

**BOARD OF EDUCATION
SD NO. 40 (NEW WESTMINSTER)****REGULAR OPEN MEETING
OF THE BOARD****Tuesday, September 25, 2018****7:30pm – School Board Office****811 Ontario Street, New Westminster
(corner of 8th Street and Royal Avenue)****AGENDA**

The New Westminster School District recognizes and acknowledges the Qayqayt First Nations, as well as all Coast Salish peoples on whose traditional and unceded territories we live, we learn, we play and we do our work.

1. ADOPTION OF THE AGENDA**2. APPROVAL OF THE MINUTES**

- a. Approval of Minutes from the June 26, 2018 Regular Meeting *Encl. Pg. 1*
- b. Business Arising from the Minutes

3. PRESENTATIONS

- a. Orange Shirt Day (B. Lansdowne & Students)
- b. 2017-18 Audited Financial Statements (A. Bordignon & T. Holloway, KPMG *Encl. Pg. 4* and James Pocher, Assistant Secretary-Treasurer)

Recommendation: THAT the Board of Education of School District No. 40 (New Westminster) approve the Consolidated Audited Financial Statements for the fiscal year ending June 30, 2018.

4. COMMENT & QUESTION PERIOD FROM VISITORS**5. CORRESPONDENCE**

- a. 2017/2018 Annual Report – Office of the Ombudsperson *Encl. Pg. 78*
- b. BCPSEA 2018 **Symposium: Insight and Opportunities, Human Resources in Education**, Monday, November 5 and Tuesday, November 6, 2018 at the Coast Coal Harbour Hotel *Encl. Pg. 164*

6. BOARD COMMITTEE REPORTS**a. Education Policy & Planning Committee, September 11, 2018**

- i. Comments from the Committee Chair, Trustee Ewen
- ii. Approval of the September 11, 2018 Education Policy and Planning Committee Minutes *Encl. Pg. 165*

Recommendation: THAT the Board of Education of School District No. 40 (New Westminster) approve the minutes from the September 11, 2018 Education Policy & Planning Committee meeting.

- iii. 2018/19 Board Annual Work Plan – Board Policy 2 – Appendix A *Encl. Pg. 167*

Recommendation: THAT the Board of Education of School District No. 40 (New Westminster) adopt the School District No. 40 (New Westminster) revised Board Policy 2 – Appendix A: Board Annual Work Plan for 2018/19.

- iv. City of New Westminster (Intelligent City) Partnership

Encl. Pg. 171

THAT the Board of Education of School District No. 40 (New Westminster) approve the signing/execution of the Innovation Partnership Agreement Memorandum of Understanding with the City of New Westminster (Intelligent City), to support a continued collaboration between the City and the School District.

b. Operations Policy and Planning Committee, September 18, 2018

- i. Comments from the Committee Chair, Trustee Janzen

- ii. Approval of the September 18, 2018 Operations Policy and Planning Committee Minutes

Encl. Pg. 174

Recommendation: THAT the Board of Education of School District No. 40 (New Westminster) approve the minutes from the September 18, 2018 Operations Policy & Planning Committee meeting.

- iii. School District Audit Services (K. Morris)

Recommendation: THAT the Board of Education of School District No. 40 (New Westminster) direct staff to request proposals for audit services for School District No. 40 (New Westminster) for a three-year period (with an optional two year renewal) commencing with the 2019/20 fiscal year; AND THAT a recommendation from staff for audit services be provided to the Board by November 2018.

- iv. Audit Committee Formation (K. Morris)

Encl. Pg. 177

THAT the Board of Education for School District No. 40 (New Westminster) approve that the wording of Policy 8-Board Committees be amended to embed the roles, responsibilities and duties of the Audit Committee into the existing standing Operations Policy and Planning Committee of the Whole.

- v. Restricted and Non-Restricted Surplus (K. Morris)

Recommendation: THAT the Board of Education of School District No. 40 (New Westminster) waive Policy 19 Section 1.1. "normally consider such allocations as part of the budget development and approval process." (Restricted and Non-Restricted Surplus Funds) AND to further restrict 2017-2018 surplus in the 2018-2019 fiscal year.

- vi. Accumulated Surplus (K. Morris)

Recommendation: THAT the Board of Education of School District No. 40 (New Westminster) authorize staff to address immediate staffing pressures utilizing 2017-2018 accumulated surplus up to \$500,000, as presented.

7. REPORTS SENIOR MANAGEMENT**a. Superintendent Report (K. Hachlaf)****b. Executive Compensation Report & Annual Executive Compensation Disclosure Report (K. Morris)** *Encl. Pg. 179*

Recommendation: THAT the Board of Education of School District No. 40 (New Westminster) approve the 2017-18 Annual Executive Compensation Disclosure Report as presented.

c. Record of Closed (K. Morris)*Encl. Pg. 188***8. TRUSTEE REPORTS****9. QUESTION PERIOD (15 minutes)**

Questions to the Chair on matters that arose during the meeting.

10. NOTICE OF MEETINGS

October 2, 2018: Education Policy & Planning Committee, 7:30 pm –

Queensborough Middle School

October 9, 2018: Operations Policy & Planning Committee, 7:30 pm – School Board Office

October 30, 2018: School Board Meeting, 7:30pm – School Board Office

(Final Meeting for Current Trustees)

Reminder:

October 5, 2018: World Teachers' Day

11. REPORTING OUT FROM IN-CAMERA BOARD MEETING

Exempt and Administrative Wage Transition Plan 2012-2018 – R. Weston

Recommendation: THAT the Board of Education of School District No. 40 (New Westminster) direct New Westminster Schools to implement the revised 2018/19 Principals and Vice Principals and exempt employees' grids as released by BCPSEA and PSEC, effective July 1, 2018.

AND

THAT New Westminster Schools grant increases (as appropriate to those eligible) as permitted under the BCPSEA and PSEC directives, dated April 9, 2018 and July 9, 2018, effective August 1, 2018.

12. ADJOURNMENT

**MINUTES OF THE REGULAR OPEN MEETING
OF THE NEW WESTMINSTER BOARD OF EDUCATION
HELD TUESDAY, JUNE 26, 2018 AT 7:30 PM
SCHOOL BOARD OFFICE
811 ONTARIO STREET, NEW WESTMINSTER**

PRESENT	Jonina Campbell, Trustee	Karim Hachlaf, Superintendent
	Casey Cook, Trustee	Maryam Naser, Associate Superintendent
	Mark Gifford, Chair	Teri Stoneman, Interim Secretary-Treasurer
	James Janzen, Trustee	Rick A. Bloudell, District Community Schools Coordinator
	Mary Lalji, Trustee	Sharon Domaas, Burnaby Association for South East Side Thrift Store (BASES)
	Kelly Slade-Kerr, Vice Chair	Gary Johanson, BASES
REGRETS	Michael Ewen, Trustee	Laurie Molstad, BASES
		Kathy Richardson, BASES
		Peggy Woodruff, BASES
		Caroline Manders, Recording Secretary

The New Westminister School District recognizes and acknowledges the Qayqayt First Nations, as well as all Coast Salish peoples, on whose traditional and unceded territories we live, we learn, we play and we do our work.

1. ADOPTION OF THE AGENDA

Item added as 8. New Business – a. Process for Introducing Motions.

Moved and Seconded

2018-078

THAT the Board of Education of School District No. 40 (New Westminister) adopt the agenda as amended for the June 26, 2018 Regular School Board meeting.

Carried Unanimously

2. APPROVAL OF THE MINUTES

a. Approval of Minutes from the May 29, 2018 Regular Meeting

Moved and Seconded

2018-079

THAT the Board of Education of School District No. 40 (New Westminister) approve the minutes from the May 29, 2018 Regular School Board meeting.

Carried Unanimously

b. Business Arising from the Minutes
None.

3. DELEGATIONS

Sharon Domaas, Gary Johanson, Laurie Molstad, Kathy Richardson, and Peggy Woodruff from the not-for-profit Burnaby Association for South East Side Thrift Store (BASES), presented a \$10,000 donation cheque for New Westminister Schools' student programs.

4. COMMENT & QUESTION PERIOD FROM VISITORS

Members of the audience were invited to address the Board.

5. CORRESPONDENCE

Correspondence was reviewed.

6. BOARD COMMITTEE REPORTS

a. Education Policy & Planning Committee, June 5, 2018

- i. Comments from the Committee Chair, Trustee Ewen.
Education Policy and Planning Committee Chair Ewen provided a brief overview of the June 5, 2018 meeting.
- ii. Approval of the June 5, 2018 Education Policy and Planning Committee Minutes.

Moved and Seconded

2018-080

THAT the Board of Education of School District No. 40 (New Westminster) approve the minutes from the June 5, 2018 Education Policy & Planning Committee meeting.

Carried Unanimously

b. Operations Policy and Planning Committee, June 12, 2018

- i. Comments from the Committee Chair, Trustee Janzen.
Operations Policy & Planning Committee Chair, Trustee Janzen provided a brief overview of the June 12, 2018 meeting.
- ii. Approval of the June 12, 2018 Operations Policy and Planning Committee Minutes

Moved and Seconded

2018-081

THAT the Board of Education of School District No. 40 (New Westminster) approve the minutes from the June 12, 2018 Operations Policy & Planning Committee meeting.

Carried Unanimously

- iii. Orange Shirt Week

It was requested that a presentation highlighting the District's initiatives for Orange Shirt Week be brought forward at the September 25, 2018 Board meeting.

Moved and Seconded

2018-082

THAT the Board of Education of School District No. 40 (New Westminster) acknowledge Orange Shirt Week from September 24 - September 28, 2018 and encourages staff and student participation.

Carried Unanimously

7. REPORTS FROM SENIOR MANAGEMENT

a. Superintendent Update (K. Hachlaf)

The Superintendent, Karim Hachlaf, provided an update.

b. Approve Terms of Engagement with Auditor & Audit Plan (T. Stoneman)

The Interim Secretary-Treasurer, Teri Stoneman, reviewed the Terms of Engagement and Audit Plan.

Moved and Seconded

2018-083

THAT the Board of Education of School District No. 40 (New Westminster), as per the School Act Division 8, Section 158(1), approve Terms of Engagement with KPMG^{LLP} as Auditors & Audit Plan for School District No. 40 (New Westminster) for the 2018-2019 fiscal year.

Carried Unanimously

c. Five-Year Capital Plan (T. Stoneman)

The Interim Secretary-Treasurer, Teri Stoneman, presented the Five-Year Capital Plan.

Moved and Seconded

2018-084

THAT the Board of Education of School District No. 40 (New Westminster) approve the 2018-2019 Five-Year Capital Plan as outlined on the attached summary for submission to the Ministry of Education.

Carried Unanimously

d. Board Authority/Authorized Courses (M. Naser)

The Associate Superintendent, Maryam Naser, reviewed the proposed Board Authority/Authorized Courses for the 2018/19 school year.

Moved and Seconded

2018-085

THAT the Board of Education of School District No. 40 (New Westminster) approve the proposed Board Authority/Authorized Courses for the 2018/19 school year.

Carried Unanimously

e. Sanctuary Schools Update (K. Hachlaf)

Superintendent, Karim Hachlaf, provided an update.

8. NEW BUSINESS

a. Process for Introducing Motions

Trustee Lalji asked for clarification regarding the process for introducing motions not already included on the agenda at Board and Committee meetings.

9. TRUSTEE REPORTS

Trustees shared their reports of the various meetings and events they attended over the past month.

10. QUESTION PERIOD (15 minutes)

The public were given the opportunity to ask questions on matters that arose during the meeting.

11. NOTICE OF MEETINGS

September 11, 2018: Education Policy & Planning Committee, 7:30pm – **Location TBD**

September 18, 2018: Operations Policy & Planning Committee, 7:30pm – School Board Office

September 25, 2018: School Board Meeting, 7:30pm – School Board Office

12. REPORTING OUT FROM IN-CAMERA MEETING

None.

13. ADJOURNMENT

The meeting adjourned 8:50 pm.

Chair

Secretary-Treasurer

Audited Financial Statements of

School District No. 40 (New Westminster)

June 30, 2018

School District No. 40 (New Westminster)

June 30, 2018

Table of Contents

Management Report	1
Independent Auditors' Report	2-3
Statement of Financial Position - Statement 1	4
Statement of Operations - Statement 2	5
Statement of Changes in Net Financial Assets (Debt) - Statement 4	6
Statement of Cash Flows - Statement 5	7
Notes to the Financial Statements	8-22
Schedule of Changes in Accumulated Surplus (Deficit) by Fund - Schedule 1 (Unaudited)	23
Schedule of Operating Operations - Schedule 2 (Unaudited)	24
Schedule 2A - Schedule of Operating Revenue by Source (Unaudited)	25
Schedule 2B - Schedule of Operating Expense by Object (Unaudited)	26
Schedule 2C - Operating Expense by Function, Program and Object (Unaudited)	27
Schedule of Special Purpose Operations - Schedule 3 (Unaudited)	29
Schedule 3A - Changes in Special Purpose Funds and Expense by Object (Unaudited)	30
Schedule of Capital Operations - Schedule 4 (Unaudited)	32
Schedule 4A - Tangible Capital Assets (Unaudited)	33
Schedule 4B - Tangible Capital Assets - Work in Progress (Unaudited)	34
Schedule 4C - Deferred Capital Revenue (Unaudited)	35
Schedule 4D - Changes in Unspent Deferred Capital Revenue (Unaudited)	36

School District No. 40 (New Westminster)

MANAGEMENT REPORT

DRAFT

Management's Responsibility for the Financial Statements.

The accompanying financial statements of School District No. 40 (New Westminster) have been prepared by management in accordance with the accounting requirements of Section 23.1 of the Budget Transparency and Accountability Act of British Columbia, supplemented by Regulations 257/2010 and 198/2011 issued by the Province of British Columbia Treasury Board, and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all of 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. 40 (New Westminster) (called the "Board") is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control and exercises these responsibilities through the Board. The Board reviews internal financial statements on a monthly basis and externally 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 full and free access to financial management of School District No. 40 (New Westminster) and meet when required. The accompanying Independent Auditors' 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. 40 (New Westminster)

DRAFT	Signature of the Superintendent of the Board of Education	Date Signed
DRAFT	Signature of the Superintendent	Date Signed
DRAFT	Signature of the Secretary Treasurer	Date Signed

School District No. 40 (New Westminster)

Statement 1

Statement of Financial Position
As at June 30, 2018

	2018 Actual \$	2017 Actual \$
Financial Assets		
Cash and Cash Equivalents	26,057,163	23,682,781
Accounts Receivable		
Due from Province - Ministry of Education (Note 3)	427,524	164,763
Other	601,600	434,569
Total Financial Assets	27,086,287	24,282,113
Liabilities		
Accounts Payable and Accrued Liabilities		
Other (Note 4)	6,645,149	4,847,523
Unearned Revenue (Note 5)	3,475,974	4,255,577
Deferred Revenue (Note 6)	3,138,470	2,253,947
Deferred Capital Revenue (Note 7)	90,268,207	78,653,140
Employee Future Benefits (Note 8)	3,272,135	3,183,430
Total Liabilities	106,799,935	93,193,617
Net Financial Assets (Debt)	(79,713,648)	(68,911,504)
Non-Financial Assets		
Tangible Capital Assets (Note 9)	105,532,784	92,837,659
Prepaid Expenses	200,734	55,603
Total Non-Financial Assets	105,733,518	92,893,262
Accumulated Surplus (Deficit)	26,019,870	23,981,758

Contractual Obligations (Note 13)

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. 40 (New Westminster)

Statement 2

Statement of Operations
Year Ended June 30, 2018

	2018 Budget	2018 Actual	2017 Actual
	\$	\$	\$
Revenues			
Provincial Grants			
Ministry of Education	70,020,164	68,636,442	64,138,256
Other	223,856	113,700	136,782
Tuition	5,260,562	5,202,597	5,365,530
Other Revenue	1,790,235	2,130,074	2,110,879
Rentals and Leases	250,000	250,540	309,671
Investment Income	201,000	314,807	221,949
Amortization of Deferred Capital Revenue	2,176,523	2,176,523	1,633,389
Total Revenue	79,922,340	78,824,683	73,916,456
Expenses			
Instruction	67,032,276	63,780,472	60,093,302
District Administration	3,642,627	3,300,180	3,038,945
Operations and Maintenance	9,892,341	9,484,026	8,532,229
Transportation and Housing	256,877	221,893	232,620
Total Expense	80,824,121	76,786,571	71,897,096
Surplus (Deficit) for the year	(901,781)	2,038,112	2,019,360
Accumulated Surplus (Deficit) from Operations, beginning of year		23,981,758	21,962,398
Accumulated Surplus (Deficit) from Operations, end of year		26,019,870	23,981,758

School District No. 40 (New Westminster)

Statement 4

Statement of Changes in Net Financial Assets (Debt)

Year Ended June 30, 2018

	2018 Budget	2018 Actual	2017 Actual
	\$	\$	\$
Surplus (Deficit) for the year	<u>(901,781)</u>	<u>2,038,112</u>	<u>2,019,360</u>
Effect of change in Tangible Capital Assets			
Acquisition of Tangible Capital Assets	(265,794)	(15,483,374)	(10,167,414)
Amortization of Tangible Capital Assets	2,788,249	2,788,249	2,029,575
Total Effect of change in Tangible Capital Assets	<u>2,522,455</u>	<u>(12,695,125)</u>	<u>(8,137,839)</u>
Acquisition of Prepaid Expenses		(200,734)	(55,603)
Use of Prepaid Expenses		55,603	156,268
Total Effect of change in Other Non-Financial Assets	<u>-</u>	<u>(145,131)</u>	<u>100,665</u>
(Increase) Decrease in Net Financial Assets (Debt), before Net Remeasurement Gains (Losses)	<u>1,620,674</u>	<u>(10,802,144)</u>	<u>(6,017,814)</u>
Net Remeasurement Gains (Losses)			
(Increase) Decrease in Net Financial Assets (Debt)		<u>(10,802,144)</u>	<u>(6,017,814)</u>
Net Financial Assets (Debt), beginning of year		<u>(68,911,504)</u>	<u>(62,893,690)</u>
Net Financial Assets (Debt), end of year		<u><u>(79,713,648)</u></u>	<u><u>(68,911,504)</u></u>

School District No. 40 (New Westminster)

Statement 5

Statement of Cash Flows
Year Ended June 30, 2018

	2018 Actual \$	2017 Actual \$
Operating Transactions		
Surplus (Deficit) for the year	2,038,112	2,019,360
Changes in Non-Cash Working Capital		
Decrease (Increase)		
Accounts Receivable	(429,792)	(104,273)
Prepaid Expenses	(145,131)	100,665
Increase (Decrease)		
Accounts Payable and Accrued Liabilities	1,797,626	(724,954)
Unearned Revenue	(779,603)	(133,535)
Deferred Revenue	884,523	246,150
Employee Future Benefits	88,705	113,259
Amortization of Tangible Capital Assets	2,788,249	2,029,575
Amortization of Deferred Capital Revenue	(2,176,523)	(1,633,389)
Total Operating Transactions	4,066,166	1,912,858
Capital Transactions		
Tangible Capital Assets Purchased	(2,152,596)	(2,524,255)
Tangible Capital Assets -WIP Purchased	(13,330,778)	(7,643,159)
Total Capital Transactions	(15,483,374)	(10,167,414)
Financing Transactions		
Capital Revenue Received	13,791,590	9,723,125
Total Financing Transactions	13,791,590	9,723,125
Net Increase (Decrease) in Cash and Cash Equivalents	2,374,382	1,468,569
Cash and Cash Equivalents, beginning of year	23,682,781	22,214,212
Cash and Cash Equivalents, end of year	26,057,163	23,682,781
Cash and Cash Equivalents, end of year, is made up of:		
Cash	26,057,163	23,682,781
	26,057,163	23,682,781

SCHOOL DISTRICT NO. 40 (NEW WESTMINSTER)
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2018

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.40 (New Westminster)”, and operates as “School District No.40 (New Westminster)”. 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. The School District is a registered charity under the Income Tax Act and is exempt from federal and provincial corporate income taxes.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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 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 with any PS4200 elections.

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.

The accounting policy requirements under Regulation 198/2011 are significantly different from 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 contributions would be recorded differently under Canadian public sector accounting standards.

SCHOOL DISTRICT NO. 40 (NEW WESTMINSTER)
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2018

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

b) Cash and cash equivalents

Cash and cash equivalents include deposits in the Provincial Ministry of Finance Central Deposit Program that are readily convertible to known amounts of cash and that are subject to insignificant risk of change in value. These cash equivalents are held for the purpose of meeting short-term cash commitments rather than for investing.

c) Accounts Receivable

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

d) 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.

e) 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 2 (l).

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.

SCHOOL DISTRICT NO. 40 (NEW WESTMINSTER)
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2018

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

f) 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 non-vested benefits under employee future benefit plans. Benefits include accumulating non-vested sick leave, early retirement, retirement/severance, vacation 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 (EARSL) of active employees covered under the plan.

The most recent valuation of the obligation was performed at March 31, 2016 and projected to March 31, 2019. The next valuation will be performed for use at June 30, 2020. 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.

g) 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.

h) Liability for Contaminated Sites

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of contaminated sites is recognized when a site is not in productive use and all the following criteria are met:

- an environmental standard exists;
- contamination exceeds the environmental standard;
- the School District:
 - is directly responsible; or
 - accepts responsibility;
- it is expected that future economic benefits will be given up; and
- 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.

