

ADMINISTRATIVE MEMORANDUM

Meeting Place:

Education Services Centre
2121 Lonsdale Avenue
Mountain View Room – Fifth Floor
North Vancouver, British Columbia

Format and Date:

PUBLIC BOARD MEETING
Tuesday, September 15, 2015 at
7:00 pm

			Estimated Completion Time
A.	Call to Order		
A.1.	Chair Gerlach's opening remarks	(no schedule)	7:00 pm
A.2.	Approval of Agenda (that the agenda, as recommended in the Administrative Memorandum, be adopted.)	(no schedule)	7:00 pm
A.3.	Public Comment Period		7:10 pm
A.4.	Approval of Minutes (that the minutes of the Public Meeting of June 16, 2015 be approved as circulated)	(no schedule)	7:15 pm
A.5.	Presentation – The Gordon and Marion Smith Foundation for Young Artists		7:25 pm
B.	Action Items		
B.1.	Orange Shirt Day Declaration - Every Child Matters – September 30, 2015		7:30 pm
B.2.	World Teachers' Day Declaration – October 5, 2015		7:30 pm
B.3.	World Mental Health Day Declaration – October 10, 2015		7:30 pm
B.4.	Audited Financial Statements for the Year Ended June 30, 2015		7:50 pm
B.5.	Year End Operating Surplus		8:00 pm
B.6.	Audit Committee Recommendation		8:15 pm
C.	Information and Proposals		
C.1.	Management and Exempt Compensation Update		8:25 pm

Please note that this meeting may be video and/or audio recorded as per the motion passed on December 9, 2014 and with Board Chair authorization.



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Format and Date:

PUBLIC BOARD MEETING
Tuesday, September 15, 2015 at
7:00 pm

(continued)		Estimated Completion Time
C.2.	Land, Learning & Livability Community Engagement - Update	8:30 pm
C.3.	Out of Country Field Trips - Secondary	8:35 pm
C.4.	Superintendent's Report	8:40 pm
C.5.	Report Out - BC School Trustees Association (BCSTA) and BC Public Schools Employers' Association (BCPSEA)	8:45 pm
C.6.	Trustees' Reports	8:50 pm
D.	Future Meetings	8:50 pm
E.	Public Question & Comment Period	9:10 pm
F.	Adjournment	(no schedule) 9:10 pm

Note: The completion times on this agenda are estimates intended to assist the Board in its pacing.

Georgia Allison
Secretary Treasurer

Schedule A.3.....
of the
Administrative Memorandum

Meeting Date: September 15, 2015 ☒ Board ☐ Board, in camera

Topic (as per the
Memorandum): **Public Comment Period**

Narration:

In accordance with Board Policy 104: Board of Education – Meetings (May 26, 2015 revision), the Board provides a ten (10) minute public comment period as the first item of business after the adoption of the agenda. Speakers will be allocated a maximum of two (2) minutes each. The ten-minute comment period is intended to be restricted to items on the evening's Board Agenda and the Board will not respond to comments made during comment period. Members of the public wishing to discuss their concerns with Trustees should contact them after the meeting, by telephone or e-mail.

Speakers are requested to place their name on a signup sheet in order to speak during the Public Comment Period. The signup sheet will be available in the Board Room from 6:50 – 7:00 pm prior to the meeting's commencement. The Chair will invite those wishing to speak in the order that their name appears on the signup sheet.

When appearing before the Board, speakers are requested to state their name and address for the record.

During the Public Comment Period, as well as the Public Question and Comment Period at the end of the meeting, speakers may not speak disrespectfully of any Board Member, staff member, or any other person and must not use offensive words or gestures.

Speakers may speak only once at the Public Comment Period.

School District No. 44 (North Vancouver)

Minutes of the Public Meeting of the Board of Education, School District No. 44 (North Vancouver) held in the Mountain View Room of the Education Services Centre at 2121 Lonsdale Avenue in North Vancouver, British Columbia, on Tuesday, June 16, 2015.

PRESENT: C. Gerlach, Chair
M. Higgins, Vice-Chair
B. Forward
C. Sacré
S. Skinner
J. Stanley
F. Stratton

A. Call to Order

Chair Cyndi Gerlach called the meeting to order at 7:00 pm and welcomed those in attendance. The traditional territorial lands of the Squamish Nation were acknowledged by the Chair.

A.2. Approval of Agenda

Trustee Forward requested to amend the agenda to move Item C.5. *Together Against Plastic Bottles (TAP Bottles) Initiative* to Action Item B.3.

Moved by F. Stratton

that the agenda be adopted as amended.

Seconded by B. Forward

Carried

A.3. Public Comment Period

The ten-minute comment period is intended to be restricted to items on the evening's Board Agenda. The Chair requested that those wishing to speak should sign on the Public Comment Sign-Up Sheet.

Karen Nordquist, resident of North Vancouver, spoke regarding Item C.4. expressing concern with the lack of parent consultation within the Three-Year Operating Plan.

A.4. Approval of Minutes

Moved by C. Sacré

that the minutes of the public meeting of May 26, 2015 be approved as circulated.

Seconded by F. Stratton

Carried

A.5. Student Presentation – District Student Leadership Council Report

Superintendent of Schools John Lewis welcomed the following Executive members of the District Student Leadership Council (DSLSC): Chris Boulton (Windsor), Golzar Ejadi (Argyle), Golzar Eijadi (Argyle) and John Leung (Sutherland). The Executive Members introduced DSLSC Coordinators: Brenda Bell, Principal, Cove Cliff Elementary and Greg, Hockley, Vice-Principal, Argyle Secondary, and shared regrets from Cary Hungle, Principal, Queensbury Elementary and Justin Wong, Vice-Principal Handsworth Secondary.

The students thanked the Board for an opportunity to recap some of the year's highlights as well as identifying DSLSC goals for 2015/16. The District Student Leadership Council membership is comprised of likeminded students from across the District who are able to come together and voice an opinion on what is going on in the school environment around them. Members of the DSLSC Executive, whenever possible, attend the various public meetings of the Board and sit on

A.5. Student Presentation – District Student Leadership Council Report (continued)

School District committees. As well as participation in BC Student Voice, the semi-annual student conference sponsored by the Ministry of Education, the DSLC annually hosts a student forum for NVSD students and this year's topic was curriculum and included discussions around new learning environments versus traditional learning environments. It was noted that this was the first year that the Forum included students from Grade 7, allowing for a wider perspective.

In closing, the DSLC representatives thanked the Board for the opportunity to allow students to have a voice and share their ideas and experiences. The Trustees encouraged members to take advantage of the Board's Public Comment Period to share information and ideas to a larger audience.

On behalf of the Board, the Chair thanked the students for their involvement and leadership and wished them all the best in the future.

A.6. Student Presentation – Global Initiatives - Carson Graham Secondary

The Global Initiatives and Leadership course is a student leadership program with a focus on global service projects as well as local service initiatives. The following members of the Global Initiatives and Leadership course were presented to the Board: Keita Dueck (Grade 12), Sam Sherlock (Grade 12) and Kat Westerlund (Grade 12). The International Baccalaureate (IB) students provided highlights of their recent trip to the Dominican Republic to complete humanitarian work through active participation in construction projects for impoverished families and experiencing the daily life of those living in poverty.

Rob Olson, Carson Graham's Global Initiatives and Leadership Teacher, shared with the Board that not only did the group assist carpenters to build homes for two families, they were able to give a woman vision by funding an eye surgery, changing her life forever.

In response to Trustees' questions, the students relayed what they had taken away from this experience, sharing that this trip had taught them lessons that you can't learn in a classroom. This experience allowed the students to focus their goals for the future, channelling their careers to have a larger positive impact on society.

B.1. Education Report for Board Approval – 2015/16 School Plans

Superintendent Lewis introduced this agenda item and noted that the 2015/16 School Plans had been presented and discussed at the June 9, 2015 Standing Committee Meeting. Each school plan is received by the respective Assistant Superintendent and reviewed to ensure that it is: connected to the School District achievement contract; that it is in harmony with the School District vision and values; and that it is consistent with School District policies.

Moved by F. Stratton

that the Board of Education approve the 2015/2016 School Plans for improving student achievement, developed and reviewed by the School Planning Councils and approved by the appropriate Assistant Superintendent.

Seconded by S. Skinner

Carried

B.2. Argyle Replacement Option Engineering Requirements

In introducing this agenda item, John Lewis, Superintendent of Schools, shared that the Board has made significant progress with the Argyle Replacement Project request. In order to advance the replacement project, it was suggested that a due diligence engineering review take place in the summer months. This review would identify specific engineering requirements and contribute critical information for project planning purposes.

B.2. Argyle Replacement Option Engineering Requirements (continued)

Superintendent Lewis highlighted risks and benefits associated with an engineering review:

- Timelines – if preliminary work commences as soon as possible, the preferred opening date of September 2019 could be possible;
- Limited 'due diligence' – estimated costs during the summer would be less than the expected cost related to delaying the project;
- Building design considerations would be limited to overall massing and location on the site;
- Engaging with the Municipality – proceeding would allow time to identify municipal requirements; and,
- Commitment to the Replacement Option – moving forward with a due diligence review reinforces the Board's continued commitment to the Replacement Project.

It was noted that the Board of Education will be financially responsible for costs incurred for the due diligence review should the Ministry not approve the requested replacement school project.

Responding to Trustees' questions, Superintendent Lewis clarified that all necessary materials have been submitted to the Ministry and explained the importance of engaging with the District of North Vancouver to substantiate costs.

Trustees noted that work done in advance will show the Ministry of Education that the Board is ready and committed to moving forward with the Argyle Replacement Project.

Moved by B. Forward

that the Board of Education authorize staff to proceed with a limited due diligence engineering review during the summer months as described in item C. within this Board Schedule.

Seconded by F. Stratton

Carried

B.3. Together Against Plastic Bottles (TAP Bottles) Initiative

Trustee Sacré introduced this agenda item and shared with the Board a single use plastic water bottle free building initiative for the Education Services Centre and all schools in the District. This gesture stems from the ideas of Together Against Plastic Bottles group (TAP Bottles) who eliminated plastic water bottles from Carson Graham Secondary.

Moved by J. Stanley

that the Education Services Centre be declared a "single use plastic water bottle free building" with a target date of September 2015, for all school meetings, events and rental groups; and,

that the challenge of being a "single use water bottle free zone" be extended to all schools.

Seconded by S. Skinner

Carried

C.1. Elementary School Fees 2015/16

Superintendent of Schools John Lewis introduced this item and noted that, in accordance with [Policy 706: School Fees](#), the elementary fees included in the Board agenda package for Trustees' information have been reviewed by the School Planning Councils. In addition, the proposed fee schedules were also shared with parents at Parent Advisory Council meetings prior to their finalization. Superintendent Lewis noted that the range of fees is based on cost recovery and Trustees are encouraged to contact their individual schools for clarification.

C.2. Access to Information – Follow up Report

Secretary Treasurer Georgia Allison noted that at the February 17, 2015 and March 24, 2015 Public Board Meetings, the Board passed motions requesting recommendations on best practices related to protecting the confidentiality of In Camera materials, keeping Trustees fully informed and responding to Trustee requests for information. In response to these motions, Doug Steele, President and Founder of Decision Point Advisors, was engaged to undertake the research and provide a report to the Board. Secretary Treasurer Allison invited Mr. Steele to the table to present his findings.

Mr. Steele shared that he reviewed the following areas: policy, procedures, practices; information classification schema; storage of paper records; storage of electronic records; practices for keeping minutes and In Camera minutes; information dissemination practices; information request process for the Board Members to obtain information; existence of a “single point of contact” for managing and addressing requests; access controls relating to sensitive or confidential data; and, adherence to legislative or other regulatory considerations such as the School Act and the Freedom of Information and Protection of Privacy Act (FOIPPA).

This review was completed with a combination of methods including interviewing key School District Administration and Trustees, reviewing relevant documentation including bylaws, policies, legal correspondence and guidelines, and making inquiries of others organizations that face similar requirements to share information with the Board of Directors. These organizations included other school districts, local governments as well as publically listed companies and offered review guidance from relevant organizations such as the BC School Trustees Association (BCSTA), Office of the Auditor General of BC, and BC Security Commission Guidance.

The review from Decision Point Advisors noted that the District was following best practices in a number of areas; however, other areas showed opportunities for improvement.

Following Mr. Steele's presentation, there was discussion to bring this report forward in October 2015 to discuss the recommended opportunities for improvement. Trustees thanked Mr. Steele for his work in providing an outside perspective to the Board.

C.3. 2014/15 Year In Review

John Lewis, Superintendent of Schools, provided a brief reflection on some of the highlights and significant events that took place in the School District during 2014/15.

C.4. Three-Year Operating Plan

The draft Three-Year Operating Plan 2015-2018 was presented at the May 5, 2015 Standing Committee Meeting. Superintendent Lewis shared the final Three-Year Operating Plan 2015-2018, and highlighted some of the changes incorporated into the final plan.

Further development work will continue in the Fall with the identification and implementation of specific strategies, measures and progress indicators for each Goal area.

C.5. Public Board Meetings 2015/16 (Tentative Schedule)

Chair Gerlach referred Trustees to the *Tentative Schedule - Public Board Meetings 2015/16* prepared in accordance with Board [Policy 104: Boards of Education – Meetings](#). The schedule including Standing Committee dates will be finalized in September 2015.

C.6. Land, Learning & Livability Community Engagement – Update

John Lewis, Superintendent of Schools, introduced this agenda item and provided a brief update on Monteray, Ridgeway Annex and the Argyle Replacement Project. The Purchase and Sales Agreement with MorningStar Homes for the Monteray school site has been completed and the proceeds have been received by the School District. Superintendent Lewis continued with the Ridgeway Annex update, sharing that a Developer Information Session is taking place June 16, 2015 at Ridgeway Elementary as a component of the public consultation process. The School District continues to progress with the Argyle Project by shortlisting architectural firms.

C.7. Tuesday, June 9, 2015 Standing Committee Meeting

Trustee Sacré, Chair of the Towards the Future for Schools Standing Committee, reported on the meeting that, discussed the 2015/16 School Plans, updated the group on Mountainside Integrated Services and opened up a conversation about food rescue thanks to North Shore Table Matters Network. Trustee Sacré thanked those who attended.

C.8. Out of Country Field Trips – Secondary

Provided for their information, Trustees received in their agenda packages an overview of out of country field trips that are being planned for secondary students as follows:

- Handsworth Secondary School – field trip to Los Angeles, California USA (September 24-27, 2015)

C.9. Superintendent's Report

Superintendent Lewis noted that the following items are included in the Superintendent's Blog (<http://blog44.ca/superintendent>):

- 2015 CNV and DNV Youth Awards
- First Annual International Baccalaureate World Schools/North Vancouver School District PYP Extravaganza
- Primary Days of Music
- NVSD Sustainability Champions Gather for a "Green Tea"
- National Aboriginal Day Activities

C.10. Report Out - BC School Trustees Association (BCSTA) and BC Public Schools Employers' Association (BCPSEA)

Trustee Skinner shared that the deadline for all motions to be received for the BCSTA's Provincial Council Meeting is September 18, 2015. Chair Gerlach noted that the Employment Practices and Liability Program would be discussed on a conference call on July 1, 2015. It was also noted that the BCSTA Metro Meeting would be held in West Vancouver for anyone who was interested in attending.

C.11. Trustees' Reports

Trustees submitted their reports on their activities on behalf of the Board as follows:

1. Meetings attended by Trustees included:
 - Public Board Meeting
 - Standing Committee Meeting
 - Trustee Seminar
 - North Shore Table Matters Meeting
 - Inclusion Committee Meeting
 - Sustainability Leadership Team Meeting
 - Integrated Transportation Committee

C.11. Trustees' Reports (continued)

2. Events attended by Trustees included:

- Retirement Dinner
- Sutherland Schoolyard Market Garden Grand Opening
- Aboriginal Day – Westview Elementary
- Art Show – Westview Elementary
- Sky Art Show – Sutherland Family of Schools
- Graduation Ceremonies

D. Future Meetings

Future public meetings of the Board were previously addressed in Item C.5. Public Board Meetings 2015/16 (Tentative Schedule).

E. Public Question & Comment Period

The Chair called for questions and/or comments from the public noting that in accordance with Board policy, questions relating to personnel, negotiations or litigation must not be dealt with in a public session.

There was no one wishing to speak.

F. Adjournment

The established agenda being completed, the Chair adjourned the meeting at 9:19 pm and thanked those who attended.

Certified Correct:

Georgia Allison
Secretary Treasurer

Cyndi Gerlach
Chair, Board of Education

Date

Date

Schedule A.5.
of the
Administrative Memorandum

Meeting Date: September 15, 2015 ☒ Board ☐ Board, in camera

Topic (as per the
Memorandum): **Presentation – The Gordon and Marion Smith Foundation for Young Artists**

Narration:

The Gordon and Marion Smith Foundation for Young Artists, founded in 2002, has been dedicated to supporting the work of the North Vancouver School District's Artists for Kids Program. As the Smith Foundation has grown and developed strong connections in the arts community, its contribution to Artists for Kids has also grown.

To date, the Smith Foundation has directly contributed over \$800,000 to Artists for Kids. Continuing the Foundation's support of the Artists for Kids Program and art education, Mauro Vescera, Chair of the Smith Foundation, and Astrid Heyerdahl, Executive Director of the Smith Foundation, will present to Board Chair Cyndi Gerlach a cheque in the amount of \$55,000.

Schedule B.1.....
of the
Administrative Memorandum

Meeting Date: September 15, 2015 ☒ Board ☐ Board, in camera

Topic (as per the
Memorandum): **Orange Shirt Day - Every Child Matters – September 30, 2015**

Narration:

September 30th has been declared Orange Shirt Day annually, in recognition of the harm the residential school system did to children's sense of self-esteem and wellbeing, and as an affirmation of our commitment to ensure that everyone around us matters. The Orange Shirt Day of 2015 will be the third annual event to provide an opportunity to create meaningful discussion about the effects of Residential Schools and the legacy they have left behind. The website, [Orange Shirt Day Every Child Matters](#), cites this date because it is the time of year in which children were taken from their homes to residential schools, and because it is an opportunity to set the stage for anti-racism and anti-bullying policies for the coming school year. September 30th is a day for survivors to be reaffirmed that they matter and so do those that have been affected. Every Child Matters, even if they are an adult, from now on.

RECOMMENDED MOTION:

that the Board declare September 30, 2015 as Orange Shirt Day in North Vancouver School District.

