler

*“That the Board Education and Business Committee recommends that the Board of Education of School District No. 79 (Cowichan Valley) approves establishing a Performing Arts Academy at Cowichan Open School and authorizes the fees be set at \$325 per month or \$3,250 per year.”*

CARRIED

## 7. **BUSINESS AND OPERATIONS**

### 7.1 2021-2022 Year End Projection

As we get further through the school year we get a clearer picture of what our year end will look like, which is currently anticipated to be a surplus of about \$1.2M.

Revenue:

- International Student Program fees are currently \$321,000 above budget.
- Rental revenue is also above budget due to the rental of Charles Hoey by the Francophone Authority.

Expenses:

- If salary trends continue we anticipate coming in \$84,000 under budget, however this could be impacted by February absenteeism rates, which are typically the highest of the school year.
- Benefits are projected to come in about \$295,000 under budget.
- Even though an additional \$150,000 was added to the utilities budget to cover the anticipated electricity required to maintain airflow through the increased filtration systems, it is expected that the budget will be overspent by close to \$179,000.

### 7.2 Enrolment Estimate 2022-2023

Enrolment plays a big role in budget planning. The Board's demographers, Baragar, provide data accumulated through birth rates (postal codes of parents of the children) as well as in/out migration patterns. When look at all the factors, we estimate a relatively modest increase of 49 FTE next year, vs. the 31 estimated by the Ministry's demographers. An increase of 36 FTE is being used for budgeting purposes due to the strict application of enrolment rules around K-9 Distributed Learning. Looking ahead to 2023-2024 we see an increase of another 105 FTE before enrolment begins to stabilize. Birth rates have decreased since peaking in 2017; the 2020 birthrate data is the lowest it's been since 2007.

### 7.3 2022-2023 Budget Preview

The Secretary-Treasurer presented an overview of the plans and considerations for preparing the 2022-2023 Annual Budget. Some items impacting the budget include:

- Enrolment not only affects both revenue and expenditures, but also plays a role in capital expenditures due to the potential need for portables;
- Wage and benefit cost increases;
- Expenditures for the Trustee election on October 15, 2022;
- Upgrading of financial, procurement, human resources and payroll software; and
- Pandemic-related expenses.

### 7.4 Draft Budget Guiding Principles

The Secretary-Treasurer thanked Director of Communications Mike Russell for his work helping to reframe the draft Budget Guiding Principles, which were presented to Trustees.

Moved by Trustee de Groot  
Seconded by Trustee Kemmler

*"That the Board Education and Business Committee recommends the 2022/2023 Budget Guiding Principles to the Board for approval."*

CARRIED

**8. POLICY**

**9. COMMITTEES**

9.1 Highlights of the February 15, 2022 Advisory Committee Meeting

The Advisory Committee Meeting was held on February 15, 2022. The Highlights of the meeting were attached to the Agenda.

**10. ADJOURNMENT**

10.1 Motion to Adjourn

The meeting adjourned at 6:11 p.m.

Moved by Trustee de Groot  
Seconded by Trustee Kemmler

*"That there being no further business, the meeting be adjourned."*

CARRIED

# COWICHAN VALLEY SCHOOL DISTRICT HUMAN RESOURCES OPERATIONAL PLAN 2021-2024



## YOUR CAREER IS **BEYOND EDUCATION**



# LEARNING

Priorities	Established and Ongoing Actions	Actions
<p>Ensuring voice and choice for all learners</p> <ul style="list-style-type: none"><li>To develop competent, agile learners who are creative, critical, and social thinkers that have the capacity to be global citizens.</li></ul>	<p>Focus on attracting, retaining, and supporting highly effective staff at all levels across the district.</p> <p>Support professional learning that supports the development of leadership skills at all levels.</p>	<p>2021-2022 - Work with Post-Secondary Institutions to enhance and promote employment opportunities in the Cowichan Valley School District.</p> <p>2021-2022-Explore new platforms to market employment opportunities.</p> <p>2022-2024- Use available data to identify and project staffing priorities.</p> <p>2021-2022- Identify Professional Development needs of Principals and Managers to support and manage staff. From identified needs build a scope and sequence for training and mentorship.</p> <p>2022-2024- Develop and implement succession planning model to support key positions across the organization.</p>



# INDIGENOUS WAYS OF KNOWING

Priorities	Established and Ongoing Actions	Actions
<p>Working together with one heart, one mind, one thought. Connectedness &amp; relationships to oneself, family, community, and the natural world.</p> <ul style="list-style-type: none"> <li>Embrace Indigenous perspectives and knowledge as part of our history and recognize Indigenous content is integral to our learning journey</li> </ul>	<p>Increase the diversity of the workforce to reflect the diversity of the Cowichan Valley School district.</p> <p>With intentionality ensure that Indigenous perspectives are embedded in HR practices.</p>	<p>2021-2022-Create recruitment strategies that reflect equity and diversity in hiring practices.</p> <p>2021-2022Investigate ways to increase the number of staff with Indigenous ancestry.</p> <p>2021-2022 -Where appropriate ensure that our HR practices incorporate Indigenous Ways of Knowing (specific focus on interviewing potential candidates and onboarding across the district in all roles).</p>