SCHOOL DISTRICT NO. 40 (NEW WESTMINSTER)
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2018

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

i) 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.
- Donated tangible capital assets are recorded at their fair 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 a transfer 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.
- Work of art, historic assets and other intangible assets are not recorded as assets in these financial statements.
- 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

j) Prepaid Expenses

Amounts for insurance and other services are included as a prepaid expense and stated at acquisition cost and are charged to expense over the periods expected to benefit from it.

k) 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.

SCHOOL DISTRICT NO. 40 (NEW WESTMINSTER)
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2018

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

l) 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.

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 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.

m) Expenses

Expenses are reported on an accrual basis. The cost of all goods consumed and services received during the year is expensed.

Allocation of Costs

- Operating expenses are reported by function, program, and object. Whenever possible, allocations of expenses to functions 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. 40 (NEW WESTMINSTER)
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2018

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

n) 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 other current liabilities.

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. 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 fair value of financial instruments measured as fair value are recognized in the statement of re-measurement gains and losses and recognized in the statement of operations. There are no measurement gains or losses during the periods presented; therefore no statement of re-measurement 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.

o) Measurement Uncertainty

Preparation of financial statements in accordance with the basis of accounting described in note 2(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, liabilities for contaminated sites, rates for amortization and estimated employee future benefits. Actual results could differ from those estimates.

SCHOOL DISTRICT NO. 40 (NEW WESTMINSTER)
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2018

NOTE 3 ACCOUNTS RECEIVABLE

	<u>2018</u>	<u>2017</u>
Due from Province		
Ministry of Education (OLEP French)	\$ 37,203	\$ 44,773
Ministry of Education (FSA Marking)	8,187	-
Ministry of Education (Bylaw Projects)	317,541	-
Ministry of Education (Annual Facility Grant)	<u>64,593</u>	<u>119,990</u>
	<u>\$ 427,524</u>	<u>\$ 164,763</u>

NOTE 4 ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	<u>2018</u>	<u>2017</u>
Accounts Payable and Accrued Liabilities:		
Accounts Payable Other		
Trade payables	\$ 3,404,865	\$ 2,362,793
Employee Vacation Payable	399,958	455,878
Salaries and Benefits Payable	<u>2,840,326</u>	<u>2,028,852</u>
	<u>\$ 6,645,149</u>	<u>\$ 4,847,523</u>

NOTE 5 UNEARNED REVENUE

	<u>2018</u>	<u>2017</u>
Balance, beginning of year	\$ 4,255,577	\$ 4,389,112
Changes for the year:		
Increase:		
Tuition fees collected	<u>3,475,974</u>	<u>4,255,577</u>
	7,731,551	8,644,689
Decrease:		
Tuition fee revenue recognized	<u>4,255,577</u>	<u>4,389,112</u>
Balance, end of year	<u>\$ 3,475,974</u>	<u>\$ 4,255,577</u>

SCHOOL DISTRICT NO. 40 (NEW WESTMINSTER)
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2018

NOTE 6 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.

	<u>2018</u>	<u>2017</u>
Balance, beginning of year	\$ 2,253,947	\$ 2,007,797
Increases:		
Provincial Grant - Ministry of Education	8,016,066	3,855,551
Other Revenue	1,787,583	1,755,409
	<u>9,803,649</u>	<u>5,610,960</u>
Decreases:		
Allocated to Revenue	8,919,126	5,364,810
	<u>884,253</u>	<u>246,150</u>
Net Change for the year	<u>884,253</u>	<u>246,150</u>
Balance, end of year	<u>\$ 3,138,470</u>	<u>\$ 2,253,947</u>

NOTE 7 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>2018</u>	<u>2017</u>
Deferred Capital Revenue		
Balance, beginning of year	\$ 78,653,140	\$ 70,563,404
Increases:		
Provincial Grant - Ministry of Education	13,393,485	8,914,960
Provincial Grants – Other	26,153	123,856
Other Revenue	308,190	643,393
Investment Income	63,762	40,916
	<u>13,791,590</u>	<u>9,723,125</u>
Decreases:		
Amortization	2,176,523	1,633,389
	<u>2,176,523</u>	<u>1,633,389</u>
Net Change for the year	<u>11,615,067</u>	<u>8,089,736</u>
Balance, end of year	<u>\$ 90,268,207</u>	<u>\$ 78,653,140</u>

SCHOOL DISTRICT NO. 40 (NEW WESTMINSTER)
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2018

NOTE 8 EMPLOYEE FUTURE BENEFITS

Benefits include accumulating non-vested sick leave, early retirement, retirement/severance, vacation and death benefits. Funding is provided when the benefits are paid and accordingly, there are no plan assets.

	<u>2018</u>	<u>2017</u>
Reconciliation of Accrued Benefit Obligation		
Accrued Benefit Obligation – April 1	\$ 2,891,033	\$ 2,893,269
Service Cost	227,586	229,313
Interest Cost	82,729	75,037
Benefit Payments	(252,603)	(296,057)
Actuarial (Gain) Loss	47,418	(10,529)
Accrued Benefit Obligation – March 31	<u>\$ 2,996,163</u>	<u>\$ 2,891,033</u>
Reconciliation of Funded Status at End of Fiscal Year		
Accrued Benefit Obligation – March 31	\$ 2,996,163	\$ 2,891,033
Market Value of Plan Assets – March 31	-	-
Funded Status – Deficit	2,996,163	2,891,033
Employer Contribution After Measurement Date	(32,274)	(85,698)
Employer Expense After Measurement Date	83,862	77,578
Unamortized Net Actuarial (Gain) Loss	224,384	300,517
Accrued Benefit Obligation – June 30	<u>\$ 3,272,135</u>	<u>\$ 3,183,430</u>
Accrued Benefit Liability -July 1		
Accrued Benefit Liability - July 1	3,183,430	3,070,171
Net expense for Fiscal Year	287,884	278,058
Employer Payments	(199,179)	(164,799)
Accrued Benefit Obligation – June 30	<u>\$ 3,272,135</u>	<u>\$ 3,183,430</u>
Components of Net Benefit Expense		
Service Cost	\$ 232,949	\$ 228,882
Interest Cost	83,650	76,960
Amortization of Net Actuarial Gain	(28,715)	(27,784)
Net Benefit Expense	<u>\$ 287,884</u>	<u>\$ 278,058</u>
Assumptions		
Discount Rate – April 1	2.75 %	2.50%
Discount Rate – March 31	2.75 %	2.75%
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	11.3	11.3

SCHOOL DISTRICT NO. 40 (NEW WESTMINSTER)
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2018

NOTE 9 TANGIBLE CAPITAL ASSETS

Net Book Value:

	Net Book Value 2018	Net Book Value 2017
Sites	\$ 13,308,712	\$ 13,308,712
Buildings	71,235,651	67,885,809
Buildings – work in progress	17,876,464	9,060,494
Furniture & Equipment	1,113,515	983,861
Vehicles	57,921	76,146
Computer Software	2,673	8,071
Computer Hardware	1,937,858	1,514,566
Total	<u>\$ 105,532,784</u>	<u>\$ 92,837,659</u>

June 30, 2018

Cost:	Opening balance	Additions	Disposals	Transfers (WIP)	Ending balance
Sites	\$ 13,308,712	\$ -	\$ -	\$ -	\$ 13,308,712
Buildings	102,146,492	1,136,108	-	4,514,818	107,797,418
Buildings–work in progress	9,060,494	13,330,778	-	(4,514,818)	17,876,454
Furniture & Equipment	1,162,361	245,890	-	-	1,408,251
Vehicles	182,254	-	-	-	182,254
Computer Software	26,990	-	(13,626)	-	13,364
Computer Hardware	1,736,531	770,598	(5,383)	-	2,501,746
Total	\$ 127,623,834	\$ 15,483,374	\$ (19,009)	\$ -	\$ 143,088,199

Accumulated Amortization:	Opening balance	Additions	Disposals	Transfers (WIP)	Ending balance
Buildings	\$ 34,260,683	\$ 2,301,084	\$ -	\$ -	\$ 36,561,767
Furniture & Equipment	178,500	116,236	-	-	294,736
Vehicles	106,108	18,225	-	-	124,333
Computer Software	18,919	5,398	(13,626)	-	10,691
Computer Hardware	221,965	347,306	(5,383)	-	563,888
Total	\$ 34,786,175	\$ 2,788,249	\$ (19,009)	\$ -	\$ 37,555,415

SCHOOL DISTRICT NO. 40 (NEW WESTMINSTER)
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2018

NOTE 9 TANGIBLE CAPITAL ASSETS (Continued)

June 30, 2017

Cost:	Opening balance	Additions	Disposals	Transfers (WIP)	Ending balance
Sites	\$ 13,308,712	\$ -	\$ -	\$ -	\$ 13,308,712
Buildings	80,234,394	1,185,222	-	20,726,876	102,146,492
Buildings—work in progress	22,266,476	7,520,894	-	(20,726,876)	9,060,494
Furniture & Equipment	611,138	428,958	-	122,265	1,162,361
Furniture & Equipment – WIP	-	122,265	-	(122,265)	-
Vehicles	167,771	14,483	-	-	182,254
Computer Software	45,707	-	(18,717)	-	26,990
Computer Hardware	905,571	895,592	(64,632)	-	1,736,531
	\$117,539,769	\$ 10,167,414	\$ (83,349)	\$ -	\$ 127,623,834

Accumulated Amortization:	Opening balance	Additions	Disposals	Transfers (WIP)	Ending balance
Buildings	\$ 32,499,254	\$ 1,761,429	\$ -	\$ -	\$ 34,260,683
Furniture & Equipment	117,386	61,114	-	-	178,500
Vehicles	89,331	16,777	-	-	106,108
Computer Software	28,495	9,141	(18,717)	-	18,919
Computer Hardware	105,483	181,114	(64,632)	-	221,965
	\$ 32,839,949	\$ 2,029,575	\$ (83,349)	\$ -	\$ 34,786,175

SCHOOL DISTRICT NO. 40 (NEW WESTMINSTER)
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2018

NOTE 10 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. As at December 31, 2016, the Teachers' Pension Plan has about 45,000 active members from school districts, and approximately 37,000 retired members from school districts. As of December 31, 2016, the Municipal Pension Plan has about 193,000 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 actuary determines an appropriate combined employer and member contribution rate to fund the plans. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plans. The rate is then adjusted to the extent there is amortization of any funding deficit.

The most recent actuarial valuation of the Teachers' Pension Plan as at December 31, 2014 indicated a \$449 million surplus for basic pension benefits on a going concern basis. As a result of the 2014 basic account actuarial valuation surplus and pursuant to the joint trustee agreement the employer basic contribution rate decreased.

The most recent actuarial valuation for the Municipal Pension Plan as at December 31, 2015 indicated a \$2,224 million funding surplus for basic pension benefits on a going concern basis. As a result of the 2015 basic account actuarial valuation surplus and pursuant to the joint trustee agreement, \$ 1,927 million was transferred to the rate stabilization account and \$297 million of the surplus ensured the required contribution rate remained unchanged.

The next valuation for the Teachers' Pension Plan will be as at December 31, 2017, with results available in 2018. The next valuation for the Municipal Pension Plan will be as at December 31, 2018, with results available in 2019.

Employers participating in these plans record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plans record accrued liabilities and accrued assets in aggregate resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plans.

The School District paid \$6,385,576 (2017: \$5,942,646) for employer contributions to these plans in the year ended June 30, 2018.

NOTE 11 RELATED PARTY TRANSACTIONS

The School District is related through common control 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.

SCHOOL DISTRICT NO. 40 (NEW WESTMINSTER)
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2018

NOTE 12 BUDGET FIGURES

Budget figures included in the financial statements were approved by the Board through the adoption of an Amended Annual Budget on February 27, 2018. The table below presents the Amended Annual Budget and the initial Annual Budget as submitted to the Ministry in June 2017.

	2018 Amended		2018
	Annual Budget	Adjustments	Annual Budget
Ministry Operating grant Funded FTE's			
School-Age	6,661,563	(21,863)	6,639,700
Adult	576,875	7,125	584,000
Other	-		
Total Ministry Operating Grant Funded FTE's	7,238,438	(14,738)	7,223,700
Revenues			
Provincial Grants			
Ministry of Education	\$ 70,020,164	\$ (1,400,134)	\$ 68,620,030
Other	223,856	(223,856)	0
Tuition	5,260,562	(100,562)	5,160,000
Other Revenues	1,790,235	(30,235)	1,760,000
Rentals and Leases	250,000	(80,000)	170,000
Investment Income	201,000	(100,000)	101,000
Amortization of Deferred Capital Revenue	2,176,523	(76,523)	2,100,000
Total Revenue	\$ 79,922,340	\$ (2,011,310)	\$ 77,911,030
Expenses			
Instructional	67,032,276	(1,286,304)	65,745,972
District Administration	3,642,627	(283,892)	3,358,735
Operations and Maintenance	9,892,341	(483,943)	9,408,398
Transportation and Housing	256,877	(20,500)	236,377
Total Expense	80,824,121	(2,074,639)	78,749,482
Net Revenue (Expense)	(901,781)	63,329	(838,452)
Budget Allocation (Retirement) of Surplus (Deficit)	556,849	787,667	488,469
Budget Surplus Deficit for the Year	(344,932)	724,338	(349,983)
Budgeted Surplus (Deficit), for the year comprised of			
Operating Fund Surplus (Deficit)		-	-
Capital Fund Surplus (Deficit)	(344,932)	(5,051)	(349,983)
Budget Surplus (Deficit), for the year	\$ -	\$ -	\$ -

SCHOOL DISTRICT NO. 40 (NEW WESTMINSTER)
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2018

NOTE 13 CONTRACTUAL OBLIGATIONS

The School District has entered into a number of multi-year contracts for the delivery of services. These contractual obligations will become liabilities in the future when the goods and services are received. The following information relates to the unperformed portion of the contracts.

	<u>Expiry Date</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>
Graham Construction	May 2020	\$ 40,818,100	18,706,400	16,017,500
Columbia Square Plaza	April 2021	224,960	229,950	172,462
Photocopier Leases	June 2020	140,740	140,740	-
Totals		\$ 41,183,800	\$ 19,077,090	\$ 16,189,962

NOTE 14 ASSET RETIREMENT OBLIGATIONS

Legal liabilities may exist for the removal or disposal of asbestos in schools that will undergo major renovations or demolition. The fair value of the liability for asbestos removal or disposal will be recognized in the period in which it can be reasonably estimated. As at June 30, 2018, the liability is not reasonably determinable and therefore has not been accrued.

NOTE 15 EXPENSE BY OBJECT

	<u>2018</u>	<u>2017</u>
Salaries and benefits	\$ 65,150,289	\$ 61,069,640
Services and supplies	8,848,033	8,797,881
Amortization	2,788,249	2,029,575
Totals	\$ 76,786,571	\$ 71,897,096

NOTE 16 ACCUMULATED SURPLUS

	<u>2018</u>	<u>2017</u>
Local Capital	\$ 90,698	\$ 250,572
Invested in Tangible Capital Assets	20,319,227	19,696,283
Internally restricted:		
School Surplus	94,634	156,530
Recap and Power Local Grants	9,701	-
Surplus Applied to 2018-2019 Budget	231,567	-
Surplus Applied to 2017-2018 Budget	-	488,469
District Initiative Program	1,150,000	-
Commitments Outstanding	462,844	1,270,347
Board Internally Restricted	500,000	500,000
Total Internally Restricted	2,448,746	2,415,346
Unrestricted Operating Surplus	3,161,199	1,619,557
Total Accumulated Surplus, end of year	\$ 26,019,870	\$ 23,981,758

NOTE 17 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.

SCHOOL DISTRICT NO. 40 (NEW WESTMINSTER)
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2018

NOTE 18 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.

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.

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 they invest 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.

NOTE 19 COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the current year's financial statement presentation.

School District No. 40 (New Westminster)

Schedule of Changes in Accumulated Surplus (Deficit) by Fund
Year Ended June 30, 2018

	Operating Fund	Special Purpose Fund	Capital Fund	2018 Actual	2017 Actual
	\$	\$	\$	\$	\$
Accumulated Surplus (Deficit), beginning of year	4,034,903		19,946,855	23,981,758	21,962,398
Changes for the year					
Surplus (Deficit) for the year	2,431,616	215,794	(609,298)	2,038,112	2,019,360
Interfund Transfers					
Tangible Capital Assets Purchased	(856,574)	(215,794)	1,072,368	-	
Net Changes for the year	1,575,042	-	463,070	2,038,112	2,019,360
Accumulated Surplus (Deficit), end of year - Statement 2	5,609,945	-	20,409,925	26,019,870	23,981,758

School District No. 40 (New Westminster)

Schedule 2 (Unaudited)

Schedule of Operating Operations

Year Ended June 30, 2018

	2018 Budget \$	2018 Actual \$	2017 Actual \$
Revenues			
Provincial Grants			
Ministry of Education	61,432,074	61,607,935	60,494,341
Other	100,000	113,700	136,782
Tuition	5,260,562	5,202,597	5,365,530
Other Revenue	360,000	239,455	389,984
Rentals and Leases	250,000	250,540	309,671
Investment Income	200,000	312,379	218,271
Total Revenue	67,602,636	67,726,606	66,914,579
Expenses			
Instruction	57,249,823	55,097,218	54,984,442
District Administration	3,642,627	3,300,180	2,978,711
Operations and Maintenance	6,978,383	6,693,924	6,519,431
Transportation and Housing	238,652	203,668	215,843
Total Expense	68,109,485	65,294,990	64,698,427
Operating Surplus (Deficit) for the year	(506,849)	2,431,616	2,216,152
Budgeted Appropriation (Retirement) of Surplus (Deficit)	556,849		
Net Transfers (to) from other funds			
Tangible Capital Assets Purchased	(50,000)	(856,574)	(1,339,033)
Total Net Transfers	(50,000)	(856,574)	(1,339,033)
Total Operating Surplus (Deficit), for the year	-	1,575,042	877,119
Operating Surplus (Deficit), beginning of year		4,034,903	3,157,784
Operating Surplus (Deficit), end of year		5,609,945	4,034,903
Operating Surplus (Deficit), end of year			
Internally Restricted (Note 16)		2,448,746	2,415,346
Unrestricted		3,161,199	1,619,557
Total Operating Surplus (Deficit), end of year		5,609,945	4,034,903

School District No. 40 (New Westminster)

Schedule 2A (Unaudited)

Schedule of Operating Revenue by Source

Year Ended June 30, 2018

	2018 Budget \$	2018 Actual \$	2017 Actual \$
Provincial Grants - Ministry of Education			
Operating Grant, Ministry of Education	60,471,507	60,461,756	59,118,829
Other Ministry of Education Grants			
Pay Equity	521,853	521,853	521,853
Funding for Graduated Adults	30,000	155,859	56,497
Transportation Supplement	6,073	6,073	6,073
Economic Stability Dividend		40,024	34,998
Return of Administrative Savings	295,560	295,560	295,560
Carbon Tax Grant	50,000	52,150	88,722
Student Learning Grant			352,222
FSA Exam Marking	8,187	8,187	8,187
My Education BC		500	500
Shoulder Tappers	6,600	23,679	10,900
Support Staff Standardization Plan	42,294	42,294	-
Total Provincial Grants - Ministry of Education	61,432,074	61,607,935	60,494,341
Provincial Grants - Other	100,000	113,700	136,782
Tuition			
Summer School Fees	140,562	140,562	121,824
Continuing Education	240,000	174,721	275,628
International and Out of Province Students	4,880,000	4,887,314	4,968,078
Total Tuition	5,260,562	5,202,597	5,365,530
Other Revenues			
Miscellaneous			
Instructional Cafeteria Revenue	130,000	128,852	134,448
Apprenticeship Program	50,000	-	7,500
Miscellaneous	180,000	110,603	248,036
Total Other Revenue	360,000	239,455	389,984
Rentals and Leases	250,000	250,540	309,671
Investment Income	200,000	312,379	218,271
Total Operating Revenue	67,602,636	67,726,606	66,914,579

School District No. 40 (New Westminster)

Schedule 2B (Unaudited)

Schedule of Operating Expense by Object

Year Ended June 30, 2018

	2018 Budget	2018 Actual	2017 Actual
	\$	\$	\$
Salaries			
Teachers	30,799,641	28,999,036	28,730,204
Principals and Vice Principals	3,477,995	3,550,998	3,335,229
Educational Assistants	4,636,047	4,947,416	4,930,457
Support Staff	5,560,821	5,547,553	5,284,660
Other Professionals	2,344,202	2,231,752	2,347,146
Substitutes	1,367,946	1,830,766	1,755,604
Total Salaries	48,186,652	47,107,521	46,383,300
Employee Benefits	12,077,262	11,508,720	11,504,076
Total Salaries and Benefits	60,263,914	58,616,241	57,887,376
Services and Supplies			
Services	2,085,088	2,079,458	2,120,640
Student Transportation	157,000	107,725	112,820
Professional Development and Travel	496,400	480,537	508,202
Rentals and Leases	260,000	263,798	218,904
Dues and Fees	130,800	139,689	121,391
Insurance	131,000	83,783	151,882
Supplies	3,469,083	2,421,942	2,516,362
Utilities	1,116,200	1,088,898	1,060,850
Bad Debts		12,919	
Total Services and Supplies	7,845,571	6,678,749	6,811,051
Total Operating Expense	68,109,485	65,294,990	64,698,427

School District No. 40 (New Westminster)

Schedule 2C (Unaudited)