Schedule B.2.
of the
Administrative Memorandum

Meeting Date: September 15, 2015 ☒ Board ☐ Board, in camera

Topic (as per the
Memorandum): **World Teachers' Day Declaration – October 5, 2015**

Narration:

October 5, 2015 is World Teachers' Day. In 1994, UNESCO, the United Nations Educational Scientific and Cultural Organization, inaugurated October 5th as an annual day to celebrate the essential role of teachers in providing quality education at all levels. World Teachers' Day represents a significant symbol of the awareness, understanding and appreciation displayed for the vital contribution that teachers make to education and development. UNESCO's World Teachers' Day theme is "Empowering teachers, building sustainable societies" and addresses the critical role that teachers play in the development of the younger generation, the need to increase the number of teachers today, and the importance of teachers to society.

Along with over 100 countries around the world, the Canadian Teachers' Federation and its Member organizations across the country celebrate World Teachers' Day through a public awareness campaign that highlights the contributions of the teaching profession.

RECOMMENDED MOTION:

that the Board declare October 5, 2015 as World Teachers' Day in North Vancouver School District.

Schedule B.3.
of the
Administrative Memorandum

Meeting Date: September 15, 2015 ☒ Board ☐ Board, in camera

Topic (as per the
Memorandum): **World Mental Health Day Declaration – October 10, 2015**

Narration:

World Mental Health Day, which is supported by the United Nations (UN), is annually held on October 10th to raise public awareness about mental health issues worldwide. This event promotes open discussions on illnesses, as well as investments in prevention and treatment services.

In 2015, the focus of World Mental Health Day is “Dignity in mental health”. To assist in building awareness of positive mental health, please wear purple on October 10th.

The World Federation for Mental Health supports the [Light up the World Purple Awareness Campaign](#), which was started in 2013 by the Amada Todd Legacy Society. This campaign asks organizations, schools, communities and landmarks to Light up Purple for World Mental Health Day, commemorating the day that Amanda Todd passed away, to promote more awareness and make sure that mental health is talked about.

RECOMMENDED MOTION:

that the Board declare October 10, 2015 as World Mental Health Day in North Vancouver School District.

Schedule B.4.
of the
Administrative Memorandum

Meeting Date: September 15, 2015 ☒ Board ☐ Board, in camera

Topic (as per the Memorandum): **Audited Financial Statements for the Year Ended June 30, 2015**

Narration:

Georgia Allison, Secretary Treasurer, will introduce the 2014/15 Audited Financial Statements.

The Financial Statements, audited by KPMG, have been prepared consistent with the format prescribed by the Ministry of Education. Stephen Wurz, Director, Financial Services, will provide an overview of the Audited Financial Statements. The Board's Audit Partner, Ms. Lenora Lee of KPMG, is in attendance this evening to present the Auditor's Report to the Board and respond to questions.

The approved Financial Statements must be forwarded to the Minister of Education by September 30, 2015.

Attachment:

School District Audited Financial Statements Fiscal Year 2014/2015

RECOMMENDED MOTION:

that the Board approve the Audited Financial Statements and the Auditors' Report to the Board of Education of School District No.44 (North Vancouver) for the Year Ended June 30, 2015 as presented in Schedule B.4. of September 15, 2015.

Audited Financial Statements of

School District No. 44 (North Vancouver)

June 30, 2015

School District No. 44 (North Vancouver)

June 30, 2015

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School District No. 44 (North Vancouver)

MANAGEMENT REPORT

Version 2164-1419-8436

Management's Responsibility for the Financial Statements

The accompanying financial statements of School District No. 44 (North Vancouver) have been prepared by management in accordance with Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia supplemented by Regulations 251/2010 and 198/2011 issued by the Province of British Columbia Treasury Board. The integrity and objectivity of these statements are management's responsibility. Management is also responsible for all the notes to the financial statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

The preparation of financial statements necessarily involves the use of estimates based on management's judgment particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and reliable financial information is produced.

The Board of Education of School District No. 44 (North Vancouver) (called the "Board") is responsible for ensuring that management fulfills its responsibilities for reporting and internal control and exercises these responsibilities through the Board. The Board reviews internal financial information on a periodic basis and external audited financial statements yearly.

The external auditors, KPMG LLP, conduct an independent examination, in accordance with Canadian generally accepted auditing standards, and express their opinion on the financial statements. The external auditors have free and full access to financial management of School District No. 44 (North Vancouver) and meet when required. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the School District's financial statements.

On behalf of School District No. 44 (North Vancouver)

Signature on behalf of the Chairperson

Date Signed

Signature on behalf of the Superintendent

Date Signed

Signature on behalf of the Secretary Treasurer

Date Signed

School District No. 44 (North Vancouver)

Statement 1

Statement of Financial Position

As at June 30, 2015

	2015 Actual	2014 Actual
	\$	\$
Financial Assets		
Cash and Cash Equivalents	43,487,442	30,736,908
Accounts Receivable		
Due from Province - Ministry of Education	127,412	1,245,336
Due from Province - Other	-	12,085
Other (Note 4)	1,932,018	1,562,762
Inventories for Resale (Note 5)	425,552	457,236
Total Financial Assets	45,972,424	34,014,327
Liabilities		
Accounts Payable and Accrued Liabilities		
Due to Province - Ministry of Education (Note 6)	50,953	3,848,455
Due to Province - Other (Note 6)	6,196,197	6,213,296
Other (Note 7)	8,891,892	7,172,315
Unearned Revenue (Note 8)	6,925,049	6,454,511
Deferred Revenue (Note 9)	3,617,661	3,274,621
Deferred Capital Revenue (Note 10)	178,877,622	179,480,933
Employee Future Benefits (Note 11)	6,652,405	6,355,156
Total Liabilities	211,211,779	212,799,287
Net Financial Assets (Debt)	(165,239,355)	(178,784,960)
Non-Financial Assets		
Tangible Capital Assets (Note 12)	274,361,754	280,380,411
Prepaid Expenses	1,043,220	1,000,079
Total Non-Financial Assets	275,404,974	281,380,490
Accumulated Surplus (Deficit) (Note 15)	110,165,619	102,595,530

Contractual Obligations and Contingencies (Note 17 and 19)

Approved by the Board

Signature of the Chairperson of the Board of Education

Date Signed

Signature of the Superintendent

Date Signed

Signature of the Secretary Treasurer

Date Signed

School District No. 44 (North Vancouver)

Statement 2

Statement of Operations

Year Ended June 30, 2015

	2015 Budget (Note 18)	2015 Actual	2014 Actual
	\$	\$	\$
Revenues			
Provincial Grants			
Ministry of Education	129,087,559	130,043,899	126,916,992
Other	10,000	9,133	249,156
Federal Grants	3,500	5,000	6,616
Tuition	7,800,000	8,498,244	7,591,171
Other Revenue	10,480,598	11,341,277	10,651,098
Rentals and Leases	1,811,997	1,697,660	1,607,558
Investment Income	352,000	552,329	415,640
Gain (Loss) on Disposal of Tangible Capital Assets (Note 13)	4,943,148	8,059,731	38,116
Amortization of Deferred Capital Revenue	5,479,127	5,752,543	5,278,271
Recognition of Deferred Capital Revenue			503,558
Total Revenue	159,967,929	165,959,816	153,258,176
Expenses			
Instruction	128,541,059	128,076,254	122,777,139
District Administration	5,079,710	5,470,164	5,280,645
Operations and Maintenance	25,223,807	24,483,450	24,099,048
Transportation and Housing	503,073	307,536	314,819
Debt Services	60,000	52,323	62,146
Total Expense	159,407,649	158,389,727	152,533,797
Surplus (Deficit) for the year	560,280	7,570,089	724,379
Accumulated Surplus (Deficit) from Operations, beginning of year		102,595,530	101,871,151
Accumulated Surplus (Deficit) from Operations, end of year		110,165,619	102,595,530

School District No. 44 (North Vancouver)

Statement 4

Statement of Changes in Net Financial Assets (Debt)

Year Ended June 30, 2015

	2015 Budget (Note 18)	2015 Actual	2014 Actual
	\$	\$	\$
Surplus (Deficit) for the year	560,280	7,570,089	724,379
Effect of change in Tangible Capital Assets			
Acquisition of Tangible Capital Assets	(4,201,943)	(3,938,727)	(8,752,047)
Amortization of Tangible Capital Assets	9,905,384	9,905,384	9,421,904
Net carrying value of Tangible Capital Assets disposed of		52,001	557,842
Total Effect of change in Tangible Capital Assets	5,703,441	6,018,658	1,227,699
Acquisition of Prepaid Expenses		(1,035,516)	(1,470,303)
Use of Prepaid Expenses		992,374	802,753
Total Effect of change in Other Non-Financial Assets	-	(43,142)	(667,550)
(Increase) Decrease in Net Financial Assets (Debt), before Net Remeasurement Gains (Losses)	6,263,721	13,545,605	1,284,528
Net Remeasurement Gains (Losses)			
(Increase) Decrease in Net Financial Assets (Debt)		13,545,605	1,284,528
Net Financial Assets (Debt), beginning of year		(178,784,960)	(180,069,488)
Net Financial Assets (Debt), end of year		(165,239,355)	(178,784,960)

School District No. 44 (North Vancouver)

Statement 5

Statement of Cash Flows

Year Ended June 30, 2015

	2015 Actual	2014 Actual
	\$	\$
Operating Transactions		
Surplus (Deficit) for the year	7,570,089	724,379
Changes in Non-Cash Working Capital		
Decrease (Increase)		
Accounts Receivable	760,753	(1,069,038)
Inventories for Resale	31,684	(114,855)
Prepaid Expenses	(43,141)	(667,550)
Increase (Decrease)		
Accounts Payable and Accrued Liabilities	(2,077,925)	1,514,206
Unearned Revenue	470,538	298,425
Deferred Revenue	343,040	(172,176)
Employee Future Benefits	297,249	43,196
Loss (Gain) on Disposal of Tangible Capital Assets	(8,059,731)	(42,618)
Amortization of Tangible Capital Assets	9,905,384	9,421,904
Amortization of Deferred Capital Revenue	(5,752,543)	(5,278,271)
Recognition of Deferred Capital Revenue	-	(503,558)
Total Operating Transactions	3,445,397	4,154,044
Capital Transactions		
Tangible Capital Assets Purchased	(3,544,065)	(8,577,289)
Tangible Capital Assets -WIP Purchased	(394,662)	(174,758)
District Portion of Proceeds on Disposal	8,111,731	42,619
Total Capital Transactions	4,173,004	(8,709,428)
Financing Transactions		
Capital Revenue Received	5,149,232	3,753,697
Repayment of Due to Province	(17,099)	(996,814)
Total Financing Transactions	5,132,133	2,756,883
Net Increase (Decrease) in Cash and Cash Equivalents	12,750,534	(1,798,501)
Cash and Cash Equivalents, beginning of year	30,736,908	32,535,409
Cash and Cash Equivalents, end of year	43,487,442	30,736,908
Cash and Cash Equivalents, end of year, is made up of:		
Cash	43,487,442	30,736,908
	43,487,442	30,736,908

SCHOOL DISTRICT NO. 44 (NORTH VANCOUVER)
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2015

NOTE 1 AUTHORITY AND PURPOSE

The School District, established on April 12, 1946, operates under authority of the *School Act* of British Columbia as a corporation under the name of "The Board of Education of School District No. 44 (North Vancouver)", and operates as "School District No. 44 (North Vancouver)." A board of education ("Board") elected for a four-year term governs the School District. The School District provides educational programs to students enrolled in schools in the district, and is principally funded by the Province of British Columbia through the Ministry of Education. School District No. 44 (North Vancouver) is exempt from federal and provincial corporate income taxes.

NOTE 2 ADOPTION OF NEW ACCOUNTING POLICY

On July 1, 2014, the School District adopted PS 3260 Liability for Contaminated Sites. The standard was applied on a retroactive basis to July 1, 2013 and did not result in any adjustments to financial liabilities, tangible capital assets or accumulated surplus of the School District.

NOTE 3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the School District are prepared by management in accordance with the basis of accounting described below. Significant accounting policies of the School District are as follows:

a) Basis of Accounting

The financial statements have been prepared in accordance with Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia supplemented by Regulations 257/2010 and 198/2011 issued by the Province of British Columbia Treasury Board. The Budget Transparency and Accountability Act requires that the financial statements be prepared in accordance with the set of standards and guidelines that comprise generally accepted accounting principles for senior governments in Canada, or if the Treasury Board makes a regulation, the set of standards and guidelines that comprise generally accepted accounting principles for senior governments in Canada as modified by the alternate standard or guideline or part thereof adopted in the regulation.

Regulation 257/2010 requires all tax-payer supported organizations in the Schools, Universities, Colleges and Hospitals sectors to adopt Canadian public sector accounting standards without any PS4200 elections effective their first fiscal year commencing after January 1, 2012.

Regulation 198/2011 requires that restricted contributions received or receivable for acquiring or developing a depreciable tangible capital asset or contributions in the form of a depreciable tangible capital asset are to be deferred and recognized in revenue at the same rate that amortization of the related tangible capital asset is recorded.

For British Columbia tax-payer supported organizations, these contributions include government transfers and externally restricted contributions.

SCHOOL DISTRICT NO. 44 (NORTH VANCOUVER)
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2015

NOTE 3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

The accounting policy requirements under Regulation 198/2011 are significantly different from the requirements of Canadian public sector accounting standards which requires that

- government transfers, which do not contain a stipulation that creates a liability, be recognized as revenue by the recipient when approved by the transferor and the eligibility criteria have been met in accordance with public sector accounting standard PS3410; and
- externally restricted contributions be recognized as revenue in the period in which the resources are used for the purpose or purposes specified in accordance with public sector accounting standard PS3100.

As a result, revenue recognized in the statement of operations and certain related deferred capital revenue would be recorded differently under Canadian Public Sector Accounting Standards.

b) Basis of Consolidation

These financial statements reflect the assets, liabilities, revenues, and expenses of the reporting entity, which is comprised of all controlled entities. Inter-departmental balances and organizational transactions have been eliminated.

The School District does not control any significant external entities and accordingly no entities have been consolidated with the financial statements.

The School District does not administer any trust activities on behalf of external parties.

c) Cash and Cash Equivalents

Cash and cash equivalents include cash and term deposits that are readily convertible to known amounts of cash and that are subject to an insignificant risk of change in value. These cash equivalents generally have a maturity of three months or less at acquisition and are held for the purpose of meeting short-term cash commitments rather than for investing.

d) Accounts Receivable

Accounts receivable are measured at amortized cost and shown net of allowance for doubtful accounts.

e) Inventories for Resale

Inventories of supplies are recorded at the lower of costs and net realizable value using the average cost method. Publications for resale are recorded using the first-in-first-out method. Artists for Kids print inventory is recorded using the specific identification method.

f) Unearned Revenue

Unearned revenue includes tuition fees received for courses to be delivered in future periods and receipt of proceeds for services or products to be delivered in a future period. Revenue will be recognized in that future period when the courses, services, or products are provided.

SCHOOL DISTRICT NO. 44 (NORTH VANCOUVER)
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2015

NOTE 3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

g) Deferred Revenue and Deferred Capital Revenue

Deferred revenue includes contributions received with stipulations that meet the description of restricted contributions in the Restricted Contributions Regulation 198/2011 issued by Treasury Board. When restrictions are met, deferred revenue is recognized as revenue in the fiscal year in a manner consistent with the circumstances and evidence used to support the initial recognition of the contributions received as a liability as detailed in Note 3 o).

Funding received for the acquisition of depreciable tangible capital assets is recorded as deferred capital revenue and amortized over the life of the asset acquired as revenue in the statement of operations. This accounting treatment is not consistent with the requirements of Canadian public sector accounting standards which require that government transfers be recognized as revenue when approved by the transferor and eligibility criteria have been met unless the transfer contains a stipulation that creates a liability in which case the transfer is recognized as revenue over the period that the liability is extinguished.

h) Employee Future Benefits

The School District provides certain post-employment benefits including vested and non-vested benefits for certain employees pursuant to certain contracts and union agreements.

The School District accrues its obligations and related costs including both vested and non-vested benefits under employee future benefit plans. Benefits include vested sick leave, accumulating non-vested sick leave, early retirement, retirement/severance, vacation, overtime and death benefits. The benefits cost is actuarially determined using the projected unit credit method pro-rated on service and using management's best estimate of expected salary escalation, termination rates, retirement rates and mortality. The discount rate used to measure obligations is based on the cost of borrowing.

The cumulative unrecognized actuarial gains and losses are amortized over the expected average remaining service lifetime (EARS) of active employees covered under the plan.

The most recent valuation of the obligation was performed at March 31, 2013 and projected to June 30, 2016. The next valuation will be performed for use at June 30, 2016. For the purposes of determining the financial position of the plans and the employee future benefit costs, a measurement date of March 31 was adopted for all periods subsequent to July 1, 2004.

The School District and its employees make contributions to the Teachers' Pension Plan and Municipal Pension Plan. The plans are multi-employer plans where assets and obligations are not separated. The costs are expensed as incurred.

SCHOOL DISTRICT NO. 44 (NORTH VANCOUVER)
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2015

NOTE 3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

i) Asset Retirement Obligations

Liabilities are recognized for statutory, contractual or legal obligations associated with the retirement of tangible capital assets when those obligations result from the acquisition, construction, development or normal operation of the assets. The obligations are measured initially at fair value, determined using present value methodology, and the resulting costs capitalized into the carrying amount of the related tangible capital asset. In subsequent periods, the liability is adjusted for accretion and any changes in the amount or timing of the underlying future cash flows. The capitalized asset retirement cost is amortized on the same basis as the related asset and accretion expense is included in the Statement of Operations.

j) Liability for Contaminated Sites

A liability for contaminated sites is recognized when a site is not in productive use and the following criteria are met:

- i) an environmental standard exists;
- ii) contamination exceeds the environmental standard;
- iii) the School District is directly responsible or accepts responsibility
- iv) it is expected that future economic benefits will be given up; and
- v) a reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

k) Tangible Capital Assets

The following criteria apply:

- Tangible capital assets acquired or constructed are recorded at cost which includes amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the assets. Cost also includes overhead directly attributable to construction as well as interest costs that are directly attributable to the acquisition or construction of the asset.
- Donated tangible capital assets are recorded at their fair market value on the date of donation, except in circumstances where fair value cannot be reasonably determined, which are then recognized at nominal value. Transfers of capital assets from related parties are recorded at carrying value.
- Work-in-progress is recorded as an acquisition to the applicable asset class at substantial completion.
- Tangible capital assets are written down to residual value when conditions indicate they no longer contribute to the ability of the School District to provide services or when the value of future economic benefits associated with the sites and buildings are less than their net book value. The write-downs are accounted for as expenses in the Statement of Operations.
- Buildings that are demolished or destroyed are written-off.
- Works of art, historic assets and other intangible assets are not recorded as assets in these financial statements.