# CULTURE OF CARE

Priorities	Established and Ongoing Actions	Actions
<p>Recognizing the importance of relationships</p> <ul style="list-style-type: none"> <li>Foster healthy, safe, and resilient communities that build on the unique identities of our learners allowing them to thrive.</li> </ul>	<p>Maintaining and promoting positive, proactive labour relations practices for all employee groups.</p> <p>Promote district wide cultures that support respectful learning and working environment.</p> <p>Promote and continue to support Wellness and Attendance Initiatives.</p>	<p>2021-2022 -Continue to focus on open communication and consistent labour management processes with a specific focus on building strong mutually respectful partnerships with all union partners.</p> <p>2022-2023-Develop an annual In-service framework for Principals and Managers regarding collective agreements and ongoing effective labour management strategies.</p> <p>2021-2022 -Work collaboratively with Inclusion Support and Health and Safety Manager to develop a district wide Conflict Management Structure.</p> <p>2021-2022 -Develop a framework for Principals and Managers to facilitate Wellness Conversations with the employees they supervise and support.</p> <p>2021-2022-Review Current Disability and Attendance Management Programs and where appropriate adjust practices.</p> <p>2021-2024-Review the number of leaves occurring across the system and determine strategies for addressing (all employee groups).</p> <p>2021-2024-Continue to create professional learning opportunities for all staff that focus on Wellness.</p> <p>2021-2024-Establish a Recognition/Celebration Program.</p>

# FUTURE FOCUSED SYSTEM

Priorities	Established and Ongoing Actions	Actions
<p>Working together as a whole team</p> <p>Create nimble and dynamic environments that embrace change and foster innovation to enhance student learning.</p>	<p>Build a cohesive Human Resources (HR) team that that supports the district’s goals and objectives.</p> <p>Build a culture within HR of continuous improvement through ongoing assessment of practices and procedures.</p> <p>Establish a HR framework for strategic planning and continuous improvement.</p>	<p>2021-2022-Bring Health and Wellness coordinator into HR department.</p> <p>2021-2022-Create an HR structure that will unify the department and promote a collaborative approach to address identified HR priorities.</p> <p>2021-2022-As a department, through a collaborative process review individual portfolios and map workflows to identify efficiencies.</p> <p>2021-2022-Communicate to the District HR Portfolios and Points of Contact.</p> <p>2021-2024-Continue to investigate electronic documents and platforms to increase efficiencies.</p> <p>2021-2024-Provide HR staff with on-going professional learning opportunities.</p> <p>2021-2024-Identify capabilities and deficiencies in current software to improve and resolve process challenges.</p> <p>2021-2024-Strive to have all paper-based practices replaced with electronic solutions.</p> <p>2021-2024-Establish a Growth Plan Model for HR Managers and HR Exempt Staff.</p> <p>2021-2022- Establish an HR Year at a Glance to promote collaborative practices for addressing high need times.</p>



# Briefing Note



**Date of Report:** March 7, 2022

**Prepared for:** The Board of Education for **Action** for the March 29, 2022 Board Education and Business Committee Meeting

**Subject:** International Student Program

**Issue:** Fee Structure for the 2023/24 and 2024/25 School Years

## **Background:**

The Cowichan Valley International Student Program needs to publish its fees for the school year one calendar year in advance (for example, the fees for the 2022/23 school year were set in the spring of 2021). Below is a proposal for increasing the fees for the 2023/24 and 2024/25 school years.

The International Student Program has had a strong recovery from the COVID-19 pandemic. The program currently has approximately 150 FTE with over 200 students. We have moved away from a reliance on the Asian market, in particular China, and diversified with students from over 17 countries. Our largest markets are currently Germany, Spain, Italy, and Japan. Other countries in Europe are also represented, including new markets such as Norway and Turkey, and South America is making a comeback as well.

We are also one of the few international programs who offer short-term programs (three- and four-month stays), and this helps us attract and retain agent partners. We find that many of our short-term students extend their stays to a full semester and even a full year.

## **Considerations:**

We have added a modest increase to the transportation (school bus) fee, and a bigger increase to our homestay fee. Because of this increase, we are suggesting that we make only a modest increase to our tuition in 2023/24 and a further modest increase in 2024/25. These increases are a recognition of increased food, fuel, and labour costs going forward. The homestay and tuition fee increases are in line with increases in neighbouring island districts.

We charge a fee for report card validation when required by particular countries (Brazil, Mexico, Argentina, and Spain). Currently our validation fee is \$125, and we are proposing an increase to \$150 to be in line with neighbouring districts.

We have also added a new fee (\$150/month) for vegetarian or vegan diets. This is partially because of increased food costs, but we have also found this year more than a few times, students have decided to try becoming vegetarian while they are here, and the host family was not prepared. We think that this will give students a bit of a pause before they decide on a change that affects their homestay, and gives their homestay more ability to deal with specialized diets.

We would also like to streamline our "additional nights" fee. Currently, we charge \$32/night (paid directly to homestay families) if students arrive before September 1 and \$50/night if students stay past June 30. We would like to have one additional night's fee of \$50/night.

The fee increases for the short-term stays take into account the increase in fees as proposed above.

The current fees and proposed changes are detailed in the table below (increases in bold).