Operating Expense by Function, Program and Object
Year Ended June 30, 2018

	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	25,327,667	1,033,253		197,641		1,185,108	27,743,669
1.03 Career Programs	236,349			133,462		22,191	392,002
1.07 Library Services	61,235			38,969		3,125	103,329
1.08 Counselling	516,246			19,388	49,090	4,727	589,451
1.10 Special Education	1,870,215	117,883	4,894,192			435,416	7,317,706
1.30 English Language Learning	767,427					9,602	777,029
1.31 Aboriginal Education	106,525		53,224	269,971		4,773	434,493
1.41 School Administration		2,245,436		1,519,688		52,130	3,817,254
1.60 Summer School	113,018	32,280		681			145,979
1.62 International and Out of Province Students		112,811		50,988	270,857	144	434,800
Total Function 1	28,998,682	3,541,663	4,947,416	2,230,788	319,947	1,717,216	41,755,712
4 District Administration							
4.11 Educational Administration		9,335		55,845	388,553	164	453,897
4.40 School District Governance					195,747		195,747
4.41 Business Administration	354			411,745	928,318	13,418	1,353,835
Total Function 4	354	9,335	-	467,590	1,512,618	13,582	2,003,479
5 Operations and Maintenance							
5.41 Operations and Maintenance Administration				106,036	286,381	1,468	393,885
5.50 Maintenance Operations				2,296,568	112,806	89,778	2,499,152
5.52 Maintenance of Grounds				334,535		3,517	338,052
5.56 Utilities							-
Total Function 5	-	-	-	2,737,139	399,187	94,763	3,231,089
7 Transportation and Housing							
7.70 Student Transportation				112,036		5,205	117,241
Total Function 7	-	-	-	112,036	-	5,205	117,241
9 Debt Services							
Total Function 9	-	-	-	-	-	-	-
Total Functions 1 - 9	28,999,036	3,550,998	4,947,416	5,547,553	2,231,752	1,830,766	47,107,521

School District No. 40 (New Westminster)

Schedule 2C (Unaudited)

Operating Expense by Function, Program and Object

Year Ended June 30, 2018

	Total Salaries	Employee Benefits	Total Salaries and Benefits	Services and Supplies	2018 Actual	2018 Budget	2017 Actual
	\$	\$	\$	\$	\$	\$	\$
1 Instruction							
1.02 Regular Instruction	27,743,669	7,050,918	34,794,587	2,315,004	37,109,591	38,210,004	36,097,480
1.03 Career Programs	392,002	95,668	487,670	78,815	566,485	282,741	988,696
1.07 Library Services	103,329	29,848	133,177	30,380	163,557	102,592	604,472
1.08 Counselling	589,451	149,278	738,729	10,712	749,441	657,926	946,820
1.10 Special Education	7,317,706	1,769,996	9,087,702	93,280	9,180,982	9,828,397	9,985,651
1.30 English Language Learning	777,029	185,433	962,462	5,827	968,289	101,029	2,863
1.31 Aboriginal Education	434,493	104,225	538,718	12,380	551,098	364,613	451,690
1.41 School Administration	3,817,254	869,800	4,687,054	16,890	4,703,944	5,106,194	4,739,120
1.60 Summer School	145,979	26,760	172,739	9,633	182,372	-	182,642
1.62 International and Out of Province Students	434,800	95,887	530,687	390,772	921,459	2,596,327	985,008
Total Function 1	41,755,712	10,377,813	52,133,525	2,963,693	55,097,218	57,249,823	54,984,442
4 District Administration							
4.11 Educational Administration	453,897	91,983	545,880	371,582	917,462	886,591	865,848
4.40 School District Governance	195,747	9,271	205,018	91,103	296,121	305,185	255,570
4.41 Business Administration	1,353,835	268,719	1,622,554	464,043	2,086,597	2,450,851	1,857,293
Total Function 4	2,003,479	369,973	2,373,452	926,728	3,300,180	3,642,627	2,978,711
5 Operations and Maintenance							
5.41 Operations and Maintenance Administration	393,885	80,906	474,791	96,801	571,592	614,860	573,189
5.50 Maintenance Operations	2,499,152	588,283	3,087,435	1,537,716	4,625,151	5,004,487	4,566,691
5.52 Maintenance of Grounds	338,052	83,109	421,161	35,816	456,977	242,836	360,916
5.56 Utilities	-	-	-	1,040,204	1,040,204	1,116,200	1,018,635
Total Function 5	3,231,089	752,298	3,983,387	2,710,537	6,693,924	6,978,383	6,519,431
7 Transportation and Housing							
7.70 Student Transportation	117,241	8,636	125,877	77,791	203,668	238,652	215,843
Total Function 7	117,241	8,636	125,877	77,791	203,668	238,652	215,843
9 Debt Services							
Total Function 9	-	-	-	-	-	-	-
Total Functions 1 - 9	47,107,521	11,508,720	58,616,241	6,678,749	65,294,990	68,109,485	64,698,427

School District No. 40 (New Westminster)

Schedule 3 (Unaudited)

Schedule of Special Purpose Operations
Year Ended June 30, 2018

	2018 Budget	2018 Actual	2017 Actual
	\$	\$	\$
Revenues			
Provincial Grants			
Ministry of Education	8,588,090	7,028,507	3,643,915
Other Revenue	1,430,235	1,890,619	1,720,895
Total Revenue	10,018,325	8,919,126	5,364,810
Expenses			
Instruction	9,782,453	8,683,254	5,108,860
District Administration			60,234
Operations and Maintenance	20,078	20,078	
Total Expense	9,802,531	8,703,332	5,169,094
Special Purpose Surplus (Deficit) for the year	215,794	215,794	195,716
Net Transfers (to) from other funds			
Tangible Capital Assets Purchased	(215,794)	(215,794)	(195,716)
Total Net Transfers	(215,794)	(215,794)	(195,716)
Total Special Purpose Surplus (Deficit) for the year	-	-	-
Special Purpose Surplus (Deficit), beginning of year			
Special Purpose Surplus (Deficit), end of year		-	-

School District No. 40 (New Westminster)

Changes in Special Purpose Funds and Expense by Object
Year Ended June 30, 2018

	Annual Facility Grant	Learning Improvement Fund	Special Education Equipment	Scholarships and Bursaries	School Generated Funds	Strong Start	Ready, Set, Learn	OLEP	CommunityLINK
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Deferred Revenue, beginning of year	-	-	26,190	447,615	1,256,017	-	8,080	25,232	167,106
Add: Restricted Grants									
Provincial Grants - Ministry of Education	235,872	243,477				96,000	19,600	124,011	1,500,780
Other				111,163	1,499,371				85,999
	235,872	243,477	-	111,163	1,499,371	96,000	19,600	124,011	1,586,779
Less: Allocated to Revenue	235,872	243,477	-	122,040	1,594,649	96,000	18,195	131,185	1,271,627
Deferred Revenue, end of year	-	-	26,190	436,738	1,160,739	-	9,485	18,058	482,258
Revenues									
Provincial Grants - Ministry of Education	235,872	243,477				96,000	18,195	131,185	1,185,628
Other Revenue				122,040	1,594,649				85,999
	235,872	243,477	-	122,040	1,594,649	96,000	18,195	131,185	1,271,627
Expenses									
Salaries									
Teachers								55,441	322,618
Educational Assistants		181,451							349,780
Support Staff						72,426			130,040
Other Professionals									38,359
Substitutes		8,690					4,466	9,009	14,060
	-	190,141	-	-	-	72,426	4,466	64,450	854,857
Employee Benefits		53,336				23,574	456	17,377	221,485
Services and Supplies	20,078			122,040	1,594,649		13,273	49,358	195,285
	20,078	243,477	-	122,040	1,594,649	96,000	18,195	131,185	1,271,627
Net Revenue (Expense) before Interfund Transfers	215,794	-	-	-	-	-	-	-	-
Interfund Transfers									
Tangible Capital Assets Purchased	(215,794)								
	(215,794)	-	-	-	-	-	-	-	-
Net Revenue (Expense)	-	-	-	-	-	-	-	-	-

School District No. 40 (New Westminster)

Changes in Special Purpose Funds and Expense by Object
Year Ended June 30, 2018

	Coding and Curriculum Implementation	Priority Measures	Classroom Enhancement Fund - Overhead	Classroom Enhancement Fund - Staffing	Arts in Education	Textile Recycling	Firefighters Donation	United Way	TOTAL
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Deferred Revenue, beginning of year	62,098	220,403			1,585	14,445	-	25,176	2,253,947
Add: Restricted Grants									
Provincial Grants - Ministry of Education			469,600	5,326,726					8,016,066
Other					4,500	9,629	2,500	74,421	1,787,583
	-	-	469,600	5,326,726	4,500	9,629	2,500	74,421	9,803,649
Less: Allocated to Revenue	4,476	220,403	469,600	4,423,671	6,085	20	-	81,826	8,919,126
Deferred Revenue, end of year	57,622	-	-	903,055	-	24,054	2,500	17,771	3,138,470
Revenues									
Provincial Grants - Ministry of Education	4,476	220,403	469,600	4,423,671					7,028,507
Other Revenue					6,085	20		81,826	1,890,619
	4,476	220,403	469,600	4,423,671	6,085	20	-	81,826	8,919,126
Expenses									
Salaries									
Teachers		169,208	20,000	3,458,362					4,025,629
Educational Assistants			22,500						553,731
Support Staff			112,500						314,966
Other Professionals			15,000					63,931	117,290
Substitutes	521	17	52,559	181,094					270,416
	521	169,225	222,559	3,639,456	-	-	-	63,931	5,282,032
Employee Benefits		51,178	83,400	784,215				16,995	1,252,016
Services and Supplies	3,955		163,641		6,085	20		900	2,169,284
	4,476	220,403	469,600	4,423,671	6,085	20	-	81,826	8,703,332
Net Revenue (Expense) before Interfund Transfers	-	-	-	-	-	-	-	-	215,794
Interfund Transfers									
Tangible Capital Assets Purchased									(215,794)
	-	-	-	-	-	-	-	-	(215,794)
Net Revenue (Expense)	-	-	-	-	-	-	-	-	-

School District No. 40 (New Westminster)

Schedule 4 (Unaudited)

Schedule of Capital Operations

Year Ended June 30, 2018

	2018	2018 Actual			2017
	Budget	Invested in Tangible	Local	Fund	Actual
	\$	Capital Assets	Capital	Balance	\$
Revenues					
Provincial Grants					
Other	123,856			-	
Investment Income	1,000		2,428	2,428	3,678
Amortization of Deferred Capital Revenue	2,176,523	2,176,523		2,176,523	1,633,389
Total Revenue	2,301,379	2,176,523	2,428	2,178,951	1,637,067
Expenses					
Operations and Maintenance	123,856			-	
Amortization of Tangible Capital Assets					
Operations and Maintenance	2,770,024	2,770,024		2,770,024	2,012,798
Transportation and Housing	18,225	18,225		18,225	16,777
Total Expense	2,912,105	2,788,249	-	2,788,249	2,029,575
Capital Surplus (Deficit) for the year	(610,726)	(611,726)	2,428	(609,298)	(392,508)
Net Transfers (to) from other funds					
Tangible Capital Assets Purchased	265,794	1,072,368		1,072,368	1,534,749
Total Net Transfers	265,794	1,072,368	-	1,072,368	1,534,749
Other Adjustments to Fund Balances					
Tangible Capital Assets Purchased from Local Capital		162,302	(162,302)	-	
Total Other Adjustments to Fund Balances		162,302	(162,302)	-	
Total Capital Surplus (Deficit) for the year	(344,932)	622,944	(159,874)	463,070	1,142,241
Capital Surplus (Deficit), beginning of year		19,696,283	250,572	19,946,855	18,804,614
Capital Surplus (Deficit), end of year		20,319,227	90,698	20,409,925	19,946,855

School District No. 40 (New Westminster)

Schedule 4A (Unaudited)

Tangible Capital Assets
Year Ended June 30, 2018

	Sites	Buildings	Furniture and Equipment	Vehicles	Computer Software	Computer Hardware	Total
	\$	\$	\$	\$	\$	\$	\$
Cost, beginning of year	13,308,712	102,146,492	1,162,361	182,254	26,990	1,736,531	118,563,340
Changes for the Year							
Increase:							
Purchases from:							
Deferred Capital Revenue - Bylaw		771,851					771,851
Deferred Capital Revenue - Other			146,075				146,075
Operating Fund			85,976			770,598	856,574
Special Purpose Funds		215,794					215,794
Local Capital		148,463	13,839				162,302
Transferred from Work in Progress		4,514,818					4,514,818
	-	5,650,926	245,890	-	-	770,598	6,667,414
Decrease:							
Deemed Disposals					13,626	5,383	19,009
	-	-	-	-	13,626	5,383	19,009
Cost, end of year	13,308,712	107,797,418	1,408,251	182,254	13,364	2,501,746	125,211,745
Work in Progress, end of year		17,876,454					17,876,454
Cost and Work in Progress, end of year	13,308,712	125,673,872	1,408,251	182,254	13,364	2,501,746	143,088,199
Accumulated Amortization, beginning of year		34,260,683	178,500	106,108	18,919	221,965	34,786,175
Changes for the Year							
Increase: Amortization for the Year		2,301,084	116,236	18,225	5,398	347,306	2,788,249
Decrease:							
Deemed Disposals					13,626	5,383	19,009
		-	-	-	13,626	5,383	19,009
Accumulated Amortization, end of year		36,561,767	294,736	124,333	10,691	563,888	37,555,415
Tangible Capital Assets - Net	13,308,712	89,112,105	1,113,515	57,921	2,673	1,937,858	105,532,784

School District No. 40 (New Westminster)

Schedule 4B (Unaudited)

Tangible Capital Assets - Work in Progress
Year Ended June 30, 2018

	Buildings	Furniture and Equipment	Computer Software	Computer Hardware	Total
	\$	\$	\$	\$	\$
Work in Progress, beginning of year	9,060,494				9,060,494
Changes for the Year					
Increase:					
Deferred Capital Revenue - Bylaw	13,330,778				13,330,778
	13,330,778	-	-	-	13,330,778
Decrease:					
Transferred to Tangible Capital Assets	4,514,818				4,514,818
	4,514,818	-	-	-	4,514,818
Net Changes for the Year	8,815,960	-	-	-	8,815,960
Work in Progress, end of year	17,876,454	-	-	-	17,876,454

School District No. 40 (New Westminster)

Schedule 4C (Unaudited)

Deferred Capital Revenue

Year Ended June 30, 2018

	Bylaw Capital	Other Provincial	Other Capital	Total Capital
	\$	\$	\$	\$
Deferred Capital Revenue, beginning of year	63,953,585		133,695	64,087,280
Changes for the Year				
Increase:				
Transferred from Deferred Revenue - Capital Additions	771,851	146,075		917,926
Transferred from Work in Progress	4,514,818			4,514,818
	5,286,669	146,075	-	5,432,744
Decrease:				
Amortization of Deferred Capital Revenue	2,173,025		3,498	2,176,523
	2,173,025	-	3,498	2,176,523
Net Changes for the Year	3,113,644	146,075	(3,498)	3,256,221
Deferred Capital Revenue, end of year	67,067,229	146,075	130,197	67,343,501
Work in Progress, beginning of year	7,052,442	2,008,047		9,060,489
Changes for the Year				
Increase				
Transferred from Deferred Revenue - Work in Progress	13,330,778			13,330,778
	13,330,778	-	-	13,330,778
Decrease				
Transferred to Deferred Capital Revenue	4,514,818			4,514,818
	4,514,818	-	-	4,514,818
Net Changes for the Year	8,815,960	-	-	8,815,960
Work in Progress, end of year	15,868,402	2,008,047	-	17,876,449
Total Deferred Capital Revenue, end of year	82,935,631	2,154,122	130,197	85,219,950

School District No. 40 (New Westminster)

Schedule 4D (Unaudited)

Changes in Unspent Deferred Capital Revenue

Year Ended June 30, 2018

	Bylaw Capital	MEd Restricted Capital	Other Provincial Capital	Land Capital	Other Capital	Total
	\$	\$	\$	\$	\$	\$
Balance, beginning of year	2,065,837	2,173	123,856	3,313,505	-	5,505,371
Changes for the Year						
Increase:						
Provincial Grants - Ministry of Education	13,393,485					13,393,485
Provincial Grants - Other			26,153			26,153
Other				308,190		308,190
Investment Income	19,545			44,217		63,762
	13,413,030	-	26,153	352,407	-	13,791,590
Decrease:						
Transferred to DCR - Capital Additions	771,851		146,075			917,926
Transferred to DCR - Work in Progress	13,330,778					13,330,778
	14,102,629	-	146,075	-	-	14,248,704
Net Changes for the Year	(689,599)	-	(119,922)	352,407	-	(457,114)
Balance, end of year	1,376,238	2,173	3,934	3,665,912	-	5,048,257

SCHOOL DISTRICT NO. 40 (NEW WESTMINSTER)
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2018

NOTE 9 TANGIBLE CAPITAL ASSETS

Net Book Value:

	Net Book Value 2018	Net Book Value 2017
Sites	\$ 13,308,712	\$ 13,308,712
Buildings	71,235,651	67,885,809
Buildings – work in progress	17,876,464	9,060,494
Furniture & Equipment	1,113,515	983,861
Vehicles	57,921	76,146
Computer Software	2,673	8,071
Computer Hardware	1,937,858	1,514,566
Total	<u>\$ 105,532,784</u>	<u>\$ 92,837,659</u>

June 30, 2018

Cost:	Opening balance	Additions	Disposals	Transfers (WIP)	Ending balance
Sites	\$ 13,308,712	\$ -	\$ -	\$ -	\$ 13,308,712
Buildings	102,146,492	1,136,108	-	4,514,818	107,797,418
Buildings–work in progress	9,060,494	13,330,778	-	(4,514,818)	17,876,454
Furniture & Equipment	1,162,361	245,890	-	-	1,408,251
Vehicles	182,254	-	-	-	182,254
Computer Software	26,990	-	(13,626)	-	13,364
Computer Hardware	1,736,531	770,598	(5,383)	-	2,501,746
Total	\$ 127,623,834	\$ 15,483,374	\$ (19,009)	\$ -	\$ 143,088,199

Accumulated Amortization:	Opening balance	Additions	Disposals	Transfers (WIP)	Ending balance
Buildings	\$ 34,260,683	\$ 2,301,084	\$ -	\$ -	\$ 36,561,767
Furniture & Equipment	178,500	116,236	-	-	294,736
Vehicles	106,108	18,225	-	-	124,333
Computer Software	18,919	5,398	(13,626)	-	10,691
Computer Hardware	221,965	347,306	(5,383)	-	563,888
Total	\$ 34,786,175	\$ 2,788,249	\$ (19,009)	\$ -	\$ 37,555,415

SCHOOL DISTRICT NO. 40 (NEW WESTMINSTER)
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2018

NOTE 9 TANGIBLE CAPITAL ASSETS (Continued)

June 30, 2017

Cost:	Opening balance	Additions	Disposals	Transfers (WIP)	Ending balance
Sites	\$ 13,308,712	\$ -	\$ -	\$ -	\$ 13,308,712
Buildings	80,234,394	1,185,222	-	20,726,876	102,146,492
Buildings—work in progress	22,266,476	7,520,894	-	(20,726,876)	9,060,494
Furniture & Equipment	611,138	428,958	-	122,265	1,162,361
Furniture & Equipment – WIP	-	122,265	-	(122,265)	-
Vehicles	167,771	14,483	-	-	182,254
Computer Software	45,707	-	(18,717)	-	26,990
Computer Hardware	905,571	895,592	(64,632)	-	1,736,531
	\$117,539,769	\$ 10,167,414	\$ (83,349)	\$ -	\$ 127,623,834

Accumulated Amortization:	Opening balance	Additions	Disposals	Transfers (WIP)	Ending balance
Buildings	\$ 32,499,254	\$ 1,761,429	\$ -	\$ -	\$ 34,260,683
Furniture & Equipment	117,386	61,114	-	-	178,500
Vehicles	89,331	16,777	-	-	106,108
Computer Software	28,495	9,141	(18,717)	-	18,919
Computer Hardware	105,483	181,114	(64,632)	-	221,965
	\$ 32,839,949	\$ 2,029,575	\$ (83,349)	\$ -	\$ 34,786,175



School District No. 40 (New Westminster)

Audit Findings Report
For the year ended June 30, 2018

KPMG LLP

September 25, 2018

kpmg.ca/audit



The contacts at KPMG in connection with this report are:

Tim Holloway, CPA, CA

Engagement Partner

Tel: (604) 854-2282

tholloway@kpmg.ca

Lenora Lee, CPA, CA

Quality Review Partner

Tel: (250) 480-3588

lenoramlee@kpmg.ca

Andrew Bordignon, CPA, CA

Audit Manager

Tel: (604) 455-4017

andrewbordignon@kpmg.ca

Table of contents

Executive summary	3
Key areas of focus	5
Other matters	9
Significant accounting policies and practices	10
Adjustments and differences	11
Appendices	12

At KPMG, we are **passionate** about earning your **trust**. We take deep **personal accountability**, individually and as a team, to deliver **exceptional service and value** in all our dealings with you.

At the end of the day, we measure our success from the **only perspective that matters – yours**.

Executive summary

Purpose of this report*

The purpose of this Audit Findings Report is to assist you, as a member of the Board of Education (the “Board”), in your review of the results of our audit of the financial statements of School District No. 40 (New Westminster) (“the District”) as at and for the year ended June 30, 2018.

This Audit Findings Report builds on the Audit Plan previously communicated to you dated June 26, 2018.