SCHOOL DISTRICT NO. 44 (NORTH VANCOUVER)
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2015

NOTE 3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

k) Tangible Capital Assets *(continued)*

- The cost, less residual value, of tangible capital assets (excluding sites), is amortized on a straight-line basis over the estimated useful life of the asset. It is management's responsibility to determine the appropriate useful lives for tangible capital assets. These useful lives are reviewed on a regular basis or if significant events initiate the need to revise. Estimated useful life is as follows:

Buildings	40 years
Furniture & Equipment	10 years
Vehicles	10 years
Computer Software	5 years
Computer Hardware	5 years

l) Capital Leases

Leases that, from the point of view of the lessee, transfer substantially all the benefits and risks incident to ownership of the property to the School District are considered capital leases. These are accounted for as an asset and an obligation. Capital lease obligations are recorded at the present value of the minimum lease payments excluding executory costs, e.g., insurance, maintenance costs, etc. The discount rate used to determine the present value of the lease payments is the lower of the School District's rate for incremental borrowing or the interest rate implicit in the lease.

All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

m) Prepaid Expenses

Payments for insurance, subscriptions, membership and maintenance contracts for use within the School District in a future period are included as a prepaid expense and stated at acquisition cost and are charged to expense over the periods expected to benefit from it.

n) Funds and Reserves

Certain amounts, as approved by the Board are set aside in accumulated surplus for future operating and capital purposes. Transfers to and from funds and reserves are an adjustment to the respective fund when approved.

o) Revenue Recognition

Revenues are recognized in the period in which the transactions or events occurred that gave rise to the revenues. All revenues are recorded on an accrual basis, except when the accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable.

Contributions received or where eligibility criteria have been met, are recognized as revenue except where the contribution meets the criteria for deferral as described below. Eligibility criteria are the criteria that the School District has to meet in order to receive the contributions including authorization by the transferring government.

SCHOOL DISTRICT NO. 44 (NORTH VANCOUVER)
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2015

NOTE 3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

o) Revenue Recognition *(continued)*

For contributions subject to a legislative or contractual stipulation or restriction as to their use, revenue is recognized as follows:

- Non-capital contributions for specific purposes are recorded as deferred revenue and recognized as revenue in the year related expenses are incurred,
- Contributions restricted for site acquisitions are recorded as revenue when the sites are purchased, and
- Contributions restricted for tangible capital assets acquisitions other than sites are recorded as deferred capital revenue and amortized over the useful life of the related assets.

Donated tangible capital assets other than sites are recorded at fair market value and amortized over the useful life of the assets. Donated sites are recorded as revenue at fair market value when received or receivable.

The accounting treatment for restricted contributions is not consistent with the requirements of Canadian public sector accounting standards which require that government transfers be recognized as revenue when approved by the transferor and eligibility criteria have been met unless the transfer contains a stipulation that meets the criteria for liability recognition in which case the transfer is recognized as revenue over the period that the liability is extinguished.

Revenue related to fees or services received in advance of the fee being earned or the service is performed is deferred and recognized when the fee is earned or service performed.

Investment income is reported in the period earned. When required by the funding party or related Act, investment income earned on deferred revenue is added to the deferred revenue balance.

p) Expenditures

Expenses are reported on an accrual basis. The cost of all goods consumed and services received during the year is expensed. Interest expense includes interest for the capital loan payable to the BC Provincial Treasury.

Allocation of Costs

- Operating expenses are reported by function, program, and object. Whenever possible, expenditures are determined by actual identification. Additional costs pertaining to specific instructional programs, such as special and aboriginal education, are allocated to these programs. All other costs are allocated to related programs.
- Actual salaries of personnel assigned to two or more functions or programs are allocated based on the time spent in each function and program. School-based clerical salaries are allocated to school administration and partially to other programs to which they may be assigned. Principals and Vice-Principals salaries are allocated to school administration and may be partially allocated to other programs to recognize their other responsibilities.
- Employee benefits and allowances are allocated to the same programs, and in the same proportions, as the individual's salary.
- Supplies and services are allocated based on actual program identification.

SCHOOL DISTRICT NO. 44 (NORTH VANCOUVER)
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2015

NOTE 3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

q) Financial Instruments

A contract establishing a financial instrument creates, at its inception, rights and obligations to receive or deliver economic benefits. The financial assets and financial liabilities portray these rights and obligations in the financial statements. The School District recognizes a financial instrument when it becomes a party to a financial instrument contract.

Financial instruments consist of cash and cash equivalents, accounts receivable, accounts payable and accrued liabilities and other liabilities.

Except for portfolio investments in equity instruments quoted in an active market that are recorded at fair value, all financial assets and liabilities are recorded at cost or amortized cost and the associated transaction costs are added to the carrying value of these investments upon initial recognition and amortized using the effective interest rate method. Transaction costs are incremental costs directly attributable to the acquisition or issue of a financial asset or a financial liability.

Unrealized gains and losses from changes in the fair value of financial instruments measured at fair value are recognized in the statement of remeasurement gains and losses. Upon settlement, the cumulative gain or loss is reclassified from the statement of remeasurement gains and losses and recognized in the statement of operations. Interest and dividends attributable to financial instruments are reported in the statement of operations. There are no measurement gains or losses during the periods presented; therefore no statement of remeasurement gains or losses is included in these financial statements.

All financial assets except derivatives are tested annually for impairment. When financial assets are impaired, impairment losses are recorded in the statement of operations. A write-down of a portfolio investment to reflect a loss in value is not reversed for a subsequent increase in value.

For financial instruments measured using amortized cost, the effective interest rate method is used to determine interest revenue or expense.

r) Measurement Uncertainty

Preparation of financial statements in accordance with the basis of accounting described in note 3 a) requires management to make estimates and assumptions that impact reported amounts of assets and liabilities at the date of the financial statements and revenues and expenses during the reporting periods. Significant areas requiring the use of management estimates relate to the potential impairment of assets, estimates for contingent liabilities, rates for amortization and estimated employee future benefits. Actual results could differ from those estimates.

SCHOOL DISTRICT NO. 44 (NORTH VANCOUVER)
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2015

NOTE 4 ACCOUNTS RECEIVABLE – OTHER RECEIVABLES

	2015	2014
GST/PST/HST Receivable	\$105,436	\$ 151,068
Recoverable Insurance Claims	141,940	72,281
Recoverable Payroll	112,250	119,875
Sundry Billings	852,604	693,230
Miscellaneous Receivables	698,619	503,488
Special Purpose	21,169	22,820
	<u>\$1,932,018</u>	<u>\$1,562,762</u>

NOTE 5 INVENTORIES FOR RESALE

Inventories for resale include:

	2015	2014
Publications	\$105,518	\$150,748
Artists for Kids - Prints	320,034	306,488
	<u>\$425,552</u>	<u>\$457,236</u>

NOTE 6 CAPITAL LOAN PAYABLE

The following loans approved under *Section 144* of the *School Act* are outstanding:

Approval Date	Year Borrowed	Interest Rate	Term	Amount Borrowed	Balance O/S
November 27, 2008	2008	0.45% – 1.02%	1 – 3 Months	\$6,200,000	\$6,200,000
Unamortized Discount					(3,803)
Total					<u>\$6,196,197</u>

NOTE 7 ACCOUNTS PAYABLE AND ACCRUED LIABILITIES - OTHER

	2015	2014
Trade payables	7,250,978	5,455,526
Salaries and benefits payable	646,378	757,096
Accrued vacation pay	994,536	959,693
	<u>\$8,891,892</u>	<u>\$7,172,315</u>

SCHOOL DISTRICT NO. 44 (NORTH VANCOUVER)
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2015

NOTE 7 CAPITAL LOAN PAYABLE
(Continued)

The School District has been approved to borrow up to \$10,500,000 related to specific Capital Projects. The capital loan outstanding of \$6,200,000 is payable to the BC Provincial Treasury, Debt Management. The loan is advanced for one to three months at a time and interest is paid to the Province of British Columbia at the time of the maturity. The principal will be repaid through future land sales. The related unamortized discount on the loan interest of \$3,803 has been netted against the loan principal.

NOTE 8 UNEARNED REVENUE

	2015	2014
Balance, beginning of year	\$6,454,511	\$6,156,086
Changes for the year:		
Increase:		
Tuition fees collected	8,891,483	7,910,504
Other	1,692,100	249,128
	<u>10,583,583</u>	<u>8,159,632</u>
Decrease:		
Tuition fees recognized	(8,498,244)	(7,591,171)
Other	(1,614,801)	(270,036)
	<u>(10,113,045)</u>	<u>(7,861,207)</u>
Net changes for the year	470,538	298,425
Balance, end of year	<u>6,925,049</u>	<u>\$6,454,511</u>

NOTE 9 DEFERRED REVENUE

Deferred revenue includes unspent grants and contributions received that meet the description of a restricted contribution in the Restricted Contributions Regulation 198/2011 issued by Treasury Board, i.e., the stipulations associated with those grants and contributions have not yet been fulfilled.

	2015	2014
Balance, beginning of year	\$3,274,621	\$3,446,797
Changes for the year:		
Increase:		
Provincial grants	4,886,018	3,445,563
Other revenue	6,954,388	6,867,532
Investment income	4,702	4,901
	<u>11,845,108</u>	<u>10,317,996</u>
Decrease:		
Allocated to Revenue	(11,502,068)	(10,490,172)
Net changes for the year	343,040	(172,176)
Balance, end of year	<u>\$3,617,661</u>	<u>\$3,274,621</u>

SCHOOL DISTRICT NO. 44 (NORTH VANCOUVER)
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2015

NOTE 10 DEFERRED CAPITAL REVENUE

Deferred capital revenue includes grants and contributions received that are restricted by the contributor for the acquisition of tangible capital assets that meet the description of a restricted contribution in the Restricted Contributions Regulation 198/2011 issued by Treasury Board. Once spent, the contributions are amortized into revenue over the life of the asset acquired.

	<u>2015</u>	<u>2014</u>
Deferred capital revenue subject to amortization		
Balance, beginning of year	\$178,526,039	\$164,016,440
Increases:		
Capital additions	1,981,156	2,785,065
Queen Mary/Ridgeway funding	683,565	-
Transfer from deferred capital revenue – work in progress	51,472	17,560,647
Decreases:		
Amortization	(5,752,543)	(5,278,271)
Revenue Recognition Write off of Building	-	(557,842)
Net change for the year	<u>(3,036,350)</u>	<u>14,509,599</u>
Balance, end of year	<u>175,489,689</u>	<u>178,526,039</u>
Deferred capital revenue – work in progress		
Balance, beginning of year	51,472	17,610,646
Increases:		
Transfer from deferred capital revenue - unspent	176,992	1,473
Decreases:		
Transfer to deferred capital revenue subject to amortization	(51,472)	(17,560,647)
Net change for the year	<u>125,520</u>	<u>(17,559,174)</u>
Balance, end of year	<u>176,992</u>	<u>51,472</u>
Deferred capital revenue - unspent		
Balance, beginning of year	903,422	439,820
Increases:		
Provincial Grants – Ministry of Education	1,898,485	3,569,268
MOE Restricted portion of proceeds on disposal	3,168,583	127,857
Other	82,164	56,572
	<u>5,149,232</u>	<u>3,753,697</u>
Decreases:		
Transfer to deferred capital revenue subject to amortization	(1,981,156)	(2,785,065)
Transfer to deferred capital revenue – work in progress	(176,992)	(1,473)
Queen Mary/Ridgeway contingency funding	(683,565)	-
MOE Restricted Capital applied to debt retirement	-	(503,557)
	<u>(2,841,713)</u>	<u>(3,290,095)</u>
Net change for the year	<u>2,307,519</u>	<u>463,602</u>
Balance, end of year	<u>3,210,941</u>	<u>903,422</u>
Total deferred capital revenue balance, end of year	<u>\$178,877,622</u>	<u>\$179,480,933</u>

SCHOOL DISTRICT NO. 44 (NORTH VANCOUVER)
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2015

NOTE 11 EMPLOYEE FUTURE BENEFITS

Benefits include vested sick leave, accumulating non-vested sick leave, early retirement, retirement/severance, vacation, overtime and death benefits. Funding is provided when the benefits are paid and accordingly, there are no plan assets. Although no plan assets are uniquely identified, the School District has provided for the payment of these benefits.

	<u>June 30, 2015</u>	<u>June 30, 2014</u>
Reconciliation of Accrued Benefit Obligation		
Accrued Benefit Obligation – April 1	\$ 7,615,263	\$ 8,104,888
Service Cost	558,789	557,072
Interest Cost	250,268	242,172
Benefit Payments	(837,343)	(644,385)
Increase (Decrease) in obligation due to Plan Amendment	-	-
Actuarial (Gain) Loss	336,555	(644,484)
Accrued Benefit Obligation – March 31	<u><u>\$ 7,923,532</u></u>	<u><u>7,615,263</u></u>
Reconciliation of Funded Status at End of Fiscal Year		
Accrued Benefit Obligation - March 31	\$ 7,923,532	\$ 7,615,263
Market Value of Plan Assets - March 31	<u>0</u>	<u>0</u>
Funded Status - Surplus (Deficit)	(7,923,532)	(7,615,263)
Employer Contributions After Measurement Date	256,157	460,300
Benefits Expense After Measurement Date	(201,892)	(202,264)
Unamortized Net Actuarial (Gain) Loss	1,216,862	1,002,071
Accrued Benefit Asset (Liability) - June 30	<u><u>\$ (6,652,405)</u></u>	<u><u>\$ (6,355,156)</u></u>
Reconciliation of Change in Accrued Benefit Liability		
Accrued Benefit Liability (Asset) - July 1	\$ 6,355,156	\$ 6,311,960
Net Expense for Fiscal Year	930,449	989,903
Employer Contributions	(633,200)	(946,707)
Accrued Benefit Liability (Asset) - June 30	<u><u>\$ 6,652,405</u></u>	<u><u>\$ 6,355,156</u></u>
Components of Net Benefit Expense		
Service Cost	\$ 575,486	\$ 557,501
Interest Cost	233,199	244,196
Immediate Recognition of Plan Amendment	-	-
Amortization of Net Actuarial (Gain)/Loss	121,764	188,205
Net Benefit Expense (Income)	<u><u>\$ 930,449</u></u>	<u><u>\$ 989,903</u></u>
Assumptions		
Discount Rate - April 1	3.25%	3.00%
Discount Rate - March 31	2.25%	3.25%
Long Term Salary Growth - April 1	2.50% + seniority	2.50% + seniority
Long Term Salary Growth - March 31	2.50% + seniority	2.50% + seniority
EARSL - March 31	9.7	9.7

SCHOOL DISTRICT NO. 44 (NORTH VANCOUVER)
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2015

NOTE 12 TANGIBLE CAPITAL ASSETS

Net Book Value:	Net Book Value 2015	Net Book Value 2014
Sites	\$12,506,605	\$12,558,605
Buildings	255,489,593	260,975,061
Buildings – work in progress	378,397	401,800
Furniture & Equipment	1,623,702	1,693,042
Vehicles	606,290	642,345
Computer Software	849,322	1,211,631
Computer Software – work in progress	174,988	34,738
Computer Hardware	2,732,857	2,863,189
Total	\$274,361,754	\$280,380,411

June 30, 2015

Cost:	Opening Cost	Additions	Disposals	Transfers (WIP)	Balance at June 30, 2015
Sites	\$12,558,605	\$ -	\$(52,001)	\$ -	\$12,506,604
Buildings	355,252,240	2,366,742	(350,300)	277,815	357,546,497
Buildings – work in progress	401,800	254,412	-	(277,815)	378,397
Furniture & Equipment	3,394,354	270,096	(753,328)	-	2,911,122
Vehicles	1,369,159	100,861	(123,360)	-	1,346,660
Computer Software	1,895,845	16,859	(255,198)	-	1,657,506
Computer Software – work in progress	34,738	140,250	-	-	174,988
Computer Hardware	4,599,188	789,507	(395,596)	-	4,993,099
Total	\$379,505,929	\$3,938,727	\$(1,929,783)	\$ -	\$381,514,873

Accumulated Amortization:	Opening Accumulated Amortization	Additions	Disposals	Balance at June 30, 2015
Sites	\$ -	\$ -	\$ -	\$ -
Buildings	94,277,179	8,130,025	(350,300)	102,056,904
Furniture & Equipment	1,701,312	339,436	(753,328)	1,287,420
Vehicles	726,814	136,916	(123,360)	740,370
Computer Software	684,213	379,169	(255,198)	808,184
Computer Hardware	1,735,999	919,838	(395,596)	2,260,241
Total	\$99,125,517	\$9,905,384	\$(1,877,782)	\$107,153,119

SCHOOL DISTRICT NO. 44 (NORTH VANCOUVER)
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2015

NOTE 12 TANGIBLE CAPITAL ASSETS
(Continued)

June 30, 2014

Cost:	Opening Cost	Additions	Disposals	Transfers (WIP)	Balance at June 30, 2014
Sites	\$ 12,558,605	\$ -	-	\$ -	\$12,558,605
Buildings	329,427,548	7,248,988	(637,534)	19,213,238	355,252,240
Buildings – work in progress	19,475,018	140,020	-	(19,213,238)	401,800
Furniture & Equipment	3,094,179	300,175	-	-	3,394,354
Vehicles	1,360,625	108,005	(99,471)	-	1,369,159
Computer Software	1,869,853	47,126	(315,950)	294,815	1,895,844
Computer Software – work in progress	294,815	34,738	-	(294,815)	34,738
Computer Hardware	5,455,842	872,995	(1,729,649)	-	4,599,188
Total	\$373,536,485	\$8,752,047	\$(2,782,604)	-	\$379,505,928

Accumulated Amortization:	Opening Accumulated Amortization	Additions	Disposals	Balance at June 30, 2014
Sites	\$ -	-	-	-
Buildings	86,845,587	7,511,284	(79,692)	94,277,179
Furniture & Equipment	1,391,894	309,418	-	1,701,312
Vehicles	690,222	136,063	(99,471)	726,814
Computer Software	626,192	373,971	(315,950)	684,213
Computer Hardware	2,374,480	1,091,168	(1,729,649)	1,735,999
Total	\$ 91,928,375	\$9,421,904	\$(2,224,762)	\$99,125,517

- Buildings – work in progress having a value of \$378,398 (2014: \$401,800) and Software – work in progress having a value of \$174,988 (2014: \$34,738) have not been amortized. Amortization of these assets will commence when the asset is put into service.
- Works of art and historic assets
The School District manages and controls various works of art and non-operational historical cultural assets including buildings, artifacts, paintings and sculptures located at the Educational Services Center and public display areas. These assets are not recorded as tangible capital assets and are not amortized. The value of the permanent art collection is \$1,617,275 (2014: \$1,596,095).