	2021/22 & 2022/23 fees	Proposed 2023/24 fees	Proposed 2024/25 fees
Application fee	\$300	\$300	\$300
Homestay Management Fee	\$450	\$450	\$450
Tuition	\$14000	<b>\$14250</b>	<b>\$14500</b>
Medical Insurance	\$1100	\$1100	\$1100*
Transportation	\$400	<b>\$450</b>	<b>\$450</b>
Homestay	\$900/month	<b>\$1000/month</b>	<b>\$1000/month</b>
<b>Total</b>			
One Semester	\$13000	<b>\$13650</b>	<b>\$13775</b>
One Year	\$25250	<b>\$26550</b>	<b>\$26800</b>
<b>Short Term Programs</b>			
Three Months (all inclusive)	\$8150	<b>\$8550</b>	<b>\$8625</b>
Four Months (all inclusive)	\$10575	<b>\$11100</b>	<b>\$11200</b>
<b>Other Fees</b>			
Report Card Validation	\$125	<b>\$150</b>	<b>\$150</b>
Celiac Diet	\$300/month	\$300/month	\$300/month
Vegetarian/Vegan Diet	No fee	<b>\$150/month</b>	<b>\$150/month</b>
Additional Homestay Nights	\$32 early arrival; \$50 late departure	<b>\$50/night</b>	<b>\$50/night</b>

\*subject to increases by Medical Services Plan of B.C. and guard.me insurance

**Recommended Action:**

*"That the Board Education and Business Committee recommends to the Board the approval of the 2023/24 and 2024/25 International Student Program fees as presented".*

**Prepared by:**



Alison Keple, District Principal

**Reviewed by:**



Robyn Gray, Superintendent  
Date:



# Briefing Note

**Date of Report:** March 29, 2022  
**Prepared for:** Board of Education for Action for the March 29, 2022 BEBC Meeting  
**Subject:** Early Learning Manager (Exempt position)

## Background:

The Board of Education has established Early Learning and Childcare as a priority, understanding that this is an integral element that helps set the foundation of lifelong learning, behaviour and health. The Cowichan Valley Regional District commissioned a Childcare study in 2020. Based on the survey findings, it is anticipated that one in five families in the Cowichan region has an unmet need for childcare. The report recommended there be an increase in the number of childcare spaces in the Cowichan region as well as improve the quality of childcare available.

Additionally, Early Learning and Care has moved from the Ministry of Children and Family Development to the Ministry of Education. While this transition moves forward, there will be greater demands on School Districts to support Early Learning and Childcare initiatives. The focus of the Childcare BC Plan is to deliver childcare as a core service to our families. This encompasses increasing the number of childcare facilities in communities, increasing the number of Early Childcare Educators (ECE's) available, providing affordable care and being responsive to local needs. There is also a desire on the part of the Ministry and parents to provide before and after school care in each of our schools to create more of a seamless day. In addition, CUPE BC is also advertising for programming to support school-age children and are encouraging Districts support CUPE members to operate Out of School programs and StrongStarts.

## Discussion:

Currently, the Board of Education has five (5) new Childcare centers that are going into some of our Elementary schools and have a piloted an Out of School Care program at Bench elementary, that is run by the principal, with the intent to grow this program into other schools. There are also six StrongStarts and two StrongStart Outreach programs that continue to require oversight. The District has worked with CUPE to create a new position for the Out of School Programs and an ECE Ts'uwatun position. The Board of Education has also completed an Early Learning Review and has developed six goals that are currently being actioned.

As a District we are poised well to move forward in support of Early Learning and to grow the programs that have been started. However, to support the Ministry's direction and the Board of Education with this important work, an exempt staff person that will be responsible for Early Learning and Childcare and the growth in this area is required.

This person would ideally be an Early Childhood Educator (ECE) who has experience managing Child-care centers. This person would be responsible for three main areas: Quality Assurance, Partnerships and Engagement, and Operations.

Quality Assurance:

- Support the actioning of the Early Learning Review Action Plan
- Support the use of the Early Learning Framework with daycare providers
- Provide support to school principals, clerical, and EA's
- Lead and participate in yearly reviews of childcare programs held within school district properties
- Work with the non-profit managers and ECE's at each of our Childcare and StrongStart centers
- Draft Policy and Administrative Procedures for Early Learning and Childcare as this area grows

Partnerships and Engagement:

- Oversee the expansion of Out of School Care (OSC) in more of our schools
- Coordinate inspections from Licensing
- Support and oversee the possible transition of CUPE ECE's into our StrongStarts
- Collaborate with Early Learning Coordinator
- Liaise with Childcare Resource & Referral (CCRR) and the new Ministry Regional Centre
- Engage with community early learning partners

Operations:

- Oversee the parent contracts/payments/collection for each OSC program
- Act as the 'manager' for our OSC programs
- Complete the monthly CCOF and CCFRI reports to the Ministry
- Work with Dispatch to cover EA shortages in the OSC programs

**Recommended Action:**

As this is an area of growth in our District, staff are recommending to the Board to consider the establishment of a new Early Learning Manager position within next year's Budget process.