We appreciate the assistance of management and staff in conducting our audit. We hope this Audit Findings Report is of assistance to you for the purpose above and we look forward to discussing our findings and answering your questions.

Changes from the Audit Plan

There have been no significant changes regarding our audit from the Audit Planning Report previously presented you.

Audit risks and results

We discussed with you at the start of the audit a number of financial reporting risks and other areas of audit focus.

We are satisfied that our audit work has appropriately deal with the risks.

See pages 5-9

Adjustments and differences

We identified adjustments that were communicated to management and subsequently corrected in the financial statements.

Furthermore, we identified adjustments that were communicated to management that remain uncorrected.

See page 11

*This Audit Findings Report should not be used for any other purpose or by anyone other than those charged with governance. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this Audit Planning Report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

Executive summary (continued)

Finalizing the audit

As of the date of this report, we have completed the audit of the financial statements, with the exception of certain remaining procedures, which include the following:

- completing our discussions with the Board;
- completion of subsequent events review procedures;
- obtaining evidence of the Board's approval of the financial statements;
- receipt of the signed management representation letter, to be dated upon approval of the financial statements; and
- reporting to the Office of the Auditor General for the purposes of reliance on our audit opinion in the audit of the summary financial statements of the Province.

We will update you on significant matters, if any, arising from the completion of the audit, including the completion of the above procedures. Our auditors' report will be dated upon the completion of any remaining procedures.

Control and other observations

We did not identify any control deficiencies that we determined to be significant deficiencies in internal controls over financial reporting (ICFR).

Critical accounting estimates

Overall, we are satisfied with the reasonability of critical accounting estimates taken. The most critical areas of estimates relate to the amortization of tangible capital assets, estimates for contingent liabilities and estimates for employee future benefits.

Significant accounting policies and practices

Effective April 1, 2017, the District adopted the new Handbook sections PS 2200 – *Related party disclosures*, PS 3210 – *Assets*, PS 3380 – *Contractual Rights*, PS 3320 – *Contingent assets*, PS 3420 – *Inter-entity transactions*. The adoption of these new standards did not have a significant impact on the financial statements of the District.

Significant accounting policies and practices are disclosed in the notes to the financial statements.

See page 10

Independence

As required by professional standards, we have considered all relationships between KPMG and the District that may have a bearing on independence. We confirm that we are independent with respect to the District within the meaning of the relevant rules and related interpretations prescribed by the relevant professional bodies in Canada and any applicable legislation or regulation from July 1, 2017 to the date of this report.

Key areas of focus

Inherent risk of material misstatement is the susceptibility of a balance or assertion to misstatement which could be material, individually or when aggregated with other misstatements, assuming that there are no related controls. We have not identified any significant financial reporting risks. However, we highlight our findings in the areas of audit focus as follows.

Key area of focus	Why	Our audit approach
Salaries and Employee Future Benefits ("EFB")	The District has a defined benefit sick and severance plan covering its employees based on years of service and average salary. Furthermore, the District incurs payroll and other operating costs which are significant expenses of the District's operations.	– The Ministry of Education, on behalf of all School Districts in BC, engages an external actuary to determine the obligations and related costs for both vested and non-vested benefits, which include sick leave, retirement incentive, severance and vacation offered as part of the District's collective agreements. – We use the work of Mercer to provide audit evidence. As such, we reviewed the assumptions used by Mercer, and have concluded that the actuarial assumptions used were reasonable. – We reviewed the disclosures within the financial statements and agreed them to the actuarial report with no issues noted. – We obtained an understanding of the activities over the initiation, authorization, and recording of the payroll & procurement process. – We performed substantive analytical procedures over payroll and other operating costs and found no issues.
Non-capital deferred contributions	Contributions received for specific purposes are recorded as deferred contributions until they are spent on eligible expenditures in accordance with the underlying agreements.	– We obtained documentation indicating that contributions received are for a specific purpose and considered the appropriateness of management's accounting for these contributions in the financial statements. – We ensured that expenses recorded on the financial statements for which the revenue was recognized are related specifically to their intended purpose. No issues were noted.

Key areas of focus (continued)

Key area of focus	Why	Our audit approach
Deferred capital contributions	The District receives restricted contributions for the acquisition of capital assets. These amounts are received for specific purposes and must be spent in accordance with the specifications from external parties.	– We obtained an understanding of the process over contributions received and the acquisition or construction of capital assets and the determination of their useful lives for the purposes of recording amortization. – We performed substantive testing of significant capital assets recorded and contributions received. – We recalculated amortization to ensure it is being recorded on the same basis as the amortization of the related capital asset.
Tangible capital assets	Capital assets acquired or constructed are recorded at cost and are amortized over their estimate useful life.	– Due to the use of the Ministry of Education's amortization tool, tangible capital assets have been historically overstated due to a delay in the commencement of amortization. As at June 30, 2018, the total overstatement of tangible capital assets for assets, which is offset by an overstatement in deferred capital contributions, remains as an uncorrected adjustment (See Appendix 4). – We performed substantive testing over additions and disposals with no issues noted. – We performed substantive analytical procedures over amortization expense and performed a detailed analysis to determine the total departure from accounting standards due to the use of the amortization tool discussed above.
School generated funds	There is a substantial amount of money that flows through the schools, which is accounted for and reported by the administrative staff at each school.	– We obtained an understanding of the activities with respect to school generated funds. – We reviewed school bank reconciliations, agreed them to the related bank statements received directly from the bank and tested for any significant reconciling items with no issues noted. – We reviewed internal audit reviews performed at 3 schools during the year and noted that no significant deficiencies in controls were identified as a result of these audits. However, we did note that performance improvement observations were made by the internal auditor with respect to New Westminster Secondary School schools' cash handling processes, as discussed below in the Other Matters section of our report.

Key areas of focus (continued)

Key area of focus	Why	Our audit approach
International education	The District offers an international education program for foreign students. Revenues fluctuate based on fee increases, the number of students enrolled, and the number of students who pay fees, drop out and are replaced by other students.	– We reviewed internal control activities over the initiation, authorization, processing and recording of international education revenue and related expenses. – We performed substantive analytical procedures over international education revenue and expense balances, assessing reasonableness of changes in revenue and expenses on an FTE basis with no issues noted.
Classroom Enhancement Funding (“CEF”) – funding for restored collective agreement language	In January 2017, the Province through the Ministry of Education (“Ministry”) committed to provide \$180 million in new funding for teacher compensation, overhead, and operating expenses in order to assist School Districts in the implementation of the restored class sizes and composition language per the Supreme Court of Canada’s ruling.	– During the year, the District received \$5.327M under the CEF funding agreement for operational costs and compensation for implementing the restored class and composition language. The District used \$4.424M of the CEF funding to hire teachers and educational assistants and to pay remedy costs associated with class size and composition violations and other overhead costs. The District has \$903,055 remaining as deferred revenue in the Special Purpose Fund as of June 30, 2018. – We obtained an understanding of management’s recording of the CEF funding in the financial statements. The amounts have been correctly classified as Special Purpose Funds. – We obtained an understanding of the process which the District used in determining the costs related to the CEF staffing needs and associated overhead costs. – We tested the assumptions of each input used for the District’s submission of forecasted costs and actual final costs to the Ministry for reasonability. – We received a funding confirmation from the Ministry relating to CEF funding and agreed it to amounts recorded in the financial statements at June 30, 2018 with no issues noted.

Key areas of focus (continued)

Professional standards presume the risk of fraudulent revenue recognition and the risk of management override of controls exist in all organizations.

The risk of fraudulent recognition can be rebutted, but the risk of management override of control cannot, since management is typically in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.

Professional requirements	Why	Our audit approach
Risk of management override of controls	Professional standards require certain procedures to be performed to address the presumed risk of management override of controls.	– Procedures included the testing of journal entries, performing a retrospective review of estimates and evaluating the business rationale of significant unusual transactions. – We have evaluated the design and implementation of relevant controls with no issues noted. – We have noted no significant issues with respect to management override of controls.

Other matters

Professional standards require us to communicate to the Board Other Matters, such as material inconsistencies or material misstatements between MD&A and the audited financial statements, identified fraud or non-compliance with laws and regulations, consultations with other accountants, significant matters relating to the District's related parties, significant difficulties encountered during the audit, and disagreements with management.

We have highlighted below other significant matters that we would like to bring to your attention:

Other matter	Why	Comments
Internal Audit	The District contracts Internal Auditors from School District No. 41 (Burnaby) to perform internal reviews of various controls at the District's schools.	– On March 6, 2018, the Internal Auditors performed an audit of the School Generated Funds for New Westminster Secondary School ("NWSS"). Through their audit, they identified a number of improvement points related to the cash handling and receipting procedures. – We obtained an understanding of the School Generated Funds activities with respect to the cash handling and receipting procedures and performed testing at NWSS. – We noted that, while most of the Internal Auditor recommendations are not yet implemented, NWSS has established plans to implement the recommendations effective September 2018.

Significant accounting policies and practices

Critical disclosures and financial statement presentation

The Related Party transactions and Inter-entity transactions Handbook section became effective for this fiscal year (beginning on or after April 1, 2017)	– Disclosure is only required when the transactions or events between related parties occur at a value different from what would have been recorded if they were not related and the transactions could have a material financial impact on the financial statements. – This standard also specifies the information required to be disclosed including the type of transactions, amounts classified by financial statement category, the basis of measurement, and the amounts of any outstanding items, any contractual obligations and any contingent liabilities. – We discussed the effect of the new accounting standards to the financial statements with management and obtained an understanding of management's due diligence procedures on related party transactions. – There are no additional disclosures in the financial statements relating to the new accounting standards as there were no related party transactions that met the disclosure requirement.
The Assets, Contingent Assets, and Contractual Rights Handbook sections also became effective for this fiscal year (beginning on or after April 1, 2017)	– The standard includes enhanced guidance on the definition of assets and disclosure of assets to provide users with better information about the types of resources available to the public sector entity. – We discussed the effect of the new accounting standards to the financial statements with management and obtained an understanding of management's due diligence procedures. – There are no additional disclosures in the financial statements relating to the new accounting standards as there were no transactions that met the disclosure requirement.

Adjustments and differences

Adjustments and differences identified during the audit have been categorized as “Corrected adjustments” or “Uncorrected differences”. These include disclosure adjustments and differences. Professional standards require that we request of management and the Board that all identified differences be corrected. We have already made this request of management.

Corrected adjustments

Please refer to Attachment II of the management’s representation letter, as it includes all adjustments identified as a result of the audit, communicated to management and subsequently corrected in the financial statements.

Uncorrected differences

The management representation letter includes the Summary of Uncorrected Audit Misstatements, which disclose the impact of all uncorrected misstatements considered to be other than clearly trivial. We concur with management that the misstatements not corrected are not material to the financial statements as a whole.

Public Sector Accounting Standards requires the statement of operations and statement of changes in net debt present a comparison of the results for the accounting period with those originally planned. Management presented the Amended Annual Budget as the basis for this comparison. The original annual budget has been included in the notes to the financial statements, which provides information related to the differences between the original and amended budget. It is expected that the budget figures may change significantly between the original and amended budget as enrollment figures and Ministry funding is confirmed. The presentation difference is not considered material to the financial statements given that the original annual budget information is provided in the notes to the financial statements. The presentation adopted by the School District is consistent with many other Districts throughout the Province.

Appendices

Appendix 1: Required communications

Appendix 2: Audit quality and risk management

Appendix 3: Background and professional standards

Appendix 4: Ratios and trends

Appendix 5: Management representation letter

Appendix 6: Current developments

Appendix 1: Required communications

In accordance with professional standards, there are a number of communications that are required during the course of and upon completion of our audit. These include:

- **Auditors' report** – the conclusion of our audit is set out in our draft auditors' report which will be provided to the Board at the conclusion of our audit.
- **Management representation letter** – we will obtain from management at the completion of the audit. In accordance with professional standards, copies of the management representation letter will be provided to the Board.

Appendix 2: Audit quality and risk management

KPMG maintains a system of quality control designed to reflect our drive and determination to deliver independent, unbiased advice and opinions, and also meet the requirements of Canadian professional standards.

Quality control is fundamental to our business and is the responsibility of every partner and employee. The following diagram summarises the six key elements of our quality control systems.

Visit our [Audit Quality Resources](#) page for more information including access to our audit quality report, [Audit quality: Our hands-on process](#).

- Other controls include:
 - Before the firm issues its audit report, the Quality Reviewer reviews the appropriateness of key elements of client audits.
 - Technical department and specialist resources provide real-time support to audit teams in the field.
- We conduct regular reviews of engagements and partners. Review teams are independent and the work of every audit partner is reviewed at least once every three years.
- We have policies and guidance to ensure that work performed by engagement personnel meets applicable professional standards, regulatory requirements and the firm's standards of quality.



- All KPMG partners and staff are required to act with integrity and objectivity and comply with applicable laws, regulations and professional standards at all times.
- We do not offer services that would impair our independence.
- The processes we employ to help retain and develop people include:
 - Assignment based on skills and experience;
 - Performance evaluation;
 - Development and training; and
 - Appropriate supervision and coaching.
- We have policies and procedures for deciding whether to accept or continue a client relationship or to perform a specific engagement for that client.
- Existing audit relationships are reviewed annually and evaluated to identify instances where we should discontinue our professional association with the client.

Appendix 3: Background and professional standards

Internal control over financial reporting

As your auditors, we are required to obtain an understanding of internal control over financial reporting (ICFR) relevant to the preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances for the purpose of expressing an opinion on the financial statements, but not for the purpose of expressing an opinion on internal control. Accordingly, we do not express an opinion on the effectiveness of internal control.

Our understanding of ICFR was for the limited purpose described above and was not designed to identify all control deficiencies that might be significant deficiencies and therefore, there can be no assurance that all significant deficiencies and other control deficiencies have been identified. Our awareness of control deficiencies varies with each audit and is influenced by the nature, timing, and extent of audit procedures performed, as well as other factors.

The control deficiencies communicated to you are limited to those control deficiencies that we identified during the audit.

Documents containing or referring to the audited financial statements

We are required by our professional standards to read only documents containing or referring to audited financial statements and our related auditors' report that are available through to the date of our auditors' report. The objective of reading these documents through to the date of our auditors' report is to identify material inconsistencies, if any, between the audited financial statements and the other information. We also have certain responsibilities, if on reading the other information for the purpose of identifying material inconsistencies, we become aware of an apparent material misstatement of fact.

We are also required by our professional standards when the financial statements are translated into another language to consider whether each version, available through to the date of our auditors' report, contains the same information and carries the same meaning.

Appendix 4: Ratios and trends

As part of the audit, there are certain key ratios and trends that we look at to assess audit risk and likelihood of error and/or misstatement. We share these ratios with the Board and Management and welcome any questions related to our interpretation of trends. We have discussed with management in determining comparable school districts for meaningful benchmarking. The underlying data used in preparing the key ratios and trends noted below was obtained from the Ministry of Education – District Reports available on <http://www.bced.gov.bc.ca/>

See following pages for discussion.

Student Enrollment Analysis

School District No. 40 (New Westminster)

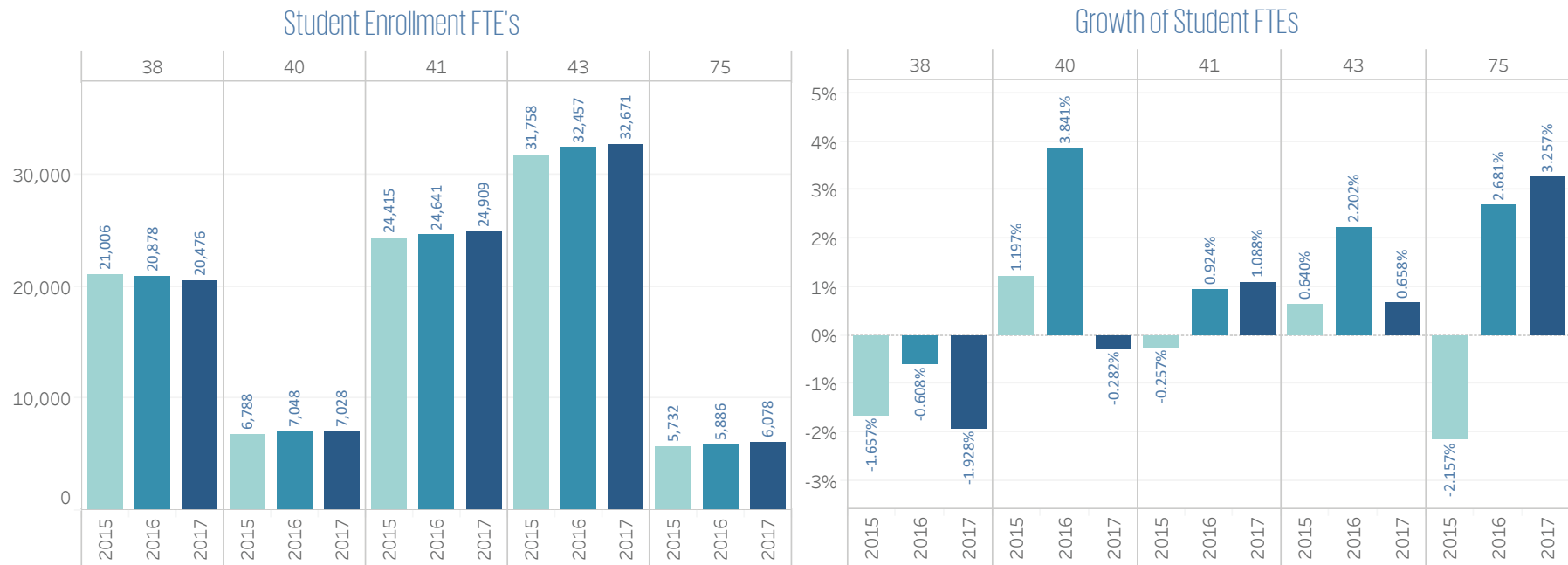
2017 FTE Equivalents
7,028

2017 FTE Growth
-0.28%

Student enrollment compared with other districts

In the student enrollment FTE graph, we observe student numbers have remained relatively flat over the last 3 years. This is evident by the student (FTE) year to year growth rate for New Westminster in the Student FTE growth graph which shows an increase of 3.8% in 2016, but a decrease of -0.3% in 2017. When compared against neighboring districts, Burnaby and Coquitlam did not experience as large increases in student enrollment compared to New Westminster in 2015 and 2016, but grew slightly faster in 2017.

Data Source: Ministry of Education District Reports



Student Enrollment Analysis

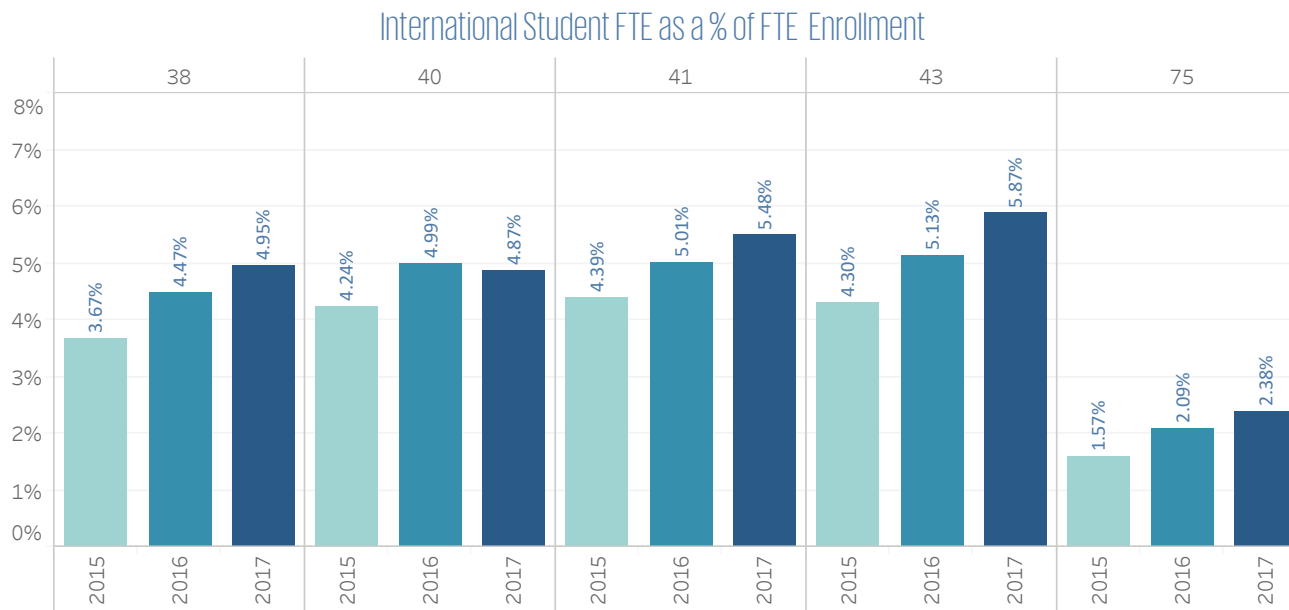
School District No. 40 (New Westminster)

2017 International Student FTE
342.0

Student enrollment compared with other districts

International student education revenue is one of the District's main source of income. Unlike the other school districts presented, New Westminster has seen a decrease in the number of international student enrollment over last year. Nonetheless, as a percentage of international students to total students, New Westminster is generally comparable to other school districts in the region.