NOTE 13 DISPOSAL OF SITES AND BUILDINGS

During the year, the School District disposed of the Keith Lynn and Monteray Elementary sites. The net proceeds to the School District on the sales were \$11,280,337. A gain of \$8,059,731 was recorded on disposal.

SCHOOL DISTRICT NO. 44 (NORTH VANCOUVER)
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2015

NOTE 14 EMPLOYEE PENSION PLANS

The School District and its employees contribute to the Teachers' Pension Plan and Municipal Pension Plan, jointly trustee pension Plans. The Board of Trustees for these plans represents plan members and employers and is responsible for the management of the pension plan including investment of the assets and administration of benefits. The pension plans are multi-employer contributory pension plans. Basic pension benefits provided are based on a formula. The Teachers' Pension Plan has about 45,000 active members from school districts, and approximately 32,000 retired members from school districts. The Municipal Pension Plan has about 182,000 active members, of which approximately 24,000 are from School Districts.

Every three years, an actuarial valuation is performed to assess the financial position of the plans and the adequacy of plan funding. The most recent actuarial valuation of the Teachers' Pension Plan as at December 31, 2011 indicated an \$855 million funding deficit for basic pension benefits. The next valuation will be as at December 31, 2014 with results available later in 2015. The most recent actuarial valuation for the Municipal Pension Plan as at December 31, 2012 indicated a \$1,370 million funding deficit for basic pension benefits. The next valuation will be as at December 31, 2015 with results available later in 2016. Defined contribution plan accounting is applied to the plan as the plan exposes the participating entities to actuarial risks associated with the current and former employees of other entities, with the result that there is no consistent and reliable basis for allocating the obligation, plan assets and cost to individual entities participating in the plan.

School District No. 44 paid \$13,520,956 (2014: \$12,859,435) for employer contributions to these plans in the year ended June 30, 2015.

NOTE 15 ACCUMULATED SURPLUS

Accumulated surplus consists of individual fund surpluses as follows:

	2015	2014
Invested in tangible capital assets	\$92,005,475	\$95,113,302
Operating surplus	8,502,533	7,357,283
Local capital surplus	9,657,611	124,945
	<u>\$110,165,619</u>	<u>\$102,595,530</u>

Interfund transfers between the operating, special purpose and capital funds for the year ended June 30, 2015, were as follows:

- Tangible capital assets purchased from operating fund: \$818,870
- Accumulated surplus transferred from operating to capital fund: \$1,000,000
- Tangible capital assets purchased from special purpose fund: \$638,100

SCHOOL DISTRICT NO. 44 (NORTH VANCOUVER)
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2015

NOTE 15 ACCUMULATED SURPLUS
(Continued)

The operating surplus has been internally restricted (appropriated) by the Board for:

	2015	2014
Restricted Surplus		
Restricted Balances Schools	\$ 500,000	\$ 440,000
Salary & Benefit Expenses to support 3 year staffing plan	2,300,000	2,300,000
Additional Salary & Benefit Expenses to support next year staffing plan	1,908,637	2,784,300
Repayment of Ministry of Education Capital Loan	1,100,000	-
Outstanding Purchase Orders as at June 30th	780,000	400,000
Subtotal Internally Restricted	\$ 6,588,637	\$ 5,924,300
Unrestricted Surplus	1,913,896	1,432,983
Total Available for Future Operations	\$ 8,502,533	\$ 7,357,283

NOTE 16 RELATED PARTY TRANSACTIONS

The School District is related through common ownership to all Province of British Columbia ministries, agencies, school districts, health authorities, colleges, universities, and crown corporations. Transactions with these entities, unless disclosed separately, are considered to be in the normal course of operations and are recorded at the exchange amount.

NOTE 17 CONTRACTUAL OBLIGATIONS

The School District has entered into contracts related to the Annual Facilities Grant and capital projects totaling approximately \$3,053,000. Additionally, the School District has commitments for the operating lease of photocopiers as follows:

2016:	\$ 190,606
2017:	\$ 190,606
2018:	\$ 47,652

SCHOOL DISTRICT NO. 44 (NORTH VANCOUVER)
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2015

NOTE 18 BUDGET FIGURES

Budget figures included in the financial statements represent the amended annual budget approved by the Board on February 17, 2015. The Board approved the annual budget on May 27, 2014. The following table sets out the amended annual budget with a comparison to the annual budget.

Annual Budget - Revenue and Expense

Statement 2

	2015 Amended Annual Budget	2015 Annual Budget	2015 Actual
	\$	\$	\$
Revenues			
Provincial Grants			
Ministry of Education	129,087,559	129,265,546	130,043,899
Other	10,000	10,000	9,133
Federal Grants	3,500	3,500	5,000
Tuition	7,800,000	7,068,000	8,498,244
Other Revenue	10,540,598	10,319,598	11,341,277
Rentals and Leases	1,751,997	1,751,997	1,697,660
Investment Income	352,000	352,000	552,329
Gain (Loss) on Disposal of Tangible Capital Assets	4,943,148	-	8,059,731
Amortization of Deferred Capital Revenue	5,479,127	5,470,793	5,752,543
Total Revenue	159,967,929	154,241,434	165,959,816
Expenses			
Instruction	128,541,059	129,614,672	128,076,254
District Administration	5,079,710	5,013,941	5,470,164
Operations and Maintenance	15,318,423	15,318,423	14,578,066
Transportation and Housing	503,073	503,073	307,536
Interest	60,000	60,000	52,323
Amortization of Tangible Capital Assets	9,905,384	9,770,083	9,905,384
Total Expense	159,407,649	160,280,192	158,389,727
Net Revenue (Expense)	560,280	(6,038,758)	7,570,089
Allocation (Retirement) of Surplus (Deficit)	1,703,634	2,784,291	-
Surplus (Deficit), for the year	2,263,914	(3,254,467)	7,570,089

SCHOOL DISTRICT NO. 44 (NORTH VANCOUVER)
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2015

NOTE 19 CONTINGENCIES

The School District has granted an irrevocable standby letter of credit in the amount of \$100,000 in favour of the Corporation of the District of North Vancouver. This letter is in lieu of security deposits for capital projects. A second irrevocable standby letter of credit in the amount of \$44,817 in favour of the Corporation of the District of North Vancouver was issued in lieu of a security deposit for the Highlands School capital project.

Certain schools in the School District may contain asbestos. No amount has been recorded in these financial statements with regard to this potential liability since the fair value of the future removal costs cannot be reasonably estimated due to unknown timelines.

The nature of the School District's activities are such there is usually litigation pending or in process at any time. With respect to unsettled claims at June 30, 2015, management believes the School District has valid defenses and appropriate insurance coverage in place. In the event that any claims are successful, management believes that such claims are not expected to have a material effect on the School District's financial position or operations.

NOTE 20 EXPENSE BY OBJECT

	<u>2015</u>	<u>2014</u>
Salaries and benefits	\$ 128,108,350	\$ 122,736,226
Services and supplies	20,323,670	20,313,521
Interest	52,323	62,146
Amortization	9,905,384	9,421,904
	<u><u>\$ 158,389,727</u></u>	<u><u>\$ 152,533,797</u></u>

NOTE 21 ECONOMIC DEPENDENCE

The operations of the School District are dependent on continued funding from the Ministry of Education and various governmental agencies to carry out its programs. These financial statements have been prepared on a going concern basis.

NOTE 22 RISK MANAGEMENT

The School District has exposure to the following risks from its use of financial instruments: credit risk, market risk and liquidity risk.

The Board ensures that the School District has identified its risks and ensures that management monitors and controls them.

a) Credit risk:

Credit risk is the risk of financial loss to an institution if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Such risks arise principally from certain financial assets held consisting of cash, cash equivalents and amounts receivable.

SCHOOL DISTRICT NO. 44 (NORTH VANCOUVER)
NOTES TO FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2015

NOTE 22 RISK MANAGEMENT
(Continued)

The School District is exposed to credit risk in the event of non-performance by a borrower. This risk is mitigated as most amounts receivable are due from the Province and are collectible.

It is management's opinion that the School District is not exposed to significant credit risk associated with its cash and cash equivalents as they are placed in recognized British Columbia institutions and the School District invests solely in placement of funds with institutions that have achieved the highest creditworthiness in the marketplace and earned a public reputation as a good credit risk. Cash equivalents consist of term deposits held with a credit union and the Provincial Central Deposit Program.

b) Market risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is comprised of currency risk and interest rate risk.

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the foreign exchange rates. It is management's opinion that the School District is not exposed to significant currency risk, as amounts held and purchases made in foreign currency are insignificant.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. The School District is exposed to interest rate risk through its cash equivalents. It is management's opinion that the School District is not exposed to significant interest rate risk as it invests solely in investments that are considered liquid (e.g. term deposits) that have a maturity date of no more than 3 years.

c) Liquidity risk:

Liquidity risk is the risk that the School District will not be able to meet its financial obligations as they become due.

The School District manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing activities to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the School District's reputation.

Risk Management and insurance services for all School Districts in British Columbia are provided by the Risk Management Branch of the Ministry of Finance.

School District No. 44 (North Vancouver)

Schedule 1 (Unaudited)

Schedule of Changes in Accumulated Surplus (Deficit) by Fund
Year Ended June 30, 2015

	Operating Fund	Special Purpose Fund	Capital Fund	2015 Actual	2014 Actual
	\$	\$	\$	\$	\$
Accumulated Surplus (Deficit), beginning of year	7,357,283		95,238,247	102,595,530	101,871,151
Changes for the year					
Surplus (Deficit) for the year	2,964,120	638,100	3,967,869	7,570,089	724,379
Interfund Transfers					
Tangible Capital Assets Purchased	(702,152)	(638,100)	1,340,252	-	
Tangible Capital Assets - Work in Progress	(116,718)		116,718	-	
Local Capital	(1,000,000)		1,000,000	-	
Net Changes for the year	1,145,250	-	6,424,839	7,570,089	724,379
Accumulated Surplus (Deficit), end of year - Statement 2	8,502,533	-	101,663,086	110,165,619	102,595,530

School District No. 44 (North Vancouver)

Schedule 2 (Unaudited)

Schedule of Operating Operations

Year Ended June 30, 2015

	2015 Budget (Note 18)	2015 Actual	2014 Actual
	\$	\$	\$
Revenues			
Provincial Grants			
Ministry of Education	124,303,131	125,216,790	123,315,971
Other	10,000	9,133	249,156
Federal Grants	3,500	5,000	6,616
Tuition	7,800,000	8,498,244	7,591,171
Other Revenue	3,877,598	4,670,511	3,721,725
Rentals and Leases	1,811,997	1,697,660	1,607,558
Investment Income	350,000	487,157	390,974
Total Revenue	138,156,226	140,584,495	136,883,171
Expenses			
Instruction	117,973,654	117,261,834	112,928,491
District Administration	4,994,710	5,420,616	5,237,739
Operations and Maintenance	15,318,423	14,578,066	14,677,144
Transportation and Housing	503,073	307,536	314,819
Debt Services	60,000	52,323	62,146
Total Expense	138,849,860	137,620,375	133,220,339
Operating Surplus (Deficit) for the year	(693,634)	2,964,120	3,662,832
Budgeted Appropriation (Retirement) of Surplus (Deficit)	1,703,634		
Net Transfers (to) from other funds			
Tangible Capital Assets Purchased		(702,152)	(952,491)
Tangible Capital Assets - Work in Progress		(116,718)	
Local Capital	(1,010,000)	(1,000,000)	(288,000)
Total Net Transfers	(1,010,000)	(1,818,870)	(1,240,491)
Total Operating Surplus (Deficit), for the year	-	1,145,250	2,422,341
Operating Surplus (Deficit), beginning of year		7,357,283	4,934,942
Operating Surplus (Deficit), end of year		8,502,533	7,357,283
Operating Surplus (Deficit), end of year			
Internally Restricted		6,588,637	7,357,283
Unrestricted		1,913,896	
Total Operating Surplus (Deficit), end of year		8,502,533	7,357,283

School District No. 44 (North Vancouver)

Schedule 2A (Unaudited)

Schedule of Operating Revenue by Source

Year Ended June 30, 2015

	2015 Budget (Note 18)	2015 Actual	2014 Actual
	\$	\$	\$
Provincial Grants - Ministry of Education			
Operating Grant, Ministry of Education	123,148,674	123,807,769	120,186,235
Strike Savings Recovery	(4,513,182)	(4,497,113)	-
Other Ministry of Education Grants			
Labour Settlement Funding	2,572,751	2,572,751	
Pay Equity	2,966,046	2,966,047	2,966,047
Funding for Graduated Adults	20,000	46,101	29,764
Scorer Training / Marker Training	18,842	18,842	18,842
Carbon Tax Refund	90,000	81,021	111,083
Curriculum Redesign	-	-	4,000
Teacher Extended Health Benefits		221,372	
Total Provincial Grants - Ministry of Education	124,303,131	125,216,790	123,315,971
Provincial Grants - Other	10,000	9,133	249,156
Federal Grants	3,500	5,000	6,616
Tuition			
Summer School Fees	-	-	91,260
Offshore Tuition Fees	7,800,000	8,498,244	7,499,911
Total Tuition	7,800,000	8,498,244	7,591,171
Other Revenues			
Miscellaneous			
Cheakamus Centre	1,749,308	1,801,185	1,335,499
District Miscellaneous	285,000	427,210	308,131
Band & Strings	508,375	523,629	521,825
Recoveries and Donations	166,500	305,062	268,809
School Miscellaneous	357,500	291,945	498,469
Artists for Kids	383,800	388,879	310,931
Academy Fees	427,115	932,601	478,061
Total Other Revenue	3,877,598	4,670,511	3,721,725
Rentals and Leases	1,811,997	1,697,660	1,607,558
Investment Income	350,000	487,157	390,974
Total Operating Revenue	138,156,226	140,584,495	136,883,171

School District No. 44 (North Vancouver)**Schedule 2B (Unaudited)**

Schedule of Operating Expense by Object

Year Ended June 30, 2015

	2015 Budget (Note 18)	2015 Actual	2014 Actual
	\$	\$	\$
Salaries			
Teachers	61,784,743	59,676,660	59,001,326
Principals and Vice Principals	8,385,035	8,667,005	8,170,531
Educational Assistants	11,949,167	11,856,282	11,571,591
Support Staff	11,081,922	11,295,029	10,871,389
Other Professionals	3,402,886	3,335,706	3,285,185
Substitutes	3,538,792	4,149,658	3,261,482
Total Salaries	100,142,545	98,980,340	96,161,504
Employee Benefits	24,938,558	25,667,028	24,017,286
Total Salaries and Benefits	125,081,103	124,647,368	120,178,790
Services and Supplies			
Services	6,592,456	6,964,350	6,765,660
Student Transportation	62,000	31,204	68,550
Professional Development and Travel	602,667	570,087	601,182
Rentals and Leases	55,000	39,918	11,341
Dues and Fees	59,100	56,384	56,348
Insurance	377,400	340,358	354,140
Interest	60,000	52,323	62,146
Supplies	3,653,134	2,993,623	2,963,511
Utilities	2,307,000	1,924,760	2,158,671
Total Services and Supplies	13,768,757	12,973,007	13,041,549
Total Operating Expense	138,849,860	137,620,375	133,220,339

School District No. 44 (North Vancouver)

Schedule 2C (Unaudited)

Operating Expense by Function, Program and Object

Year Ended June 30, 2015

	Teachers Salaries	Principals and Vice Principals Salaries	Educational Assistants Salaries	Support Staff Salaries	Other Professionals Salaries	Substitutes Salaries	Total Salaries
	\$	\$	\$	\$	\$	\$	\$
1 Instruction							
1.02 Regular Instruction	49,098,806	2,781,513	1,751,460	1,290,477	194	3,090,276	58,012,726
1.03 Career Programs	124,287		21,823	194,650		7,244	348,004
1.07 Library Services	1,411,796	80,663	173,105	160,657		12,018	1,838,239
1.08 Counselling	2,595,115					2,886	2,598,001
1.10 Special Education	4,817,228	169,065	9,332,102	561,606		515,893	15,395,894
1.30 English Language Learning	853,294					5,196	858,490
1.31 Aboriginal Education	317,008	109,729	385,849			21,630	834,216
1.41 School Administration		5,404,164		1,293,813		86,073	6,784,050
1.60 Summer School	1,372			2,422			3,794
1.62 Off Shore Students	370,105			94,435	88,960	1,614	555,114
1.64 Other	81,236			10,469	82,080	17,609	191,394
Total Function 1	59,670,247	8,545,134	11,664,339	3,608,529	171,234	3,760,439	87,419,922
4 District Administration							
4.11 Educational Administration					682,885		682,885
4.40 School District Governance					166,779		166,779
4.41 Business Administration		121,871		989,394	1,366,522	12,762	2,490,549
Total Function 4	-	121,871	-	989,394	2,216,186	12,762	3,340,213
5 Operations and Maintenance							
5.41 Operations and Maintenance Administration	6,413			50,009	640,695		697,117
5.50 Maintenance Operations				6,276,199	307,591	375,622	6,959,412
5.52 Maintenance of Grounds				351,755			351,755
5.56 Utilities							-
Total Function 5	6,413	-	-	6,677,963	948,286	375,622	8,008,284
7 Transportation and Housing							
7.41 Transportation and Housing Administration							-
7.70 Student Transportation			191,943	19,143		835	211,921
Total Function 7	-	-	191,943	19,143	-	835	211,921
9 Debt Services							
9.92 Interest on Bank Loans							-
Total Function 9	-	-	-	-	-	-	-
Total Functions 1 - 9	59,676,660	8,667,005	11,856,282	11,295,029	3,335,706	4,149,658	98,980,340