**Action:**

*Motion: "That the Board Education and Business Committee recommends that the Board of Education of School District No. 79 (Cowichan Valley) consider the creation of a new Early Learning Manager position in the 2022-2023 Budget Process."*

**Prepared by:**



Sheryl Koers  
Associate Superintendent

**Reviewed by:**



Robyn Gray, Superintendent  
Date March 11, 2022



YEAR-END PROJECTION AS AT FEBRUARY 28, 2022

	(A)	(B)	(C)	(D)	
	AMENDED	YEAR	PROJECTED	(A - C)	NOTES
	BUDGET	TO DATE	REV AND EXP	SURPLUS	
<b>REVENUE:</b>					
PROVINCIAL GRANTS	- 82,122,058	- 52,095,791	- 82,122,058	-	(6)
INTERNATIONAL PROGRAM	- 1,800,000	- 2,152,465	- 2,152,465	352,465	
LOCAL EDUCATION AGREEMENT	- 6,505,766	- 3,903,459	- 6,505,766	-	
MISCELLANEOUS REVENUE	- 80,000	- 260,366	- 260,366	180,366	
TRANSPORTATION	- 55,000	- 61,550	- 61,550	6,550	
RENTALS	- 150,000	- 141,824	- 180,410	30,410	
INTEREST	- 144,000	- 141,474	- 144,000	-	
PRIOR YEAR SURPLUS	- 3,213,717	- 3,213,717	- 3,213,717	-	
<b>TOTAL REVENUE</b>	<b>- 94,070,541</b>	<b>- 61,970,646</b>	<b>- 94,640,332</b>	<b>569,791</b>	
<b>EXPENDITURES:</b>					
<b>SALARIES</b>					
PRINCIPAL / VICE-PRINCIPAL SALARIES	6,302,617	4,171,615	6,299,438	3,179	(2)
TEACHER SALARIES	37,504,610	21,968,685	37,444,213	60,397	(2)
EDUCATION ASSISTANT SALARIES	7,993,759	4,434,293	7,709,013	284,746	(2)
CLERICAL / NHS SALARIES	4,126,677	2,490,518	3,993,326	133,351	(2)
USW SALARIES	5,579,167	3,357,274	5,502,590	76,577	(2)
EXCLUDED SALARIES	2,224,613	1,527,612	2,237,506	12,893	(2)
CASUAL REPLACEMENT (ILLNESS / VACATION)	3,517,908	2,228,214	3,569,006	51,098	(4)
INSERVICE / EXTRA CURRICULAR / DEP'T HEAD	1,024,716	433,188	1,024,716	-	(3)
<b>TOTAL SALARIES</b>	<b>68,274,067</b>	<b>40,611,399</b>	<b>67,779,808</b>	<b>494,259</b>	
<b>EMPLOYEE BENEFITS</b>					
STATUTORY BENEFITS	5,810,492	3,134,982	5,802,356	8,136	
PENSION BENEFITS	7,038,781	4,090,408	6,709,460	329,321	
HEALTH BENEFITS	2,606,962	1,492,615	2,581,307	25,655	
<b>TOTAL EMPLOYEE BENEFITS</b>	<b>15,456,235</b>	<b>8,718,005</b>	<b>15,093,123</b>	<b>363,112</b>	
<b>SERVICES AND SUPPLIES</b>					
SERVICES	3,280,153	1,637,088	3,280,153	-	(3)
STUDENT TRANSPORTATION	262,025	149,132	262,025	-	(3)
PROFESSIONAL DEVELOPMENT AND TRAVEL	639,696	299,733	639,696	-	(3)
RENTALS AND LEASES	92,100	49,042	92,100	-	(3)
DUES AND FEES	114,310	86,744	114,310	-	(3)
INSURANCE	250,134	193,992	250,134	-	(3)
SUPPLIES	3,793,227	2,207,019	3,905,794	112,567	(3)
UTILITIES	1,609,300	804,163	1,729,300	120,000	(5)
<b>TOTAL SERVICES AND SUPPLIES</b>	<b>10,040,945</b>	<b>5,426,913</b>	<b>10,273,512</b>	<b>232,567</b>	
TRANSFER TO CAPITAL	299,294	95,414	299,294	-	
<b>TOTAL EXPENDITURES</b>	<b>94,070,541</b>	<b>54,851,731</b>	<b>93,445,737</b>	<b>624,804</b>	
<b>SURPLUS (DEFICIT)</b>	<b>-</b>	<b>7,118,915</b>	<b>1,194,595</b>	<b>1,194,595</b>	<b>(1)</b>

NOTES:

- 1 This projection was prepared using information available on March 11, 2022. It is updated on a monthly basis or as new information is received. As we progress towards the June 30, 2022 year-end the reliability of the projection improves. Certain assumptions are made regarding the account balances.
- 2 Employee salaries and benefits are projected by adding the expected monthly expenditures to the year-to-date balance and adjusting for known differences.
- 3 Supplies and inservice budget allocations are assumed to be fully expended at year-end. The projection is adjusted for known differences.
- 4 Casual replacement balances are calculated using a method of extrapolation. The current account balance is divided by the prior year balance at the same date. This ratio is then multiplied against the prior year-end balance. This methods assumes that trends to date will continue.
- 5 Utilities and diesel fuel use the same method of extrapolation as the casual replacements.
- 6 Final funding figures will be known once the February and May enrolment counts are incorporated into the Operating Grant.