Data Source: Ministry of Education District Reports



Revenues and Expenses per Student

School District No. 40 (New Westminster)

Expenses (\$) per Student FTE 2016-17
10,229.5

Revenue (\$) per Student FTE 2016-17
10,516.8

Expense per Student (FTE)

The District's expense per student is higher than the neighboring district of Coquitlam, But lower than Burnaby and Richmond. Total expenses are as reported in the Statement of Operations which include total salaries, employee benefits, service, and supplies.

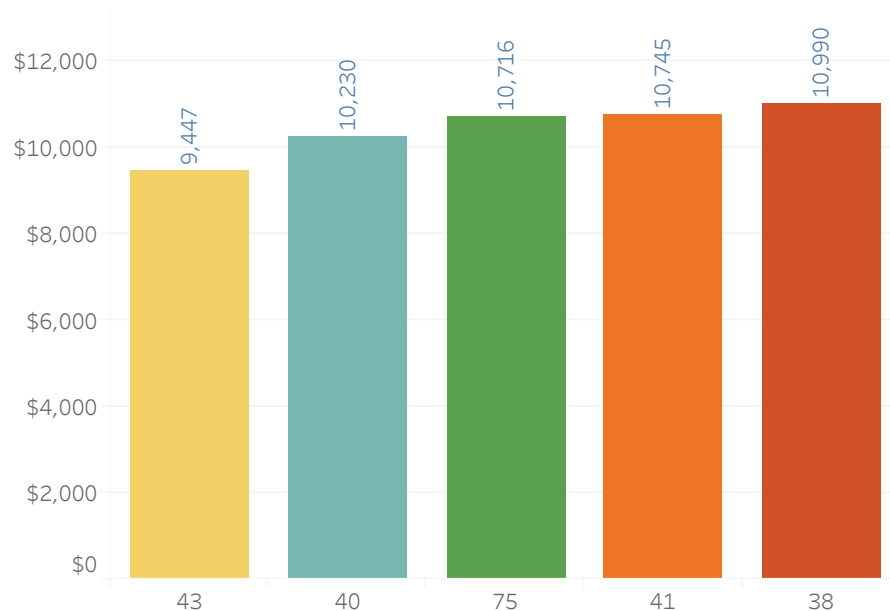
Data Source: Ministry of Education District Reports and Financial Statements Statement 2

Provincial Grant per Student

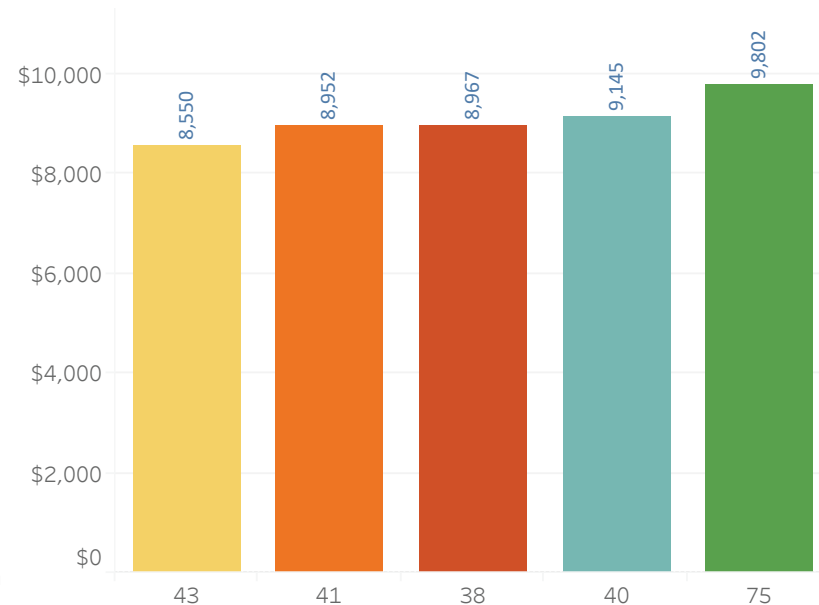
The District has a comparable grant per student with neighboring districts, such as Burnaby and Richmond. The graph is based on the provincial grant figures as reported in the Statement of Operations which include the "Ministry of Education" and "Other" reported amounts. The Provincial grant includes the operating grant, special purpose and other Ministry of Education grants such as the Student Learning grant, the pay equity grant and the return of administrative savings.

Data Source: Ministry of Education District Reports and Financial Statements Statement 2

Expenses (\$) per Student FTE 2016-17



Provincial Grants (\$) per Student FTE 2016-17

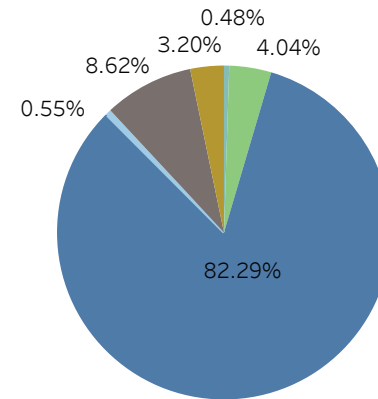


Revenue analysis

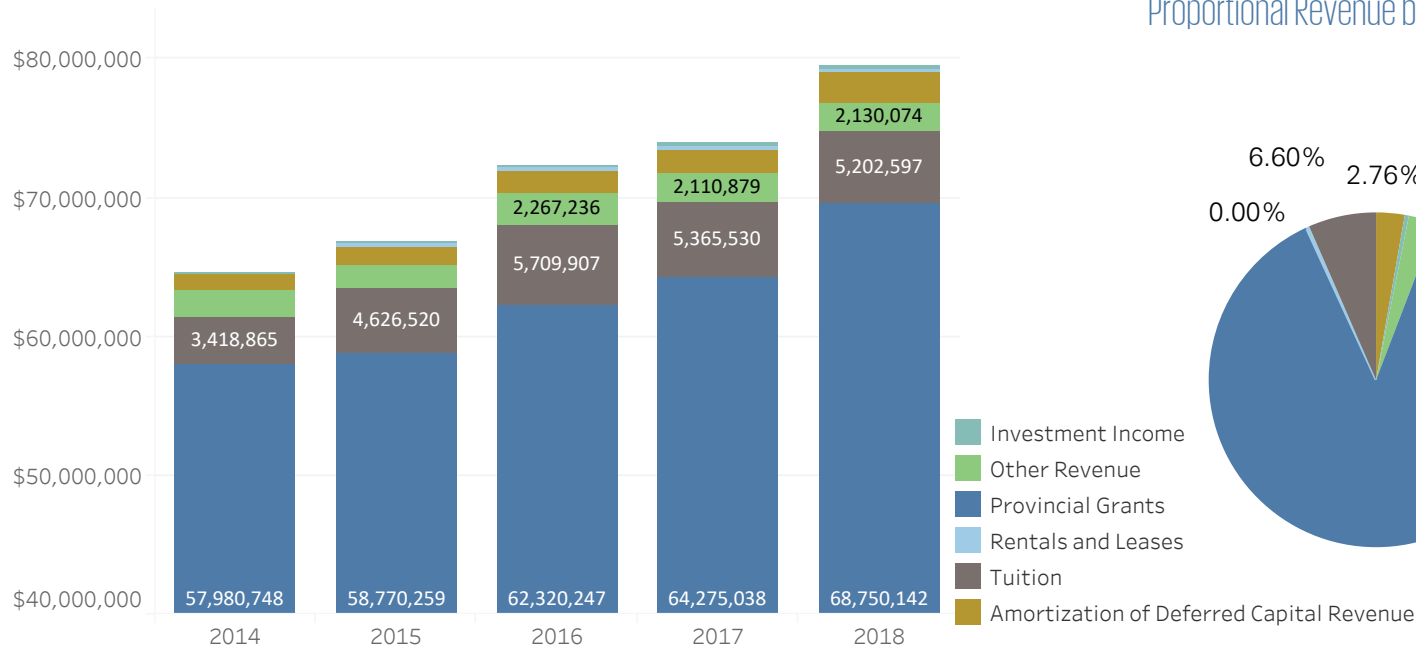
Total current year revenues have grown by 6.6% as compared to prior year with provincial grant revenue growth of 7.0% due to increased funding from the Classroom Enhancement Fund and grants received relating to site construction. The trend in provincial grant revenue growth since 2014 is reflective of the enrollment numbers experienced by the District and variability in fund grants. The proportionate composition of the District's revenue is relatively consistent with the region's average, except for Provincial grants, which are higher due to the additional grants for site construction.

Data Source: Ministry of Education District Reports and 2017/18 SD40 financial statements

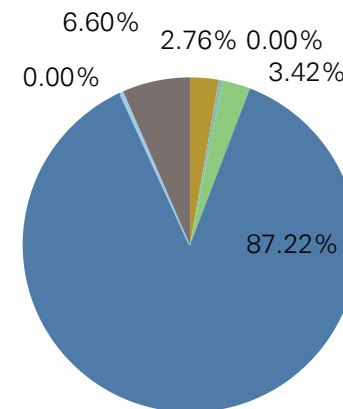
Proportional Revenue by Source - Benchmarking Group Average



Revenue by Category (SD40)



Proportional Revenue by Source (SD40)

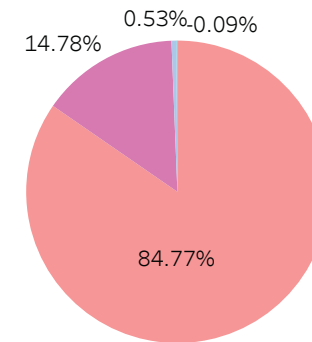


Expenses by function analysis

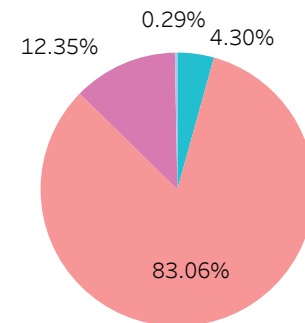
Instruction expenses represent the largest portion of expenses by function, representing 83.1% of total expenses in the current year which is consistent with the the average of the other districts. Instruction expenses are closely related to enrollment numbers in the District and increases in wages year over year. Operations & Maintenance represent the second largest operating expense to the District at approximately 12.4% of total expenses compared to an average of other districts of 14.8%.

Data Source: Ministry of Education District Reports and 2017/18 SD40 financial statements

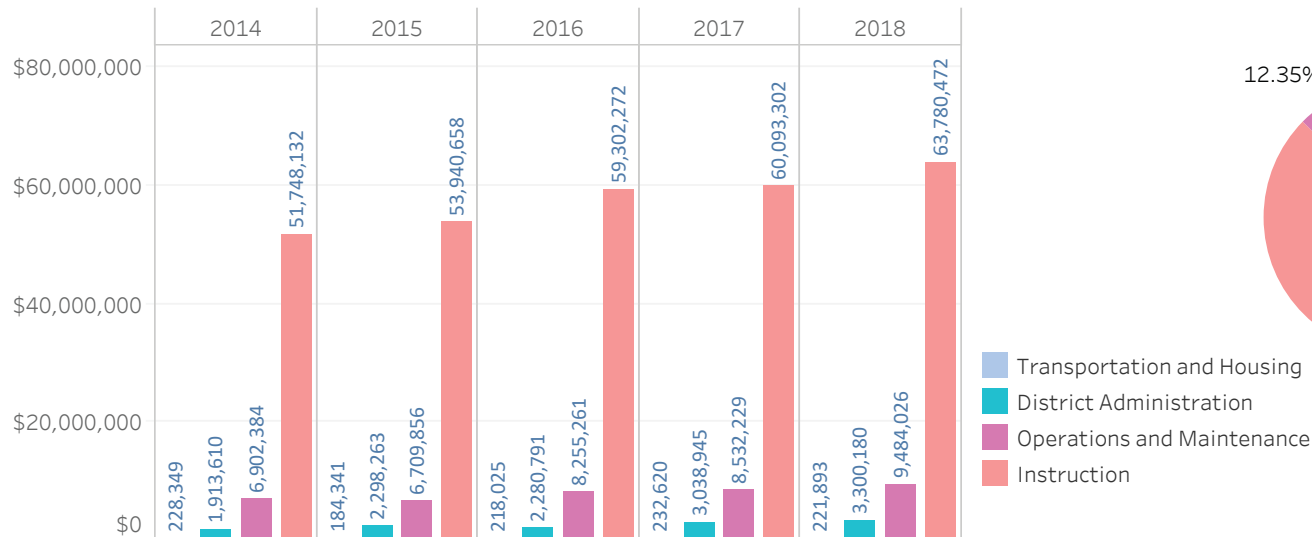
Proportional Expense by Function - Benchmarking
Group Average



Proportional Expense by Function (SD40)



Expense by Function (SD40)

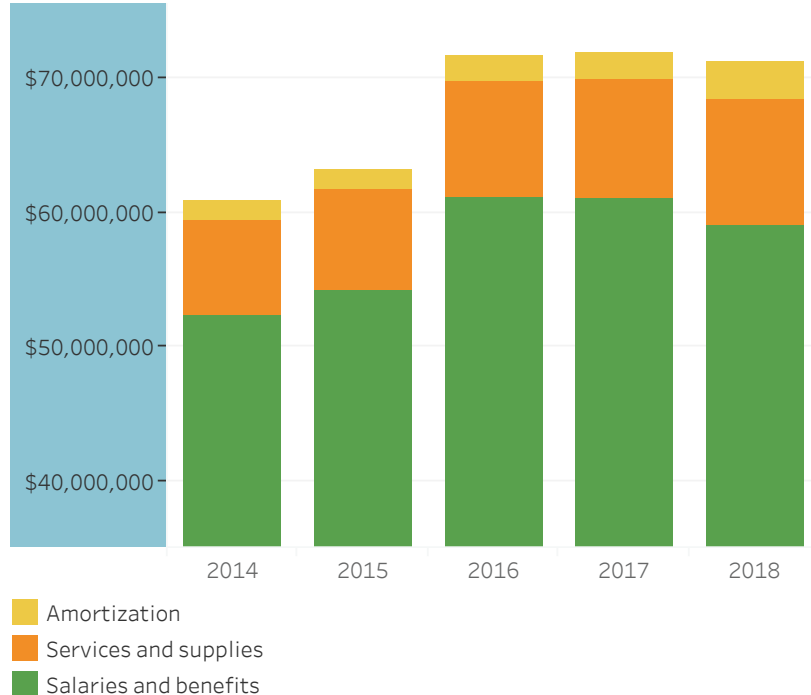


Expense by Object Analysis

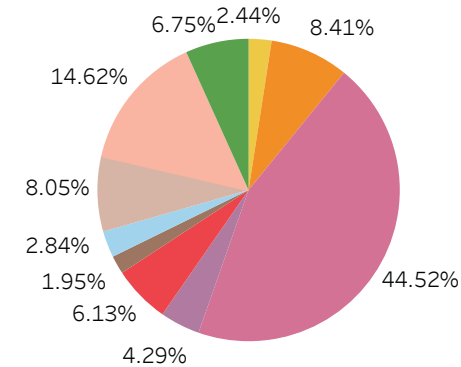
Total expenses have grown steadily since 2014 and tapered off the last 2 years as a result of stagnant enrollment. Salaries & benefits represent 83.1% of total expenses in 2018 with Teachers' salaries representing the largest portion at 40.3% compared to the average of other districts at 44.5%. The proportionate composition of the District's expenses by object is consistent with the provincial average for all Districts in BC.

Data Source: Ministry of Education District Reports and 2017/18 SD40 financial statements

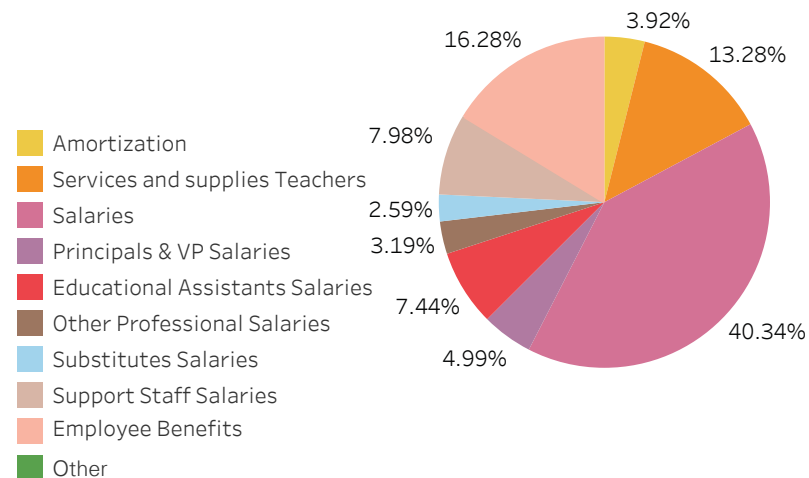
Expense by Object (SD40)



Proportional Expense by Object - Benchmarking Group Average



Proportional Expense by Object (SD40)



Staff and Salary Analysis

School District No. 40 (New Westminster)

2017 Teacher FTE
381

2017 Teacher FTE Growth
-0.99%

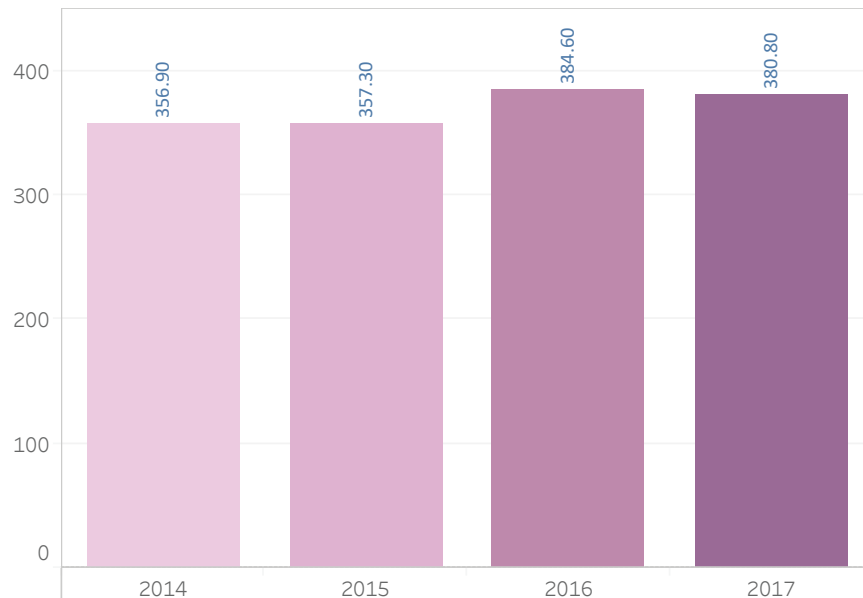
2017 Average Teacher FTE Salary
75,537

2017 Average Teacher FTE Salary Growth
2.01%

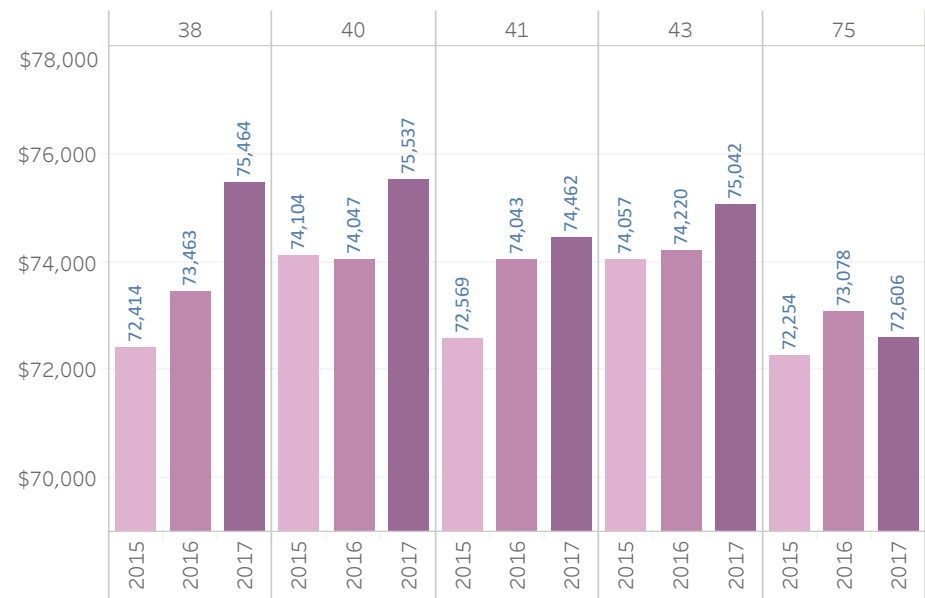
Teachers' salaries is the largest cost for the District. While costs for teachers can vary due to local market and collective agreements, it is useful to compare the cost of teachers with other school districts. In 2017, The District's salary per teacher is comparable to other Districts in the region which ranged from \$72,606 to \$75,464. Differences in salary may be caused by a variety of reasons such as age, category or the collective agreement negotiation.

