



AGENDA

Board Education and Business Committee

Tuesday, May 23, 2023

4:00 p.m.

Boardroom - Public Participation will be via Zoom and not at the Board Office:
<https://sd79.zoom.us/j/65341273882>

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 May 23, 2023 Board Education and Business Committee meeting."

3. MINUTES

3.1 Minutes of the April 25, 2023 Board Education and Business Committee Meeting

3 - 8

"That the Board Education and Business Committee adopts the minutes of the April 25, 2023 Board Education and Business Committee Meeting."

4. ACTION LIST

5. EDUCATION

5.1 School Plan: Ecole Mount Prevost

Principal Ian Zibin, Vice-Principal Sandra Buckland, students Sarah Caney-Mera and Maïla Hosie (Grade 7), and Halle Boylan (Grade 2)

5.2 School Plan: Frances Kelsey Secondary

Principal Nicole Boucher, Temporary Vice-Principals Penny Butler and Darren Hart, students Ali Elzinga, Denny Nagasaki, Clay Wolfe and Damon Chang

5.3 Drinkwater Teacher Inquiry Project

Teachers Erica Roberts, Tara Janes, Mary-Anne Toth, Chris Watson, Patricia Edwards, and LeeAnn Smith

5.4 Strategic Plan Regeneration 2025-2030

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7.2	Revision to Policy 7 - Board Operations <i>"That the Board Education and Business Committee recommends that the Board of Education of School District No. 79 (Cowichan Valley) adopt the revised Policy 7 - Board Operations as presented."</i>	36 - 49
7.3	Revised Policy 8 - Board Committees <i>"That the Board Education and Business Committee recommends that the Board of Education of School District No. 79 (Cowichan Valley) adopt the revised Policy 8 - Board Committees as presented."</i>	50 - 61
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MINUTES OF THE BOARD EDUCATION AND BUSINESS COMMITTEE

Tuesday, April 25, 2023, 4:00 p.m.

Yuxwule' Eagle (Board) Room - Public Participation via Zoom

PRESENT

Trustee Randy Doman, Chair
Trustee Elizabeth Croft
Trustee Cindy Lise
Trustee Cathy Schmidt
Trustee Eduardo Sousa
Trustee Jennifer Strachan
Trustee Joe Thorne
Jason Sandquist, Secretary-Treasurer
Robyn Gray, Superintendent
Sheryl Koers, Associate Superintendent
Mike Russell, Director of Communications
Margaret Olsen, Director of Human Resources
Jeff Rowan, Director of Inclusive Learning
Darlene Reynolds, Director of Inclusive Learning
Richard Dyble, Director of Operations
Claudia McMahon, Associate Secretary-Treasurer
Claire Spencer, Recording Secretary

1. CALL TO ORDER

Trustee Doman 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 Lise
Seconded by Trustee Schmidt

"That the Board Education and Business Committee adopts the agenda of the April 25, 2023 Board Education and Business Committee meeting."

CARRIED

3. MINUTES

3.1 Minutes of the March 28, 2023 Board Education and Business Committee Meeting

Moved by Trustee Thorne
Seconded by Trustee Sousa

"That the Board Education and Business Committee adopts the minutes of the March 28, 2023 Board Education and Business Committee Meeting."

CARRIED

3.2 Minutes of the April 13, 2023 Special Board Education and Business Committee Meeting

Moved by Trustee Schmidt
Seconded by Trustee Thorne

"That the Board Education and Business Committee adopts the minutes of the April 13, 2023 Special Board Education and Business Committee Meeting."

CARRIED

3.3 Minutes of the April 20, 2023 Special Board Education and Business Committee Meeting

Moved by Trustee Lise
Seconded by Trustee Thorne

"That the Board Education and Business Committee adopts the minutes of the April 20, 2023 Special Board Education and Business Committee Meeting."

CARRIED

4. ACTION LIST

5. PETITIONS AND DELEGATIONS

6. EDUCATION

6.1 Ecole Cobble Hill School Plan

Student James Holloway opened the presentation with a land acknowledgement in English, Hul'q'umi'num' and French.

Our Story: Ecole Cobble Hill is a K-7 single-track French Immersion school in a rural setting in Cobble Hill with a strong sense of family and community. Of its 370 students 8% identify as Indigenous and 5% are English Language Learners.

Our Strengths: Students feel encouraged to show kindness and empathy to others; there are many clubs and extra-curricular activities including robotics, math club, chess club, rainbow club and a variety of sports; there is a forest near the school and lots of opportunities for outdoor learning; students report that their teachers are nice and they do fun things in class.

Our Stretches: Oral language proficiency across the grades, phonemic awareness, particularly across Grades K-3, and French writing across Grades 3-7. Due to the overarching importance of oral language, the whole school continues to focus on building oral language skills.

Our Goals: 1) Improve phonemic awareness and phonics across grades K-3; 2) Improve French writing across all grades (Grades 1-3 generating ideas; Grades 4-7 writing conventions and vocabulary). Methods used to work on these goals were shared by teachers Sarah Garcia and Erin Arrowsmith. Kindergarten student Ellie Geist showed Trustees her skills reading high-frequency sight words in French.

Next steps for the staff include incorporating student voice and goal setting into their Foundation for Enhancing Student Learning (FESL), and to provide real-world opportunities to practice and develop skills targeted in their FESL.

6.2 Maple Bay Elementary School Plan

For the 2022/2023 school year, Maple Bay Elementary has continued to focus on building an engaged and inclusive learning community that fosters a sense of belonging and a shared identity. Puppet club and Diversity Club are examples of how they are building a school community that fosters a sense of belonging and a shared identity. Diversity club is open to students in Grades 5 through 7. Puppet club is open to all students in Grades 6 and 7. Amity and Kaleigh are both in Grade 7 and participants in Puppet club. These two students along with their teacher, Joy Wilson, participated in a presentation which was shared with attendees (<https://youtu.be/Wlbi5c4b2Qw>).

The main school goal has been of one of social-emotional development. They wondered what difference could be made to their students' collective social-emotional development when their school community worked together to become more personally and socially aware and responsible. School wide they have provided learning opportunities on all aspects of social emotional learning to support the mental wellness of individuals and of their school community. Students have been given opportunities to practice:

1. Naming and knowing their own feelings and emotions;
2. Naming, knowing, and doing what they need to do to manage personal feelings and emotions;
3. Noticing other people's feelings, emotions, and social emotional learning needs;
4. Understanding that other people might have feelings, emotions, and needs that are the same or different from their own; and
5. Knowing what they can do to support other people's learning, feelings, emotions, and needs.

They have noticed that their efforts have made a difference! As a school community, their learners are on their way with the understanding that ***we all have mental health and social-emotional needs***. Their learners are showing more empathy and understanding, and less reactivity. The school climate feels kinder, calmer, and safer, which are three key ingredients needed to nurture their children's social-emotional and intellectual development.

6.3 Previously Approved Academies

Jeff Rowan, Director of Inclusive Learning, provided background on previously approved academies which will have no changes to fees for the 2023/24 school year.

Moved by Trustee Schmidt

Seconded by Trustee Thorne

"That the Board Education and Business Committee recommends that the Board of Education of School District No. 79 (Cowichan Valley) authorizes the 2023-24 Cowichan Secondary School

Rugby Academy Fees be set at \$5,500 for local district students and out of province, and \$15,000 for International students.”

CARRIED

Moved by Trustee Croft
Seconded by Trustee Sousa

“That the Board Education and Business Committee recommends that the Board of Education of School District No. 79 (Cowichan Valley) authorizes the 2023-24 Frances Kelsey Secondary School Soccer Academy Fees be set at \$300 per year.”

CARRIED

6.4 Previously Approved Academies with Proposed Changes to Fees

Changes in fees were recommended for two previously approved Academies. A Dance Academy at CVOLC was approved in 2021, and expanded to include more performing arts in 2022. This Academy operates through a partnership between CVOLC and Adage Studio, and provides an opportunity for students from outside the District. The change in fees would see an increase from \$325 to \$425 per month. The multi-grade Ice Hockey Academy at Frances Kelsey began in 2013. The rate increase (from \$300 to \$450 per year) is to cover added expenses for ice time, equipment and travel as the Academy moves from operating during one semester to two.

Moved by Trustee Schmidt
Seconded by Trustee Sousa

“That the Board Education and Business Committee recommends that the Board of Education of School District No. 79 (Cowichan Valley) authorizes the 2023-24 fees for the Performing Arts Academy at Cowichan Open School be set at \$425 per month or \$4,250 per year.”

CARRIED

Moved by Trustee Lise
Seconded by Trustee Thorne

“That the Board Education and Business Committee recommends that the Board of Education of School District No. 79 (Cowichan Valley) authorizes the 2023-24 Frances Kelsey Secondary School Ice Hockey Academy fees be set at \$450 per year.”

CARRIED

6.5 New Academies

Two new academies were proposed for Frances Kelsey Secondary. An Outdoor Education Adventure Academy for students in Grades 11-12 would provide opportunities to gain outdoor skills, knowledge, health and wellness benefits, self-confidence and lifetime memories as students engage in a number of activities, such as paddle boarding, wilderness first aid training, Indigenous canoeing, snowshoeing, ocean kayaking, hiking, and multi-day backpacking trips. The Equestrian Academy would take place at MillShaw Meadows and provide riding lessons at four levels, from introductory to advanced. In addition to riding, students would learn stable

management, equestrian theory, sports nutrition, and participate in equestrian-specific cross-training activities such as strength conditioning, stretching, and yoga.

Moved by Trustee Sousa

Seconded by Trustee Lise

"That the Board Education and Business Committee recommends that the Board of Education of School District No. 79 (Cowichan Valley) approves establishing an Outdoor Adventure Academy at Frances Kelsey Secondary School and authorizes the fees be set at \$1,100 per year for 2023-24."

CARRIED

Moved by Trustee Schmidt

Seconded by Trustee Thorne

"That the Board Education and Business Committee recommends that the Board of Education of School District No. 79 (Cowichan Valley) approves establishing an Equestrian Academy at Frances Kelsey Secondary School and authorizes the fees be set at \$3,000 per year for 2023-24."

CARRIED

7. BUSINESS AND OPERATIONS

7.1 2023-2024 Annual Budget

The proposed 2023-2024 Annual Budget in the amount of \$126,431,654 was reviewed. Items impacting the budget include inflation, a small enrolment increase and significant salary increases. The Board has utilized approx. \$2.3M of surplus which leaves \$3.06M, or approximately 3% of the Operating Budget.

Moved by Trustee Schmidt

Seconded by Trustee Sousa

"That the Board Education and Business Committee recommends that the Board of Education of School District No. 79 (Cowichan Valley) adopt the 2023/2024 Annual Budget in the amount of \$126,431,654."

CARRIED

8. POLICY

8.1 Administrative Procedure Updates

Changes to Administrative Procedures were reviewed with the Board.

9. COMMITTEES

9.1 Highlights of the April 18, 2023 Advisory Committee Meeting

A verbal summary of the meeting was provided by Committee Chair Trustee Croft.

9.2 Early Learning and Child Care Committee - Terms of Reference

Moved by Trustee Schmidt

Seconded by Trustee Lise

"That the Board Education and Business Committee recommends the Board of Education of School District No. 79 (Cowichan Valley) add the Early Learning and Child Care Committee Terms of Reference as presented to Policy 8 - Board Committees."

CARRIED

10. ADJOURNMENT

10.1 Motion to Adjourn

The meeting adjourned at 5:48 p.m.

Moved by Trustee Schmidt

Seconded by Trustee Thorne

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

CARRIED



COWICHAN VALLEY
School District

Beyond Education Strategy Regeneration

A Roadmap to Strategic Plan 2025 - 2030

OVERVIEW



'Beyond Education' – Strategic Plan 2020 – 2024 has been widely hailed as a success. The plan, and extensive engagement that saw its creation, has enjoyed widespread use and acceptance. Now, in its 4th year it is time to start the planning on the next iteration of the Cowichan Valley School District's Strategic Plan.

'Beyond Education' is still showing incredible results, and continued work has been extremely positive. The visionary plan still holds true and provides solid direction as our organization continues to navigate the ever-changing world. For these reasons, and many more, the next iteration of strategic planning will be a 'Strategy Regeneration.'

Using 'Beyond Education' as our base we will critically examine the plan, ensuring that elements that continue to serve, and reflect, the district, students, staff, and community are maintained, while any aspects that need adjusting can be changed to adapt to current contexts.

REGEN TIMELINE

The Board and District will start the Strategy Regeneration process in May 2023. This process is forecast to last until January 2025 when the regenerated plan will be RE-ENERGIZED and launched. The following timeline outlines the process.