School District No. 44 (North Vancouver)

Schedule 2C (Unaudited)

Operating Expense by Function, Program and Object

Year Ended June 30, 2015

	Total Salaries	Employee Benefits	Total Salaries and Benefits	Services and Supplies	2015 Actual	2015 Budget (Note 18)	2014 Actual
	\$	\$	\$	\$	\$	\$	\$
1 Instruction							
1.02 Regular Instruction	58,012,726	16,218,461	74,231,187	3,014,686	77,245,873	74,549,375	74,713,428
1.03 Career Programs	348,004	77,767	425,771	274,364	700,135	599,763	501,051
1.07 Library Services	1,838,239	455,135	2,293,374	15,870	2,309,244	2,622,824	2,416,310
1.08 Counselling	2,598,001	666,245	3,264,246	11,282	3,275,528	2,666,406	3,242,167
1.10 Special Education	15,395,894	3,429,059	18,824,953	349,305	19,174,258	21,319,672	18,461,267
1.30 English Language Learning	858,490	257,652	1,116,142	4,638	1,120,780	1,177,945	1,019,828
1.31 Aboriginal Education	834,216	177,233	1,011,449	35,769	1,047,218	1,197,463	996,947
1.41 School Administration	6,784,050	1,586,613	8,370,663	207,345	8,578,008	7,526,937	7,926,935
1.60 Summer School	3,794	553	4,347	7,987	12,334	455,128	382,309
1.62 Off Shore Students	555,114	135,467	690,581	880,469	1,571,050	3,488,448	1,487,925
1.64 Other	191,394	19,709	211,103	2,016,303	2,227,406	2,369,693	1,780,324
Total Function 1	87,419,922	23,023,894	110,443,816	6,818,018	117,261,834	117,973,654	112,928,491
4 District Administration							
4.11 Educational Administration	682,885	119,759	802,644	223,826	1,026,470	1,033,624	1,189,683
4.40 School District Governance	166,779	23,989	190,768	111,750	302,518	283,082	294,702
4.41 Business Administration	2,490,549	558,176	3,048,725	1,042,903	4,091,628	3,678,004	3,753,354
Total Function 4	3,340,213	701,924	4,042,137	1,378,479	5,420,616	4,994,710	5,237,739
5 Operations and Maintenance							
5.41 Operations and Maintenance Administration	697,117	144,480	841,597	547,062	1,388,659	1,662,071	1,339,006
5.50 Maintenance Operations	6,959,412	1,669,994	8,629,406	1,897,136	10,526,542	10,467,281	10,421,293
5.52 Maintenance of Grounds	351,755	83,614	435,369	303,024	738,393	884,071	758,890
5.56 Utilities	-	-	-	1,924,472	1,924,472	2,305,000	2,157,955
Total Function 5	8,008,284	1,898,088	9,906,372	4,671,694	14,578,066	15,318,423	14,677,144
7 Transportation and Housing							
7.41 Transportation and Housing Administration	-	-	-	-	-	-	81,187
7.70 Student Transportation	211,921	43,122	255,043	52,493	307,536	503,073	233,632
Total Function 7	211,921	43,122	255,043	52,493	307,536	503,073	314,819
9 Debt Services							
9.92 Interest on Bank Loans	-	-	-	52,323	52,323	60,000	62,146
Total Function 9	-	-	-	52,323	52,323	60,000	62,146
Total Functions 1 - 9	98,980,340	25,667,028	124,647,368	12,973,007	137,620,375	138,849,860	133,220,339

School District No. 44 (North Vancouver)

Schedule 3 (Unaudited)

Schedule of Special Purpose Operations

Year Ended June 30, 2015

	2015 Budget (Note 18)	2015 Actual	2014 Actual
	\$	\$	\$
Revenues			
Provincial Grants			
Ministry of Education	4,784,428	4,827,109	3,601,021
Other Revenue	6,603,000	6,670,766	6,884,271
Investment Income	2,000	4,193	4,880
Total Revenue	<u>11,389,428</u>	<u>11,502,068</u>	<u>10,490,172</u>
Expenses			
Instruction	10,567,405	10,814,420	9,848,648
District Administration	85,000	49,548	42,906
Total Expense	<u>10,652,405</u>	<u>10,863,968</u>	<u>9,891,554</u>
Special Purpose Surplus (Deficit) for the year	<u>737,023</u>	<u>638,100</u>	<u>598,618</u>
Net Transfers (to) from other funds			
Tangible Capital Assets Purchased	(737,023)	(638,100)	(598,618)
Total Net Transfers	<u>(737,023)</u>	<u>(638,100)</u>	<u>(598,618)</u>
Total Special Purpose Surplus (Deficit) for the year	<u>-</u>	<u>-</u>	<u>-</u>
Special Purpose Surplus (Deficit), beginning of year			
Special Purpose Surplus (Deficit), end of year		<u>-</u>	<u>-</u>

School District No. 44 (North Vancouver)

Schedule 3A (Unaudited)

Changes in Special Purpose Funds and Expense by Object
Year Ended June 30, 2015

	Annual Facility Grant	Learning Improvement Fund	Special Education Equipment	School Generated Funds	Strong Start	Ready, Set, Learn	OLEP	Community- LINK	Service Delivery Transformation
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Deferred Revenue, beginning of year		26,916	10,130	2,903,134				18,728	
Add: Restricted Grants									
Provincial Grants - Ministry of Education	679,583	2,458,661	28,960		224,000	61,250	285,185	1,067,235	97,213
Other				6,829,748					321
Investment Income	2		181						
	679,585	2,458,661	29,141	6,829,748	224,000	61,250	285,185	1,067,235	97,534
Less: Allocated to Revenue	679,585	2,485,577	21,801	6,565,199	224,000	61,250	282,805	1,072,274	-
Recovered							2,380	13,689	
Deferred Revenue, end of year	-	-	17,470	3,167,683	-	-	-	-	97,534
Revenues									
Provincial Grants - Ministry of Education	679,583	2,485,577	21,620		224,000	61,250	282,805	1,072,274	
Other Revenue				6,565,199					
Investment Income	2		181						
	679,585	2,485,577	21,801	6,565,199	224,000	61,250	282,805	1,072,274	-
Expenses									
Salaries									
Teachers		1,578,252				3,584	16,255	219,641	
Educational Assistants		408,576						341,611	
Support Staff					160,526	1,009		46,198	
Substitutes							14,359		
	-	1,986,828	-	-	160,526	4,593	30,614	607,450	-
Employee Benefits		498,749			26,135	222	5,257	140,608	
Services and Supplies	308,742			6,319,743	37,339	56,435	246,934	324,216	
	308,742	2,485,577	-	6,319,743	224,000	61,250	282,805	1,072,274	-
Net Revenue (Expense) before Interfund Transfers	370,843	-	21,801	245,456	-	-	-	-	-
Interfund Transfers									
Tangible Capital Assets Purchased	(370,843)		(21,801)	(245,456)					
	(370,843)	-	(21,801)	(245,456)	-	-	-	-	-
Net Revenue (Expense)	-	-	-	-	-	-	-	-	-

School District No. 44 (North Vancouver)

Changes in Special Purpose Funds and Expense by Object
Year Ended June 30, 2015

Schedule 3A (Unaudited)

	Metro Regional Implementation	Violence Prevention	Cheakamus Special Projects	Inside Out	TOTAL
	\$	\$	\$	\$	\$
Deferred Revenue, beginning of year	293,017	19,071	3,625		3,274,621
Add: Restricted Grants					
Provincial Grants - Ministry of Education					4,902,087
Other	47,407	20,000	37,233	20,000	6,954,709
Investment Income	3,854	156	148	40	4,381
	51,261	20,156	37,381	20,040	11,861,177
Less: Allocated to Revenue	49,548	34,450	22,087	3,492	11,502,068
Recovered					16,069
Deferred Revenue, end of year	294,730	4,777	18,919	16,548	3,617,661
Revenues					
Provincial Grants - Ministry of Education					4,827,109
Other Revenue	45,694	34,294	22,087	3,492	6,670,766
Investment Income	3,854	156			4,193
	49,548	34,450	22,087	3,492	11,502,068
Expenses					
Salaries					
Teachers					1,817,732
Educational Assistants					750,187
Support Staff					207,733
Substitutes					14,359
	-	-	-	-	2,790,011
Employee Benefits					670,971
Services and Supplies	49,548	34,450	22,087	3,492	7,402,986
	49,548	34,450	22,087	3,492	10,863,968
Net Revenue (Expense) before Interfund Transfers	-	-	-	-	638,100
Interfund Transfers					
Tangible Capital Assets Purchased					(638,100)
	-	-	-	-	(638,100)
Net Revenue (Expense)	-	-	-	-	-

School District No. 44 (North Vancouver)

Schedule 4 (Unaudited)

Schedule of Capital Operations

Year Ended June 30, 2015

	2015 Budget (Note 18)	2015 Actual			2014 Actual
		Invested in Tangible Capital Assets	Local Capital	Fund Balance	
	\$	\$	\$	\$	\$
Revenues					
Provincial Grants					
Other Revenue				-	45,102
Investment Income			60,979	60,979	19,786
Gain (Loss) on Disposal of Tangible Capital Assets	4,943,148	8,059,731		8,059,731	38,116
Amortization of Deferred Capital Revenue	5,479,127	5,752,543		5,752,543	5,278,271
Deferred Capital Revenue applied to debt			-	-	503,558
Total Revenue	10,422,275	13,812,274	60,979	13,873,253	5,884,833
Expenses					
Amortization of Tangible Capital Assets					
Operations and Maintenance	9,905,384	9,905,384		9,905,384	9,421,904
Total Expense	9,905,384	9,905,384	-	9,905,384	9,421,904
Capital Surplus (Deficit) for the year	516,891	3,906,890	60,979	3,967,869	(3,537,071)
Net Transfers (to) from other funds					
Tangible Capital Assets Purchased	737,023	1,340,252		1,340,252	1,551,109
Tangible Capital Assets - Work in Progress		116,718		116,718	
Local Capital	1,010,000		1,000,000	1,000,000	288,000
Total Net Transfers	1,747,023	1,456,970	1,000,000	2,456,970	1,839,109
Other Adjustments to Fund Balances					
District Portion of Proceeds on Disposal		(8,111,731)	8,111,731	-	
Tangible Capital Assets Purchased from Local Capital		222,657	(222,657)	-	
Tangible Capital Assets WIP Purchased from Local Capital		100,952	(100,952)	-	
Queen Mary/Ridgeway Contingency Funding		(683,565)	683,565	-	
Total Other Adjustments to Fund Balances		(8,471,687)	8,471,687	-	
Total Capital Surplus (Deficit) for the year	2,263,914	(3,107,827)	9,532,666	6,424,839	(1,697,962)
Capital Surplus (Deficit), beginning of year		95,113,302	124,945	95,238,247	96,936,209
Capital Surplus (Deficit), end of year		92,005,475	9,657,611	101,663,086	95,238,247

School District No. 44 (North Vancouver)

Schedule 4A (Unaudited)

Tangible Capital Assets
Year Ended June 30, 2015

	Sites	Buildings	Furniture and Equipment	Vehicles	Computer Software	Computer Hardware	Total
	\$	\$	\$	\$	\$	\$	\$
Cost, beginning of year	12,558,605	355,252,240	3,394,354	1,369,159	1,895,845	4,599,188	379,069,391
Changes for the Year							
Increase:							
Purchases from:							
Deferred Capital Revenue - Bylaw		1,780,792		100,861			1,881,653
Deferred Capital Revenue - Other			99,503				99,503
Operating Fund			136,111		16,859	549,182	702,152
Special Purpose Funds		370,843	26,932			240,325	638,100
Local Capital		215,107	7,550				222,657
Transferred from Work in Progress		277,815					277,815
	-	2,644,557	270,096	100,861	16,859	789,507	3,821,880
Decrease:							
Disposed of	52,001	350,300					402,301
Deemed Disposals			753,328	123,360	255,198	395,596	1,527,482
	52,001	350,300	753,328	123,360	255,198	395,596	1,929,783
Cost, end of year	12,506,604	357,546,497	2,911,122	1,346,660	1,657,506	4,993,099	380,961,488
Work in Progress, end of year		378,397			174,988		553,385
Cost and Work in Progress, end of year	12,506,604	357,924,894	2,911,122	1,346,660	1,832,494	4,993,099	381,514,873
Accumulated Amortization, beginning of year		94,277,179	1,701,312	726,814	684,213	1,735,999	99,125,517
Changes for the Year							
Increase: Amortization for the Year		8,130,025	339,436	136,916	379,169	919,838	9,905,384
Decrease:							
Disposed of		350,300					350,300
Deemed Disposals			753,328	123,360	255,198	395,596	1,527,482
		350,300	753,328	123,360	255,198	395,596	1,877,782
Accumulated Amortization, end of year		102,056,904	1,287,420	740,370	808,184	2,260,241	107,153,119
Tangible Capital Assets - Net	12,506,604	255,867,990	1,623,702	606,290	1,024,310	2,732,858	274,361,754

School District No. 44 (North Vancouver)

Schedule 4B (Unaudited)

Tangible Capital Assets - Work in Progress

Year Ended June 30, 2015

	Buildings	Furniture and Equipment	Computer Software	Computer Hardware	Total
Work in Progress, beginning of year	\$ 401,800	\$	\$ 34,738	\$	\$ 436,538
Changes for the Year					
Increase:					
Deferred Capital Revenue - Bylaw	176,992				176,992
Operating Fund	116,718				116,718
Local Capital	(39,298)		140,250		100,952
	<u>254,412</u>	-	<u>140,250</u>	-	<u>394,662</u>
Decrease:					
Transferred to Tangible Capital Assets	277,815				277,815
	<u>277,815</u>	-	-	-	<u>277,815</u>
Net Changes for the Year	<u>(23,403)</u>	-	<u>140,250</u>	-	<u>116,847</u>
Work in Progress, end of year	<u>378,397</u>	-	<u>174,988</u>	-	<u>553,385</u>

School District No. 44 (North Vancouver)

Schedule 4C (Unaudited)

Deferred Capital Revenue

Year Ended June 30, 2015

	Bylaw Capital	Other Provincial	Other Capital	Total Capital
	\$	\$	\$	\$
Deferred Capital Revenue, beginning of year	170,448,406	3,112,405	4,965,228	178,526,039
Changes for the Year				
Increase:				
Transferred from Deferred Revenue - Capital Additions	1,881,653		99,503	1,981,156
Transferred from Work in Progress	1,472		50,000	51,472
Queen Mary/Ridgeway Contingency Funding	672,329		11,236	683,565
	2,555,454	-	160,739	2,716,193
Decrease:				
Amortization of Deferred Capital Revenue	5,479,127	80,612	192,804	5,752,543
	5,479,127	80,612	192,804	5,752,543
Net Changes for the Year	(2,923,673)	(80,612)	(32,065)	(3,036,350)
Deferred Capital Revenue, end of year	167,524,733	3,031,793	4,933,163	175,489,689
Work in Progress, beginning of year	1,472		50,000	51,472
Changes for the Year				
Increase				
Transferred from Deferred Revenue - Work in Progress	176,992			176,992
	176,992	-	-	176,992
Decrease				
Transferred to Deferred Capital Revenue	1,472		50,000	51,472
	1,472	-	50,000	51,472
Net Changes for the Year	175,520	-	(50,000)	125,520
Work in Progress, end of year	176,992	-	-	176,992
Total Deferred Capital Revenue, end of year	167,701,725	3,031,793	4,933,163	175,666,681

School District No. 44 (North Vancouver)

Schedule 4D (Unaudited)

Changes in Unspent Deferred Capital Revenue

Year Ended June 30, 2015

	Bylaw Capital	MEd Restricted Capital	Other Provincial Capital	Land Capital	Other Capital	Total
Balance, beginning of year	\$ 863,618	\$ -	\$	\$	\$ 39,804	\$ 903,422
Changes for the Year						
Increase:						
Provincial Grants - Ministry of Education	1,898,485					1,898,485
Other					82,164	82,164
MEd Restricted Portion of Proceeds on Disposal		3,168,583				3,168,583
	1,898,485	3,168,583	-	-	82,164	5,149,232
Decrease:						
Transferred to DCR - Capital Additions	1,881,653				99,503	1,981,156
Transferred to DCR - Work in Progress	176,992					176,992
Queen Mary/Ridgeway Contingency Funding	672,329				11,236	683,565
	2,730,974	-	-	-	110,739	2,841,713
Net Changes for the Year	(832,489)	3,168,583	-	-	(28,575)	2,307,519
Balance, end of year	31,129	3,168,583	-	-	11,229	3,210,941

Schedule B.5.
of the
Administrative Memorandum

Meeting Date: September 15, 2015 ☒ Board ☐ Board, in camera

Topic (as per the Memorandum): **Year-End Operating Surplus**

Narration:

The financial position of the North Vancouver School District is very positive, as demonstrated in the Audited Statements for the Year Ended June 30, 2015. The accumulated year-end Surplus of \$8,502,533 includes \$6,588,637 in Appropriations, leaving an Unrestricted Surplus of \$1,913,896. As the Unrestricted Surplus has increased over the past three years, the Board of Education may wish to consider the one-time utilization of some, or all, of the Unrestricted Surplus in the 2015/16 fiscal year. Drawing down some of the surplus will assist in achieving a targeted surplus of 2% - 3% of the total operating budget, consistent with recommendations of Financial Audit firms.

OPERATING FUND ACCUMULATED SURPLUS	2014-15	2013-14	2012-13
Accumulated Surplus (Operating) at June 30th	\$ 8,502,533	\$ 7,357,283	\$ 4,934,942
Less: Total Appropriations:	(6,588,637)	(5,924,300)	(4,931,189)
Unrestricted Surplus	\$ 1,913,896	\$ 1,432,983	\$ 3,753

Additional information that will become available to the Board in consideration of the 2015/16 fiscal year's financial outlook includes:

- September 30, 2015: Student enrolment count (1701)
- September 30, 2015: International enrolment (not included in 1701)
- October 20, 2015: Class size report
- October 31, 2015: Learning Improvement Fund (LIF) report to the Ministry, identifying additional supports for class size and composition demands.
- Late Fall 2015: Information regarding the Exempt & Management Compensation Survey and the potential cost impact to the School District.
- December 15, 2015: Amended Operating Grant and Holdback Allocation, if any.