Data Source: Ministry of Education District Reports as of September 30 of each fiscal year and Financial Statements Schedule 2B

Teacher FTE



Average Teacher FTE Salary



Annual Surplus and Accumulated Surplus Analysis

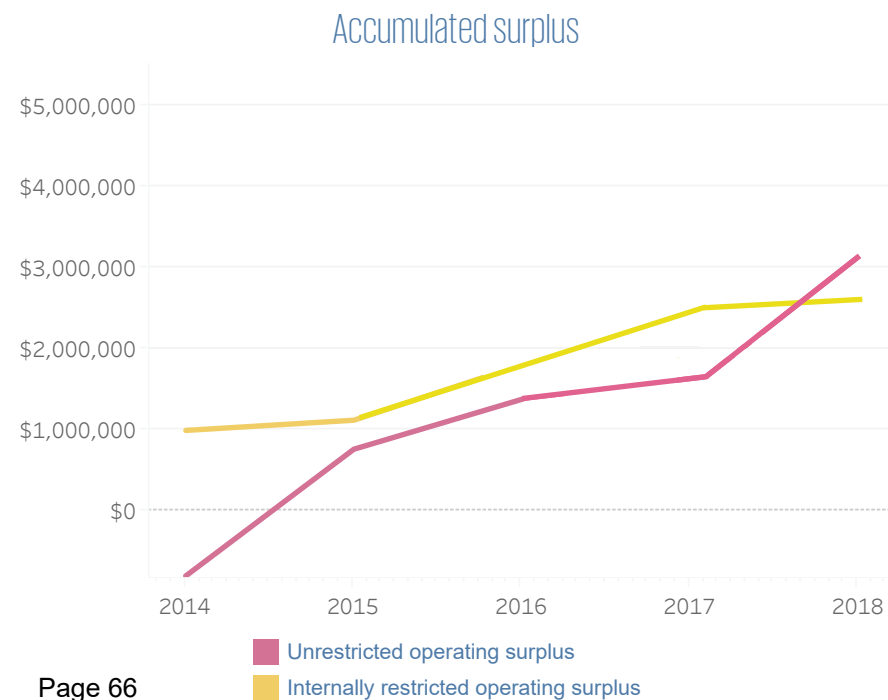
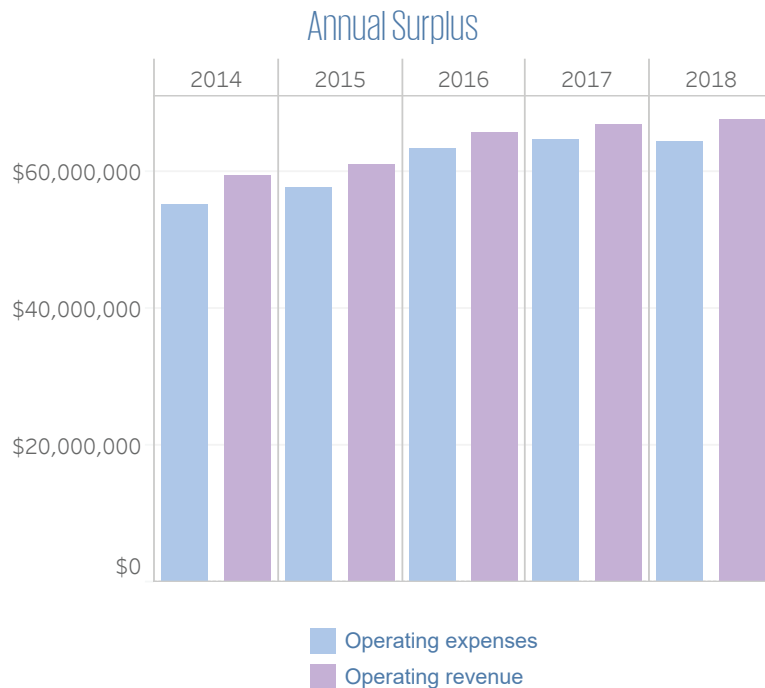
School District No. 40 (New Westminster)

Accumulated surplus - capital fund 20,409,925	Accumulated surplus - operating fund 5,609,945	Surplus/Deficit - operating fund 1,575,042	Unrestricted operating surplus 3,161,199
--	---	---	---

Annual surplus represents the excess of revenues over expenses during the year. The annual surplus for the current year is \$2.038M (2017 - \$2.019M) and has ranged from 2.6% to 2.8% of annual revenue from 2016 to 2018, respectively.

Accumulated surplus represents a measure of flexibility and sustainability. Restricted surplus includes amounts that the Board has designated to pay for specific future costs. Unrestricted surplus represents resources that can be used to provide future services and contingency to fund unexpected costs or respond to unexpected decline in revenue. Unrestricted surplus as at year-end represents 4.0% (2017 - 2.2%) of annual operating revenue for the year.

Data Source: Ministry of Education District Reports and 2017/18 SD40 financial statements



School Generated Funds

School District No. 40 (New Westminster)

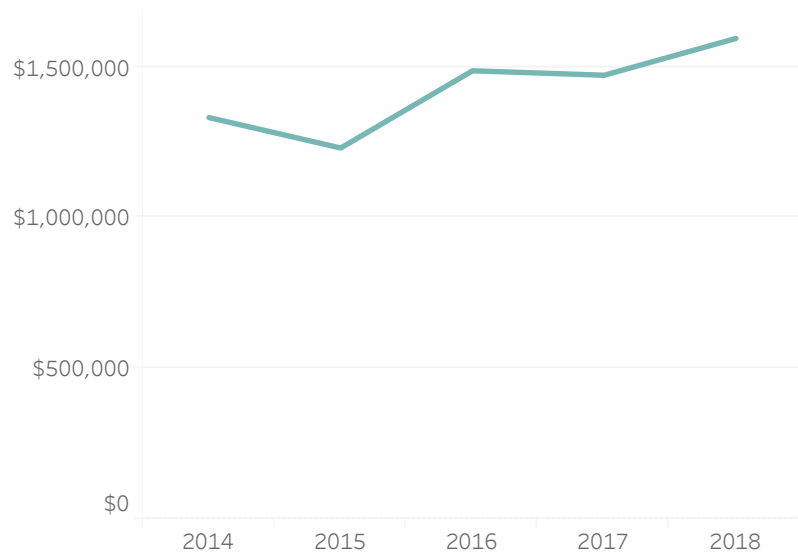
2018 School Generated Funds
1,594,649

2018 School Generated Funds Increase
8.29%

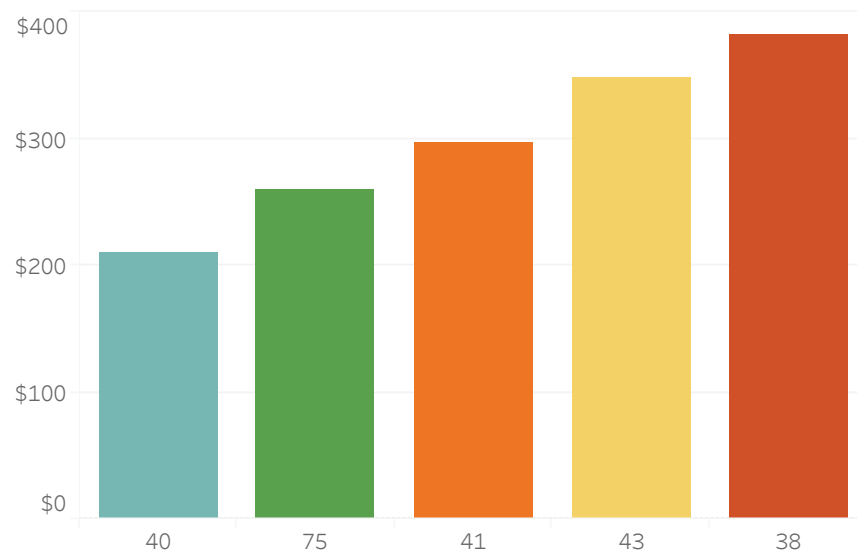
The District has experienced an increase in school generated funds since 2014. When compared against other districts in the region, the District has the lowest number of school generated funds per student FTE.

Data Source: Ministry of Education District Reports and Financial Statements Schedule 3A

School Generated Funds



School Generated Funds per Student FTE



Appendix 5: Management representation letter

MANAGEMENT REPRESENTATION LETTER

KPMG LLP
Metrotower I
Suite 2400 – 4710 Kingsway
Burnaby, BC V5H 4M2

September 25, 2018

Ladies and Gentlemen,

We are writing at your request to confirm our understanding that your audit was for the purpose of expressing an opinion on the financial statements (hereinafter referred to as “financial statements”) of School District No. 40 (New Westminster) (“the Entity”) as at and for the period ended June 30, 2018.

GENERAL:

We confirm that the representations we make in this letter are in accordance with the definitions as set out in [Attachment I](#) to this letter.

We also confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

RESPONSIBILITIES:

- 1) We have fulfilled our responsibilities, as set out in the terms of the engagement letter dated July 4, 2018, including for:
 - a) the preparation and fair presentation of the financial statements and believe that these financial statements have been prepared and present fairly in accordance with the relevant financial reporting framework.
 - b) providing you with all information of which we are aware that is relevant to the preparation of the financial statements, such as all financial records and documentation and other matters, including (i) the names of all related parties and information regarding all relationships and transactions with related parties; and (ii) the complete minutes of meetings, or summaries of actions of recent meetings for which minutes have not yet been prepared, of shareholders, board of trustees and committees of the board of trustees that may affect the financial statements, and providing you with access to such relevant information. All significant board and committee actions are included in the summaries.
 - c) providing you with additional information that you may request from us for the purpose of the engagement.
 - d) providing you with unrestricted access to persons within the Entity from whom you determined it necessary to obtain audit evidence.

- e) such internal control as we determined is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. We also acknowledge and understand that we are responsible for the design, implementation and maintenance of internal control to prevent and detect fraud.
- f) ensuring that all transactions have been recorded in the accounting records and are reflected in the financial statements.
- g) providing you with written representations that you are required to obtain under your professional standards and written representations that you determined are necessary.
- h) ensuring that internal auditors providing direct assistance to you, if any, were instructed to follow your instructions and that management, and others within the entity, did not intervene in the work the internal auditors performed for you.

INTERNAL CONTROL OVER FINANCIAL REPORTING:

- 2) We have communicated to you all deficiencies in the design and implementation or maintenance of internal control over financial reporting of which we are aware.

FRAUD & NON-COMPLIANCE WITH LAWS AND REGULATIONS:

- 3) We have disclosed to you:
 - a) the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
 - b) all information in relation to fraud or suspected fraud that we are aware of and that affects the financial statements and involves: management, employees who have significant roles in internal control over financial reporting, or others, where the fraud could have a material effect on the financial statements.
 - c) all information in relation to allegations of fraud, or suspected fraud, affecting the financial statements, communicated by employees, former employees, analysts, regulators, or others.
 - d) all known instances of non-compliance or suspected non-compliance with laws and regulations, including all aspects of contractual agreements, whose effects should be considered when preparing financial statements.
 - e) all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements.

SUBSEQUENT EVENTS:

- 4) All events subsequent to the date of the financial statements and for which the relevant financial reporting framework requires adjustment or disclosure in the financial statements have been adjusted or disclosed.

RELATED PARTIES:

- 5) We have disclosed to you the identity of the Entity's related parties.
- 6) We have disclosed to you all the related party relationships and transactions/balances of which we are aware.
- 7) All related party relationships and transactions/balances have been appropriately accounted for and disclosed in accordance with the relevant financial reporting framework.

ESTIMATES:

- 8) Measurement methods and significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.

GOING CONCERN:

- 9) We have provided you with all information relevant to the use of the going concern assumption in the financial statements.

MISSTATEMENTS:

- 10) We approve the corrected misstatements identified by you during the audit described in [Attachment II](#).
- 11) The effects of the uncorrected misstatements described in [Attachment II](#) are immaterial, both individually and in the aggregate, to the financial statements as a whole.

NON-SEC REGISTRANTS OR NON-REPORTING ISSUERS:

- 12) We confirm that the Entity is not a Canadian reporting issuer (as defined under any applicable Canadian securities act) and is not a United States Securities and Exchange Commission ("SEC") Issuer (as defined by the Sarbanes-Oxley Act of 2002). We also confirm that the financial statements of the Entity will not be included in the consolidated financial statements of a Canadian reporting issuer audited by KPMG or an SEC Issuer audited by any member of the KPMG organization.

Yours very truly,

SCHOOL DISTRICT NO. 40 (NEW WESTMINSTER)

Mr. Karim Hachlaf, Superintendent of Schools

Ms. Kim Morris, Secretary-Treasurer

Mr. James Pocher, CPA, CMA, CPA-USA (Washington), Assistant Secretary-Treasurer

Attachment I – Definitions

MATERIALITY

Certain representations in this letter are described as being limited to matters that are material. Misstatements, including omissions, are considered to be material if they, individually or in the aggregate, could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. Judgments about materiality are made in light of surrounding circumstances, and are affected by the size or nature of a misstatement, or a combination of both.

FRAUD & ERROR

Fraudulent financial reporting involves intentional misstatements including omissions of amounts or disclosures in financial statements to deceive financial statement users.

Misappropriation of assets involves the theft of an entity's assets. It is often accompanied by false or misleading records or documents in order to conceal the fact that the assets are missing or have been pledged without proper authorization.

An error is an unintentional misstatement in financial statements, including the omission of an amount or a disclosure.

RELATED PARTIES

In accordance with PS 4260 of Public Sector Accounting Standards a *related party* is defined as:

- one party that has the ability to exercise, directly or indirectly, control, joint control or significant influence over the other. Two or more parties are related when they are subject to common control, joint control or common significant influence. Two not-for-profit organizations are related parties if one has an economic interest in the other. Related parties also include management and immediate family members.

In accordance with PS 4260 of Public Sector Accounting Standards a *related party transaction* is defined as:

- a transfer of economic resources or obligations between related parties, or the provision of services by one party to a related party, regardless of whether any consideration is exchanged. The parties to the transaction are related prior to the transaction. When the relationship arises as a result of the transaction, the transaction is not one between related parties.

Attachment II – Summary of Audit Misstatements Schedules

School District No. 40 (New Westminster)
Summary of Corrected Audit Misstatements
June 30, 2018

						Income Statement Effect - Debit (Credit)	Balance Sheet Effect - Debit (Credit)				
ID	Description of misstatement	Type of misstatement	Accounts	Debit	(Credit)	Income Statement Debit (Credit)	Equity	Current Assets	Noncurrent Assets	Current Liabilities	Noncurrent Liabilities
Corrected misstatements - Final											
1	To re-class supplies and services to salaries and benefits.	Factual	Dr. Salaries and benefits	602,574		602,574					
			Cr. Services and supplies		(602,574)	(602,574)					
Aggregate effect of corrected audit misstatements:						-	-	-	-	-	-

School District No. 40 (New Westminster)
Summary of Uncorrected Audit Misstatements
June 30, 2018

ID	Description of misstatement	Type of misstatement	Accounts	Debit	(Credit)	Income Statement - Debit (Credit)			Balance Sheet Effect - Debit (Credit)			
						Income effect of correcting the balance sheet in prior period	Income effect of correcting current period balance sheet	Income effect according to Rollover method	Equity	Financial Assets	Non Financial Assets	Liabilities
				A		B	C=A (Only Income Statement accounts)	D=C-B				
Uncorrected misstatements - Final												
1	To adjust for the net understatement of amortization due to the incorrect application of amortization in prior years.	Factual	Dr. Accumulated Surplus, Opening Dr. Deferred Capital Revenue Dr. Amort of DCC - Revenue Cr. Amortization Expense Cr. Accumulated Amortization	307,612 1,082,439 4,074	(5,975) (1,388,150)	307,612	4,074 (5,975)	4,074 (5,975)	307,612 4,074 (5,975)		(1,388,150)	1,082,439
2	To record amortization for current year additions to TCA and Deferred Capital Revenue.	Factual	Dr. Amortization Expense Dr. Deferred Capital Revenue Dr. Accumulated Amortization - Computer Software Cr. Accumulated Amortization - Buildings Cr. Accumulated Amortization - Furniture and Equipment Cr. Accumulated Amortization - Computer Hardware Cr. Amortization of DCC - Revenue	161,898 64,411	(1,363) (70,642) (12,295) (77,598) (64,411)		161,898 (64,411)	161,898 (64,411)	161,898 (64,411)		(1,363) (70,642) (12,295) (77,598)	64,411
3	To record impact of benefit deposits exceeding required contributions over previous fiscal years, as well as the expense amount for the premium period.	Factual	Dr. Prepaid Expense Cr. Employee Future Benefits expense Cr. Accumulated Surplus, Opening	982,988	(157,911) (825,077)		(157,911)	(157,911)	(157,911) (825,077)		982,988	
4	To record the difference in the financial statement budget presentation as required by PSAS.	Factual	Public Sector Accounting Standards requires the statement of operations and statement of changes in net debt present a comparison of the results for the accounting period with those originally planned. Management presented the Amended Annual Budget as the basis for this comparison. The original annual budget has been included in the notes to the financial statements, which provides information related to the differences between the original and amended budget. It is expected that the budget figures may change significantly between the original and amended budget as enrollment figures and Ministry funding is confirmed. The presentation difference is not considered material to the financial statements given that the original annual budget information is provided in the notes to the financial statements. The presentation adopted by the School District is consistent with many other Districts throughout the Province.									
Aggregate effect of uncorrected audit misstatements:						307,612	(62,325)	(62,325)	(579,789)	-	(567,060)	1,146,850

Appendix 6: Current developments

There have been no significant changes to current developments from those communicated to you in our audit planning report dated June 26, 2018.

kpmg.ca/audit



KPMG LLP, an Audit, Tax and Advisory firm (kpmg.ca) and a Canadian limited liability partnership established under the laws of Ontario, is the Canadian member firm of KPMG International Cooperative ("KPMG International").

KPMG member firms around the world have 174,000 professionals, in 155 countries.

The independent member firms of the KPMG network are affiliated with KPMG International, a Swiss entity. Each KPMG firm is a legally distinct and separate entity, and describes itself as such.

© 2017 KPMG LLP, a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. All rights reserved.



2017/2018



ANNUAL REPORT



The Office of the

mbudsperson

B.C.'s Independent Voice For Fairness

July 2018

The Honourable Darryl Plecas
Speaker of the Legislative Assembly
Parliament Buildings
Victoria BC V8V 1X4

Dear Mr. Speaker,

It is my pleasure to present the Office of the Ombudsperson's 2017/2018 Annual Report to the Legislative Assembly.

The report covers the period April 1, 2017 to March 31, 2018 and has been prepared in accordance with section 31 (1) of the *Ombudsperson Act*.

Yours sincerely,



Jay Chalke
Ombudsperson
Province of British Columbia



CONTENTS

From the Ombudsperson	2
The Role of the Ombudsperson	6
Our Vision and Purpose	6
How We Do Our Work	9
Our Approach	10
Investigative Process	10
Early Resolution	11
Investigations	12
Day in the Life of an Investigator	13
What We Can Investigate and How We Assist	14
Handling Complaints in 2017/2018	16
Public Education & Outreach	17
Sharing Our Work	18
Community Visits/Mobile Clinics	18
Community Engagement	18
Ombudsperson Site Visits	19
Presentations and Meetings	20
Prevention	21
Prevention Initiatives Pilot Program (2017-2020)	22
Systemic & Referral Investigations & Reports	25
Overview	26
Completed in 2017/18	26
Monitoring Our Recommendations	28
Case Summaries	29
Overview	30
Health	31
Housing	35
Children & Youth	38
Income & Benefits	40
Seniors	47
Corrections	48
Environment	53
Transportation	55
Local Government	59
Work	63
The Year in Numbers	65
Staff & Budget	77



FROM THE OMBUDSPERSON



“They come to us with the courage to speak up, the power to question authority, and the tenacity to push for what is often much-needed change. When seen in this light, I see not just problems, but collective power to drive our public bodies to be the most transparent, accountable and fair they can possibly be.”

– Jay Chalke,
Ombudsperson

The twin pillars supporting an Ombudsperson are independence and impartiality. Independence from everyone who has an interest in the outcome of one of our investigations is essential in order to ensure public confidence. Impartiality is critical in order to maintain that confidence day after day as we carry out our work.

That confidence in turn inspires the public to engage with us, by bringing their concerns about the fairness of public administration to our office for investigation. This engagement allows us to do our work and thereby identify instances of unfairness, redress for that unfairness and opportunities for improvement to prevent reoccurrence.

When we talk about the work we do, which is highlighted in this report, sometimes it is all too easy to miss the underlying realities faced by individuals who come to us. Complainants are often frustrated, confused and unhappy. Many are struggling with personal challenges or are in crisis. They may be newcomers to Canada who don't understand how our provincial bureaucracy works, or inmates who feel the way they are being treated is wrong. They may be youth in care, income assistance recipients, or people suffering from mental or physical disabilities who have been denied benefits and don't know how they'll get through the day. They may be homeowners in conflict over development plans or students who are trying to get fair access to training. There's no question that these people come to us with a broad spectrum of often intensely challenging problems. But also, they come to us with the courage to speak up, the power to question authority, and the tenacity to push for what is often much-needed change. When seen in this light, I see not just problems, but collective power to drive our public bodies to be the most transparent, accountable and fair they can possibly be.

This engagement is not limited to complainants. Public authorities also are actively engaged with our office. In the vast majority of cases, public authorities do not bring an attitude of defensiveness about their conduct even though they are responding to complaints about unreasonable delays in the provision of services, policies in place that are contrary to law, procedures that are used arbitrarily or are discriminatory and sometimes even questions of negligence. Rather public authorities are anxious to make their service fair and reasonable. What I see, and what I think our work proves, is that public authorities usually want to make

things right. Sometimes they need to be nudged or reminded – sometimes more than once. And sometimes they need to go to great effort to make significant changes, but ultimately they do what they need to do in order to ensure they are fair, reasonable and accountable. This engagement by both citizens and public authorities to improve public administration is having synergistic results.