Spring 2023 – Summer 2023

- Design Process
- Develop Guiding Principles
- Establish groups for engagement

Developing Board Strategy Regeneration Process

- May Planning
- May Advisory
- May BEBC
- June Board Meeting for Approval (of engagement design)

REFLECT - Fall 2023

Exploring our future through reflection on 'Beyond Education', research into our current state, and analysis of Cowichan Valley School District's data

- Board of Education
- District Leadership Team
- Principals / Vice-Principals

RE-ENGAGE - Spring 2024 (Jan / June)

Engaging with our partners and communities, co-creating our vision and roadmap

- Engage with all groups
- Community Survey

RE-ENERGIZE - Fall 2024

Formalize, celebrate, and action Regenerated Strategic Plan and align foundational plans

- Build draft plan
- Report back to groups
- Draft plan through Board Process (Planning, BEBC)
- Draft plan to Open Board Meeting for adoption

January 2025

- Celebrate new Strategic Plan 2025 - 2030

STRATEGY REGEN



GUIDING PRINCIPLES

We know that the world has changed over the last four years. COVID, misinformation and divisiveness within communities, and even ongoing global affairs like the Russian invasion of Ukraine, all affect our planning and our future.

As we set out on this journey we can look to these guiding principles to provide context and boundaries to our conversations.

The Strategy Regeneration Guiding Principles are:

- 'Beyond Education' has and continues to, create meaningful change
- 'Beyond Education' still enjoys significant staff and community buy-in.
- 'Beyond Education' was done as the largest Strategic Plan consultation the Board has ever done
- Our practice of community engagement as a restorative practice is solid
- We have new considerations since 2020
 - District Equity scan
 - K-12 Anti-Racism Action Plan
 - Identity, Belonging, and Connection Policy & Community of Care Pledge
 - Post-COVID mis-information environment
 - Childcare component of Ministry
 - Climate Change

We continue to rely on data:

- Student Learning Survey
- Literacy and Numeracy Assessments
- FESL (school based and District based)
- 5/6 year graduation rates (broken down into sub groups)
- Yearly Strategic Plan survey data
- Mental Health Plans
- Food program statistics
- McReary Data
- Early Development Instrument
- Ministry of Education and Child Care Data

STRATEGY REGEN



GUIDING PRINCIPLES CONTINUED

We continue to rely on our foundational documents:

- First People's Principles of Learning
- OECD 2030
- Framework for Enhancing Student Learning (FESL)
- 'Beyond Education' Strategic Plan 2020-2024
- Declaration on the Rights of Indigenous Peoples Act and subsequent Action Plan
- Truth and Reconciliation Calls to Action

REGENERATION STRUCTURE

The Strategy Regeneration will be guided by the Superintendent and the Director of Communications, who will organize the formal structure and facilitate the meetings.

The formal Strategy Regeneration will be a reflective process and engage our communities and stakeholders through the following format:

REFLECT: Exploring our future through reflection on 'Beyond Education', research into our current state, and analysis of Cowichan Valley School District's Educational journey

RE-ENGAGE: Engaging with our partners and communities, co-creating our vision and roadmap

RE-ENERGIZE: Formalize, celebrate, and action Regenerated Strategic Plan and align foundational plans

REFLECT

To begin the Strategy Regeneration journey we will do a deep reflection on 'Beyond Education', research into our current state, and analysis of Cowichan Valley School District's data.

Since 'Beyond Education' was released in 2020 the District has initiated a cyclical data analysis process that combines regular review of district data points with the Ministry of Education and Child Care through the Framework for Enhancing Student Learning. Reviewing and analyzing these data sets has helped drive 'Beyond Education' and the work contained within.

Reflection Process:

- District Leadership Team will compare current data with Strategic Plan goals and refine.
- DLT will present our journey through story to the Board of Education to provide context for the regeneration.
 - (Modeled after FESL Peer-Review)
- Board with DLT assistance will present analysis at Advisory meeting
- DLT to present analysis to Principals and Vice-Principals who will provide school-based context and reflection

Through this process the Board will develop an in-depth understanding of the journey over the last four years to frame the re-engagement process. This re-engagement process will follow the process of the original engagement.

RE-ENGAGE

Once the deep reflection is done, we will re-engage our partners and stakeholders who helped craft 'Beyond Education'. This engagement will be broken down into several groups with the Board, Senior Staff, and PVP leading engagements in some capacity. The following groups have been identified as potential partners for engagement.



GOVERNMENT

Board Run

(All local governments)

Indigenous Education Council
Duncan
North Cowichan
Lake Cowichan
MLA
MP
Cowichan Leadership group



EDUCATIONAL PARTNERS

Engagement run by District Leadership and supported by Board

(Educational Partners are identified as being internal, and directly involved in delivering learning or shaping learning experiences)

DPAC - Supporting Staff: Robyn
PVP – Supporting Staff: Robyn
International Ed - Supporting Staff: Robyn
CVTF Exec- Supporting Staff: Margaret
CUPE Exec - Supporting Staff: Margaret
USW Exec - Supporting Staff: Margaret
INED - Supporting Staff: Jeff
Inclusive Ed - Supporting Staff: Darlene
Managers – Supporting Staff: Jason / Margaret / Richard

RE-ENGAGE



PARTNERS

Engagement run by Staff

(Partners are identified as those who contribute to district or school communities or support learners in community)

*Cowichan Valley Youth Services
Intercultural Association
Cowichan Valley Recreation Centre – Youth Workers
Earth Guardians
Nourish Cowichan / Starfish
Cowichan Green Community
House of Friendship
Kw'umut Lelum Child and Family Services
Childcare operators
Clements Centre
VIU
VIHA & First Nations Health Authority*



SCHOOL COMMUNITIES

PVP Run

(Students, Staff, Families)

Supported by Strategy Regeneration Council's work

RE-ENGAGE



LARGER COMMUNITY

Staff Run

(all community not part of above categories)

Survey

RE-ENERGIZE

CELEBRATING OUR JOURNEY

Through this process the feedback from all of the engagement process is compiled and a formal draft plan is created with the Board. This draft plan will then be reported out back to all groups who were part of our engagement process to ensure that their voices are represented. The draft plan will then proceed through the Board's regular process to an Open Board Meeting for adoption.

January 2025

Celebrate the new Strategic Plan

CONCLUSION

The engagement strategy for the Strategy Regeneration is based in the solid engagement theory which saw 'Beyond Education' become a powerful and galvanizing Strategic Plan. The process that guides this regeneration is robust and will ensure transparency and build trust within the community. Intention is given to a process that will be restorative in nature and serve the Board, District, and community well.



YEAR-END PROJECTION AS AT APRIL 30, 2023

	(A)	(B)	(C)	(D)	(D)	
	AMENDED BUDGET	YEAR TO DATE	PROJECTED REV AND EXP	(A - C) PROJECTED SURPLUS	(A - C) PROJECTED SURPLUS	NOTES
REVENUE:						
PROVINCIAL GRANTS	- 87,850,086	- 70,472,667	- 88,155,241	305,155	305,155	(6)
INTERNATIONAL PROGRAM	- 2,000,000	- 2,021,440	- 2,021,440	21,440	21,440	
LOCAL EDUCATION AGREEMENT	- 6,691,959	- 4,907,661	- 6,691,959	-	-	
MISCELLANEOUS REVENUE	- 80,000	- 195,735	- 195,735	115,735	115,735	
TRANSPORTATION	- 55,000	- 53,222	- 53,222	1,778	1,778	
RENTALS	- 150,000	- 101,595	- 140,181	9,819	9,819	
INTEREST	- 550,000	- 625,958	- 655,958	105,958	105,958	
PRIOR YEAR SURPLUS	- 2,866,857	- 2,866,857	- 2,866,857	-	-	
TOTAL REVENUE	- 100,243,902	- 81,245,135	- 100,780,593	536,691	536,691	
EXPENDITURES:						
SALARIES						
PRINCIPAL / VICE-PRINCIPAL SALARIES	6,486,042	5,378,776	6,556,002	-	69,960	(2)
TEACHER SALARIES	39,409,902	31,276,594	39,335,617	74,285	74,285	(2)
EDUCATION ASSISTANT SALARIES	8,591,189	6,265,537	8,372,610	218,579	218,579	(2)
CLERICAL / NHS SALARIES	4,328,854	3,143,789	4,047,047	281,807	281,807	(2)
USW SALARIES	5,836,441	4,720,964	5,798,792	37,649	37,649	(2)
EXCLUDED SALARIES	2,378,849	1,878,082	2,315,849	63,000	63,000	(2)
CASUAL REPLACEMENT (ILLNESS / VACATION)	4,732,908	3,424,547	4,257,791	475,117	475,117	(4)
INSERVICE / EXTRA CURRICULAR / DEP'T HEAD	945,262	407,627	945,262	-	-	(3)
TOTAL SALARIES	72,709,447	56,495,916	71,628,969	1,080,478	1,080,478	
EMPLOYEE BENEFITS						
STATUTORY BENEFITS	6,388,682	5,112,929	6,684,134	-	295,452	
PENSION BENEFITS	7,461,722	5,665,690	7,077,457	384,265	384,265	
HEALTH BENEFITS	2,876,576	2,364,491	2,955,172	-	78,596	
TOTAL EMPLOYEE BENEFITS	16,726,980	13,143,110	16,716,762	10,218	10,218	
SERVICES AND SUPPLIES						
SERVICES	3,850,452	2,862,295	3,900,452	-	50,000	(3)
STUDENT TRANSPORTATION	276,525	264,772	309,772	-	33,247	(3)
PROFESSIONAL DEVELOPMENT AND TRAVEL	691,815	511,882	691,815	-	-	(3)
RENTALS AND LEASES	67,100	54,372	67,100	-	-	(3)
DUES AND FEES	114,310	113,906	129,310	-	15,000	(3)
INSURANCE	250,134	231,575	250,134	-	-	(3)
SUPPLIES	3,801,693	2,634,166	3,801,693	-	-	(3)
UTILITIES	1,610,580	1,242,210	1,674,799	-	64,219	(5)
TOTAL SERVICES AND SUPPLIES	10,662,609	7,915,178	10,825,075	-	162,466	
TRANSFER TO CAPITAL	144,866	141,896	144,866	-	-	
TOTAL EXPENDITURES	100,243,902	77,696,100	99,315,672	928,230	928,230	
SURPLUS (DEFICIT)	-	3,549,035	1,464,921	1,464,921	1,464,921	(1)

NOTES:

- 1 This projection was prepared using information available on May 18, 2023. It is updated on a monthly basis or as new information is received. As we progress towards the June 30, 2023 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 May enrolment counts are incorporated into the Operating Grant.



COWICHAN VALLEY
School District

2023-2026 FINANCIAL PLAN

Supporting students through the Board's Strategic Goals

Updated May 2023

PURPOSE

The purpose of the 2023 – 2026 Financial Plan is to help the stakeholders of the Cowichan Valley understand financial processes and provide a summary of the information utilized to make financial decisions that support the Board’s Strategic Priorities. It provides an outline of how the Board prepares, reviews and approves the annual budget (financial plan).

THE FINANCIAL PLAN

The School District’s budget is a financial plan that helps the Board prepare all learners in the Cowichan Valley School District for a world they will create. The Board does this by properly allocating funding that aligns with the Strategic Plan and reflect priorities with that plan. The Budget also communicates how the District utilizes its financial resources and allows for detailed, and public, monitoring of expenditures.

HOW DOES THE BOARD CREATE THE BUDGET?:

The Board has established a comprehensive budget process that ensures:

- The priorities of the Strategic Plan are properly funded;
- A transparent process that includes partner and public input through communication and consultation;
- Decisions are reported back to the public and partner groups;
- The Strategic Priorities of Learning, Indigenous Ways of Knowing, Culture of Care, and Future-Focused System are balanced;
- Compliance with the School Act, collective agreements and other regulatory requirements and Board policy;
- An appropriate contingency balance is maintained.



BUDGET TIMELINES:

- December**
- Prepare first draft of year-end surplus estimate;
- January**
- Establish budget timelines;
 - Prepare second draft of year-end surplus estimate;
 - Draft the Budget Guiding Principles;
- February**
- Adopt the Budget Guiding Principles;
 - Issue the online Budget Survey;
 - Prepare next year's enrolment estimate;
 - Deliver a preliminary budget report containing assumptions and risk factors;
 - Hold liaison meetings with the Cowichan Valley Teachers' Federation, United Steel Workers, Canadian Union of Public Employees, District Parent Advisory Committee, District Student Advisory Committee and Cowichan Valley Principal / Vice-Principals' Association;
 - Hold liaison meeting with members of the Indigenous Education Council;
 - Prepare third draft of year-end surplus estimate.

BUDGET TIMELINES CONTINUED:

March

- Receive the grant announcement estimate for the next year from the Ministry of Education and Child Care;
- Reconciliation of surplus funds available to assist in balancing the budget;
- Review of the grant announcement with a comparison to the prior year;
- Analysis of the changes in the funding formula;
- Presentation of the opening budget position after all cost and revenue adjustments are applied;

April

- Prepare fourth draft of the year-end surplus estimate;
- Budget options are presented for consideration;
- The Board Education and Business Committee debates the options to balance the Annual Budget;
- The Board Education and Business Committee recommends that the Board of Education adopt the Annual Budget;

May

- Adoption of the Annual Budget by the Board of Education;
- Implementation of staffing plan.