The Budget Priorities for 2015/2016 were approved by the Board at the May 2015 Public Board Meeting and are attached. Specific initiatives that were identified at that time included: Release time for Teacher In-Service for Math and Literacy initiatives; School Start-up and Transition Support (Supervision Aides); and a Secondary VP at Mountainside (0.43 FTE). The implementation of these initiatives is valued at approximately \$124,000.

Schedule B.5. (continued)

Narration (continued):

Additional initiatives subsequently identified for the Board's consideration include:

- A. Support for the integration of technology into classroom teaching
- B. Instructional Resources
- C. Environmental Education inclusive of Special Needs Students
- D. Wellness and Engagement
- E. Salary & Benefit increases for Management & Exempt Staff per BCPSEA & PSEC

The Board may wish to apply funding on a one-time basis for some, or all, of these identified initiatives. Consideration of the priority, timing, cost, and District-wide impact of the respective initiatives will assist in determining the potential allocation of funds. At this time the Board may wish to have a preliminary discussion about the application of surplus to the identified items, with follow up discussion as additional, pertinent information becomes available related to each initiative.

Attachment:

Budget Priorities 2015/2016

RECOMMENDED MOTION:

that the Board direct senior staff to provide further details related to the above noted initiatives (A – E) for the Board to consider at a future Trustee Seminar.

Budget Priorities 2015/2016

The following comments are provided for a better understanding of the various categories and to clarify how each category may be addressed in the development of the 2015/16 operating budget. Should additional funds be available, or generated through efficiencies and cost-savings, the following priority areas have been identified for consideration.

“Special Needs Supports” and “Composition” will benefit from the \$2,620,747 in the Learning Improvement Fund. The Education Fund (80% or \$2,096,598, approximately 21.3 FTE) is available to provide additional NVTa staffing supports (including specialist staff) in classrooms. The Support Fund (20% or \$524,149) is available to provide additional CUPE staffing for positions supporting students with special needs, providing an increase in time to all educational assistants as well as a few positions. Additional funds that may be available for this area would support additional staff training and in-service opportunities.

“Class Size” improvements require significant funding allocations. Small improvements achieved through previous ‘add back’ budgets in 2011/12 and 2012/13 have been maintained in recent years. Class size issues may also be addressed through the allocation of resources available in the Education Fund (\$2,096,598) to add ‘divisions’ in elementary schools and ‘blocks’ at the secondary level.

“Leadership, Instructional Support and Teaching Staff” offers opportunities for all educators to build their capacity in areas of competency through a variety of innovative, educational approaches. Collaboration time, collegial conferencing, in-service and training sessions, and Leadership for Learning are district-based initiatives that continue to support the building of capacity among all staff.

“Facilities” incorporates cleanliness of the schools, temperature issues, and supports for wellness and safe and healthy workplace.

“Health & Wellness, Succession, Growth,” continue with Human Resources best practices and employee development for all staff throughout the School District. Health and wellness initiatives relate to employee morale, job satisfaction, attendance and engagement. Succession planning and growth is closely tied to ongoing instructional support and the identification of Teacher Leaders throughout the School District.

“Communication” considers opportunities to enhance communication between Parents and Teachers, and facilitated through the use of technology. This would focus on improving connections between the home and classroom, especially regarding student progress.

“Instructional Resources” address a variety of resources to support instruction within the classroom including temporary classroom support (e.g. Kindergarten start-up), as well as instructional materials and resources to implement the BC Education Plan. This area may also address the need for ‘equity’ between schools, enabling the allocation of grants to schools.

HISTORICAL BUDGET PRIORITIES

IDENTIFIED CATEGORIES	2011-12	2012-13	2013-14	2014-15
Special Needs Supports	46.4%	27.5%	40.0%	30.0%
Class Size & Composition	27.2%	40.0%	30.0%	25.0%
Leadership, Instructional Support & Teaching Staff	7.1%	25.5%	10.0%	20.0%
Subtotal:	80.7%	93.0%	80.0%	75.0%
Succession, Growth, Health & Wellness			10.0%	10.0%
Instruction Classroom Resources	5.7%		10.0%	15.0%
September Start-up; Full Day Kindergarten	3.6%			
Additional Maintenance Staff	7.1%	7.0%		
General Support for K - 12	2.9%			
Total:	100.0%	100.0%	100.0%	100.0%

SURVEY RESULTS FOR 2015/16 BUDGET PRIORITIES AND EXECUTIVE RECOMMENDATIONS

IDENTIFIED CATEGORIES	F & F INPUT	EXECUTIVE RECOMMENDATION
Special Needs Supports	44.6%	30.0%
Class Size & Composition	26.0%	25.0%
Leadership, Instructional Support & Teaching Staff	5.6%	15.0%
Subtotal:	76.2%	70.0%
Health & Wellness, Succession, Growth	0.9%	10.0%
Facilities	12.1%	10.0%
Communication	5.2%	5.0%
Instructional Resources	5.2%	5.0%
Other	0.4%	0.0%
Total:	100.0%	100.0%

Schedule B.6.
of the
Administrative Memorandum

Meeting Date: September 15, 2015 ☒ Board ☐ Board, in camera

Topic (as per the
Memorandum): **Audit Committee Recommendation**

Narration:

During the 2015/16 Preliminary Budget development process, Trustees expressed a desire to be better informed about the budget and financial statements, and to consider options for a public process that could be used to develop the Annual (Preliminary) Budget.

The Executive Committee is recommending that the Board consider the adoption of an Audit Committee as the vehicle to address the Trustee requests and provide increased transparency and oversight by a committee of the Board. The attached report delves into the functions of Audit Committees and provides a recommendation for the Board's consideration.

Attachment:

Governance and the Role of Audit Committees

RECOMMENDED MOTION:

that the Board approve, in principle, the establishment of an Audit Committee as an Ad Hoc Committee of the Board, and;

that the Board direct staff to develop a draft Terms of Reference for an Audit Committee that will be brought to a future Trustee Seminar for consideration.

Report to the Board of Education School District #44 (North Vancouver)

GOVERNANCE AND THE ROLE OF AUDIT COMMITTEES

EXECUTIVE SUMMARY

Audit Committees have a long history in supporting corporate Boards in their governance and fiduciary role. Recent work in various BC School Districts has generated the adoption, or recommendation for the implementation, of an Audit Committee by the respective Boards of Education. It is recommended that the North Vancouver Board of Education consider establishing an Audit Committee and Audit Committee Terms of Reference.

An Audit Committee is a committee of the Board that provides additional oversight capacity in the areas of budget, financial position, audit, and system of internal controls. The Audit Committee is tasked with specific responsibilities that alleviates all Board members from having to perform the same tasks, and may therefore be more efficient and effective. The Audit Committee is expected to make regular reports to the Board about committee activities, issues, and related recommendations. It also provides an open line of communication between the Auditor and the Board so that information on changes, issues, or concerns can be addressed and resolved on a timely, proactive basis.

This report provides information on an Audit Committee's:

- member composition,
- role and term of members,
- Chair,
- powers, and
- expectations of the Committee and its members.

Relevant to this topic, information has been included about the Ernst & Young report regarding the Vancouver Board of Education and the KPMG Forensic Audit of the Coquitlam School Board. These reports have also been provided as links at the end of this document.

The North Vancouver School District has a strong fiscal position and long history of "clean" audits. Past Boards have demonstrated their fiduciary responsibility by making difficult decisions, such as closing schools or programs, to ensure the School District's fiscal health. Management has employed strong business acumen in budgeting, internal controls, financial reporting, and communicating matters to the Board. The adoption of an Audit Committee by the Board would demonstrate a continuance of their proactive governance and fiduciary responsibility.

GOVERNANCE AND THE ROLE OF AUDIT COMMITTEES

A. Introduction

An Audit Committee is an effective and common governance tool used to support the fiduciary role of a Board. Audit Committees play a significant role in corporate governance to maintain public confidence through the provision of critical oversight on the financial reporting, regulatory compliance, and risk management.

During the 2015-16 Annual (Preliminary) Budget process, Trustees expressed a desire to be better informed about the School District's budget and financial statements. As well, there was a desire to consider an appropriate public process that could be used to develop the Annual (Preliminary) Budget. There has been relevant work done in other jurisdictions over the past number of years that can be drawn upon to provide guidance to the Board, and in particular, how an Audit Committee can address the Trustee requests.

The report prepared in June 2015 by the Special Advisor about the Vancouver Board of Education (VBE) has heightened awareness at the Provincial Government level and the general public on best practices related to a Board of Education's fiduciary role. One can fully anticipate that the Ministry of Education will put many of the recommendations into action in the near future, particularly those identified by the Special Advisor as belonging to the Ministry of Education.

The 2013-2014 forensic audit of the Coquitlam School District was prepared by KPMG at the request of the Coquitlam Board of Education. There are many common themes that arise from this report that were identified in the 2015 VBE report.

It is timely for the Board to contemplate the recommendations from the EY report and the KPMG report, as well as other relevant reports, to gain an understanding of where Board governance may demonstrate potential weaknesses. The related recommendations provided by various experts on how to manage those weaknesses have been included.

B. The Special Advisor's Report on the Vancouver Board of Education

The report prepared by Ernst and Young LLP (EY), the provincially appointed special advisor, regarding the Vancouver Board of Education identified 52 findings and made 59 recommendations. The Special Advisor was tasked with the review, inspection, evaluation and, as appropriate, making recommendations to the Minister of Education in the following areas:

- a) Budget development processes;
- b) Financial forecasts and position;
- c) Opportunities to reduce overhead, find administrative efficiencies, and maximize revenue;
- d) Capital asset management program;
- e) Board governance and effective fiscal management; and
- f) Opportunities to improve educational services to students.

EY took the opportunity to identify opportunities and recommendations for both the Vancouver Board of Education and the Ministry of Education. The recommendations that EY identified for the Ministry of Education included actions that would enhance the entire BC K-12 education system.

This report will focus on three of the areas of the Ernst and Young report: items a), b), and e), noted above, as these recommendations have relevance to the North Vancouver Board.

❖ Budget Development Processes

Ernst and Young noted the phases in the development of VBE's Budget, and they are summarized here to facilitate a contextual understanding of the recommendations EY provided.

- Initial Preliminary Projections (IPP) (also known as the "initial funding shortfall") are released in the Fall. It is considered a range estimate and subject to substantial amendment. The IPP excludes recognition of prior year surpluses and any subsequently identified budget priorities for the Preliminary Budget. As a result, this projection significantly overstates the operating deficit by a material amount when compared to the current year's Amended budget (e.g. \$36M for fiscal 14-15).
- Base Budget work commences in February, based upon the IPP, and incorporates the "wish list" of needs. Management starts the balancing process and then commences the Public consultation in April to establish the budget priorities.
- Preliminary Budget work occurs in April with budget consultation that includes the Board, its committees, all levels of school & district staff, PAC, Unions, associations, and other interested parties.
- Amended Budget work occurs between September and February of each school year, once enrolment numbers are known.

EY noted that the internal VBE budget process starts as early as October and continues on through April 30th, or the date of the Board approval. Public consultation does not start until April, allowing only a month prior to the Board approval of the Preliminary Budget, which is typically done by April 30th.

Ernst and Young also noted that "VBE's budget process involves the compilation of a significant amount of ancillary documentation for stakeholders that burdens VBE staff unnecessarily and does not contribute to providing a clear understanding of the budget to the stakeholders or to assist the Board in developing strategies to address future deficits". (EY Report, Finding 3.3, p. 28)

The development of budget priorities by the VBE were not clearly supported by the VBE Goals and budget guidelines. EY commented that it was not clear how the strategic goals and the budget guidelines assisted in decision making as there was no long-term financial plan against which to assess the impact of the decisions.

"Recommendation 3.1

VBE not publicly release the Initial Preliminary Projection.

VBE publish and disclose only the Preliminary Budgets and Amended Budgets, as described below, to minimize confusion about forecasts, complying with practices of comparable school districts." (EY Report, p. 24)

"Recommendation 3.2

VBE critically review the documents created in preparing the budget, considering the level of activity with stakeholders, and limiting the information provided to that which is useful to stakeholders. Providing the Initial Preliminary Projection and all the subsequent changes does not benefit stakeholders and burdens VBE's Finance department unnecessarily." (EY Report, p. 28)

"Recommendation 3.3

VBE include a three-year financial forecast in the Strategic Plan in order to better develop operating priorities in line with the Strategic Plan

VBE obtain the proper tools to do efficient long-term planning, such as an integrated forecast model”
(EY Report, p. 30)

❖ Financial Forecasts and Position

Ernst and Young reviewed the budget forecast process at VBE and noted that typically the Board has balanced their budget through one-off cost savings or revenue opportunities. EY provided the following finding and recommendation:

“Finding 3.6:

The Strategic Plan does not contain a long-term financial plan to guide the Board in managing budget priorities

VBE’s strategies to balance multi-year budgets:

- *With declining enrolment, operating shortfalls are mostly dealt with through one-off items such as the sale and leaseback of assets, and the withdrawals from the LCR and employee benefits plan* (Note: LCR is Local Capital Reserves)
- *Very limited strategies have been explored to balance the forecasted deficits after SY2015/16”*
(EY Report, p. 37)

“Recommendation 3.5

The Board prepare a three-year financial forecast to allow for long-term decision making and the assessment of various options to maintain a balanced budget in keeping with VBE's strategic priorities.” (EY Report, p. 37)

❖ Board Governance and Effective Fiscal Management

Ernst and Young’s scope for governance review focused on the effectiveness of Board governance, particularly over fiscal management. Ernst & Young recommended the establishment of an Audit Committee by the VBE. This recommendation was captured in *Section 7.0 Board Governance* of the EY report:

“Board implement an Audit Committee as a sub-committee of the Board with external members.” (EY Report, p.178)

EY noted that the VBE had not followed through with the recommendation for the implementation of an Audit Committee that was made by the Comptroller General in 2010.

“Audit committee

The Comptroller General highlighted in the 2010 VBE Review that the Board of Trustees should establish an Audit Committee to provide oversight and make recommendations in respect of the Board’s fiduciary responsibilities to the organization (Rec. 6); and restrict Audit Committee membership to no more than four Trustees, zero stakeholder representation, and supplemented with one or two external financial professionals to ensure the Committee has sufficient knowledge, skills, experience, and objectivity to effectively carry out the functions of the Committee (Rec. 7).” (EY Report, p.179)

EY expanded their comments in *Finding 7.3: Audit Committee* to clarify the relationship between the governance role and the management role:

“...However there is an opportunity to improve the effectiveness of the Board’s oversight of financial management through the creation of a formal Audit Committee.

Leading practices indicate oversight bodies, specifically Audit Committees, are in the best position to maintain independence and objectivity when: the leadership does not hold significant day-to-day management responsibility; the composition includes both internal and externally appointed resources; and membership and leadership is revolving. By nature, the election of Trustees that form the Board mean that Standing Committee membership is also changing. However, there is opportunity to further align VBE with leading practices found in other education districts, both within BC and elsewhere in Canada. While this recommendation focuses on the financial expertise that would be provided to the Board by external members of an Audit Committee, the Board would benefit from the ability to draw upon external technical resources on an ad hoc basis to provide objective and independent insight into non-financial matters as well.” (EY Report, p. 184)

EY made recommendations 7.3.A., for the VBE, and 7.3.B. for the Ministry of Education. In summary, EY recommended that:

- VBE institute an Audit Committee with membership composed of Trustees and external financial professionals to ensure sufficient knowledge, skills, experience and objectivity to provide oversight with respect to the Board’s fiduciary responsibilities. EY further recommended quarterly meetings, staggered terms for the members, and implementing the Richmond School Board Audit Committee structure.
- The Ministry of Education implement a legislative requirement for the establishment and regular functioning of an independent audit committee in all school districts. EY recommended that the Province of Ontario’s legislation, related to audit committees and internal audit functions, might serve as a good template.

Relevant excerpts of the EY full report, regarding the above recommendations, can be found on pages 184-185 of the full report:

***“Spotlight on – Richmond School Board Audit Committee:** The Richmond School Board’s (District #38) Standing Committee structure includes an Audit Committee composed of a Chair, Vice-Chair and one member selected from the Board of Trustees. The Audit Committee is responsible for assisting the Board with its responsibilities related to financial reporting, internal control, information systems and risk management, external audit, internal audit, and the budgeting process. All Audit Committee meetings are held in-camera, and frequency is determined as needed. The Standing Committee structure also includes a Personnel and Finance Committee, a committee with a mandate comparable to a hybrid of VBE’s People and Staff Services and Financial and Legal Committees (Standing Committees IV and V, respectively).¹² There is defined delineation between the role of Richmond’s People and Finance Committee, which is responsible for recommendations to the Board and stakeholder consultation with regard to execution of the annual budget, and the Audit Committee, which provides regular oversight over financial planning, financial reporting and the financial statement audit. Ultimately, the Audit Committee’s objective is to ensure an adequate system of internal control exists at the organization.” (EY Report, p. 184)*

***“Spotlight on – Ontario:** In 2009, the Ministry of Education in Ontario introduced legislation requiring all school boards to create an Audit Committee and internal audit function to facilitate financial transparency and accountability and assurance over the governance, risk management and controls*

within the district. The internal audit function is to focus on the efficiency and effectiveness of operations (including the safeguarding of assets), the reliability of financial and management reporting, and compliance with laws, regulations, policies and procedures. The audit committees are comprised of Trustees and non-Trustees to oversee and objectively assess the performance of the organization, management, and its auditors.” (EY Report, p. 185)

It is highly probable that the provincial government will come forward with a method to ensure consistency and accountability, in School Districts across the province, through Audit Committees.

C. KPMG’s Forensic Audit Report to Coquitlam Board of Education

A January 2014 forensic audit report prepared by KPMG for the Coquitlam Board of Education highlighted many similar themes and issues related to budgeting, actuals versus projections, and the oversight role of the Board, that were noted in the EY report.