Our work occurs in three main ways – individual complaint investigations, systemic investigations and preventative initiatives. The impacts of our work are most frequently demonstrated in our individual complaint investigations. We received 8,400 complaints and enquiries last year, a ten-year high for our office. We were able to resolve most of these initial contacts quickly with our Early Resolution Team while 1,500 complaints were referred to our Investigative Team. The case summaries highlighted in this report are a small fraction of the files that our investigators delved into last year from municipal conflict of interest allegations to gaps in health care coverage to complaints from individuals seeking income or disability assistance. The outcomes of these investigations are as diverse as the complaints themselves and include improvements to policies and procedures, clearer communication practices, increased transparency as well as refunds and reimbursements.

We released two public reports during the year. Such reports usually arise from systemic investigations although this year, one of the reports arose from a unique source – the first ever referral of a matter to our office from the Legislative Assembly or one of its committees.

Following our investigation into the matter referred to us, we released our report, *Misfire* that examined the 2012 termination of Ministry of Health employees as well as a number of related issues including how drug research was undertaken and managed. The report resulted from the most resource-intensive investigation ever conducted in the 39-year history of our office. It involved obtaining over 4.7 million records and conducting 540 hours of interviews with 130 witnesses under oath. The report detailed that flawed investigations and rushed decision-making resulted in key government officials taking action that had far-reaching individual and systemic consequences. A year after our report, the government has implemented many of the recommendations made in the report including issuing payments to those individuals impacted. Further outcomes from this investigation include two new laws that were passed by the legislature earlier this year. We will be releasing our assessment of government's implementation of the *Misfire* recommendations later this year.

Our systemic investigative report released this past year, *Stem to Stern*, focused on the decision by the Ministry of Forests Lands, Natural Resource Operations and Rural Development to approve a lease of two Crown water lots to be used as part of the Victoria International Marina. The investigation found a number of shortcomings with the ministry's decision making process including inadequacies with the consultative process and insufficient reasons to support the ministry's decision to approve the lease. This year we will be publicly reporting on the status of the eight recommendations we made, all of which were accepted by the ministry.

Preventative Ombudship continues to be an important focus of our work. In 2017/18 we initiated a three-year pilot project to share our expertise and knowledge with public sector bodies. Instilling an understanding and appreciation of the important principles of administrative fairness will mean public authorities can improve the fairness of their services thereby

preventing complaints in the first place. Our consultations, webinars and workshops are being widely accessed by public servants across the province. We look forward to extending the reach of our prevention team even further in the year ahead. In addition, we continued to ensure the public is aware of our services through our outreach activities which took members of our team to many corners of our province and allowed us to engage with the public face to face through our mobile clinics.

I continue to be humbled by the trust the public demonstrates by bringing their concerns about the fairness of public administration to us, by individuals working for public authorities who demonstrate their desire to improve their services and by the staff of the Ombudsperson for their tireless commitment, expertise and creativity. We are better off because of their efforts.

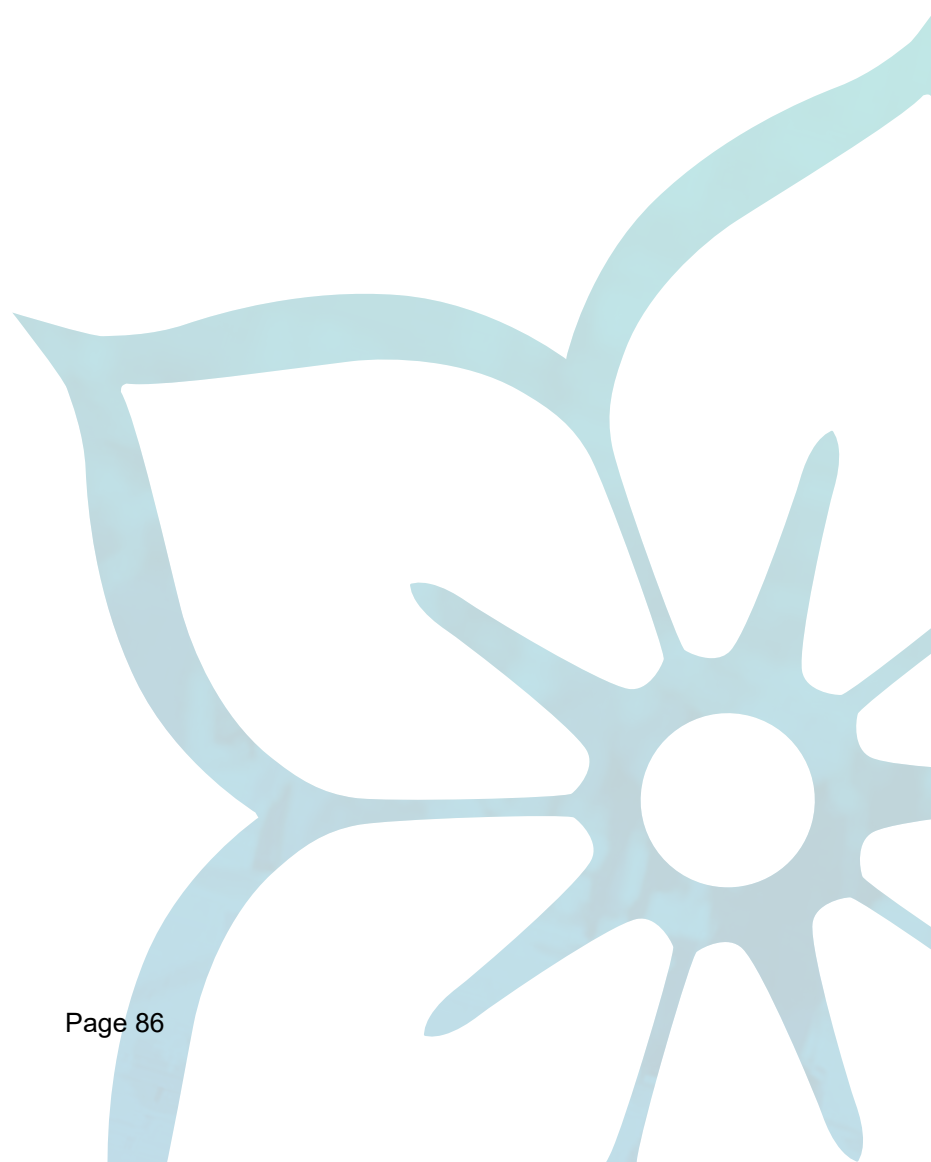
As B.C.'s Independent Voice for Fairness, we continue to focus on the importance of ensuring that those who need our help, know we are ready, willing and able to look into their concerns about the fairness of public administration. Entering our 40th year of service to the people of the province, we continue to strive to ensure complaints are addressed efficiently, thoroughly and impartially and we continue to make principled and practical recommendations on ways to make public administration as fair as possible.

Positive progress is being made. Positive change is ahead.

Sincerely,

A handwritten signature in black ink, appearing to read "Jay Chalke".

Jay Chalke
Ombudsperson
Province of British Columbia



THE ROLE OF THE

OUR VISION

British Columbia's Independent Voice for Fairness

OUR PURPOSE

- Ensure that the people of British Columbia are treated fairly in the provision of public services
- Promote and foster fairness and accountability in public administration
- Provide an independent avenue of last resort for individuals with complaints about government services

WHAT WE DO

- Respond to inquiries from the public
- Educate citizens and public authorities on issues of administrative fairness
- Conduct thorough, impartial and independent investigations of complaints
- Facilitate resolutions of complaints and improvements to the administration of public policy through consultation and recommendations
- Report to the Legislative Assembly and the people of British Columbia to bring attention to matters of administrative unfairness and the work of the Office generally

OMBUDSPERSON

OUR GUIDING PRINCIPLES

How We Serve the Public

- We are fair and impartial
- We are professional and thorough
- We listen with respect
- We seek resolutions that are principled and practical

How We Work Within our Office

- We respect and support each other as a team
- We are committed to high standards of practice in our work
- We strive continuously to improve our services
- We value the expertise and knowledge of our staff

OUR GOALS

- People who need us are aware of our services and can access them
- Complaints are addressed efficiently
- Thorough and impartial investigations promote fair public administration
- Public authorities are supported in improving administration
- Staff are recognized for their expertise

From: 2016–2021 Strategic Plan

B.C.'s Independent Voice for Fairness

The Office of the Ombudsperson is an independent Office of the B.C. Legislature and acts under the authority of the *Ombudsperson Act*. Our Office has been serving legislators and the public since 1979, and we have over 2,800 public bodies under our jurisdiction including ministries, provincial boards and commissions, Crown corporations, health authorities, local governments, school boards, colleges, universities and governing bodies of various regulated professions and occupations.

Our Office's vision is to be B.C.'s Independent Voice for Fairness. We do not advocate on behalf of people making a complaint about public services, or on behalf of public bodies. Instead, we advocate for fairness and good public administration. Societal and legal standards of fairness require that public bodies follow fair and reasonable processes

and ensure timely, consistent and transparent decision making. Fairness in public service delivery means following the relevant rules. It also means providing fair and respectful treatment to members of the public who are accessing the service. Fairness doesn't mean everyone gets the same treatment – it requires us to look at the facts of each case to determine whether a reasonable process has been followed that is consistent with the rules that apply in the circumstances.

In addition to receiving and investigating individual concerns and complaints, the Office of the Ombudsperson also delivers on its mandate to oversee the fairness of administrative actions of government authorities by conducting in-depth systemic investigations, making recommendations for system improvements and issuing public reports.





HOW WE DO OUR WORK

Our Approach

When an individual believes a public sector entity has treated them unfairly, it can be challenging to resolve issues on their own. Sometimes communication with public authorities can be difficult, regulations and procedures hard for a member of the public to wade through, or there may be overall frustration that a complaint is not being handled the way a member of the public feels it should be. This is where our Office comes in. We received over 8,000 enquiries and complaints from the public last year. The problems people bring to us may be simple or extremely complex.

Investigative Process

When we receive a complaint, we ensure that the individual has raised their concern directly with the public body involved before approaching our Office. In addition, some complaints do not fall under our jurisdiction under the *Ombudsperson Act*, or are simply requests for information and therefore do not result in investigation.

Ombudsperson investigations are independent, impartial and confidential. These are key features of Ombuds work worldwide, and are what differentiate our process from other types of reviews such as public enquiry processes or reviews undertaken by advocacy organizations. We do not prejudge complaints – instead, we collect information and hear both sides before reaching any conclusions about whether a public body has acted fairly in delivering its services.

Our work is consultative and resolution-focused. We aim to work together with public sector employees to search for solutions to problems we identify through our individual investigations. Through consultation with a public body, we are usually able to reach a resolution to individual complaints and where we find the public body did not act fairly, make suggestions for improvement to the administration of public policies.

In determining whether administrative unfairness occurred we ask a number of questions in relation to processes, procedures and decision making:

Is a policy contrary to law?

Were arbitrary procedures used?

Were inadequate reasons given for a decision?

Is it unjust, oppressive or improperly discriminatory?

Were there unreasonable delays?

Was there a question of negligence?

Early Resolution

The Office of the Ombudsperson's Intake and Early Resolution Team provides quality first-line service for the public. Under the delegated authority of the *Ombudsperson Act*, the team is responsible for assessing complaint jurisdiction, referring complainants to available review and appeal mechanisms, identifying matters of administrative fairness for potential investigation, conducting early resolution investigations, and providing

assistance and information to members of the public. Early resolution complaints are those where we anticipate being able to resolve the matters in 10 working days. These complaints are considered according to a variety of criteria including unreasonable delay in service, poor communication, lack of information or failure to provide an explanation regarding a decision.

“Every day when I pick up the phone there's something different – it's so rewarding when the call ends and I know someone has found the help they need.”

– Early Resolution Officer

8,400

**Total intakes –
highest in 10 years**



Investigations

Almost 1,500 complaint files were assigned to our investigative team last year spanning a wide variety of public authorities from regulatory bodies to provincial government ministries and health authorities to local governments. Investigators impartially investigate complaints from members of the public about matters of administrative

fairness involving public agencies within the Ombudsperson's jurisdiction. They bring analytical judgement to bear on the results of these investigations, identify fair and reasonable resolutions, and share their conclusions with both complainants and public bodies. Common resolutions include:

A better explanation or clearer reasons for a decision

Changes to policy, procedures, and sometimes legislation

An apology

Employee training

Access to a benefit previously denied

A commitment to follow policy in the future

A refund or reimbursement of expenses

A new hearing or reconsideration of a previous decision

Day in the Life of an Investigator

For an Ombudsperson Investigator, a “typical” day varies greatly depending on the type of complaint they’re working on. However one thing is typical – there is something new to learn every day. Much of an Investigator’s time is spent listening. In their daily work, they hear an incredible diversity of concerns from people from all over the province. They may be youth in care trying to get access to health care, single parents unhappy about the enforcement of their child support order, or foster parents concerned about the removal of a child from their care. They may be newcomers to Canada confused by government systems and processes, students trying to get access to career training or inmates at correctional facilities who feel they are being treated unfairly. They may be people living in remote communities concerned about access to transportation or people living in urban areas who feel municipal officials are not following the rules. Each person brings a unique story.

The Ombudsperson Investigator takes these stories, distills the facts, and identifies if or where an issue of administrative unfairness may have occurred. Sometimes they decide that an investigation is not required. If it is, they start their investigative work. With a legal mandate that includes extensive investigative powers, Ombudsperson Investigators are able to request a broad range of information including records that are inaccessible to members of the public. They often have direct access to decision makers themselves. Investigators need to be able to understand not only the complex puzzle of what happened, but also what *should* have happened in the situation at hand. Through their work, Investigators gain significant knowledge of how public authorities operate and how important decisions that affect thousands of British Columbians daily are made. Their work can result in significant change – better policies and procedures, access to benefits previously denied or clear explanations of decisions.

“I’m a curious person by nature so I quite honestly couldn’t think of a better job.”

– Investigator

“One of the best parts of this work is working to find the truth.”

– Investigator

“It’s extremely rewarding when I can resolve a complaint, but it’s just as satisfying when at the end of the day I see that a public authority did their job well.”

– Investigator

WHAT WE CAN INVESTIGATE

Complaints of unfair actions and decisions by:

- Provincial ministries
- Provincial agencies, boards and commissions
- Crown corporations
- Local governments
- Health authorities
- School boards, colleges and universities
- Self-regulating professions and public pension boards of trustees

The list of authorities can be found in the Schedule to the *Ombudsperson Act*.

FINDINGS WE CAN MAKE

Whether an action/decision/recommendation/omission is:

- Contrary to law
- Unjust, oppressive, improperly discriminatory
- Done pursuant to an unjust, oppressive, or improperly discriminatory law, regulation, direction, guideline or policy
- Based on a mistake of law or fact
- Based on arbitrary, unreasonable, or unfair procedures
- Done for an improper purpose
- Not explained with adequate and appropriate reasons
- Based on irrelevant considerations
- Improper
- Negligent
- Otherwise wrong

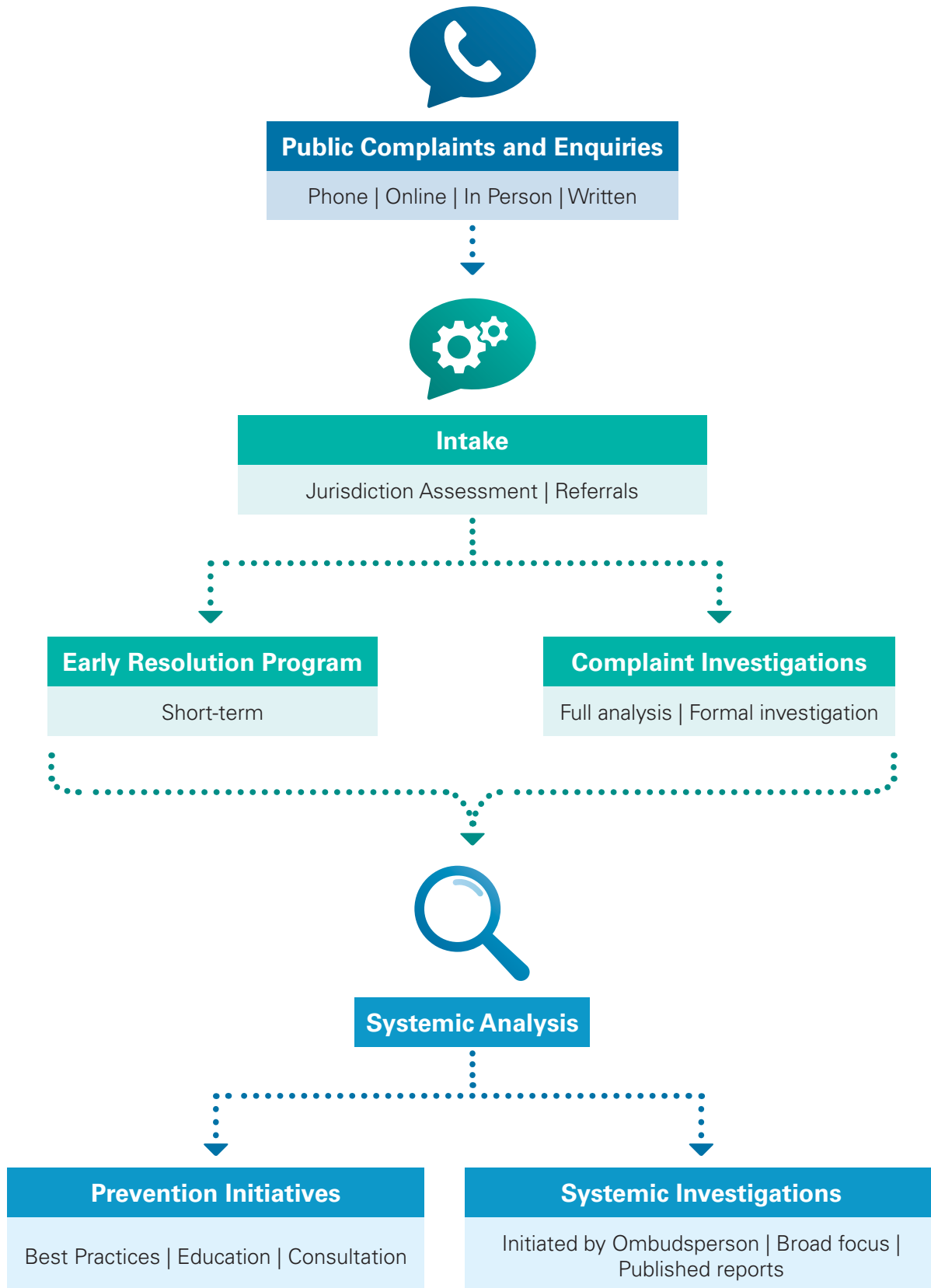
RECOMMENDATIONS WE CAN MAKE

- Refer a matter for further consideration
- An act be remedied
- A decision or recommendation be cancelled or changed
- Reasons be given
- A practice, procedure or course of conduct be altered
- An enactment or other rule of law be reconsidered
- Any other step be taken

OUR APPROACH

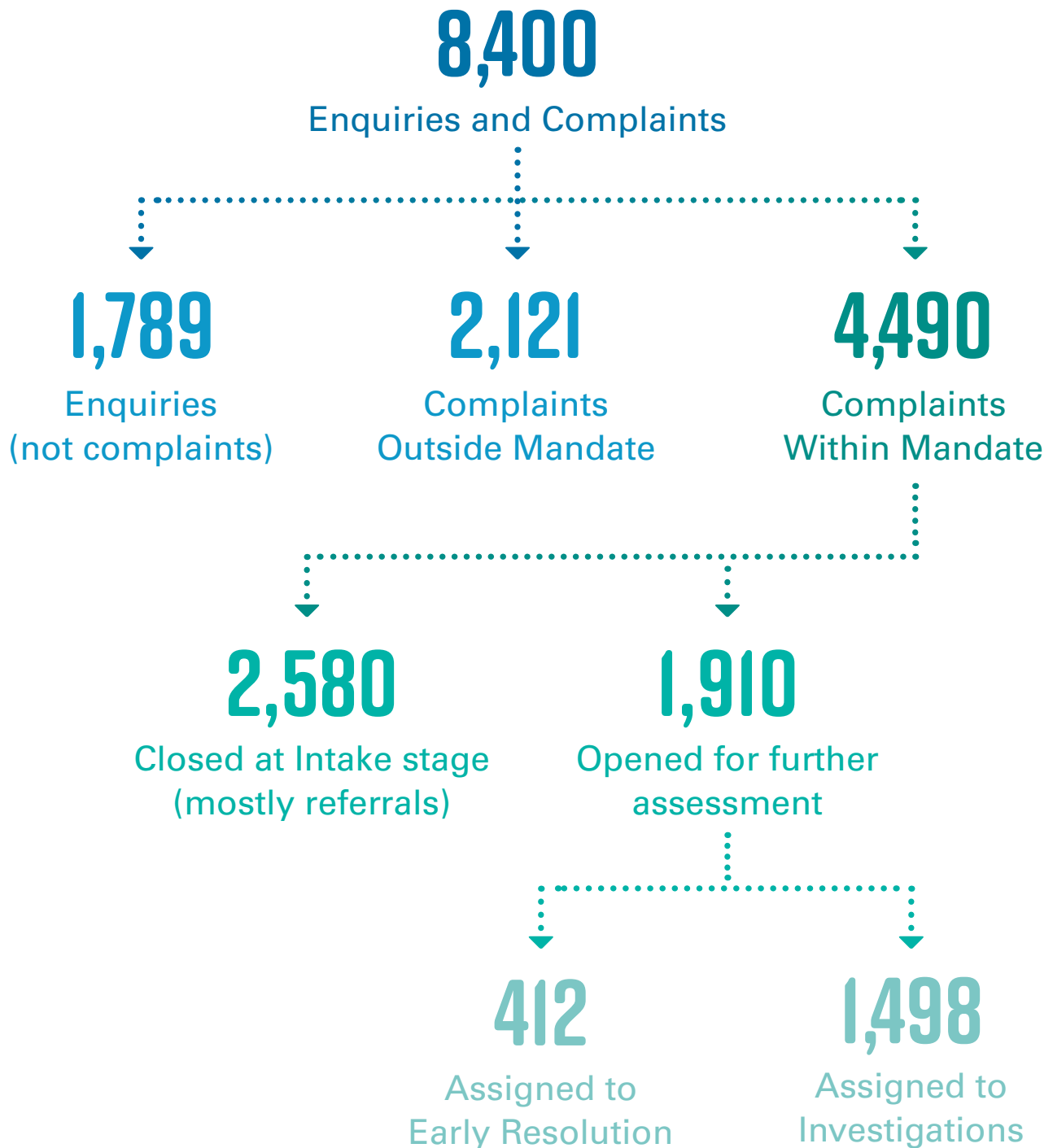
- Independent
- Impartial
- Consultative
- Resolution-oriented

HOW WE ASSIST



HANDLING COMPLAINTS IN 2017/2018:

Intake, Analysis and Investigation



A man in a dark suit and light shirt is shown in profile, speaking and gesturing with his hands. He is in the foreground, slightly to the left. In the background, a blurred audience of people is seated at tables, some looking towards the speaker. The entire image has a teal/blue color overlay.