BUDGET FUND TYPES:

The District's Budget is comprised of three separate Funds: Operating Fund, Special Purpose Fund and Capital Fund.

OPERATING FUND

- Learning
- Teaching
- Programs
- Administration
- Facility Operations and Maintenance
- Busing

SPECIAL PURPOSE FUND

- Funds designated for a specific use or program (e.g.):
 - Learning Improvement Fund
 - Annual Facilities Grant
 - Classroom Enhancement Fund
 - Community Link
 - Feeding Futures

CAPITAL FUND

- Buildings
- Fields
- Infrastructure
- Land Purchases



BEYOND EDUCATION

HOW FINANCE FITS INTO THE STRATEGIC PRIORITIES:

PRIORITIES

ACTIONS

Learning

- Focus budget resources on areas of student achievement;
- Ensure that the budget adequately funds learning including staffing and resources;
- Allocate resources that support inservice for all staff;
- Continue to resource targeted initiatives for literacy and numeracy;
- Ensure that resources can be aligned to the strategic priorities and student outcomes;
- Ensure that an adequate surplus contingency is maintained to support programs in years of funding challenges;

Indigenous Ways of Knowing

- Additional support for Indigenous Learning with funding outside of the targeted Indigenous Grant;
- Continue to support post-pandemic outreach program;
- Develop operating procedures that decolonize financial and human resource practices;

Culture of Care

- Ensure that the budget supports the needs of diverse learners;
- Support wellness initiatives for staff and students;

Future-Focused Systems

- Adequately support the technology plan;
- Look for future opportunities to replace aging vehicles with electric;
- Support for Climate Action passion projects;
- Continue to support classroom design innovation when replacing furniture with 21st century furniture.

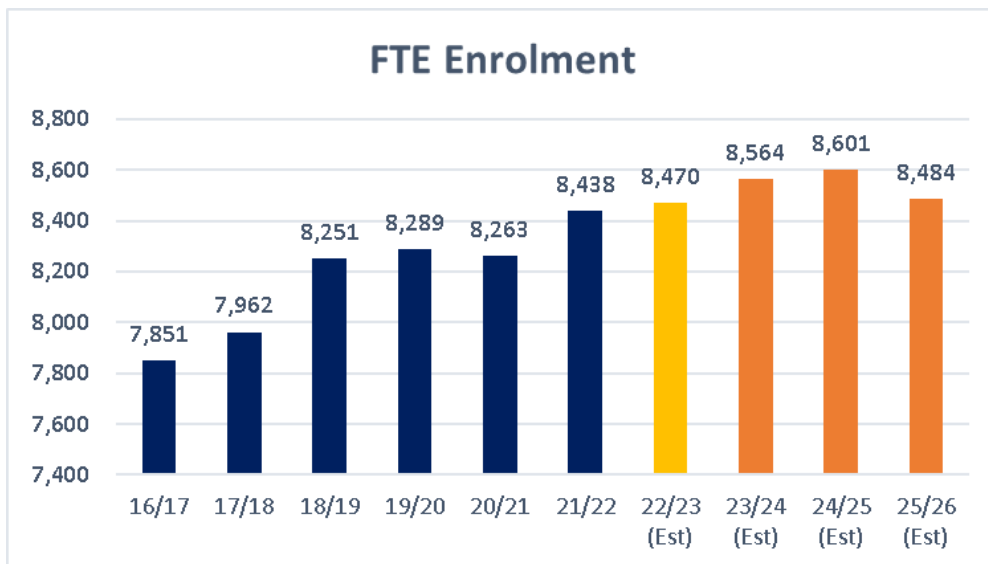
MULTI-YEAR PLANNING

Enrolment:

Enrolment is counted three times during the school year. The Operating Grant is adjusted accordingly to reflect actual enrolment figures as they are known. The chart below includes all three counts (September, February, May).

Enrolment is expected to increase modestly year over year for 2023/2024 and 2024/2025 and then decrease slightly.

Chart 1: Enrolment Summary

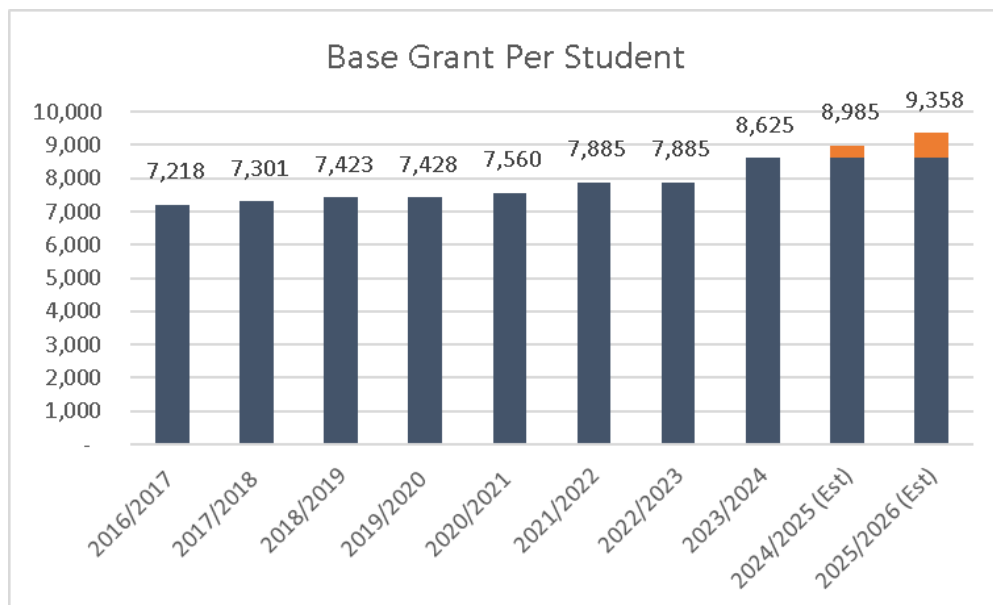


STUDENT ENROLMENT GRANT REVENUES

Three-year Collective Agreements were successfully negotiated for Teachers and Support Staff with an effective date of July 1, 2022. Funding for these salary and wage increases was received separately from the per pupil rate in 2022/2023. The base per student funding rate was increased in 2023/2024 to \$8,625 and included two years of wage and benefit funding. Increases projected for 2024/2025 and 2025/2026 anticipate additional funding to support further wage increases but not inflation.

The funding formula is not expected to change for unique geographic factors or the education plan.

Chart 2: Per Pupil Funding Estimate



INTERNATIONAL EDUCATION REVENUE

The International Education program enrolment (primarily in secondary schools) utilizes space in classrooms that would otherwise go unused by students that reside within the boundaries of the Cowichan Valley.

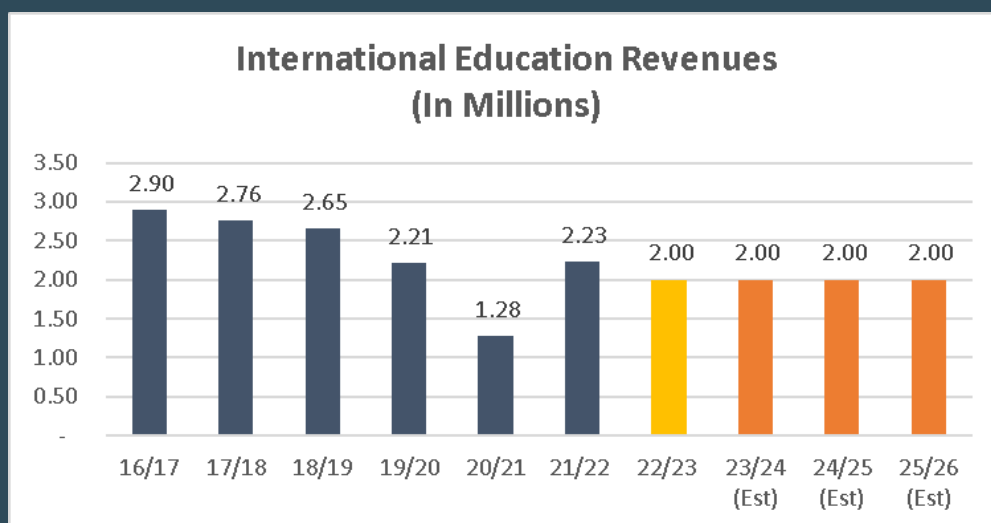
Given local enrolment growth within the District and the resulting space demand, it is likely that International Education enrolment levels will have reached their peak prior to COVID-19. The pandemic has had a negative impact on revenues beginning in 2019/2020.

The pandemic has also reduced the number of homestay families willing to host students.

The ideal number of Full-Time Equivalent (FTE) students is likely around 150.

Global inflation presents as a risk factor for 2023/2024.

Any increase or decrease in revenues is offset by a corresponding change in expenditures related to English Language Learning staffing, classroom staffing, commissions, recruitment travel and other staffing levels.



STAFFING

Staffing levels take various factors into consideration including student and educational needs, grant funding availability, enrolment changes and organizational capacity.

Chart 4: Staffing Levels

Staffing Chart - Total FTE - Operating

	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24 (Est)	24/25 (Est)	25/26 (Est)
Teachers	388	412	420	441	428	435	450	452	453	448
P/VP	39	42	45	46	46	48	46	46	46	46
Education Assistants	128	148	173	168	171	176	183	183	183	183
Support Staff	160	162	165	177	178	178	174	174	176	176
Other Prof	24	26	27	28	28	26	28	28	28	28
Total	739	791	830	860	851	862	880	882	886	880

Staffing Chart - Year over Year Changes in Total FTE - Operating

	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24 (Est)	24/25 (Est)	25/26 (Est)
Teachers	(8)	24	8	22	(14)	7	15	2	2	(6)
P/VP	2	3	3	1	(0)	2	(2)	-	-	-
Education Assistants	2	20	25	(5)	3	5	7	-	-	-
Support Staff	(2)	2	3	12	2	(1)	(4)	-	2	-
Other Prof	(1)	2	1	1	0	(2)	2	-	-	-
Total	(8)	51	39	30	(9)	11	18	2	4	(6)

SALARY EXPENSES

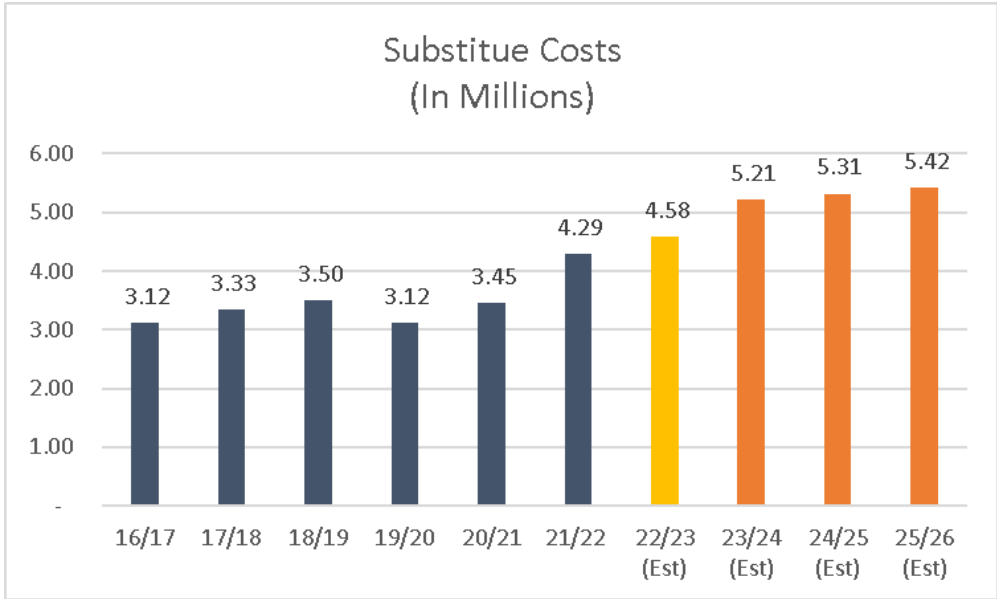
Three-year negotiated collective agreements for the Cowichan Valley Teachers' Federation, United Steel Workers and Canadian Union of Public Employees were implemented on July 1, 2022. Increases of 4% in 2022/2023, 6.75% in 2023/2024 and 2% for 2024/2025 have been used in these estimates. A further 2% for 2025/2026 has been used as an estimate but remains unnegotiated.

Teacher increases will also assume adjustments based upon years of service as they move through the 10-step salary grid.

Other Professionals and Principal & Vice-Principal salaries will be annually incremented by levels similar to those attained under labour settlements.