KPMG identified a number of factors that contributed to the deficit, or the delays in identifying and reporting the deficit. They listed the following as the more significant issues (KPMG Summary Report, p. 10):

- *Adopting a budget that included certain assumptions inconsistent with expectations;*
- *Absence of fiscal prudence (i.e. no contingency) in budgeting for fiscal 2013 in the context of uncertainty and risk;*
- *Absence of clarity surrounding the roles, responsibilities, and authority of Finance, the DLT, and Board with respect to budgeting and budget management;*
- *Absence of a clear approval and evaluation process around expenditures and position exceeding the Board approved budget;*
- *Insufficient monitoring (e.g., reconciliation) of staff hiring relative to the budget;*
- *Historical errors in the books and records; and*
- *Delays in reporting the developing deficit to the board.*

KPMG provided their recommendations in three areas (KPMG Summary Report, pp 11-13):

Strategic Planning

1. *Increase Management Reporting to Board*

Budgeting

2. *Delegation of Authority, Roles, Responsibilities*
3. *Document Budget Assumptions*
4. *Enhanced Risk Discussions at the DLT and Board*
5. *Establish a Finance Committee of the Board*
6. *Include a Contingency in the Budget*

Forecasting

7. *Monthly Forecast Report*
8. *Develop and Communicate Forecasting Guidelines*
9. *Present Forecast Reports to the Finance Committee and Board*
10. *Perform Reconciliations on a Regular Basis*
11. *Implement a Formal Process to Identify, Define and Approve Planned Spending and Staff Positions in Excess of the Board Approved Budget Prior to Incurrence*

Reporting

12. *Confirm Accurate Classification of FTE Staffing in the SRB Accounting System*

13. *Monthly Reporting of Financial Results to the Finance Committee with Explanations for Variances from Budget*
14. *Gather Reporting Needs and Design and Implement More Meaningful Reports for Program Managers*

Of the fourteen recommendations made by KPMG, the full text of one recommendation is provided:

“Establish a Finance Committee of the Board (Recommendation #5) – consider forming a separate Finance Committee of the Board to help oversee the budget and provide a more focused and ongoing discussion of District finances throughout the Budget Cycle. Should the Board consider it necessary to augment their existing financial skill base, options may include training as well as finding a suitable volunteer from the community with a financial background who could sit on the Finance Committee.”
(KPMG Summary Report, p. 12)

When reading the KPMG Summary Report in its entirety, it is noteworthy that the fourteen recommendations support the need for an Audit Committee and the fiduciary oversight role such a committee of the Board can provide. In this case, KPMG has referred to it as a Finance Committee rather than Audit Committee.

D. North Vancouver School District

The budget prepared by a School District is a high level plan of anticipated revenues and expenditures, and defines the fiscal health of a School District. The North Vancouver School District (NVSD) has demonstrated strong fiscal management through proactive measures by the Board and Management.

NVSD has existing practices in many of the areas that EY & KPMG identified as areas for improvement in the Vancouver and Coquitlam School Districts, respectively. For example:

- The Board has a 10 Year Strategic Plan that is relevant and current.
- The 3 Year Operating Plan provides priorities and measurements.
- Roles and responsibilities for budget development and monitoring are understood and practiced.
- Allocation of Staffing is a rigorously controlled process monitored by senior staff.
- Internal forecasts, projecting to June 30th, as well as FTE reports, are prepared and analyzed by Finance and discussed with senior staff and budget officers on a regular basis.
- Three year operating forecasts are produced at least quarterly and presented to the Board through the Finance & Facilities Standing Committee, along with the operating forecast to June 30th.
- Assumptions and risks for the forecasts are documented and substantiated.
- Risks identified by management are communicated to the Board and documented during the budget process.
- A contingency is provided within the Preliminary budget and adjusted when the Amended Budget is developed and student enrolment is confirmed.
- The Annual Budget processes are laid out with multiple opportunities for partner group and public input on a timely basis, allowing the Board time to consider the input prior to setting budget priorities.
- The Finance and Facilities Standing Committee has provided a venue for presenting financial information and education, sharing current Ministry requirements (e.g. Administrative Savings Plan), budget composition, and receiving public and partner group input.

The consideration of adopting an Audit Committee provides the Board an opportunity to strengthen existing processes and enhance the Board’s fiduciary role. This would be a proactive step in board governance and meet the request for a better understanding of budgets, audit, financial status, and internal controls.

E. Audit Committees

1. AUDIT COMMITTEE DEFINITION

The Institute of Internal Auditors states that the role of the Audit Committee is to assist the Board in its responsibility for oversight of the financial reporting process, the audit process, the system of internal controls, and the organization's process for monitoring compliance with laws, regulations, and the code of conduct.

2. HISTORY OF AUDIT COMMITTEES

Audit Committees gained their acceptance in 1939 when the New York Stock Exchange first endorsed the concept, but Audit Committees received very little support and did not have a defined role until the late 1960's. In 1967, Boards were advised to recognize the value in having a direct communication channel between the Board and Auditors when reviewing financial statements. The post-Watergate discoveries of corporate slush funds, bribes, and illegal political contributions brought further attention on the utilization of an Audit Committee. They were recommended to improve corporate accountability by increasing the quality of financial reporting and recapturing public confidence. By the mid-1970's, the Securities Exchange Commission (SEC) mandated Audit Committees in NYSE listed companies. The SEC went further by also emphasizing the stature and ability of Audit Committee members.

Today, Audit Committees play a critical oversight role in publicly listed companies and the mandate of an Audit Committee has significantly evolved since the Enron and WorldCom financial fiascos. For instance, the 2002 Sarbanes-Oxley Act included requirements for financial expert disclosure and a whistle blower program. An Audit Committee in a public company generally establishes procedures for accepting confidential, anonymous concerns relative to financial reporting and internal controls.

In Canada, Audit Committees are mandated for publicly listed companies. Not-for-Profit organizations can have Audit Committees, but they are generally optional. The Province of Ontario passed Regulation 361/10 requiring School Boards to implement an Audit Committee by no later than January 31, 2011. The Province of BC does not currently have any regulatory requirement for school districts to have an audit committee.

3. COMPOSITION OF AUDIT COMMITTEES

Audit Committees are comprised of a limited number of Board members and at least one "financial expert". In public companies, Board members are selected and the financial expertise can and may be found on the Board. Those Board members who are both proficient and knowledgeable in financial statements are often selected to participate on the Audit Committee. As Ernst & Young noted in their review of the VBE, elected boards, such as a Board of Education, change more frequently, creating a variable set of knowledge, skills and abilities on the board.

Langley School District (#35) and Richmond School District (#38) both have Audit Committees. Langley's committee is comprised of three trustees appointed by the Board Chairperson, as well as up to four senior district staff chosen by the Superintendent of Schools. Richmond's audit committee is comprised of not fewer than three Trustees and one financial management staff.

The Ontario legislation has specific guidelines related to the number of Trustees and non-Board members who could be appointed to an Audit Committee. For instance, in the case of Boards of fewer than eight board members, the Audit Committee is to be a total of four: two Board members, and two persons who are not Board members and are independent from and external to the organization. Non-Board members must have

accounting, financial management or other relevant business experience in order to understand the accounting and auditing standards applicable to the Board.

The Superintendent, Secretary Treasurer, and Director of Finance, are typically designated to attend all Audit Committee meetings as Ex-Officio members. The organization's external Auditors may participate at the request of the Audit Committee, or the Auditor. Other staff may also be in attendance to discuss specific matters relevant to their role.

4. ROLE OF AUDIT COMMITTEES

The Richmond School District identifies the role of the Audit committee as a key component of corporate governance, providing a "source of assurance about the School District's arrangement for managing risk, maintaining an effective control environment and reporting on financial and non-financial performance". They identify the Audit Committee purpose as assistance to the Board in fulfilling its responsibilities in respect of:

- Financial Reporting;
- Internal Control, Information Systems and Risk Management;
- External Audit;
- internal Audit; and
- Budget Process.

The Institute of Internal Auditors (IIA) has developed a "Model Audit Committee Charter", for public companies, which outlines the responsibilities of the Audit Committee to be:

- Financial Statements;
- Internal Control;
- Internal Audit;
- External Audit;
- Compliance;
- Reporting Responsibilities;
- Other Responsibilities.

When comparing the Institute of Internal Auditors model with the Ontario legislation, there is a strong similarity in the responsibilities identified. Differences can be noted largely due to the public company responsibilities, particularly in the regulatory reporting requirements of a public company.

A core responsibility of an Audit Committee is the oversight of the organization's accounting policies and the financial presentation of Financial Statements. (The School District's accounting policies are identified in Note 2 of the Notes to the Audited Financial Statements.) The Audit Committee is expected to question the Auditor on the appropriateness of the accounting policies and financial presentation. The Audit Committee must also have comfort in the Auditor's independence from management.

5. TERM OF APPOINTMENT ON AUDIT COMMITTEES

Boards will typically determine the method of appointment and term of the appointment for members of the Audit Committee. PwC prepared a report called Audit Committee Effectiveness: What Works Best (4th Edition) that was published by the Institute of Internal Auditors Research Foundation. The report acknowledges the need for Boards, of public companies, to balance the benefits of having experienced members versus having long term members becoming complacent. The report also notes that most public company Boards have methods of rotating committee members and/or staggering the term of appointment for each member.

The Ontario legislation on Audit Committees specifies the term limit as four years for Board members and three years for non-Board members.

6. CHAIR OF THE AUDIT COMMITTEE

Boards determine the method of appointment and term for the assignment of the Audit Committee Chair. The Ontario legislation requires that the Chair be appointed annually. Alternatively, there is value in appointing a Chair for more than a single year term and providing for a maximum number of consecutive years that an individual may remain in the Chair role.

7. POWERS AND AUTHORITY OF AN AUDIT COMMITTEE

The authority and powers of the Audit Committee should be defined in either an Audit Committee Terms of Reference, or a Board Policy with a Terms of Reference that defines the scope. Being a committee of the Board, the Audit Committee would report to the full Board and have a requirement to make regular reports to the full Board.

8. EXPECTATIONS OF MEMBERS OF THE AUDIT COMMITTEE

Public companies have guidelines in many areas including, but not limited to, the number of meetings to be held annually, the reporting requirements to the full Board, training and knowledge of the members, and expectation of members to be prepared for meetings.

PwC recommends, in their report to the Institute of Internal Auditors, that Audit Committees should periodically evaluate its effectiveness. NYSE listed companies have a requirement to perform an annual evaluation. Recommended areas that an Audit Committee might choose to evaluate its performance could include:

- Comparing its activities against its Terms of Reference
- Comparing its activities against leading practices
- Discussing performance among committee members, as well as with management and others
- Individual member assessment
- Member orientation, training, and support

F. Conclusion

There are many benefits achieved by an Audit Committee, both from the Board governance and the senior management perspectives.

- The additional oversight capacity achieved through an Audit Committee provides the Board with a higher level of comfort and knowledge of the budget, financial position, audit, and system of internal controls.
- By utilizing an Audit Committee, the Board can clearly assign responsibilities that will be efficiently and effectively performed by the members of the Audit Committee.
- The communication access by members of the Audit Committee with the Auditor provides more timely information on changes, issues, or concerns that can be addressed and resolved proactively.

There are several reports that have been referenced within this document.

- Ernst & Young, Special Advisor, Report on Vancouver Board of Education (Full Report)
- KPMG Forensic Audit Summary Report to Coquitlam Board of Education
- Richmond SD Terms of Reference – Audit Committee
- Ontario Regulation 361/10 Audit Committees
- Model Audit Committee Charter by Institute of Internal Auditors

G. Recommendation

It is recommended that the Board of Education of North Vancouver approve, in principal, the establishment of an Audit Committee as an Ad Hoc Committee, to improve and strengthen the Board's fiduciary oversight. As well, it is recommended that the Board direct staff to develop a draft Terms of Reference for an Audit Committee that will be brought to a future Trustee Seminar for consideration.

Schedule C.1.....
of the
Administrative Memorandum

Meeting Date: September 15, 2015 ☒ Board ☐ Board, in camera

Topic (as per the Memorandum): **Exempt and Management Compensation Update**

Narration:

During the summer months, district staff completed reports to support adjustments in management and exempt staff compensation in accordance with the amendments announced to the compensation freeze. As required by BC Public School Employers' Association (BCPSEA), documentation has been provided to the Western Compensation and Benefits Consultants (WCBC) who will identify relevant labour market comparator organizations to enable an analysis and comparison of compensation data by position and associated responsibilities.

The analysis of data and the development of a comprehensive provincial compensation framework is a complex process that will take some time. We anticipate that this process will continue for a number of months into the late fall.

Following the analysis of data and the establishment of guidelines by BCPSEA, boards of education will then be provided with the opportunity to submit a business case for all proposed exempt and management compensation adjustments. The Public Sector Employers' Council (PSEC) will review submissions for consideration. Approval by PSEC is necessary for any compensation adjustments being considered by boards of education.

The Provincial Government has clarified that permitted increases are not to be applied as a general wage increase, but rather must be differentiated on the basis of achievement/performance, recruitment/retention risks and demonstrated salary compression or inversion. Adjustments, if approved, will be limited to a maximum increase of 2%, effective July 1, 2015, with an additional maximum increase of 2%, effective January 1, 2016. Increases that are approved will be retroactive to July 1, 2015 and January 1, 2016.

As no provincial funding is being provided for adjustments to exempt and management staff compensation, Boards of Education will need to approve any requested adjustments and provide funding through their existing operating budget.

The work of our leadership and management team is highly valued by the Board of Education and the Executive Committee. In correspondence to the Minister of Education and Minister of Finance of February 20, 2015, the Board advocated for: the removal of the compensation freeze, that a fair and reasonable change in compensation be implemented in a similar pattern to the unionized staff, and that the Provincial Government fully fund any wage increases and impacts.

Schedule ..C.1..(continued)

Narration (continued):

The Board will be kept informed of any developments and progress related to the Exempt and Management staff compensation matter, as information becomes available.

Attachments:

BCPSEA 2015-02 (June 29, 2015): Provincial Government Announces Amendment to Management Compensation Freeze

BCPSEA 2015-03 (July 17, 2015): The Sectoral Exempt Staff Compensation Review Project

Provincial Government Announces Amendment to Management Compensation Freeze

The provincial government has announced an amendment to the management compensation freeze implemented in September 2012. This bulletin reviews:

1. the context and background of the compensation freeze
2. the work conducted by the BC Public School Employers' Association (BCPSEA), including the work of the BCPSEA Exempt Staff Compensation Working Group, to prepare for the amendment to the freeze
3. the BC Public Sector Compensation Review report recommendation for a consistent public sector compensation philosophy and policy to apply across the provincial government and the broader provincial public sector
4. the parameters of the amended compensation freeze as set out by the Public Sector Employers' Council (PSEC)
5. the service and assistance BCPSEA will provide to districts, in conjunction with external compensation consultant Western Compensation and Benefits Consultants, to review and revise individual district exempt staff salary structures for submission to and approval by PSEC.

1. Background

On September 13, 2012, as the Minister responsible for the [Public Sector Employers Act](#), the Minister of Finance announced a comprehensive compensation freeze for all management excluded positions in the broader public sector. Government advised that the compensation freeze was implemented in response to the continued economic downturn and the associated pressures on the provincial budget.

During this period, as part of the government's Core Review process, Ernst & Young was retained to review compensation across the broader public sector, including local government. [The BC Public Sector Compensation Review](#) (the Review report), released in October 2014, included a number of recommendations, which have been generally accepted by government. PSEC was tasked with implementing the recommendations specific to public sector employers.

The three key recommendations in the Review report are:

1. Create a common compensation philosophy for the provincial public sector based on the refreshed philosophy for Core Government including shared principles and discipline in decision making.

2. Build a governance model to ensure alignment across the public sector, articulating clear roles and responsibilities.
3. Deploy a model that includes regular reviews, approval processes, and a periodic refresh of core government's compensation philosophy.

2. The BCPSEA Exempt Staff Compensation Working Group

Shortly after the compensation freeze was implemented, BCPSEA re-convened the Exempt Staff Compensation Working Group (ESCWG) comprised of representatives of the BC School Superintendents' Association, the BC Association of School Business Officials, the BC Principals' and Vice Principals' Association, the Public Sector Employers' Council Secretariat, school district senior human resources practitioners, external compensation consultants, and BCPSEA staff.

This proactive initiative was undertaken to prepare the necessary business case — grounded in data-based analyses and methodology, and consistent with the BCPSEA exempt staff compensation management plan for the sector, which reflects both compensation governance best practices and compensation technical best practices — in order to inform government and the K-12 sector itself of the specific challenges and implications of decisions related to exempt staff compensation, including the challenges of attracting and retaining qualified individuals in key leadership positions.

The resulting discussion resource, “Realities, Risks, and Rewards: Taking a Systems Approach to Executive and Exempt Staff Compensation in the K-12 Public Education Sector,” which was presented at the BCPSEA Symposium in October 2014 and distributed to school districts shortly thereafter, includes considerable information, analysis, and recommendations for consideration.

A key recommendation of the ESCWG is the implementation of regional salary models for principal and vice principal positions, at pages 16-20 of the report.

The report's recommendation with respect to the development and maintenance of compensation structures for district-based exempt positions is set out on pages 27-30 of the report:

“The ESCWG recognizes that the current technical approach to exempt staff compensation administration in the sector is congruent with compensation best practice — the alignment of relevant external labour market compensation data with the organization's internal equity.” (p. 29).

The approach to review of compensation for district-based positions needs to be consistent with:

- compensation industry governance and technical standards/best practice
- the exempt staff compensation management plan for the K-12 public education sector ([Policy 95-06, Compensation and Employment Standards for School District Employees Not Subject to a Collective Agreement](#))
- the Public Sector Employers' Council (PSEC) [guidelines](#) for executive and exempt staff compensation. The latter includes PSEC's work to implement the recommendations of the [BC Public Sector Compensation Review](#) report as referenced on page one of this bulletin.

3. Common Compensation Philosophy

The [BC Public Sector Compensation Review](#) report includes a recommendation for a consistent public sector compensation philosophy and policy that would apply across the provincial government and the broader provincial public sector.

The BCPSEA approach is generally consistent with a common compensation philosophy for the public sector, based on shared principles and a standardized approach to benchmarking consistent with compensation technical best practice.

Having said that, PSEC does require the compensation philosophy for the broader public sector, including the K-12 public education sector, to embody the following four core principles:

- **Differentiation:** Differentiation of compensation is supported where there are differences in the scope of the position within an organization, and/or due to superior individual team contributions.
- **Performance:** Compensation programs support and promote a performance-based (merit) organizational culture.
- **Transparency:** Compensation programs are designed, managed, and communicated in a manner that ensures the program is clearly understood by employees and the public while protecting individual personal information.
- **Accountability:** Compensation decisions are objective and based upon a clear and well-documented business rationale that demonstrates the appropriate expenditure of public funds.

BCPSEA will undertake any work necessary to ensure that the BCPSEA exempt staff compensation management plan for the K-12 sector is consistent with these principles.