## Briefing Note

**Date of Report:** March 11, 2022  
**Prepared for:** The Board Education and Business Committee for **Action** for the March 29, 2022 BEBC Meeting  
**Subject:** Out-of-Province Tuition Fees

**Background:**

The Province of BC through the Ministry of Education provides K-12 student funding to school districts for students whose parent(s) normally reside in the Province of BC. When a new student registers with the school district, a series of compliance checks are completed to ensure that the normally resident test is met. When a student's parent (s) do not normally reside in the Province of BC, for example International students, it is up to the school district to collect fees to cover the cost of delivering the education.

**Discussion:**

The creation of the Board's academy programs have attracted students from outside of the province who wish to participate in the programs. Parents may also elect to send their children to attend school in School District No. 79 for other reasons. Residing with a relative or host parent does not meet the test of "normally resident."

The Board's Policy 2 – Role of the Board is recommended for amendment to include the approval of out-of-province tuition fees.

For 2021/2022, via the Rugby academy, a number of out-of-province students were invoiced a fee of \$12,400. This figure was an estimate and based on the projected 2021/2022 First Nations student rate. We use this rate as it calculates the total funding per student that the Province of BC provides to SD79 through the various grants. The actual rate for 2021/2022 is \$12,080.

**Recommendation:**

The out-of-province tuition rate should minimally cover the cost of the student's education. The Board may wish to align the fee with the International student fee in the future. At this time it is recommended that the Board set the 2022/2023 out-of-province tuition rate at \$12,400 and review the suitability of the rate during the next school year.

*"That the Board Education and Business Committee recommends that the Board establish the 2022/2023 out-of-province tuition rate at \$12,400 and conduct a review prior to establishing the 2023/2024 rate."*