Substitute costs are assumed to continue the historical trend and have also been adjusted for salary and wage increases. For 2022/2023 until 2025/2026 we use the budgeted total for replacement costs recognizing that inservice funds often go underspent.

Chart 5: Substitute Costs



MULTI-YEAR OPERATIONAL FORECAST SUMMARY

On the following page is a detailed financial forecast summary. It considers the projected enrolment and related effects on staffing and expenditures. Salaries and wages reflect actual bargained increases until the end of 2024/2025 and 2% is assumed for 2025/2026.

An inflation rate of 2.5% has been used for services and supply inflation for 2024/2025 and 2025/2026.

The next two years are manageable utilizing accumulated surplus. It is expected in 2025/2026 adjustments to service levels will be required to balance the budget while maintaining a surplus contingency.

Projections become less certain further into the future due to the uncertainty in funding and inflationary increases.



Chart 6: Financial Projection for Strategic Planning Period

	Actual 2021/2022	Budget 2022/2023	Budget 2023/2024	Projected 2024/2025	Projected 2025/2026
Revenues					
Provincial Grants					
Ministry of Education	82,144,693	82,495,489	92,575,350	94,952,738	96,453,277
Other	390,261	216,000	216,000	216,000	216,000
Tuition	2,232,783	2,100,000	2,000,000	2,000,000	2,000,000
Other Revenue	7,162,366	6,640,766	7,278,534	7,278,534	7,278,534
Rentals and Leases	259,116	150,000	150,000	150,000	150,000
Investment Income	214,915	284,000	750,000	500,000	350,000
Total Operating Revenue	92,404,134	91,886,255	102,969,884	105,097,272	106,447,811
Expenses					
Salaries					
Teachers	37,408,438	37,806,568	42,720,371	43,752,212	44,057,848
Principals and Vice Principals	6,196,222	6,286,814	6,336,600	6,463,332	6,592,599
Educational Assistants	7,510,802	7,768,983	9,082,878	9,264,536	9,449,826
Support Staff	9,255,728	9,603,500	10,558,768	10,968,113	11,187,475
Other Professionals	2,201,951	2,120,074	2,482,874	2,532,531	2,583,182
Substitutes	4,294,147	4,580,281	5,210,172	5,314,375	5,420,663
Total Salaries	66,867,288	68,166,220	76,391,663	78,295,100	79,291,593
Employee Benefits	15,248,428	16,283,741	18,626,258	19,090,365	19,333,336
	22.80%	23.89%	24.38%	24.38%	24.38%
Total Salaries and Benefits	82,115,716	84,449,961	95,017,921	97,385,464	98,624,929
Services and Supplies					
Services	2,957,438	3,468,136	3,280,436	3,362,447	3,446,508
Student Transportation	385,929	276,525	276,525	284,821	293,365
Professional Development and Travel	396,808	584,148	610,900	626,173	641,827
Rentals and Leases	71,805	67,100	67,100	68,778	70,497
Dues and Fees	111,886	114,310	114,310	117,168	120,097
Insurance	218,950	250,134	250,534	256,797	263,217
Supplies	3,802,195	3,271,970	3,775,643	3,870,034	3,966,785
Utilities	1,497,399	1,596,900	1,610,580	1,650,845	1,692,116
Total Services and Supplies	9,442,410	9,629,223	9,986,028	10,237,061	10,494,412
Total Operating Expenses	91,558,126	94,079,184	105,003,949	107,622,526	109,119,341
Net Revenue (Expense)	846,008	(2,192,929)	(2,034,065)	(2,525,254)	(2,671,530)
Interfund Transfers	(198,272)	(38,866)	(288,866)	(40,000)	(40,000)
Use of Accumulated Surplus		2,231,795	2,322,931	2,565,254	2,711,530
Operating Surplus for the Year	647,736	-	-	-	-
Operating Surplus (Deficit), beginning of year	6,507,642	7,155,378	5,753,442	4,180,511	2,365,257
Surplus Use or Accumulation	647,736	(1,796,429)	(2,322,931)	(2,565,254)	(2,711,530)
Restricted for Future Use		(1,070,428)			
Projected Surplus		1,464,921	750,000	750,000	750,000
Operating Surplus (Deficit), end of year	7,155,378	5,753,442	4,180,511	2,365,257	403,727

Policy 1

FOUNDATIONAL STATEMENTS

Our Vision

Educational Excellence for everyone, everywhere, every time.

Our Mission

Empowering Tomorrow's Learners, Today.

We Value

- Fairness
- Respect
- Inclusion
- Integrity
- Compassion
- Collaboration
- Innovation
- Curiosity

The Logo Design



The Cowichan Valley School District logo shall only be used by external organizations with prior approval of the Superintendent.

Legal Name

The Board of Education of School District No. 79 (Cowichan Valley)

POLICY 1 - FOUNDATIONAL STATEMENTS

Acknowledgement of Territory

The Cowichan Valley School District recognizes, and gives thanks, that we work, live, and play on the traditional lands of the Hul'q'umi'num' and Nuu-chah-nulh speaking peoples, specifically the lands of the Quw'utsun, Malahat, Ts'uubaa-asatx, Halalt, Penelakut, Stz'uminus, and Lyackson Peoples. We dedicate this work to our First Nations, Inuit and Métis, and all children in the Cowichan Valley School District.

Our Story

Beyond Education: Preparing our learners for a world they will create.

Our Mission

Our students are agile and prepared to transition to a future of their choosing.

Our Learners

- Are compassionate
- Collaborate
- Contribute
- Think critically
- Create and innovate
- Are literate across domains

We Value

- Equity
- Relationships
- Environment
- Harmony
- Inclusiveness

The Logo Design



The Cowichan Valley School District logo shall only be used by external organizations with prior approval of the Superintendent or designate as assigned by Superintendent.

Common Name

Cowichan Valley School District

Legal Name

The Board of Education of School District No. 79 (Cowichan Valley)

DRAFT

Policy 7

POLICY 7 - BOARD OPERATIONS

The Board's ability to discharge its obligations in an efficient and effective manner is dependent upon the development and implementation of a sound organization design. In order to discharge its responsibilities to the electorate of the District, the Board shall hold meetings as often as necessary. A quorum, which is a simple majority of the number of trustees, must be present for every duly constituted meeting.

The Board has adopted policies so the business of the Board can be conducted in an orderly and efficient manner. All points of procedure not provided for in this Policy Handbook shall be decided in accordance with Robert's Rules of Order.

The Board's fundamental obligation is to enhance, the public trust in education, generally, and in the affairs of its operations in particular. Consistent with its objective to encourage the general public to contribute to the educational process, Board meetings will be open to the public. Towards this end, the Board believes its affairs must be conducted in public to the greatest extent possible.

There are times when public interest is best served by private discussion of specific issues in "Closed" sessions. The Board believes it is necessary to protect individual privacy and the Board's own position in negotiating either collective agreements or contracts and therefore expects to go into Closed session for issues dealing with individual students, individual employees, land, labor, litigation or negotiation.

In order to carry out its responsibilities effectively, the Board will hold periodic meetings of several types. Formal meetings, at which all formal and legal business of the Board as a corporate body shall be done, may be designated as inaugural, regular, special, or closed. The Board may also hold informal meetings from time to time for the purposes of general discussion, meeting with other individuals or groups, or for information gathering and sharing.

The Board has adopted specific policy governing the conduct of its formal meetings.

1. Board Composition and Elections

1.1 Seven trustees are elected at large to the Board of Education for a four-year term.

2. Inaugural Meeting and Subsequent Annual Meeting

2.1 Inaugural Meeting

2.1.1 After the general local election of trustees, the Secretary-Treasurer for the District shall convene a first meeting of the Board as soon as possible and, in any event, within thirty (30) days from the date that the new Board begins its term of office.

2.1.2 At the first meeting of the Board, the Secretary-Treasurer shall announce the results of trustee elections and confirm that all trustees have taken the Oath of Office as required by the *School Act*, or shall administer, or cause to be administered, the Oath of Office to all trustees present who have not taken it.

- 2.1.3 At the first meeting of the Board, the Secretary-Treasurer shall call for nominations for Board Chair, and, if there is more than one nominee, conduct a vote by secret ballot. If more than two nominations are made and if from the first ballot no nominee receives a clear majority, the nominee receiving the fewest votes shall be eliminated from the ballot. This procedure shall be continued until one candidate receives a clear majority, and that person shall preside for the ensuing year or until a new Chair is elected.
- 2.1.4 The Chair so elected shall assume the chair for the remainder of the meeting.
- 2.1.5 The Board shall proceed to elect a Vice-Chair in the same manner as the election of the Chair.
- 2.1.6 Following the elections of the Chair and Vice-Chair the order of business shall include:
 - 2.1.6.1 Passage of banking resolutions and appointment of signing officers;
 - 2.1.6.2 Setting of Regular Board Meeting dates; and,
 - 2.1.6.3 Preliminary discussion of appointments of trustees to committees and as representatives to outside organizations.

2.2 Annual Meeting

- 2.2.1 Each year thereafter during the term of office the Board of Education shall hold an annual meeting in November. The order of business shall include:
 - 2.2.1.1 Election of Chairperson and Vice Chairperson;
 - 2.2.1.2 Passage of banking resolutions and appointment of signing officers; and
 - 2.2.1.3 Preliminary discussion of appointments of trustees to committees and as representatives to outside organizations.

3. Regular Meetings

- 3.1 The purpose of the regular Board meeting is for the Board to conduct its business. Meetings will be open to the public and representatives of the press.
- 3.2 Board meetings generally shall be held on the first Tuesday of each month except for July and August. Meetings shall be held not less than once in every three months. All trustees, staff, and members of the public are required to conduct the business of the Board with proper decorum and in a respectful manner.
- 3.3 No business shall be conducted by the Board unless upon a motion of a trustee, seconded by another trustee.
- 3.4 One or more trustees may participate in or attend a meeting by telephone or other means of communications provided that all trustees and other persons participating in or attending the meeting are able to communicate with each other. A trustee participating in or attending a meeting as provided above will be counted for the purposes of establishing a quorum.
- 3.5 Public meetings will begin at 4:30 p.m. if a quorum is present. If a quorum has not been reached by 5:00 p.m. the meeting shall be postponed until a date and time determined by the Chair.

- 3.6 After a meeting has commenced, if notice is drawn to a lack of quorum, the presiding officer shall ascertain whether there is a lack of quorum and, if so found, adjourn the meeting until a date and time determined by the Chair.
- 3.7 The agenda and notice of meetings shall be prepared by the Secretary-Treasurer under the direction of the Chair who shall consult with the Superintendent. Written notice of each meeting, together with the proposed agenda, must be given at least forty-eight (48) hours in advance to each trustee by delivery to the place designated by him or her. Notice of meetings may be provided by email to an email address designated by a trustee. Non-receipt of notice of a meeting by a trustee shall not void proceedings taken at such meeting.
- 3.8 The order of business at all regular meetings shall generally be:
- 3.8.1 Call to Order
 - 3.8.2 Territorial acknowledgement
 - 3.8.3 Adoption of Agenda
 - 3.8.4 Approval of the Consent Agenda
 - 3.8.5 Minutes
 - 3.8.6 Petitions and Delegations
 - 3.8.7 Report of Closed Meetings
 - 3.8.8 Old Business
 - 3.8.9 Superintendent of Schools
 - 3.8.10 Personnel
 - 3.8.11 For Board Information
 - 3.8.12 For Board Action
 - 3.8.13 Secretary-Treasurer
 - 3.8.14 Personnel
 - 3.8.15 For Board Information
 - 3.8.16 For Board Action
 - 3.8.17 Committees and Outside Organizations
 - 3.8.18 Upcoming Meetings and Events
 - 3.8.19 Correspondence
 - 3.8.20 New Business
 - 3.8.21 Question Period
 - 3.8.22 Adjournment
- 3.9 A change to the order of business after the agenda has been adopted may be proposed by any trustee and shall require two-thirds (2/3) consent of trustees present.
- 3.10 Except for minutes of a meeting or portion of a meeting from which persons other than trustees or officers of the Board, or both, were excluded, the minutes shall be open for inspection at all reasonable times by any person, who may make copies and extracts on payment each time of a fee not exceeding twenty-five cents per page.
- 3.11 All public meetings shall end by 6:00 p.m. except by resolution of the Board approved by a two-thirds vote.
- 3.12 Except as provided herein, meetings of the Board shall be open to the public.
- 3.13 All meetings of the Board will normally be held in the School Board Office, 2557 Beverly Street, Duncan, B.C.
- 3.14 The Board may change the time, date or location of a Board meeting by resolution.
- 3.15 The Chair of the Board, when in his or her opinion it is a case of necessity or urgency, may

change the time, date or location of a Board meeting.