4. The Parameters of the Amended Management Compensation Freeze as Set Out by PSEC

The amendment to the management compensation freeze authorized by government will permit a school district to provide modest, differentiated increases to individual exempt staff positions (district-based and principal/vice principal) effective for the 2015 and 2016 calendar years. Permitted increases will be effective (retroactive) July 1, 2015 and January 1, 2016. Proposed increases will require prior approval of PSEC, and BCPSEA will work with districts to conduct the necessary work and prepare the business case for submission (see The Sectoral Exempt Staff Review Project below).

It is important to note that the increases permitted are not to be applied as a general wage increase — increases up to the permitted maximum must be differentiated on the basis of high achievement/performance, recruitment/retention risks, and demonstrated salary compression or inversion.

The increases must be funded within the school district's existing budget — the provincial government is not providing funding for these increases — and must not affect other efficiency targets as previously identified by government.

NOTE: PSEC advises that government **has not authorized** salary increases at this time for executive positions in the broader public sector. Recognizing that in the K-12 sector the position of Superintendent is not covered by the management compensation freeze (but is covered by the compensation disclosure reporting requirements of the *Public Sector Employers Act*), PSEC advises that the compensation freeze **continues to apply** to the executive positions of Secretary

Treasurer and Assistant Superintendent. PSEC is continuing its work with respect to executive positions in the broader public sector and we will advise as further information is made available.

The letter to employers' associations from PSEC advising of the amendment to the compensation freeze is attached for your information.

5. What the Amendment to the Freeze Means for the K-12 Public Education Sector: The Sectoral Exempt Staff Compensation Review Project

BCPSEA will provide each of the 60 public school districts with the assistance necessary to review and revise their exempt staff salary structures and prepare the necessary business case for **ALL** exempt positions — including the positions of Secretary Treasurer and Assistant Superintendent — for submission to PSEC.

Working with an external compensation consultant — Western Compensation and Benefits Consultants — the Sectoral Exempt Staff Compensation Review Project will align with industry-standard technical best practice.

5.1 For district-based positions, the service and assistance provided will include:

- Identifying the relevant labour market comparator organizations.
- Analyzing the job content (duties/responsibilities) of the school district's district-based benchmark positions relative to the job content of similar positions in the labour market comparator organizations in order to ensure meaningful position matches (for example, positions with similar titles may actually have significant disparities in actual responsibilities, some of which may attract additional compensation).
- Obtaining total compensation data, including salary ranges and actual salaries paid, for position matches in the comparator organizations.
- Determining internal equity of all the exempt positions and combining the job content analysis results with the labour market comparator group data to develop a salary structure on a total compensation basis that considers both internal equity and the external market. Development of the revised salary structure will include the need for discussion with the district to confirm at which reference point relative to the external market comparator data the district wishes to make a business case to set its compensation levels (for example, the median of the market).

5.2 For principal and vice principal positions, the service and assistance provided will include:

- Review and discussion of the district's current principal/vice principal salary structure
- Development of a proposed plan to transition principal/vice principal positions onto the applicable regional salary model as outlined in the report of the BCPSEA Exempt Staff Compensation Working Group, "Realities, Risks, and Rewards: Taking a Systems Approach to Executive and Exempt Staff Compensation in the K-12 Public Education Sector," dated October 2014.

The transition plan must reflect increases up to the permitted maximum, differentiated on the basis of high achievement/performance, recruitment/retention risks, and demonstrated salary compression or inversion.

It is important to recognize that transition of district-based and principal/vice principal positions to the revised salary structures, once approved by PSEC, will, in most cases, occur on a phased basis over time in order to remain within the differentiated maximum increases permitted under the amendment to the compensation freeze.

- 5.3** Should a school district not wish to avail itself of the service and assistance through the Sectoral Exempt Staff Compensation Review Project, the district will be required to submit a plan to BCPSEA for review and subsequent submission to PSEC, which must demonstrate the scope of technical review and articulate the business case for any proposed increases to identified positions within the prescribed parameters of the amendment to the freeze as set out by PSEC.

Further Information

Further information on the Sectoral Exempt Staff Compensation Review Project will be distributed to school districts shortly. In the meantime, please direct any questions to Deborah Stewart, Senior Human Resources Consultant, at 604 730 4506 or deborahs@bcpsea.bc.ca.

Attachment: Letter to employers' associations from Public Sector Employers' Council

2015-03 July 17, 2015

By E-mail: Four pages plus attachment

Next Steps: The Sectoral Exempt Staff Compensation Review Project

Further to *Exempt Staff Issues* bulletin [No. 2015-02](#), we indicated that we would follow up with further information with respect to the Sectoral Exempt Staff Compensation Review Project, which the K-12 public education sector is being permitted to undertake at this time, as well as government's recent direction on the management compensation freeze.

Given the work that has been completed through the BCPSEA Exempt Staff Compensation Working Group (ESCWG) and presented in its report and recommendations, it is timely for school districts to have the opportunity for a comprehensive market study and compensation valuation comparison of its district-based exempt positions. This review will enable revised salary structures to be developed based on the market study and internal equity.

It is important to note that transition to the revised salary structures, once approved, will be a phased process and that any compensation increases will be consistent with the government direction on increases available effective July 1, 2015 and January 1, 2016.

Approach

Western Compensation and Benefits Consultants (WCBC) will assist BCPSEA with a total compensation review of district-based exempt positions consistent with compensation industry standards/best practice and current policy for excluded staff.

The BCPSEA ESCWG has recommended the implementation of regional salary structures for principal/vice principal positions in the K-12 public education sector.

Terms of Reference

The terms of reference for the review include:

- ❖ Identifying the relevant labour market comparator organizations (requiring approval of PSEC), which will include:
 - 14 municipalities distributed across each of the 7 school district geographic regions
 - 3-4 colleges/teaching universities
 - the BC Public Service Agency
 - 3-4 provincial health authorities
 - 4-5 crown corporations/agencies
 - BC's 60 public school districts.

- ❖ Analyzing the job content of the school district's positions relative to the comparator organizations in order to ensure meaningful position matches.
- ❖ Obtaining current compensation data, including salary ranges and actual salaries paid, for position matches in the comparator organizations.
- ❖ Combining the job content analysis results with the comparison group market data to develop a salary structure on a total compensation valuation basis.

Project Workplan

The Project workplan is summarized below.

1. SCHOOL DISTRICT ACTION ITEM: Obtain/Review Position Matching Information

This requires obtaining updated job information from the school district to ensure:

- valid job matches with each of the labour market comparator organizations
- that the current duties/responsibilities of the district-based jobs are considered and that the recommended salary structure reflects those responsibilities.

Attached please find a spreadsheet with three tabs:

- Organization Information
- Position Matching
- Salary and Incentives.

Please fully complete the questionnaire attached and return to Heather Toews at WCBC (heather_toews@wcbc.ca) at your earliest convenience.

2. Obtain and Analyze the Compensation Data

- BCPSEA will confirm with WCBC each school district's benefits plan and perquisites.
- WCBC will update the compensation data for each school district in the K-12 compensation database.
- WCBC will prepare total compensation results for each school district.
- WCBC will complete the survey of the total compensation paid by the labour market comparator organizations and will prepare total compensation valuation results for each organization.

3. SCHOOL DISTRICT ACTION ITEM: Policy Discussion

In collaboration with each district, BCPSEA will discuss and confirm policy issues which will have an impact on the salary structure design, including:

- confirmation of the appropriate labour market comparison organizations for each district
- at which reference point relative to the comparator labour market the job rate for each job will be set.

4. *Develop a Draft Salary Structure*

Based on all of the above, WCBC will proceed to prepare a draft salary range structure for each district, which will include:

- preparing total compensation comparisons for each of the district's position matches, illustrating:
 - the BC school district labour market comparator group
 - the other labour market comparator organizations
- reviewing the district's position matches to determine whether any "position sizing" is appropriate
- generating the salaries for each position in order to align the total compensation labour market comparator data and internal equity
- preparing a salary range structure.

5. *SCHOOL DISTRICT ACTION ITEM: Finalize Salary Structure for District-based Positions*

BCPSEA will provide the comparator compensation data and draft salary structure prepared by WCBC to the district for review and discussion. BCPSEA will work with the district to finalize the district-based exempt staff salary structure.

6. *SCHOOL DISTRICT ACTION ITEM: Principal/Vice Principal Positions*

BCPSEA will review and discuss with each district its current principal/vice principal salary structure and assist with development of a proposed plan to transition principal/vice principal positions to the applicable regional salary structure as outlined in the report and recommendations of the BCPSEA ESCWG.

7. *SCHOOL DISTRICT ACTION ITEM: Preparation of the Business Case for Submission to PSEC*

BCPSEA will work with the district to prepare one comprehensive business case for submission to PSEC to obtain approval of permitted salary increases pursuant to government's recent direction on the management compensation freeze.

The business case will include:

- The proposed salary structure for district-based positions
- The proposed salary structure for principal/vice principal positions (i.e., how the school district will apply the regional salary structure as set out in the ESCWG report).
- Transition plans to move toward implementation of the revised salary structures. The transition plans must reflect increases up to the permitted maximum, differentiated on the basis of demonstrated salary compression or inversion, recruitment/retention risks, and performance. It should be noted that PSEC has clarified that "compression" will be defined as a differential of less than 10% between a supervisory position and the position supervised.

Following approval of a district's business case — including the revised salary structures — modest increases will then be permitted within the government direction on the compensation freeze for 2015 (retroactive to July 1, 2015) and 2016 (effective January 1, 2016).

It is important to note that the compensation increases are not a general wage increase and must be funded from within existing budgets.

As noted in *Exempt Staff Issues* bulletin No. 2015-02, compensation increases for executive positions in the broader public sector are not included in this direction on the management compensation freeze. Recognizing that the position of Superintendent is not covered by the compensation freeze (but is covered by the compensation disclosure reporting requirements of *the Public Sector Employers Act*), the compensation freeze continues to apply to the executive positions of Secretary Treasurer and Assistant Superintendent consistent with the broader public sector. We will advise as further information is made available with respect to executive positions.

Further Information

Please note that BCPSEA will be holding conference calls to discuss the matters outlined in this bulletin. PSEC representatives will also participate in the calls, which are scheduled as follows:

Date: TUESDAY, JULY 21

Time: 10.00 am and 2:00 pm

Telephone number: 1 866 365 4409

Participant ID: 7300739#

Board Chairs, BCPSEA Trustee Representatives, and school district senior staff should feel free to call in at the time that best suits your schedule.

Recognizing that many trustees and staff are currently on vacation, BCPSEA and PSEC will schedule a further conference call in September. Call information will be provided at that time.

Please direct any questions to Deborah Stewart, Senior Human Resources Consultant, at 604 730 4506 or deborahs@bcpsea.bc.ca.

Attachment: BC School District Questionnaire

Schedule C.2
of the
Administrative Memorandum

Meeting Date: September 15, 2015 ☒ Board ☐ Board, in camera

Topic (as per the Memorandum): **Land, Learning and Livability Community Engagement - Update**

Narration:

Updates on the Board's Land, Learning and Livability Community Engagement process and Land Management Strategy have been provided at each of the monthly Public Board Meetings.

John Lewis, Superintendent of Schools, will present the attached Land, Learning, Livability Community Consultation Update (September 2015) that highlights the community engagement process and progress related to properties identified as surplus to the long-term educational needs for the School District.

This Update also makes reference to the Board's progress related to Ridgeway Annex, the Braemar parcel, and the request to the Ministry of Education to proceed with Argyle as a full replacement project, rather than the approved Seismic Project. The Project Definition Report has been updated with the revision of cost estimates for the various options under consideration.

Attachment:

Land, Learning and Livability Community Consultation UPDATE – September 2015

Land, Learning and Livability Community Engagement Update 150915

Ridgeway Annex

The Public Hearing for the proposed redevelopment of Ridgeway Annex will be held on Monday, September 28 at North Vancouver City Hall. A positive outcome from this Hearing will enable the completion of the purchase agreement and the receipt of funds by the School District in November 2015. These proceeds are targeted towards the retirement of the debt, due December 31, 2015, related to the replacement projects of Sutherland and Westview.

Braemar parcel

Wedgewood Developments will be hosting a Public Meeting at 7:00 p.m. on September 17 at Braemar Elementary. A Public Hearing at District Hall is still to be scheduled. The anticipated proceeds from the Braemar parcel have been identified towards the Argyle replacement project. For more information: www.wedgewoodventures.com/drawing-board

Argyle replacement project request

We continue to work with the Ministry of Education to advance our request for a full Argyle Replacement Project. The Project Definition Report associated with the Seismic Project and the Replacement Project was re-submitted for review by the Capital Branch during the summer months.

As a result of revised costing, price escalation, and clarification of project scope, the premium cost between the seismic upgrade and the base full replacement is approximately \$7.9M. The preferred alternative options that incorporate additional space for the multi-purpose / performing arts areas (+1000 sq. m.) and additional classroom capacity and recreation support space (+766 sq. m.) have increased in cost to approximately \$10.7M and \$13.7M respectively.

The revised PDR cost estimates now incorporate requirements identified by the District of North Vancouver planning department for both the seismic and full replacement options. The District provided more accurate requirements associated with detailed building department reviews, code compliance, local improvements, and expectations related to the 'daylighting' of Kilmer Creek for flood mitigation purposes.

The Ministry of Education is engaging the District of North Vancouver in discussion regarding a number of the cost items identified as requirements. Many of these costs will be necessary whether the project were to proceed as a seismic upgrade or a full replacement project.

Following the shortlisting of six firms through the RFP process, Killick, Metz, Bowen and Rose Architects and Planners (KMBR) were engaged as the lead consultants for the Argyle project. KMBR have extensive experience in the design and construction of schools in BC, with North Vancouver School District experience including the Sutherland Secondary School replacement project. We are presently working with KMBR on the Windsor Seismic project as well.

During the summer months, advance project work was completed including: geotechnical investigation, site survey, arborist assessment, hazardous materials assessment, and non-structural seismic assessment of the existing building.

We are presently working with the Ministry to revise the PDR in the form and manner required by the Treasury Board, to enable us to proceed to a Project Agreement by late September, or October.

Ministry correspondence

The Capital Branch of the Ministry of Education has written to the Board requesting an update on plans for surplus properties by the end of October. As we have provided *Land, Learning, Livability Updates* on an Annual basis each October, we will be able to incorporate our Annual Update into our response.

“The Province acknowledges that North Vancouver School District has been exemplary in developing a land management strategy, and working with us [the Ministry] to carry out the due diligence and disposition for surplus board-owned properties. The Ministry of Education values the relationship we have developed with the School District over the years, and I [Regional Director, Capital Planning] look forward to continuing to work collaboratively in the future.”

Further discussions with the Ministry of Education related to the approved Handsworth Seismic Project, have indicated that there is strong interest to move forward with the Seismic, or Replacement Project, at the earliest opportunity. We continue to work with our consultant team to revise the Handsworth PDR to meet current Ministry requirements.

Schedule C.3.
of the
Administrative Memorandum

Meeting Date: September 15, 2015 ☒ Board ☐ Board, in camera

Topic (as per the
Memorandum): **Out-of-Country Field Trips - Secondary**

Narration:

Seycove – a field trip to Seattle, Washington, USA has been scheduled for September 18-19, 2015. The trip involves 21 Grade 10 students in the Apex Performance Learning Program, who will be accompanied by three teacher supervisors.

Students will travel by bus to Seattle and will be accommodated in a hotel. The estimated cost per student is \$225 and will be paid by students.

The objective of this extracurricular trip is visit a special touring exhibition of “Stars Wars and the Power of Costume” at the Experience Music Project and to attend the Seattle Mini Maker Faire, a show case of innovation, invention, creativity and resourcefulness blending art, engineering, science and technology. Experiences at both sites will help to guide and inspire the inquiry-based projects planned for the year.

Schedule C.4.
of the
Administrative Memorandum

Meeting Date: September 15, 2015 ☒ Board ☐ Board, in camera

Topic (as per the
Memorandum): **Superintendent's Report**

Narration:

The Superintendent will provide an oral report on items of interest or concern to the Board not otherwise covered in the agenda.

Schedule C.5.
of the
Administrative Memorandum

Meeting Date: September 15, 2015 ☒ Board ☐ Board, in camera

Topic (as per the
Memorandum): **Report Out - BC School Trustees Association (BCSTA) and BC Public Schools
Employers' Association (BCPSEA)**

Narration:

Trustees will provide an update on information related to BC School Trustees Association and BC Public Schools Employers' Association.

Schedule C.6.
of the
Administrative Memorandum

Meeting Date: September 15, 2015 ☒ Board ☐ Board, in camera

Topic (as per the
Memorandum): **Trustees' Reports**

Narration:

The Chair will call for reports from Trustees on their activities on behalf of the Board.

Schedule ...D.....
of the
Administrative Memorandum

Meeting Date: September 15, 2015 ☒ Board ☐ Board, in camera

Topic (as per the
Memorandum): **Future Meetings**

Narration:

Date and Time	Event	Location
Tuesday, September 22, 2015 at 7:00 pm	Standing Committee Public Meeting	Education Services Centre 2121 Lonsdale Ave, N Vancouver
Tuesday, October 13, 2015 at 7:00 pm	Standing Committee Public Meeting	Education Services Centre 2121 Lonsdale Ave, N Vancouver
Tuesday, October 20, 2015 at 7:00 pm	Public Board Meeting	Education Services Centre 2121 Lonsdale Ave, N Vancouver
Tuesday, November 3, 2015 at 7:00 pm	Standing Committee Public Meeting	Education Services Centre 2121 Lonsdale Ave, N Vancouver

All meetings will take place on the 5th floor in the Mountain View Room, unless otherwise noted.

Pedestrian Access: Main West Entrance at 2121 Lonsdale Avenue, proceed by elevator to 5th Floor.

Vehicle Access: Parkade Entrance off West 21st Street and Lonsdale Avenue, park on Level P1 and proceed by elevator to 5th Floor.

ScheduleE.....
of the
Administrative Memorandum

Meeting Date: September 15, 2015 ☒ Board ☐ Board, in camera

Topic (as per the
Memorandum): **Public Question & Comment Period**

Narration:

In accordance with Board Policy 104: Board of Education – Meetings; twenty (20) minutes will be provided at the end of a regular Board meeting during which attendees may provide comments or ask questions of the Board on business conducted during that meeting or on any matter pertaining to the School District. The Chair may defer a response if a question cannot be answered at that time.

In accordance with Board policy, questions relating to personnel, negotiations or litigation must not be dealt with in a public session.