**Prepared by:**

Jason Sandquist, Secretary-Treasurer

**Reviewed by:**

Robyn Gray, Superintendent  
Date: March 11, 2022

## 2021/22 FIRST NATION STUDENT RATES

School District	Total 2021/22 FTE <sup>1</sup>	District Operating Funding Allocation <sup>2</sup>	Next Generation Network (NGN) <sup>3</sup>	Classroom Enhancement Fund <sup>4</sup>	Learning Improvement Fund <sup>4</sup>	Annual Facility Grant (AFG) <sup>5</sup>	Pay Equity <sup>6</sup>	Student Transportation Fund <sup>7</sup>	Mental Health in Schools <sup>7</sup>	MyEdBC <sup>5</sup>	Support Staff Benefits <sup>8</sup>	CommunityLINK <sup>6</sup>	Restart Mental Health <sup>4</sup>	Restart Health & Safety <sup>4</sup>	Total District Funding	First Nation Student Rate
5 Southeast Kootenay	5,789,500	\$ 67,424,438	\$ 235,323	\$ 3,367,466	\$ 224,832	\$ 280,944	\$ 457,171	\$ 361,459	\$ 52,000	\$ 32,574	\$ 104,785	\$ 379,598	\$ 156,258	\$ 73,147,693	\$ 12,635	
6 Rocky Mountain	3,469,5625	41,884,803	140,970	3,613,791	142,398	191,677	207,823	369,399	55,000	20,159	45,759	399,482	74,932	98,967	47,245,159	13,617
8 Kootenay Lake	4,715,6250	55,856,905	191,634	5,976,713	196,548	273,690	300,996	419,602	55,000	26,966	-	650,695	74,932	136,601	64,160,282	13,606
10 Arrow Lakes	531,8774	9,599,856	21,621	206,222	31,491	61,136	40,560	42,675	57,000	3,175	-	105,817	77,657	21,886	10,269,095	19,307
19 Revelstoke	1,045,1250	12,631,053	42,494	568,412	43,554	63,989	101,498	47,494	57,000	6,236	11,994	100,783	77,657	30,270	13,784,788	13,190
20 Kootenay-Columbia	4,083,6875	43,778,234	166,042	5,335,897	145,636	189,779	248,239	242,977	55,000	22,695	-	701,860	74,932	101,217	51,062,508	12,504
22 Vernon	8,675,4375	90,543,331	352,614	6,644,711	311,490	348,990	85,865	361,094	52,000	47,412	-	646,292	70,845	216,486	99,681,130	11,490
23 Central Okanagan	23,924,1875	234,394,139	972,201	20,281,744	802,421	768,786	1,238,323	600,000	48,000	132,405	172,116	1,258,789	65,395	557,683	261,292,002	10,922
27 Cariboo-Chilcotin	4,642,4375	54,854,022	188,735	4,334,805	191,181	305,173	665,837	739,024	55,000	28,242	26,794	683,828	74,932	132,871	62,280,443	13,415
28 Quesnel	2,943,7500	35,288,297	119,682	2,113,885	122,271	175,318	379,632	274,209	55,000	16,444	53,274	498,881	74,932	84,978	39,256,803	13,336
33 Chilliwack	14,498,5626	147,458,332	588,735	10,567,586	501,688	446,902	864,624	329,456	51,000	78,036	216,448	728,611	69,482	348,673	162,249,573	11,191
34 Abbotsford	19,503,0625	190,277,116	792,173	13,772,623	669,991	677,378	118,014	313,969	48,000	112,308	-	1,251,167	65,395	465,644	208,563,778	10,694
35 Langley	22,069,6875	211,085,229	896,468	32,583,862	714,717	665,832	551,875	260,000	48,000	129,904	496,739	2,110,919	65,395	496,728	250,105,668	11,333
36 Surrey	73,034,0000	722,433,436	2,964,458	47,374,479	2,531,271	2,312,208	6,861,224	72,999	47,000	411,718	950,363	4,067,572	64,033	1,759,233	791,849,994	10,842
37 Delta	15,642,8125	151,602,881	635,788	9,386,645	537,031	601,973	2,171,545	415,788	51,000	87,776	190,742	596,455	69,482	73,236	166,346,487	10,634
38 Richmond	20,248,9500	194,036,144	822,429	37,363,948	670,460	811,644	2,215,706	21,608	48,000	110,445	224,695	785,631	65,395	465,970	237,641,625	11,736
39 Vancouver	48,018,0625	470,954,768	1,949,554	33,676,770	1,674,647	2,190,778	7,294,124	53,423	47,000	281,783	-	9,581,867	64,033	1,163,879	528,932,626	11,015
40 New Westminster	6,740,0625	66,864,586	273,264	6,702,840	235,363	230,897	521,853	6,073	52,000	40,883	98,537	1,580,583	70,845	163,577	76,841,301	11,401
41 Burnaby	24,054,4689	233,187,805	976,835	14,192,569	800,400	911,296	1,441,995	24,841	48,000	138,085	332,886	2,450,104	65,395	556,278	255,126,489	10,606
42 Maple Ridge-Pitt Meadows	15,495,5000	153,639,683	629,570	18,230,494	533,036	506,584	1,874,965	185,990	51,000	87,632	307,395	577,430	69,482	370,660	176,963,720	11,420
43 Coquitlam	31,191,0625	300,109,164	1,266,443	40,578,811	1,055,631	1,115,586	706,353	81,641	47,000	172,459	-	1,550,630	64,033	733,663	347,481,414	11,140
44 North Vancouver	15,595,0625	146,870,444	633,974	17,957,665	505,930	613,063	2,966,407	40,566	51,000	87,009	203,798	1,160,768	69,482	351,621	171,511,367	10,998
45 West Vancouver	6,950,7500	65,589,490	282,615	6,583,291	228,044	281,743	678,422	84,722	52,000	37,554	45,962	274,634	70,845	158,491	70,427,814	10,132
46 Sunshine Coast	3,335,1250	42,067,848	135,524	3,343,834	142,860	192,441	510,381	380,465	55,000	18,795	-	516,271	74,932	99,288	47,537,639	14,254
47 Powell River	2,912,0000	33,420,122	118,335	2,228,558	113,245	120,337	243,304	91,754	55,000	17,920	-	209,303	74,932	70,206	36,771,516	12,628