- 3.16 The Secretary-Treasurer, or another employee designated by the Board if the Secretary-Treasurer is unable to attend the meeting or if the meeting concerns the work performance or employment of the Secretary-Treasurer, must be present at the time a decision of the Board is rendered and must record any decision.
- 3.17 Regular meetings of the Board will not be held without the Superintendent in attendance unless the Superintendent has agreed.
- 3.18 The Chair or any other trustee presiding at a meeting may expel from the meeting a person, other than a trustee, that the chair or other trustee presiding at the meeting considers guilty of improper conduct. A person deemed guilty of improper conduct at a meeting will be prevented from asking questions or appearing as a delegation for the balance of the school year.
- 3.19 A majority of the trustees present at a meeting of the Board may expel a trustee from the meeting for improper conduct.

4. Special Meetings

- 4.1 Meetings other than regular meetings will be termed "special" meetings, including special Closed meetings.
- 4.2 A special meeting of the Board may be called by the Chair or, upon written request by a majority of trustees, shall be called by the Secretary-Treasurer. No business other than that for which the meeting was called shall be conducted at that meeting.
- 4.3 Written notice of a special meeting and the business to be conducted at that meeting shall be given to each trustee at least forty-eight (48) hours in advance of the meeting. The trustees may, by majority vote, waive the forty-eight (48) hour notice requirement, provided all reasonable steps have been taken to notify trustees of the meeting.

5. Closed Meetings

- 5.1 A closed meeting will be held on a date and time determined by the Board, may be called by the Chair or, upon written request by a majority of trustees, shall be called by the Secretary-Treasurer.
- 5.2 If, in the opinion of the Board, the public interest so requires, persons other than trustees may be excluded from a meeting, or a part of a meeting. The Secretary-Treasurer, or other employee designated by the Board, must be present at the time that a decision of the Board is rendered and must record any decision.
- 5.3 Closed meetings of the Board will not be held without the Superintendent in attendance, unless the Superintendent's contract is being discussed, or unless the Superintendent agrees.
- 5.4 No trustee shall disclose to the public the proceedings of a closed meeting, except as may be required by law, unless a resolution has been passed by the Board to allow such disclosure.
- 5.5 The Board shall prepare a record containing a general statement as to the nature of the matters discussed and the general nature of the decisions reached at a meeting from which persons other than trustees or officers of the Board or both were excluded, and the record shall be presented at the next meeting of the Board open to the public and shall be open for inspection at all reasonable times by any person, who may make copies and

extracts on payment of any applicable fee.

- 5.6 All matters coming before the Board shall be considered in public unless, in the opinion of the Board, the public interest requires otherwise. The following matters shall be considered in a closed meeting unless the Board determines otherwise:
- 5.6.1 Personnel matters including contracts and collective agreement negotiations; matters pertaining to individual employees including medical matters, appointment, promotion, demotion, transfer, conduct, competence, discipline, suspension, termination or retirement; grievances and requests of employees, Board officers or their bargaining agents or representatives; plans that relate to the management of personnel or the administration of the Board and that have not yet been implemented or made public;
 - 5.6.2 Legal matters, accident claims and other matters where Board liability may arise; legal opinions and advice respecting the liability or interest of the Board or respecting any matter to be considered in a closed meeting; information or action regarding legal actions brought by or against the Board;
 - 5.6.3 Matters pertaining to individual students including medical matters and the conduct, discipline, suspension or expulsion of students;
 - 5.6.4 Acquisition and disposition of real property prior to finalization including: future site planning and designation; negotiations regarding purchase, lease, sale or exchange of real property; purchase lease, sale or exchange of real property; consideration of appraisal reports and claims by owners; determination of Board offers; expropriation procedures;
 - 5.6.5 Matters pertaining to the safety, security or protection of Board property; and,
 - 5.6.6 Other matters where the Board decides that the public interest so requires.
- 5.7 Notwithstanding any rule limiting reconsideration of the agenda, a trustee may make a motion to move a matter from the agenda of a closed meeting to the agenda of the open meeting, or the reverse. The motion requires a seconder, is debatable, and requires a simple majority to pass.

6. Minutes

The Board shall maintain and preserve by means of minutes a record of its proceedings and resolutions.

6.1 The minutes shall record:

- 6.1.1 Date, time and place of meeting;
- 6.1.2 Type of meeting (inaugural, regular or special);
- 6.1.3 Name of presiding officer;
- 6.1.4 Names of those trustees and administration in attendance;
- 6.1.5 Approval of preceding minutes;
- 6.1.6 Only motions will be recorded in the minutes. Preamble, rationale, or discussions will not be recorded in the minutes, unless directed by the Board through resolution;
- 6.1.7 Points of order;

- 6.1.8 Appointments;
- 6.1.9 Recommended motions proposed by Committees; and,
- 6.1.10 Trustee declaration pursuant to Section 56, 57 or 58 of the School Act.
- 6.2 The minutes shall:
 - 6.2.1 Be prepared as directed by the Superintendent;
 - 6.2.2 Be considered an unofficial record of proceedings until such time as adopted by a resolution of the Board; and
 - 6.2.3 Upon adoption by the Board, be deemed to be the official and sole record of the Board's business.
- 6.3 The Superintendent shall ensure that, upon acceptance by the Board, appropriate initials are appended to each page of the minutes, and that appropriate signatures and the corporate seal of the District are affixed to the concluding page of the minutes.
- 6.4 The Superintendent shall establish a codification system for resolutions which will:
 - 6.4.1 Provide for ready identification as to the meeting at which it was considered;
 - 6.4.2 Provide for cross-referencing with resolutions of similar nature adopted by the Board at previous meetings; and
 - 6.4.3 Establish and maintain a file of all Board minutes.
- 6.5 All Committees of the Board, unless otherwise directed, shall prepare and submit minutes or a report including any recommendations to the Board.
- 6.6 As part of its ongoing effort to keep staff and the public fully informed concerning its affairs and actions, the Board directs the Superintendent to institute and maintain effective and appropriate procedures for the prompt dissemination of information about decisions made at all Board meetings.
- 6.7 The approved minutes of a regular or special meeting shall be posted to the website as soon as possible following approval. The Superintendent or designate is responsible to distribute and post the approved minutes.
- 6.8 Upon adoption by the Board, the minutes of meetings other than Closed meetings shall be open to public scrutiny.

7. Motions & Debate

- 7.1 No decision shall be made by the Board unless upon a motion of a trustee, seconded by another trustee and approved by majority vote.
- 7.2 A motion is to be worded in a concise, unambiguous and complete form and, if lengthy or complex, shall be submitted in writing.
- 7.3 The presiding officer may divide a motion containing more than one subject, and it shall be voted on in the form in which it is divided.
- 7.4 An amendment is a motion to modify the wording of a pending motion. An amendment must be closely related to or have a bearing on the subject of the pending motion. A motion may be amended more than once; however, there can be only one amendment on the floor at a time. An amendment to an amendment must be germane to the first amendment and cannot be amended.

- 7.5 A motion to reconsider a decision can be made the day on which the original motion was voted upon by a trustee who voted on the prevailing side. This motion may be seconded by any trustee. If the original motion was debatable, the motion to reconsider is debatable and the debate can be on the merits of the original question. No question can be reconsidered twice.
- 7.6 Motions to rescind or to amend something adopted at a previous meeting will be considered only if notice has been given at the previous meeting or in the call for the present meeting, and if no action has been taken which it is too late to undo.
- 7.7 Motions to rescind or to amend something previously adopted require the same majority, simple or two-thirds, that the original motion required.
- 7.8 A motion defeated at a previous meeting can be moved again at a subsequent meeting only if notice is given in the call of the meeting.
- 7.9 Where the number of votes on a motion is equal, the motion is defeated and the Chair shall so indicate.
- 7.10 The Chairperson or other presiding officer shall determine all points of procedure except that any ruling may be challenged by any trustee and decided by a majority vote of the trustees present. Where a ruling of the chair is challenged, a motion to sustain the chair shall be made and a vote shall be taken forthwith without debate.
- 7.11 In regard to decorum, trustees must keep their comments germane to the issues at hand. Trustees must remain civil and courteous, avoid offensive language or personal attacks, and abide by the Presiding Officer's instructions.
- 7.12 Remarks or questions to other trustees, staff members or a public delegation shall be directed through the Chair.
- 7.13 The Chair may enter debate or propose or second a motion and may vote as any other trustee.
- 7.14 The Chair may temporarily vacate the chair for any reason in which case the Vice-Chair, if present, or another trustee appointed by the Chair shall preside.
- 7.15 If the Chair is absent or unable to act, the Vice-Chair shall preside at meetings of the Board. If the Vice-Chair is absent or unable to act the trustees present shall elect one of their number to preside.
- 7.16 Each trustee has the right to speak twice on the same question but cannot make a second speech so long as any trustee who has not spoken on that question desires to speak. No trustee shall speak for more than five minutes at one time. The mover of a motion shall have the right to close debate.
- 7.17 Debate shall be strictly relevant to the question before the meeting. The presiding officer shall warn speakers who violate this rule or who persist in tedious or repetitious debate.
- 7.18 A matter of privilege may be raised at any time and shall be dealt with forthwith before resumption of business.
- 7.19 No trustee shall interrupt another trustee who has the floor except to raise a point of order, a point of privilege, or to disclose a conflict of interest.

8. Voting

- 8.1 All trustees present at a meeting and entitled to vote will vote on each resolution or bylaw. A trustee not voting on any question will be deemed to have voted in the negative unless the trustee has a conflict of interest, in which case the trustee must not vote and his or her abstention will not be counted.
- 8.2 Voting shall be by show of hands. The Secretary-Treasurer shall record in the minutes the mover and seconder of a motion and, upon the request of a trustee, shall record the names of the trustees voting against the motion.
- 8.3 All questions shall be decided by a majority of the votes of the trustees present unless otherwise provided by in this bylaw or the *School Act*.

9. Public Participation

The Board welcomes and provides for a variety of forms of public participation by members of the community. Public participation may be through presentations by a delegation, through formal question/comment periods in regular Board meetings or in the form of written communications. Such opportunities shall not be used to address matters which must be dealt with in Closed meetings as noted elsewhere in this policy. For example, individual student matters must not be dealt with in a public setting. In addition, structures have been defined in legislation and collective agreements to deal with labour management issues. The public participation opportunities noted below are not to be used to deal with such matters. The Board respects and honors employee groups' contracts and official representatives and will therefore deal with labour management issues through defined legislated and collective agreement processes.

Delegations

- 9.1 Parties wishing to appear as a delegation must notify the Secretary-Treasurer before Tuesday noon of the week prior to the Board Meeting for their presentation to be considered for inclusion in the agenda.
- 9.2 All delegations appearing before the Board shall present a written brief for inclusion in the agenda.
- 9.3 The Chair shall rule on the propriety of all presentations and questions and may decline to have a matter heard from a delegation or terminate any presentation or question or refer it to an "in camera" meeting of the Board if that is deemed to be appropriate by the Chair.
- 9.4 The Board will recognize an official spokesperson from each delegation.
- 9.5 Trustees may ask questions for clarification but no recommendations or motions concerning the presentation will normally be made at the same meeting.
- 9.6 Presentations by delegations must be limited to ten minutes unless this time limit is waived by the Board.
- 9.7 The Chair of the Board may determine the number of delegations that will be heard at any one Board meeting and shall inform all trustees regarding delegation requests that have been made, considered, and either included on the Board agenda or denied.
- 9.8 The Chair may deny a request to appear as a delegation to the Board for any of the following reasons:
 - 9.8.1 If a request to appear as a delegation is relevant to a particular committee, that

request is referred to the committee. For example, if an individual wants to address a new education program idea, he or she is referred to the Board Education and Business committee.

- 9.8.2 If the individual or group has already presented to the Board on the same topic, the request is denied.
- 9.8.3 If it is a full agenda, the number of delegations may be limited and the person denied is advised that they will be considered for the next meeting.
- 9.8.4 A request to appear as a delegation may be denied if the topic is unclear. The person requesting to appear is asked for more information. Once more information is received, the request is considered again.

Comment and Question Periods

- 9.9 The Question Period is intended to enable the public to obtain clarifying information from the Chair regarding a current Regular Open Meeting agenda item.
- 9.10 Persons wishing to ask a question of the Board at a Regular Open Meeting shall do so in writing on the form provided. Those persons asking questions shall identify themselves by giving their name and address. Each individual shall be limited to one question and one follow up question on the response to that question. The Secretary-Treasurer will collect and review each question to confirm that it is related to a current agenda item prior to handing to the Chair for response.
- 9.11 In the event that the Regular Open Meeting is held electronically persons wishing to ask questions of the chair will type their question in the Q & A Compose box. In typing their question individuals shall identify themselves by giving their name and address. Each individual shall be limited to one question and one follow up question on the response to that question. The Secretary-Treasurer will review each question to confirm that it is related to a current agenda item prior to reading to the Chair for response.