48 Sea To Sky	5,306,0000	55,622,491	215,654	6,786,893	191,025	187,106	371,793	265,534	52,000	30,896	59,380	306,901	70,845	132,762	63,883,280	12,040
49 Central Coast	2,689,6875	6,899,381	8,404	491,110	24,194	59,020	42,403	80,277	57,000	1,235	3,509	252,460	77,657	6,815	8,013,465	39,771
50 Haida Gwaii	458,4375	10,621,560	18,640	765,305	37,061	108,061	139,874	149,851	57,000	3,118	10,680	113,083	77,657	25,758	12,127,648	26,454
51 Boundary	1,298,5000	18,596,278	52,797	977,079	63,772	110,959	105,245	153,588	57,000	7,316	4,417	150,143	77,657	44,322	20,400,573	15,711
52 Prince Rupert	1,817,8125	24,972,487	73,912	2,977,420	87,484	132,772	706,027	117,597	57,000	10,064	14,451	529,342	77,657	60,801	29,387,013	16,166
53 Okanagan Similkameen	2,358,5000	29,826,274	95,657	2,337,587	105,262	123,193	233,703	209,099	55,000	14,005	-	236,028	74,932	73,157	33,383,897	14,155
54 Bulkley Valley	1,912,7500	23,198,347	77,772	1,130,974	80,906	138,672	225,459	163,737	57,000	10,908	48,771	234,198	77,657	56,230	25,500,631	13,332
57 Prince George	13,030,4375	143,202,716	529,514	9,813,235	491,986	653,144	2,271,692	687,663	51,000	73,935	198,514	2,197,842	69,482	341,931	160,582,654	12,324
58 Nicola-Similkameen	2,045,1875	24,167,611	82,925	4,012,763	86,810	123,176	120,216	170,292	55,000	13,341	29,580	300,011	74,932	60,333	29,296,990	14,325
59 Peace River South	3,624,3750	45,840,592	147,366	3,674,370	156,844	279,708	944,395	441,458	55,000	19,670	16,094	380,505	70,845	109,006	51,939,940	14,311
60 Peace River North	6,067,7500	67,701,380	246,530	4,608,606	241,562	292,658	241,350	425,785	52,000	35,867	68,323	583,311	70,845	167,886	74,736,102	12,317
61 Greater Victoria	19,802,6596	194,161,003	804,845	19,981,911	657,183	793,187	2,896,617	20,027	48,000	113,332	198,514	3,998,998	65,395	456,742	223,795,754	11,301
62 Sooke	11,970,7500	119,829,524	486,140	17,984,951	401,652	329,709	931,052	358,365	51,000	67,972	-	768,299	69,482	279,148	141,557,294	11,825
63 Saanich	7,393,5000	74,264,953	299,377	8,548,168	260,847	299,364	377,315	280,000	52,000	48,426	-	423,776	70,845	181,289	85,106,360	11,511
64 Gulf Islands	1,462,5000	21,401,511	59,422	2,219,854	74,039	101,443	102,398	328,264	57,000	8,855	25,951	162,064	77,657	51,457	24,669,914	16,868
67 Okanagan Skaha	5,653,5000	59,312,096	229,859	4,344,420	204,843	262,805	441,194	167,035	52,000	33,423	31,327	389,730	70,845	142,366	65,681,943	11,618
68 Nanaimo-Ladysmith	14,770,7500	143,280,174	600,457	11,519,097	487,126	543,922	160,000	244,630	51,000	82,204	166,310	2,361,778	69,482	338,553	159,904,733	10,826
69 Qualicum	4,271,6875	44,852,149	173,655	4,071,511	160,784	195,141	936,176	426,341	55,000	23,698	69,175	391,995	74,932	111,745	51,542,303	12,066
70 Pacific Rim	3,906,1250	41,194,918	158,364	3,348,857	142,788	207,305	595,220	71,717	55,000	22,721	46,741	948,283	74,932	99,238	46,966,085	12,024
71 Comox Valley	9,595,3750	94,316,683	389,497	11,463,700	327,360	343,037	451,831	421,375	51,000	59,452	112,481	611,364	69,482	227,515	108,844,777	11,343
72 Campbell River	5,528,3750	60,177,454	224,589	3,599,406	205,810	205,578	75,322	316,860	52,000	30,042	61,931	551,048	70,845	143,038	65,765,923	11,896
73 Kamloops-Thompson	15,368,5000	164,215,954	624,289	11,623,710	560,618	687,048	575,959	666,817	71,000	84,987	190,965	1,619,927	69,482	389,629	181,380,385	11,802
74 Gold Trail	1,054,5313	12,217,357	42,877	561,935	68,904	136,711	376,093	366,932	57,000	5,855	24,918	393,181	77,657	47,889	22,737,309	21,220
75 Mission	6,399,2500	67,077,079	260,095	7,156,950	231,682	244,250	725,901	188,900	52,000	36,896	53,613	412,254	70,845	161,019	76,671,483	11,981
76 Fraser-Cascade	1,720,0625	23,264,589	69,932	2,669,446	76,683	105,005	229,516	184,576	57,000	9,518	29,245	362,397	77,657	53,295	27,188,860	15,807
79 Cowichan Valley	8,330,6055	87,158,282	338,710	10,588,228	293,998	375,969	363,682	283,524	52,000	44,464	176,335	681,913	70,845	204,329	100,632,279	12,080
81 Fort Nelson	671,5000	10,096,024	27,288	706,983	33,693	63,249	79,311	32,744	57,000	3,782	8,862	139,061	77,657	23,416	11,349,070	16,901
82 Coast Mountains	4,053,3750	50,148,370	164,799	5,256,583	175,417	301,762	1,160,795	557,786	55,000	23,745	57,256	623,672	74,932	121,915	58,722,042	14,487
83 North Okanagan-Shuswap	6,773,5625	77,264,298	275,411	6,846,908	263,552	335,208	641,286	561,925	52,000	35,748	64,233	334,417	70,845	183,168	86,928,999	12,834
84 Vancouver Island West	269,7500	9,804,134	10,968	1,107,682	32,208	77,539	55,087	57,593	57,000	1,791	2,897	134,907	77,657	22,385	11,441,848	42,416
85 Vancouver Island North	1,269,5625	19,426,906	51,401	1,241,717	66,956	145,247	118,179	19,676	57,000	6,977	19,676	329,761	77,657	46,534	21,703,227	17,095
87 Sikine	161,7500	5,861,254	6,577	3												

## Policy 2

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### ROLE OF THE BOARD

As the corporate entity established by provincial legislation and given authority by the Education Act and attendant Regulations and the corporate body elected by the electors that support School District No. 79 (Cowichan Valley), the Board of Trustees shall provide overall direction and leadership to the District. It is accountable for the provision of excellent educational programs and services to resident students of the District to enable their success, in keeping with the requirements of government legislation and the values of the electorate.

The Board is therefore charged with the responsibility of providing an education system that is high quality, organized and operated in the best interests of the students it serves. It exercises this responsibility through setting of clear strategic direction and the wise use of resources. The Board has natural person powers in carrying out its role.

#### Specific Areas of Responsibility

##### 1. Accountability to Governments

The Board shall:

- 1.1 Act in accordance with all statutory requirements of federal and provincial legislation to implement educational standards and policies.
- 1.2 Perform Board functions required by governing legislation and Ministerial directions.

##### 2. Accountability to and Engagement of Community

The Board shall:

- 2.1 Make decisions that address the needs of the entire District.
- 2.2 Establish processes and provide opportunities for community engagement.
- 2.3 Report District outcomes to the community at least annually.
- 2.4 Develop procedures for and hear appeals as required by statute and/or Board policy.
- 2.5 Meet regularly with municipal and regional governments, First Nations Chiefs and Councils and the *Métis* nation and other educational/public service or business governing authorities to achieve educational ends.
- 2.6 Model a culture of respect and integrity.

##### 3. Strategic Priorities

The Board shall:

- 3.1 Provide overall direction for the District by establishing foundational statements.
- 3.2 Annually set District priorities and key results to be included in the District's Strategic Priorities.

- 3.3 Annually evaluate the effectiveness of the District in achieving established priorities and key results.

#### 4. Policy

The Board shall:

- 4.1 Identify how the Board is to function.
- 4.2 Delegate authority to the Superintendent and define commensurate accountabilities.
- 4.3 Identify the purpose to be achieved and the criteria for any new policies.
- 4.4 Make the final decision as to the approval of all policy statements.
- 4.5 Annually develop/assess/revise policies as required to ensure intended results are being achieved and that policies are consistent with legislation.
- 4.6 Ensure motions which are intended to have continuing effect are integrated into existing or new policy statements.

#### 5. Board/Superintendent Relations

The Board shall:

- 5.1 Select the Superintendent.
- 5.2 Provide the Superintendent with clear corporate direction.
- 5.3 Delegate in writing, administrative authority and identify responsibility subject to the provisions and restrictions in provincial legislation and regulations.
- 5.4 Annually evaluate the Superintendent in accordance with a pre-established performance appraisal mechanism.
- 5.5 Annually review Superintendent compensation.
- 5.6 Respect the authority of the Superintendent to carry out executive action and support the Superintendent's actions which are exercised within the delegated discretionary powers of the position.
- 5.7 Establish and maintain positive professional working relations with the Superintendent.

#### 6. Political Advocacy

The Board shall:

- 6.1 Make decisions regarding British Columbia School Trustee Association and British Columbia Public Sector Employees' Association issues.
- 6.2 Advance District positions and priorities through relevant provincial organizations and associations.
- 6.3 Act as an advocate for public education and the District.
- 6.4 Develop an annual plan for advocacy including focus, key messages, relationships and mechanisms consistent with the District foundation statements, priorities and provincial legislative framework.

- 6.5 Promote regular meetings and maintain communication with locally elected officials including liaison with selected municipal, regional, and non-governmental organizations including First Nations Chiefs and Councils and the *Métis* nation.
- 6.6 Arrange meetings with elected provincial government officials to communicate and garner support for education.

## 7. Board Growth Plan

The Board shall:

- 7.1 Annually evaluate the Board's effectiveness.
- 7.2 Annually develop a Growth Plan for the Board aligned with the District priorities and the Board's most recent evaluation.

## 8. Fiscal Accountability

The Board shall:

- 8.1 Approve budget process and timelines at the outset of the annual budget process.
- 8.2 In collaboration with the Superintendent, identify budget assumptions and draft priorities to be used in the creation of the annual budget.
- 8.3 Approve the annual budget and allocation of resources to achieve desired results.
- 8.4 Appoint or reappoint the auditor and annually approve the terms of engagement.
- 8.5 Review annually the audit report and management letter and approve those recommendations to be implemented.
- 8.6 Approve parameters for negotiations after soliciting advice from the Superintendent and ratify Memoranda of Agreement with Bargaining units.
- 8.7 Approve the acquisition and disposition of District land and buildings.
- 8.8 Approve tender selection for contracts over two hundred thousand dollars (\$200,000).
- 8.9 Approve construction projects in excess of five hundred thousand dollars (\$500,000).
- 8.10 Approve substantive budget adjustments when necessary.
- 8.11 Monitor the fiscal management of the District through receipt of quarterly variance analyses and year-end projections.
- 8.12 Approve borrowing for capital expenditures within provincial restrictions.
- 8.13 Approve transfer of funds to/from reserves.
- 8.14 Approve fee schedules for academies, International Students and Out-of-Province Students.**
- 8.15 Approve rental rates for District facilities.
- 8.16 Annually approve a 5-year capital plan, and annually approve the Annual Facilities Grant plan (AFG) as and when required.
- 8.17 Review and approve Board compensation and expense rates.

## **Selected Responsibilities**

### **The Board Shall:**

1. Approve by bylaw, the acquisition and disposal of District land and buildings.
2. Approve catchment areas for schools and special programs.
3. Approve the naming of educational facilities and land.
4. Provide for recognition of students, staff and community members.
5. Approve District calendar.
6. Approve Board Authority Authorized Courses.
7. Annually review the student enrolment and staffing report.
8. Approve transportation service level changes.
9. Approve District partnerships.
10. Authorize referenda for taxing purposes, as and when required.
11. Hear unresolved student or staff complaints of discrimination or harassment that cannot be heard by the Superintendent.
12. Approval of and cessation of academies and programs of choice.
13. Approve all out-of-country student travel.

Legal Reference: Sections 77, 85 School Act