Correspondence

- 9.12 Correspondence is at times sent to the Board and at other times to individual trustees. Even when correspondence is addressed to an individual trustee the contents may be more appropriately addressed by the corporate Board. Where correspondence is addressed to the Board or its contents are more appropriately addressed by the corporate Board the following processes shall be adhered to. The intended outcomes of these processes are: to ensure Board correspondence is acknowledged in a timely fashion, the corporate Board is aware of the public input provided and where required, a corporate response is provided in a timely manner.
- 9.13 Where non-routine correspondence is received that appears to require a formal Board response, that correspondence shall be placed on the agenda of the next regular Board meeting.
- 9.14 Where non-routine correspondence is received that does not appear to require a formal Board response, that correspondence, together with any response issued by the Superintendent, shall be circulated to the trustees.
- 9.15 Where an individual trustee receives correspondence that in the trustee's judgement is more appropriately a corporate Board matter, the correspondence will be directed to the Chair who will acknowledge the correspondence, and act in accordance with 9.11 or 9.12 above.

10. Consent Agenda

Typical consent agenda items are routine procedural matters and decisions that are likely to be noncontroversial.

- 10.1 The full agenda, including the consent items should be disseminated prior to the Board Meeting along with copies of reports and back up materials so that Board members can do their due diligence prior to voting.
- 10.2 As the first item of business the Board Chair should ask if anyone wishes to remove an item from the consent portion of the agenda.
- 10.3 The Board Chair then asks for a motion to accept the consent agenda.
- 10.4 Once the motion has been received, the Board Chair opens the floor for any questions or discussion on the items remaining on the consent agenda. The understanding, though, is that the board members have come prepared and, other than a quick point or question, they are comfortable voting for the items or they would have asked to have them removed.
- 10.5 If any items were removed from the consent agenda the Board Chair will determine where on the agenda those items will be discussed. Quickly reviewing the remaining items, the Board Chair will ask for any objections to the adoption of those remaining items. If none are offered all items on the consent agenda are considered to be passed.

11. Audio/Video Recording Devices

The Board requires that anyone wanting to use recording devices at a public Board meeting shall obtain prior approval of the Board Chair. This shall be communicated by the Board Chair at the beginning of the Regular Meeting.

12. Trustee Remuneration and Expenses

12.1 Annual Remuneration

- 12.1.1 Under Section 71 of the School Act, a Board may authorize the payment of remuneration to be paid to trustees by annual resolution of the Board of Education. The Income Tax Act allows part of this remuneration to be declared as a tax-free expense allowance.
- 12.1.2 Trustee remuneration shall be reviewed annually.

12.2 Expenses

- 12.2.1 Trustees are expected to exercise discretion in incurring expenses within the limit of the annual budget appropriation.

Conference and Travel Expenses

- 12.2.2 Effective execution of Board responsibilities requires that trustees represent the Board at various meetings and conferences, and that they remain informed through attendance at periodic seminars, conventions and workshops related to their responsibilities. The Board encourages such attendance, and shall include funds in the annual budget to cover expenses.
- 12.2.3 The Board of Education of School District No. 79 (Cowichan Valley) supports trustees attending conferences, conventions, seminars and courses of an education nature, within the budget limitations established by the Board.

- 12.2.4 The Board does not expect that such attendance to be at the personal expense of the trustee. Trustees will submit expense claims in accordance with per diem rates. In exceptional circumstances, charges beyond the per diem rates shall be submitted for board approval or rejection.
 - 12.2.5 Trustees will inform the Board, in advance, of their intention to attend a conference/seminar or travel on Board business and shall obtain prior approval of the Board for such attendance. Trustees shall not book registrations, travel and accommodations without consultation with the Superintendent's office.
 - 12.2.6 For travel by private automobile, trustees may claim the District rate in effect at the time. The maximum amount claimable is limited to the cost of economy airfare between points travelled, when air transportation is available and practical.
 - 12.2.7 Cost of airfare is limited to the cost of economy airfare.
 - 12.2.8 There shall be no reimbursement for alcoholic beverages.
- 12.3 Payment of Expenses
- 12.3.1 Expenses must be submitted on a timely basis to the Secretary-Treasurer at least once a month.
 - 12.3.2 The Secretary-Treasurer shall review trustee expenses. Any concerns shall be referred to the trustee designated to authorize payment. The Chair will authorize expense claims for all trustees except the Vice-Chair. The Vice-Chair will authorize expense claims of the Chair and the Chair of the Audit Committee will authorize expense claims for the Vice-Chair.

12.4 Accommodation

Hotel accommodation at provincial government rate or negotiated convention rate, less personal charges (receipts required). If staying with friend(s) or relative(s), \$25.00 per night may be claimed without a receipt. When a trustee or an employee can receive a preferred flight rate due to Saturday layover, the District will cover the cost of accommodation for one additional night upon approval.

12.5 Meals and Incidental Expenses

The per diem expense ceiling for meals and incidentals shall be \$57.00 per day, allowing \$10.00 per breakfast, \$15.00 for lunch, \$25.00 for dinner and \$7.00 for incidentals. A claim for incidental expenses will be paid for each night that a trustee claims overnight accommodation. Incidentals include the cost for personal calls home, tips to porters and valets, local telephone calls, etc. Where a meal is provided, deduct value of each meal limit from the total per diem meal allowance.

- 12.5.1 Meals may be claimed as follows:
 - 12.5.1.1 On day of departure:
 - 12.5.1.1.1 To claim breakfast - depart from home/work before 7:00 a.m.
 - 12.5.1.1.2 To claim lunch - depart from home/work before 12:00 noon
 - 12.5.1.1.3 To claim dinner - depart from home/work before 6:00 p.m.
 - 12.5.1.2 On day of return:
 - 12.5.1.2.1 To claim breakfast - arrive at home/work after 7:00 a.m.

12.5.1.2.2 To claim lunch - arrive at home/work after 12:00 noon

12.5.1.2.3 To claim dinner - arrive at home/work after 7:00 p.m.

12.6 Vehicle Expenses

Kilometrage shall be at the rate of 55 cents per kilometer traveled when using personal automobile and the rate shall be adjusted annually to match the BCSTA mileage allowance. When private vehicles are used, compensation will be based on map distance and the currently approved rate and cannot exceed an amount equal to the economy airfare for the trip. When private vehicles are used in lieu of air transportation, meals and accommodation en route will be paid for one 24-hour period.

12.7 Hospitality Expenses

It may be necessary or beneficial to the School District if a trustee(s) were to host a meal or non-alcoholic refreshments for one or more persons.

In this case the meal allowance does not apply, and the Board will cover the cost of reasonable expenses incurred and a gratuity of not more than 20%. Claims for expenses incurred for hosting purposes shall be supported by receipts and clearly state the purpose of the expense, and the names of those hosted.

12.8 Other Expenses

Other expenses, such as taxi, parking, ferries, etc. will be reimbursed on submission of receipts.

12.9 Advances

Upon application an advance against the anticipated travel expenses shall be issued, but in no circumstances shall the advance exceed 75% of the budgeted cost of the trip.

12.10 Claims

A detailed claim for expenses shall be filed within ten (10) days of the return from the program/event.

13. Bylaws

13.1 Unless expressly required to be exercised by bylaw, all powers of the Board may be exercised by bylaw or by resolution

13.2 The following matters shall be dealt with only by bylaw:

13.2.1 Adoption of the budget

13.2.2 The acquisition or disposal of property

13.2.3 Amendments to bylaws

13.2.4 Where the Minister approves a capital plan or a capital plan with modifications, the Board shall prepare a capital bylaw as required by the *School Act*

13.2.5 Where required by the *School Act*

13.3 Every bylaw shall be dealt with in the following stages

13.3.1 First reading: no debate or amendment

13.3.2 Second reading: discussion of the principle of the bylaw

13.3.3 Third reading: consideration of amendments and final decision

- 13.4 At each of the three readings of a bylaw the bylaw must be read in full, however, a reading of a bylaw may, if a written or printed copy of the bylaw is in the possession of each trustee and is available to each member of the public in attendance at the meeting at which the bylaw is to be read, consist of a description of the bylaw by its title and a summary of its contents
- 13.5 The Board shall not give a bylaw more than two readings at any one meeting unless the trustees who are present at the meeting unanimously agree to give the bylaw all three readings at that meeting.
- 13.6 The Secretary-Treasurer shall certify the accuracy of each bylaw and show the date of each of its readings and adoption.
- 13.7 Permission to withdraw a proposed bylaw may be given at any stage by majority vote of the Board. A motion to grant permission to withdraw a proposed bylaw requires a seconder.
- 13.8 A bylaw, once passed, may only be amended by the passage of an amending bylaw, and this passage must employ the procedures given above in this section.

14. Conflict of Interest

- 14.1 "Pecuniary interest" means, with respect to a trustee, an interest in a matter that could monetarily affect the trustee and includes an indirect pecuniary interest referred to in section 56 of the *School Act*.
- 14.2 If a trustee has any pecuniary interest in any matter and is present at a meeting of the Board at which the matter is considered, the trustee:
- 14.2.1 Shall at the meeting disclose his or her pecuniary interest and the general nature of the pecuniary interest;
- 14.2.2 Shall not take part in the discussion of or vote on any question in respect of the matter; and
- 14.2.3 Shall not attempt in any way, whether before, during or after the meeting, to influence the voting on any question in respect of the matter. [SA s. 58(1)]
- 14.3 If the meeting is not open to the public, in addition to complying with these requirements (see 12.02) the trustee shall immediately leave the meeting or the part of the meeting during which the matter is under consideration. [SA s. 58(2)]
- 14.4 If the pecuniary interest of a trustee is not disclosed as required above by reason of the trustee's absence from the meeting, the trustee shall disclose the pecuniary interest and otherwise comply with the requirements at the first meeting of the Board attended by the trustee after the meeting referred to above. [SA s. 58(3)]
- 14.5 The requirements of paragraphs 12.01 - 12.03 do not apply to any pecuniary interest referred to by the *School Act* as exempt from the disclosure requirements of the *School Act*. [SA s. 59]
- 14.6 The pecuniary interest of spouse or of a parent or child of the trustee shall, if known to the trustee, be deemed to be also a pecuniary interest of the trustee. [SA s. 57]
- 14.7 If a meeting is open to the public, every disclosure of pecuniary interest and the general nature of it shall be recorded in the minutes of the meeting. If the meeting is not open to

the public, the fact that a disclosure of pecuniary interest was made, but not the general nature of that interest, shall be reported to, and recorded in the minutes of, the next meeting that is open to the public.

Legal Reference: Sections 50, 56, 57, 58, 59, 66, 67, 68, 69, 70, 71, 71(1), 72 School Act
Financial Disclosure Act
Income Tax Act

Amended: February 21, 2023

Policy 8

BOARD COMMITTEES

As much as possible, the Board's business of governance will be conducted by the full Board of Trustees. The Board may establish committees of the Board when necessary to assist it with governance functions. Committees of the Board shall never interfere with delegation of authority from Board to Superintendent. The Board may delegate specific powers and duties to committees of the Board that are established by the Board, subject to the restrictions on delegation in the *School Act*.

The primary purpose of all committees of the Board shall be to act in an advisory capacity to the Board. Unless specific powers have been delegated by the Board the power of all committees shall be limited to making recommendations to the Board and shall not include that of acting on behalf of the Board unless specifically authorized for individual issues. The Chair of the committee shall place all recommendations before the Board at a regular business meeting of the Board in the form of a proper motion.

Trustees not appointed to a committee may attend meetings of any committee of the Board and may be allowed to take part in any discussion or debate by permission of a majority of the committee, but may not vote. The Chair of a committee may make motions and speak to any question during committee meetings without leaving the chair. The rules applying to regular or special meetings of the Board shall be observed in Board Education and Business Committee, ad-hoc and in standing committees so far as they are applicable and not altered by the provisions of this bylaw.

General Requirements

1. The Board may appoint Standing Committees and Ad Hoc Committees and shall prescribe their purpose, powers and duties and meetings.
2. The Chair shall be an ex-officio non-voting member of all Board committees to which the Chair has not been appointed.
3. The Chair shall appoint the Chair and members of any standing or ad hoc committee.

Standing Committees

Standing committees are established to assist the Board with work of an ongoing or recurring nature. Trustees shall be appointed to Standing Committees at the annual Inaugural Meeting and subsequent Annual Meeting to serve at the pleasure of the Board, and thereafter, at any time determined by the Board.

Standing committees are usually established or confirmed annually at the Inaugural Meeting or subsequent Annual Meeting. The appointed member shall serve on the committee until s/he is unable to perform the duties assigned or until replaced by a subsequent appointment.

The number of trustees appointed to a committee other than the Board Education and Business Committee shall not constitute a quorum of the Board.

1. Advisory Committee

1.1 Purpose

To provide perspective and advice to trustees on matters referred to it by the Board or by a partner group. These matters may be related to any area of the District's operation.

1.2 Powers and Duties

To receive the perspective and advice of the partner group representatives in attendance and to ask for clarification.

1.3 Membership

All trustees are members of the committee and the Chair of the Board shall appoint the chair of the committee.

1.4 Meetings

1.4.1 Meetings of this committee will be open to the public.

1.4.2 Meetings to be held on the 3rd Tuesday of the month from 4:30 – 6:00 pm

1.4.3 The Superintendent and Secretary-Treasurer will be in attendance at meetings of the committee to assist with process and to be a resource to the committee.

1.4.4 Each of the following partner groups will be invited to send two representatives to attend the advisory committee: District Student Advisory Committee, District Parent Advisory Committee, Cowichan Valley Teachers' Federation, United Steel Workers Local 1-1937, Canadian Union of Public Employees Local 5101, Cowichan Valley Principals and Vice Principals Association.

1.4.5 Partner group representatives are encouraged to provide perspective and advice from the vantage point of the group they represent.

1.4.6 Partner groups referring a matter to the committee are asked to provide sufficient detail for trustees and other partner groups to understand the scope of the matter being referred. Such items will be considered in the creation of the agenda.

1.4.7 The agendas and notice of meetings will be prepared by the Secretary-Treasurer, under direction of the Chair of the Advisory Committee who shall consult with the Chair of the Board and the Superintendent. The agenda will be circulated to the committee members and partner group representatives in advance of the meeting.

1.4.8 The Secretary-Treasurer will produce a written summary of the perspectives and advice received by the committee and will circulate it to all partner groups and will present it to the Board.

2. Board Education and Business Committee

2.1 Purpose

- 2.1.1 The purpose of the Board Education and Business Committee is to provide a forum for in-depth discussion of issues referred to it by the Board, the Chair or the Superintendent and to make recommendations to the Board as the Board Education and Business Committee deems appropriate. The Board Education and Business Committee is also a forum to receive presentations and reports and for trustees to hear perspectives of senior staff, partner groups and other community representatives on matters being considered by the Board Education and Business Committee.

2.2 Powers and Duties

- 2.2.1 The agenda for a Board Education and Business Committee meeting shall be prepared by the Superintendent, in consultation with the Chair of the Board and the Chair of the Board Education and Business Committee. The agenda will be circulated to the committee members and partner group representatives in advance of the meeting.
- 2.2.2 The Chair of the Board is the Chair of the Board Education and Business Committee unless he or she delegates this responsibility to another trustee.
- 2.2.3 Motions in Board Education and Business Committee must be seconded and trustees are not limited as to the times of speaking.

2.3 Membership

- 2.3.1 Membership of the Board Education and Business Committee is all trustees and a quorum is the majority of trustees in office.

2.4 Meetings

- 2.4.1 Board Education and Business Committee meetings generally shall be held at 4:00 p.m. on the third Tuesday of each month except for July and August.

3. Human Resources Committee

3.1 Purpose

- 3.1.1 To review the Human Resources report and any Human Resources issues referred to the committee by the Board.

3.2 Powers and Duties

- 3.2.1 Make recommendations to the Board where deemed appropriate.
- 3.2.2 Duties as prescribed in collective agreements relative to the Human Resources committee and the grievance procedure.

3.3 Membership

- 3.3.1 Three trustees as appointed by the Board Chair. The Chair of the Committee is determined by the Board Chair.

3.4 Meetings

3.4.1 Once per year or at the call of the Chair.

4. Audit Committee

4.1 Purpose

4.1.1 To monitor, evaluate, advise or make recommendations on matters affecting the financial and operational control policies and practices relating to the District.

4.2 Powers and Duties

4.2.1 Powers:

4.2.1.1 To review and recommend the terms of engagement for the external auditor

4.2.1.2 To review progress relative to the remediation of any deficiencies identified in the external audit report or management letter.

4.2.2 Primary Duties:

The primary duties of the Committee include, but are not limited to the following:

4.2.2.1 Assessing the processes related to identification of the District's risks and effectiveness of its control environment;

4.2.2.2 Overseeing financial reporting;

4.2.2.3 Evaluating the District's internal control systems for financial reporting;

4.2.2.4 Evaluating the internal and external, and any special audit processes;

4.2.2.5 Providing an avenue of communication amongst the external auditor, management, and the Board, and

4.2.2.6 Making recommendations to the Board as to potential policy or procedural changes arising out of audit recommendations.

4.2.2.7 The Committee has the authority to retain, at the expense of the District, outside advisors and consultants within the District's reasonable availability of financial resources.

4.2.3 Specific Duties:

4.2.3.1 Audit committee responsibilities

4.2.3.1.1 Review and assess the adequacy of these terms of reference annually in May and submit any recommended changes to the terms of reference to the Board of Trustees for approval.

4.2.3.1.2 Review the District's annual audited financial statements before such statements are submitted to the Board of Education for approval.

4.2.3.1.3 Review shall include discussion with management and the external auditors of significant issues regarding accounting principles, practices and judgements.

- 4.2.3.1.4 Consideration shall also be given as to whether they are complete and consistent with information known to Committee members.
- 4.2.3.1.5 In consultation with management and the external auditors consider the integrity of the District's financial reporting processes and controls including information technology security and control.
- 4.2.3.1.6 Discuss significant financial risk exposures and the steps management has taken to identify, monitor, control and report such exposures. Review significant findings prepared by the external auditors together with management responses.
- 4.2.3.1.7 Review the financial consent and completeness of information of the District's public disclosure documents of a financial nature which require approval by the Board, before release.
- 4.2.3.1.8 Review with management, the external auditors, and, if necessary, legal counsel any material litigation claim or other contingency that could have a material effect upon the financial situation or operation results of the District and the manner in which these will be disclosed in the financial statements.
- 4.2.3.1.9 Monitor the appropriateness of accounting policies especially critical accounting policies and financial reporting used by the District to review any actual and perspective changes in financial reporting and accounting policies and practices to be adopted by the District and to review and assess any new or proposed developments in accounting and reporting standards that may affect or impact on the District.
- 4.2.3.1.10 Review other direct or indirect external audit reports (e.g. Office of the Auditor General) toward making recommendations to the Board for policy or procedural changes for the school District.

4.2.3.2 Risk Management Oversight

Risk Management Oversight means identifying and analyzing and managing risks that may prevent the District from achieving its objectives. The Committee's oversight responsibilities for risk management is primarily concerned with financial risks that may affect financial reporting.

- 4.2.3.2.1 Assess whether management has implemented policies ensuring that the District's financial risks are identified and that controls are adequate, in place and functioning properly.
- 4.2.3.2.2 Assess whether management has implemented polices and controls to prevent, detect, and deter fraud.

- 4.2.3.2.3 Review all reports concerning any significant fraud or non-compliance that occurs in the District. This review shall include consideration of the internal controls that are to be strengthened to reduce the risk of a similar event in the future.
- 4.2.3.2.4 Assess compliance with specific regulations pertaining to the District.
- 4.2.3.2.5 After Committee assessment, appropriate recommendations will be made to the Board if required.
- 4.2.3.3 Legal Compliance – The auditors do this as part of the audit. Review the responses to the auditors on legal matters.
 - 4.2.3.3.1 On at least an annual basis, review with the District’s appointed legal counsel any legal matters that could have a significant impact on the District’s financial statements, the Districts compliance with applicable laws and regulations, and inquiries received from the regulators or government agencies.
- 4.2.3.4 External Audit Responsibilities
 - 4.2.3.4.1 Role of the Audit Committee with the External Auditor
 - 4.2.3.4.1.1 Review the appointment of the external auditor, for recommendation to the Board for approval giving consideration to matters such as:
 - 4.2.3.4.1.1.1 Independence and whether to retain such auditor after consultation with appropriate management.
 - 4.2.3.4.1.1.2 The fees paid to the external auditor on an annual basis and any non-auditing services performed by the external auditor.
 - 4.2.3.4.1.2 On an annual basis, review and discuss with the external auditor all significant relationships with the District that could impair such auditor’s independence.
 - 4.2.3.4.1.3 Review the planning and results of the external audit, including:
 - 4.2.3.4.1.3.1 The auditor’s engagement letter.
 - 4.2.3.4.1.3.2 The reasonableness of the estimated audit fees.
 - 4.2.3.4.1.3.3 The scope of the audit, including materiality, audit

reports required, areas of audit risk, deadlines and coordination with internal audit staff.

4.2.3.4.1.3.4 The post audit management letter together with management's responses.

4.2.3.4.1.3.5 Any other matters the external auditor brings to the attention of the Committee.

4.2.3.4.1.4 Meet with the external auditor at least annually, or as requested by the auditor without management representatives present.

4.2.3.4.1.5 Receive and review all follow up action or status reports relating to the recommendations of the external auditor.

4.2.3.4.2 Financial Reporting

4.2.3.4.2.1 Review the Board's annual financial statements, and all other financial monitoring reports required by the Board, Ministry of Education, or other agencies.

4.2.3.4.2.2 Recommend to the Board, if the Audit Committee considers it appropriate to do so, that the Board approve the annual audited financial statements and any other financial monitoring report.

4.2.3.4.3 External Audit Process

4.2.3.4.3.1 Recommend to the Board the appointment of the external auditor for a term not exceeding four years. The selection process must also be in accordance with Board procurement procedures.

4.2.3.4.3.2 Review the external auditor's audit plan and audit findings, including:

4.2.3.4.3.2.1 The external auditor's engagement letter and independence letter.

4.2.3.4.3.2.2 Any management representations made to the external auditor and those representations not obtained from management, if any.

4.2.3.4.3.3 Meet on a regular basis with the external auditor to discuss any matters that the audit

committee or the external auditor believes are important to be discussed.

4.2.3.4.3.4 Review, at least once in every fiscal year, the performance of the external auditor and make recommendations to the Board on the appointment, replacement or dismissal of the external auditor, and on the fee and fee adjustment for the external auditor.

4.2.3.4.3.5 Work to resolve any disagreements between management and the external auditor about financial reporting.

4.2.3.4.3.6 Recommend to the Board the pre-approval of all audit and non-audit services to be performed by the external auditor.

4.2.3.4.3.7 Review other direct or indirect external audit reports (e.g. Office of the Auditor General) toward making recommendations to the Board for policy or procedural changes for the school District.

4.2.3.4.4 Compliance Matters

4.2.3.4.4.1 Review the effectiveness of the Board's system for monitoring compliance with legislative requirements and with the Board's policies and procedures, and where there have been instances of non-compliance, to review any investigation or action taken by management to address the non-compliance.

4.2.3.4.4.2 Review any significant findings of regulatory entities, and any observations of the external auditor related to those findings.

4.2.3.4.4.3 Obtain regular updates from management and legal counsel regarding compliance matters.

4.2.3.4.4.4 Obtain confirmation by management that all statutory requirements have been met.

4.2.3.4.5 Reporting and Communication

4.2.3.4.5.1 The Audit Committee is accountable to the Board of Education representing the interests of all stakeholders.

4.2.3.4.5.2 Maintain an effective communications policy, including disclosure of the Audit Committee's Terms of Reference.

4.2.3.5 Other

4.2.3.5.1 Periodically perform a self-assessment of committee performance.

- 4.2.3.5.2 Review financial and accounting succession planning within the District.
- 4.2.3.5.3 Perform any other activities consistent with these terms of reference, the District's bylaws and governing policies as committee or the Board of Education deems necessary or appropriate.
- 4.2.3.5.4 Establish procedures for receiving, retaining and responding to complaints relating to accounting or auditing matters, on a basis that protects the confidentiality of the complainer.

4.3 Membership

- 4.3.1 The Chair of the Board shall appoint three trustees and designate the Chair of the Committee. (Note: resource personnel shall be assigned by the Superintendent as required and shall normally include the Secretary-Treasurer and a recording secretary).

4.4 Meetings

- 4.4.1 The Audit Committee will meet at least three times per year. Additional meetings may be scheduled at the call of the Chairperson if deemed necessary to carry out its responsibilities effectively and efficiently. The Committee chair shall prepare an agenda in consultation with the Secretary-Treasurer, Superintendent and Chair of the Board.
- 4.4.2 Minutes will be taken at each meeting and will be presented to the Board of Trustees as part of the closed agenda.
- 4.4.3 Audit committee meetings shall not be held unless there are two trustee representatives present in addition to any staff support. At least one staff member shall be present for each meeting.
- 4.4.4 The Committee shall meet at least three times per year and may call special meetings as required.
- 4.4.5 The minutes of the Committee meetings shall be confidential. The most senior staff member assigned by the Superintendent shall keep minutes of the proceedings of all meetings of the Committee. The minutes shall be included in the next Closed Board Agenda and forwarded to the external auditor after approval by the Board.
- 4.4.6 Deliberations and information received from the attendance at an audit committee meeting will be treated as private and confidential information, and shall not be published, released or disclosed in any manner to any persons other than to trustees of the Board, the Superintendent, or, as determined by the Committee, or in pursuance of specified duties under the *School Act*, the District's Organizational Bylaw or the *Freedom of Information and Protection of Privacy Act*.

5. Early Learning and Child Care Committee

5.1 Purpose

5.1.1 To provide advice to senior staff on federal and provincial policies, services and initiatives provided by the District in relation to early learning and child care that are inclusive of all children. The committee shall be a vehicle for discussion of early learning and child care and shall report to the Board at its public meetings.

5.2 Powers and Duties

- To promote, and advocate early learning and child care;
- To raise public awareness about the importance of early learning and child care;
- To advocate the importance of early learning and child care to local levels of government;
- To promote and maintain community connections and partnerships;
- To assist in identifying new programs and initiatives for early learning and child care;
- To participate in program review and assist in identifying future directions and potential areas for growth; and
- To support existing and future childcare spaces within School District Facilities.

5.3 Membership

The committee shall consist of three trustees as appointed by Board Chair. The Chair of the committee is determined by the Board Chair.

In addition, the Committee shall include three senior staff as non-voting members:

- The Superintendent of Schools
- Two district staff as assigned by the Superintendent of Schools

Resource personnel may be invited as needed

5.4 Meetings

The Committee meetings are closed camera meetings and will be held bi-monthly or at the call of the Chair. Recommendations will be made to the BEBC or Board. Minutes of each meeting are recorded by the Executive Assistant or designate. Minutes are circulated to Committee members and members of the Board.

6. Climate Change Committee

6.1 Purpose

- 6.1.1 Recognizing that climate change is a World issue affecting current and future generations, the Climate Change Committee will develop recommendations to mitigate the environmental impact of the School District's operations.

6.2 Powers and Duties

6.2.1 Powers

Make recommendations to the Board where deemed appropriate.

6.2.2 Duties:

To ensure that the School District takes actions to mitigate its environmental impact by:

1. Focusing on energy efficiency and renewable energy;
2. Exploring options for water conservation;
3. Minimizing waste at School District facilities through the implementation of recycling and composting programs;
4. Promoting clean transportation options;
5. Examining opportunities to plant trees at School District facilities;
6. Developing opportunities for learning and student engagement on climate issues.

6.3 Membership

- 6.3.1 The Committee size will not exceed ten members. The Chair of the Committee is determined by the Board Chair. Membership of the Committee will be assigned by the Board Chair and will include three Trustees and three senior staff members. The following groups may receive an invitation to participate in the Committee:

- Students
- DPAC
- CVTF
- CVPVPA
- CUPE
- USW
- Local Governments
- Local First Nations and Metis Nation
- Community Experts

6.4 Meetings

- 6.4.1 Two times a year or at the call of the Chair.

Ad Hoc Committees

Ad hoc committees may be established to assist the Board on a specific project for a specific period of time. The terms of reference for each ad hoc committee will be established by Board motion at the time of the formation. Such ad hoc committees shall cease to exist when the purpose has been achieved. The Chair of the Board shall appoint membership and the Chair of the ad hoc committee.

Resource Personnel

The Superintendent shall appoint resource personnel to work with committees and the Superintendent shall determine the roles, responsibilities, and reporting requirements of the resource personnel.

Legal Reference: School Act *Sections* 50, 56, 57, 58, 59, 65, 66, 67, 68, 69, 70, 71, 72, 85 School Act
Financial Disclosure Act
Income Tax Act

Amended: November 2, 2021
December 7, 2021

AP 415 – EMPLOYEE RECOGNITION

The Cowichan Valley School District (Board) will actively work to ensure that schools are safe, welcoming, and caring places. A part of creating this culture of care is Employee recognition. Employee recognition plays a vital role in uplifting this culture within the Cowichan Valley School District. Along with informal recognition from supervisors and other staff, the District has formalized employee recognition in a standalone process through this Administrative Procedure.

Procedure:

At the first District Leadership Team (DLT) meeting of the school year, District staff will create a yearly plan for employee recognition. This plan will incorporate the following:

- September | Kick off of Annual Employee Recognition Program
- October 5th | World Teacher's Day
- October | Principals and Vice-Principals Month
- March | Long-Service Recognition
- Last week of April | Education Week
- June | Retirement Celebration
- At least 1 impromptu recognition event

Once finalized, this plan will be shared with Principals and Vice-Principals and Managers so they are aware of the dates for formal recognitions and can plan their own informal recognitions to support their own workforce.

Identity, Belonging, and Connection:

Group and individual recognition activities will be culturally appropriate, and aligned with the Identity, Belonging, and Connection policy, and will consider individual employee wishes for recognition, noting that not all employees wish to be publicly recognized.

Long Service Recognitions:

The District has a long history of recognizing significant work milestones at 10, 25, 30, 35-years of service. This process will continue with the following recognitions:

- 10-years | silver pin, presented at worksite
- 25-years | gold pin, presented at the yearly tea or gala celebration
- 30-years | Wood plaque, presented at the yearly tea or gala celebration
- 35-years | Framed Recognition, presented at the yearly tea or gala celebration

The seniority for Long Service recognitions will be calculated on December 31 of each year.

**HIGHLIGHTS OF THE ADVISORY COMMITTEE MEETING OF SCHOOL DISTRICT NO. 79
(COWICHAN VALLEY) HELD ON TUESDAY, May 16, 2023 AT 4:30 PM**

Trustee Elizabeth Croft, Chair
Trustees Randy Doman, Cindy Lise, Cathy Schmidt, Eduardo Sousa, Jennifer Strachan (via Zoom), and Joe Thorne
Robyn Gray, Superintendent
Jason Sandquist, Secretary-Treasurer
Mike Russell, Director of Communications
Richard Dyble, Director of Operations
PRESENT: Darlene Reynolds, Director of Inclusive Learning
Claudia McMahon, Associate Secretary-Treasurer
Louise Thomson, CVTF
Mike Greenslade, CVTF
Brent Ranger, CVPVPA
Vicki Miller, USW
Sheryl Koers, Associate Superintendent
Carmen Sundstrom, DPAC
Claire Spencer, Recording Secretary

APOLOGIES: Margaret Olsen, Associate Superintendent
Jeff Rowan, Director of Inclusive Learning
Rhonda LaForge, CVPVPA
Adam Clutchey, CUPE

1. **Call to Order**

Trustee Croft called the meeting to order at 4:30 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, work, learn and play.

2. **Check-In**

Mike Greenslade: The school year is winding down but there's a mixture of excitement and anxiousness for next year. At Palsson it's bittersweet as they will be sad to say goodbye to Temporary Principal Craig McLeod. Lake Cowichan School will be moving to a new block rotation schedule next year. Teachers are wanting to end the school year on a positive note, and are starting to focus on the upcoming year.

Louise Thomson: The first staffing round is open and teachers are grateful for the new process (which was bargained and implemented last year) which makes it easier for teachers to make changes and refresh their career. Classrooms are hot right now, but all is good.

Brent Ranger: Two stories were shared from Mill Bay Nature School. The first story was of the transformation of government space through Indigenous-themed art, paintings, and murals. The second story told of how they have been learning about culture from Sonia Charlie, who suggested they eat together. They now share culture and build community through sharing food.

Carmen Sundstrom: At the last DPAC meeting they went over the resolutions from the May 5-7 BCCPAC meeting and AGM. The last DPAC meeting of the year will be held this week.

Vicki Miller: It is very busy with busing, field trips, and being short staffed. Custodial is getting summer work organized. Everyone is busy!

Cathy Schmidt: Trustees attended the BC School Trustees Association AGM at the end of April. The Board just held its second (of three) governance session with Mike McKay. They have been participating in District Scholarships and are getting ready for retirement events.

Robyn Gray: She is very grateful for everyone around the table and the work they are doing. Thank you to Mike Russell, Jennie Hittinger and Jaime Doyle who took 16 kids from DSAC to Capernwray on Thetis Island for two days. She has had the pleasure of meeting with Mike Martin and Kevin van der Linden (Principal/Vice-Principal Association) who are busy with fun year-end events and planning for next year. The employee recognition program is being revised, and the Board and Senior Team are planning an impromptu event soon across the District.

Jason Sandquist: Since last meeting the 2023-2024 budget was finalized and has been adopted by the Board, and financial assumptions for benefit rates and cost of living have been finalized. We are in the process of finalizing the Long-Range Facilities Plan (LRFP) which is also on the agenda. The demolition of AB Greenwell is complete and the site is now a gravel parking lot and will be returned to Crown once the demolition has been assessed as satisfactory. Stanley Gordon is the next school in line to be demolished, but that land will stay with the Board.

Cindy Lise: I attended a concert at Drinkwater featuring children singing songs from the 1960s to 2000s, and at the end all the students and parents sang “Celebrate”. Every one of those kids left that school that day with a happy heart. To be part of that event with everyone singing and joyful was the best.

3. New Business

3.1 Review of Executive Summary of Long-Range Facilities Plan (LRFP)

In order for the Ministry of Education and Child Care to consider future capital requests, the District needs to have an LRFP in place with supporting data on why we need that site acquisition (or addition/renovation) and to ensure we have been planning for enrolment increases/decreases. The District is growing at a modest rate which is positive as it's more manageable. The LRFP was created with assistance from former Capital Coordinator Lonnie Schermerhorn, who has a deep knowledge of our facilities. The objectives of the LRFP are to provide a framework for the Board to make sound decisions/asks of the Ministry. The Plan includes information on seismic upgrades and future portable requirements. Before the Ministry will consider requests for a new school, a District has to already be over capacity (not just projected future enrolment) and the District must have done everything it can to accommodate the students, such as grade reconfiguration, portables, etc. The Plan looks out over ten years to identify those areas where we might need property acquisition. To determine assumptions on capacity and project future enrolment, Lonnie reviewed consultant reports, met with municipal planners, looked at Statistics Canada, Ministry and Baragar (demographer) data, considered historical growth, migration and birth rates. The condition of the District's existing portables was assessed, along with the feasibility of relocating them. The Ministry's determination of our capacity isn't our true capacity as it doesn't consider our class size and composition language. Lonnie converted to our true capacities which are factored in the Plan. Areas of concern that were identified include:

- Maple Bay Elementary is already near capacity, is in an area of major growth and development, and does not have an area to easily accommodate portables. Alex Aitken Elementary has declining enrolment, so an option may be to look at modifying catchment areas for these schools.
- Palsson Elementary is over capacity and doesn't have space for any more portables. Lake Cowichan School has additional space which could be utilized for elementary.
- Areas that may have capacity issues due to development are Berkey's Corner, Bell McKinnon Road and Mill Bay (once water services are secured).
- Frances Kelsey is nearing capacity. Two portables are being installed this summer.

Attendees were invited to share any suggestions with the Secretary-Treasurer. The Plan will be taken to the next Board Education and Business Committee (BEBC) Meeting, and then to the Open Board Meeting. Options will be shared through a public process.

Trustee Croft left the meeting at 5:14 p.m. Trustee Lise assumed the role of Chair.

3.2 Strategic Plan Regeneration 2025-2030

Director of Communications Mike Russell presented the proposed process for the Strategic Plan Regeneration and requested feedback.

The Board underwent a robust engagement process to develop the 2020-2024 Strategic Plan, and this work can continue on past 2024. Instead of redoing the entire Plan, the Board can use the existing plan as a solid base on which to build. The process for regenerating the Plan takes place in three stages, with the launch in January 2025:

- Reflection (fall of 2023) – explore our future through reflection on “Beyond Education,” research into our current state, and analysis of the District’s data;
- Re-engage (January – June 2024) – Engage with partners and communities, co-creating our vision and roadmap;
- Re-energize (fall 2024) – formalize, celebrate and action the regenerated Strategic Plan and align foundational plans.

Considerations that have arisen since the creation of the existing Strategic Plan include: District Equity Scan, K-12 Anti-Racism Action Plan, Identity, Belonging and Connection Policy and Community of Care Pledge, post-COVID mis-information environment, child care component of Ministry, and climate change. There have also been significant changes to the way data is collected and used in the District, and we will continue to rely on data as we reflect on the Plan. Principals/Vice-Principals will be briefed on the engagement process and will determine how best to engage with their teachers and support staff.

4. Old Business

4.1 Truth and Reconciliation (Standing Item)

- The LCTA has changed its structure to create space for a new Metis member, and has added a budget line item for Truth and Reconciliation which can be used for release time to liaise with the Ts'uubaa-asatx First Nation.
- The CVTF May 5 Pro-D day featured speaker Lynda Gray. Trustee Thorne's daughter provided a beautiful welcome for the day, which was attended by some members of Cowichan Tribes. The Union has launched a Books for Babes program that sees new

mothers receive a CVTU bag with two books when they are in the hospital delivering their babies.

- The BCSTA AGM featured guest speaker Jody Wilson Raybould who spoke about her time in the federal government as Attorney General, told stories, and shared thinking on “in-betweeners.”
- The BCSTA’s Indigenous Education Council is going to have another series of action-oriented Indigenous Learning.

5. **Adjournment**

The meeting adjourned at 5:43 p.m.