PUBLIC EDUCATION & OUTREACH

Sharing Our Work

In 2017/18 we continued to share the work of our Office through a variety of activities including numerous public authority meetings, public presentations and community visits.

Community Visits/ Mobile Clinics

To ensure British Columbians across the province are aware of, and able to make use of our services, the Ombudsperson and staff go on the road to provide mobile intake clinics. In July the Ombudsperson visited Salmon Arm, Revelstoke, Golden, Invermere and Cranbrook. In February the tour focused on the Lower Mainland and included visits to Coquitlam, Port Coquitlam, Maple Ridge, Pitt Meadows, Mission and Langley. Members of the public took the opportunity to bring their complaints about public authorities directly to us in these communities. Meeting with members of

the public provides another avenue to bring a complaint forward and gives us an opportunity to explain the service we provide face to face. To find upcoming dates for clinics, as well as information about how to book an appointment, visit www.bcombudsperson.ca.

Community Engagement

The Ombudsperson and staff made 70 presentations to 63 organizations last year. Meetings, presentations, webinars and site visits are an ongoing key component of the outreach work of the Office. Liaising regularly with public authorities under our jurisdiction, as well as community groups and members of the public, gives us an important opportunity to promote the principles of administrative fairness and allows us to share the knowledge and expertise we have with a broad cross-section of our diverse province. In 2018/19 we will begin a new outreach campaign focusing on underserved British Columbians.



Ombudsperson Site Visits

As part of our education and outreach activities, our staff visit a variety of public authority locations around the province. This is an opportunity to explain the work that we do and gives us a chance to listen to challenges being faced by various public authorities. This is an important part of our ability to be “eyes and ears on the ground” ensuring that policies and procedures are being implemented fairly and complaints are being dealt with effectively.

Visiting B.C.’s provincial adult and youth correctional centres is an important aspect of this work. Ombudsperson Investigators consult with their team beforehand to identify any current issues that are reflected in cases our Office is working on before arranging the visit. Site visits include a tour of the centre with particular attention paid to the areas where there tend to be the most complaints. We always visit the health care unit, the segregation unit, living units, and the kitchen/eating areas.

We meet with inmate living unit representatives to hear about current issues in the centre and we also meet with correctional officers and other front-line staff to discuss a wide variety of

topics including how inmate programs are run, how inmate complaints are handled and how health care services are provided. We also seek information from staff about operational challenges they have experienced and welcome any information that would be useful in providing context to the complaints we receive. We welcome questions from both inmates and staff and take time to explain the work we do and how we do it encouraging inmates to direct any complaints through the centre’s complaint process first. We confirm that information about the complaint process is posted in the centre, preferably on the walls near the telephones.

This year we had particular interest in inmates’ access to health care. Prior to October 1, 2017, a contractor provided health care in adult correctional centres. On October 1, 2017, the Provincial Health Services Authority (PHSA) assumed responsibility for health care services in B.C. correctional centres. Our site visits this year focused on inmate access to health care services under the PHSA including ensuring an adequate mechanism is in place for inmates who have a complaint about health care services.



Presentations and Meetings

April 20, 2017	BC School Trustees Association
May 8, 2017	BC Law Institute
May 16, 2017	Federation of Canadian Ombudsman/Association of Canadian College and University Ombudspersons
May 16, 2017	University of Victoria Law Centre
May 17, 2017	Community Relations & Service Quality Managers
May 29, 2017	Canadian Council of Administrative Tribunals
June 20, 2017	Burnaby Youth Custody Services Centre
June 23, 2017	Auditor General for Local Government
July 6, 2017	University of Victoria Dispute Resolution Class
July 10, 2017	Salmon Arm City Council
July 10, 2017	Columbia Shuswap Regional District
July 10, 2017	School District #83 (Okanagan Shuswap)
July 11, 2017	Revelstoke City Council
July 11, 2017	Community Connections Revelstoke Society
July 11, 2017	Revelstoke Chamber of Commerce
July 12, 2017	Golden Community Resources Society
July 12, 2017	Golden Chamber of Commerce
July 12, 2017	Town of Golden
July 13, 2017	School District #6 (Rocky Mountain)
July 13, 2017	Village of Radium Hot Springs
July 13, 2017	District of Invermere
July 14, 2017	Regional District of East Kootenay
July 14, 2017	City of Cranbrook
July 14, 2017	Community Connections Society of Southeast BC

July 20, 2017	Haida Village of Skidegate
Sept 21, 2017	Legislative Assembly Orientation
Sept 26, 2017	OIPC Investigators
Sept 27, 2017	Federation of Canadian Ombudsman/Osgoode Law
Oct 11, 2017	Student Aid BC Case Review and Appeals
Oct 20, 2017	UVic Law Centre
Oct 24, 2017	MLA Constituency Assistants Seminar
Oct 26, 2017	Association of Regional District Planning Managers
Nov 3, 2017	Canadian Elder Law Conference
Jan 10, 2018	B.C. Legislative Interns Orientation
Feb 5, 2018	Village of Anmore
Feb 5, 2018	Public presentation: Coquitlam Public Library
Feb 6, 2018	School District #43 (Coquitlam)
Feb 6, 2018	City of Port Coquitlam
Feb 6, 2018	City of Coquitlam
Feb 6, 2018	City of Port Moody
Feb 7, 2018	School District #42 (Maple Ridge/Pitt Meadows)
Feb 7, 2018	Katzie First Nation
Feb 7, 2018	City of Maple Ridge
Feb 8, 2018	District of Mission
Feb 8, 2018	School District #75 (Mission)
Feb 9, 2018	Township of Langley
Feb 9, 2018	School District #35 (Langley)
Feb 16, 2018	UVic Law Centre
Feb 21, 2018	Ministry of Children and Family Development Quality Assurance
Mar 1, 2018	UVic Law class
Mar 27, 2018	Residential Tenancy Branch



PREVENTION

Prevention Initiatives Pilot Program (2017-2020)

During our Office's 2016 strategic planning consultations with public authority staff, we heard loud and clear that it would be helpful for us to share our expertise in administrative fairness and complaint handling by offering educational outreach and more collaborative approaches to resolving issues before complaints arise. In November 2016, the Legislative Assembly's Select Standing Committee on Finance and Government Services supported a three-year funding commitment of \$693,000 annually to develop this program. This funding allowed us to dedicate resources to create a specialized team that would offer less formal, more collaborative approaches to addressing issues, sharing our expertise in administrative fairness outside of the context of investigations. In 2017/18 we established a three-year Prevention Initiatives Pilot Program, focusing on proactive engagement and informal consultations with public authorities under our jurisdiction. Our goal is to help embed fairness into public programs and policies from the start. After all, an ounce of prevention is worth a pound of cure.

The Prevention Initiatives Program has the following goals:

- Educate public authorities about the Ombudsperson's role, mandate and investigative process to enhance awareness of the Ombudsperson and the capacity of public authorities to respond effectively to Ombudsperson investigations;
- Promote the application of principles of administrative fairness in the delivery of government services through various initiatives, including educational webinars, training workshops, and online training programs;
- Foster the use of proactive consultation with public authorities on emerging issues to identify opportunities for resolution prior to engaging in complex, formal, and resource-intensive investigative approaches;
- Support authorities in identifying and avoiding potential fairness issues in program and policy development and change; and
- Identify and promote best practices in government service delivery and complaint resolution.

700

Number of public sector employees reached through our webinars, presentations and consultations

“We found the information to be very useful and would like to share elements of the presentation with staff and our own internal working group that is looking at setting up a process of our own. Thanks in advance and in general for the important work you do on behalf of British Columbians.”

– BC Coroners Service

The Prevention Initiatives Team began the year by focusing on ways we could enhance our reporting to public authorities on the trends and issues we were hearing about in the complaints we receive from the public. We established a framework for tracking and reporting out to public authorities the types of complaint issues that we had identified. We now provide this enhanced information on a quarterly basis to assist authorities to address these issues more proactively through their own quality assurance processes. We also use this information to identify specific opportunities where more preventative action may reduce the need for investigation. By engaging more proactively with public authorities and offering voluntary consultation on emerging or systemic issues, we aim to assist public authorities by enhancing their processes to promote fairness in public service delivery and improving their capacity to respond effectively when complaints do arise.

Educational outreach to public authorities was also an early priority for the team. We initiated an educational webinar series on topics relating to administrative fairness and complaint handling, and hosted three webinars in the first year of the program – all of which were posted to our website and have been met with much interest from public authority staff. We also developed a one-day, in-person fairness course for public



Prevention Workshop session activity

servants, and our first workshop sessions were immediately filled within only a few hours of being advertised. The workshops offer a full day of cross-sector learning about administrative fairness principles, providing participants with an opportunity to learn more about the role of our Office and why administrative fairness matters in public service. These workshops, entitled *Fairness in Practice*, will be delivered regularly in various parts of the province throughout the second year of the pilot. We also offered several presentations in the first year of the program to a number of different organizations, including ministries, boards, local government and health authority groups.

“I have no doubt this will open up more dialogue on our mutual cases and situations and we look forward to those. I suspect other ministries and agencies will benefit from this kind of approach and discussion.”

– Patient Care Quality Working Group

PREVENTION

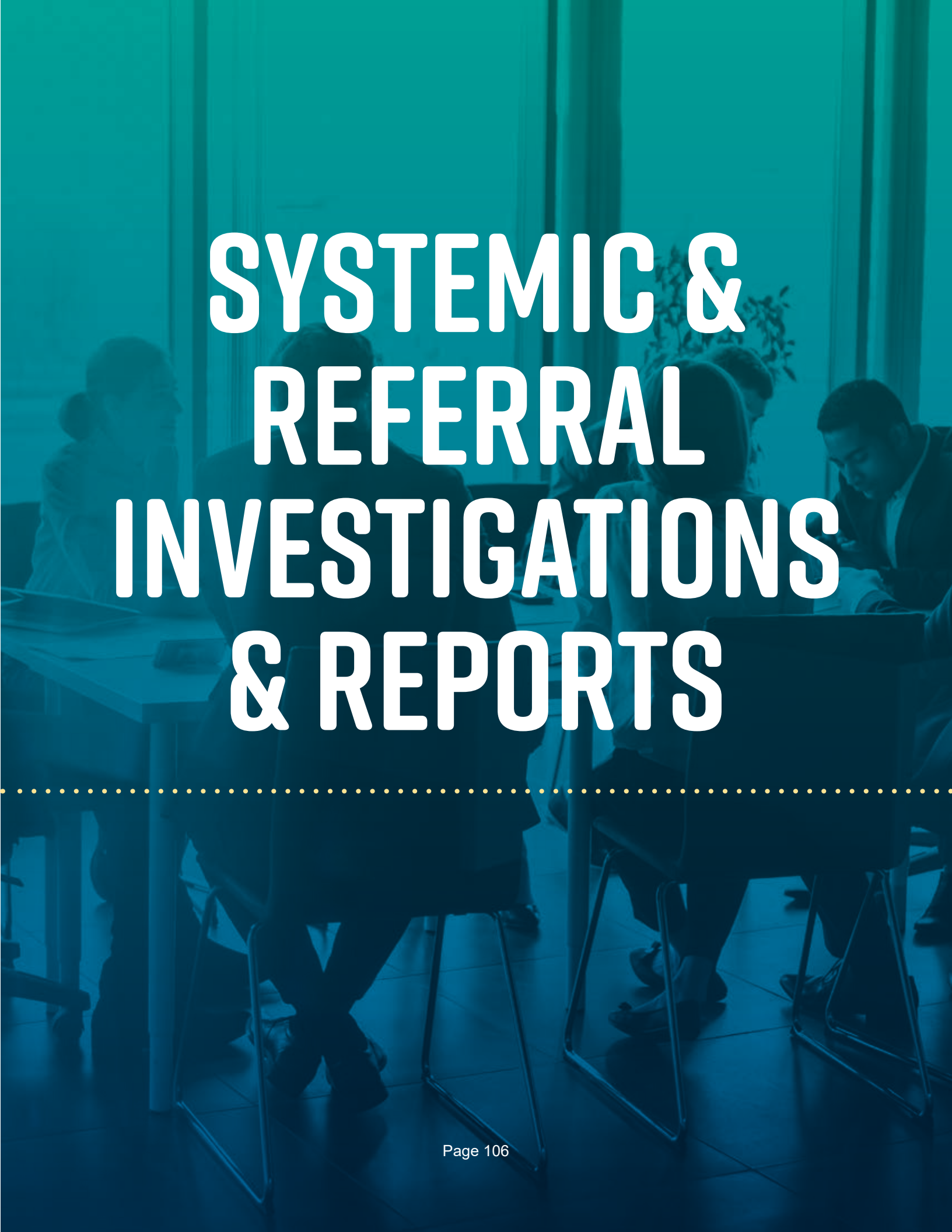
In addition to the enhancements made to our quarterly reporting process and our educational outreach initiatives, the Prevention Initiatives Team also engaged in consultations with a number of public authority staff on issues relating to program design, complaint handling, and policy development. We received multiple requests in the first few months of the program for this consultation and feedback, and were pleased to see the positive response that we received to this offer of assistance.

As we enter the second year of the Prevention Initiatives Pilot Program, we look forward to engaging even more with public authority staff to proactively address fairness issues before they result in complaints. We will also be launching our online training program, which will offer an introduction to the principles of administrative fairness in public service delivery. Additional best practice guides relating to complaint handling and administrative fairness will be developed in the second and third years of the program.

“You have been invaluable in your support, and in particular, on assisting us in restructuring the board to be patient-oriented and providing procedurally fair hearings.”

– *Mental Health Review Board*



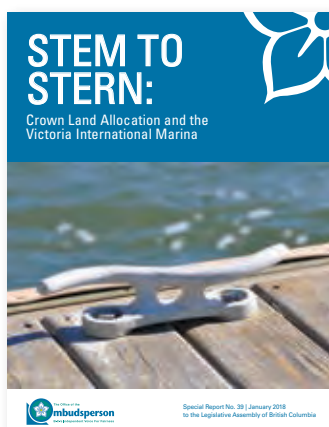
The background of the page is a photograph of several people sitting around a table in what appears to be a meeting or collaborative work environment. The image is heavily overlaid with a teal color, which serves as a background for the text. The text is in a large, bold, white, sans-serif font, arranged in four lines. A horizontal dotted line is positioned below the main title.

SYSTEMIC & REFERRAL INVESTIGATIONS & REPORTS

Overview

In addition to investigating complaints, the Ombudsperson has the authority to initiate investigations. Often such investigations are systemic in nature and have potential impact on a large number of people. In addition the Legislative Assembly, or one of its committees, can refer a matter to the Ombudsperson for an investigation culminating in a report. Our Office completed two significant reports this past year and we continued to track the progress on recommendations in past reports.

Completed in 2017/18



Stem to Stern

On January 10, 2018, we released Special Report No. 39, *Stem to Stern: Crown Land Allocation and the Victoria International Marina*. This report is the

result of the Ombudsperson's investigation into the decision of the Ministry of Forests, Lands, Natural Resource Operations and Rural Development to approve a lease of two Crown water lots to be used as part of the Victoria International Marina.

The investigation followed complaints from the public that the ministry did not adequately consider Crown land allocation principles in its decision making, approved the application when other approvals were still pending, and made the decision without adequate public consultation.

The investigation found a number of shortcomings with the ministry's decision making processes, including:

- The adequacy and timeliness of information made available by the ministry,
- The consultation process used by the ministry in arriving at its decision, and
- The adequacy of reasons provided to support the ministry's decision.

Our investigation resulted in eight recommendations made to the Ministry of Forests, Lands, Natural Resource Operations and Rural Development. These recommendations relate to the quality and relevance of information available to the public, the ministry's public consultation process and the transparency of its decision making.

The ministry accepted and agreed to implement all of the recommendations. The Office of the Ombudsperson will monitor the ministry's progress towards implementation and report publicly on the results.



Misfire

On April 6, 2017 the Ombudsperson released *Misfire: The 2012 Ministry of Health Employment Terminations and Related Matters*. The following day, government confirmed that it

had accepted all 41 of the recommendations in *Misfire* and that it had engaged former Supreme Court of Canada Justice Hon. Thomas Cromwell to monitor the implementation of the recommendations for the first year following the report's release.

Misfire is the first report issued by the Office of the Ombudsperson that arose from a legislative referral. On July 29, 2015, for the first time in the Office's 36-year history, a committee of the legislature referred a matter to the Office of the Ombudsperson for investigation under section 10(3) of the *Ombudsperson Act*. The committee passed a motion to:

...refer the Ministry of Health terminations file to the Ombudsperson for investigation and report as the Ombudsperson may see fit, including events leading up to the decision to terminate the employees; the decision to terminate itself; the actions taken by government following the terminations; and any other matters the Ombudsperson may deem worthy of investigation. The committee trusts that his investigation can conclude in a timely manner.

On September 9, 2015, the committee unanimously approved special directions that set out in more detail the various matters related to the referral.

The recommendations in *Misfire* resulted from our investigative findings that government had acted wrongly in, among other things, firing Ministry of Health employees, suspending or terminating contracts and access to health data, and announcing that the fired employees were the subject of an RCMP investigation. We found that the manner in which government conducted its investigation was unfair and led to incorrect conclusions.

The recommendations sought to address both individual harms and broader systemic issues, including:

- Apologizing and issuing ex gratia payments to the individuals harmed by government conduct
- Reopening settlements reached with the three fired employees who were members of BCGEU

- Reversing the financial impact of the investigation on three other public servants who were disciplined but not fired
- Transferring funds to establish a scholarship in memory of Roderick MacIsaac at the University of Victoria
- Developing and implementing a policy framework for assessing and responding to conflicts of interest
- Developing policy and training for reporting employee misconduct to the police
- Creating new guidelines for making decisions about suspending access to data
- Establishing written protocols for decisions to not follow risk-based legal advice
- Introducing, for consideration by the Legislative Assembly, legislation providing for the investigation of public interest disclosures and for the review of all just cause dismissals to ensure they comply with government policy
- Implementing an organizational reconciliation plan in the Ministry of Health
- Assessing the extent to which the termination of evidence-based programs during the internal investigation created gaps in evidence-informed drug therapy research, and developing a plan to address those gaps.

Each of the 41 recommendations had an implementation date in the 2017/18 fiscal year. During the year, government released two status updates and Hon. Thomas Cromwell separately released three monitoring reports on October 12, 2017, February 28, 2018 and April 27, 2018, in which he assessed and commented on government's progress in implementing the recommendations. Government's report on implementation was provided to us and made public on April 30, 2018. These reports, and supporting documents, are available on the provincial government's website at www2.gov.bc.ca/gov/content/home/ombudspersons-report.

Monitoring Our Recommendations

One of the key ways in which the Office of the Ombudsperson can effect change in the fair administration of government programs is by making recommendations for improvements. Our recommendations result from investigative findings of unfairness. In other words, when our investigation highlights a problem in fair administration, our recommendations aim to fix that problem. Our recommendations may involve individual remedies or systemic change, and often contain timelines by which we expect an authority to have made the change.

Once the report has been publicly released, we begin monitoring whether authorities

are implementing the recommendations. We collect information from the authority about the steps they have taken to implement the recommendation. We expect the authority to provide us with specific, relevant and verifiable information about its implementation steps – a general commitment to take actions is not sufficient. We then assess this information to determine whether, in our view, the recommendation is fully implemented. In the next fiscal year, we will be publicly issuing detailed investigative updates on a number of our past reports.

Key recommendations from our reports that have been implemented to date include:

Students at private training institutions in B.C. are better protected because it is now an offence for a certified private training institution to engage in false, deceptive or misleading representations or advertising.
– *In the Public Interest: Protecting Students through Effective Oversight of Private Career Training Institutions*

The B.C. Corrections Branch has developed a training course for individuals who conduct inspections and has ensured that at least one member of the inspection team is external to the Corrections Branch.
– *Under Inspection: The Hiatus in BC Correctional Centre Inspections*

Standardized staffing levels for residential care in B.C. are being put into place following our recommendation of having an average target of 3.36 hours per resident per day in each health authority.
– *The Best of Care: Getting it Right for Seniors in British Columbia (Part 2)*

Individuals who conduct riparian area assessments now must follow professional practice guidelines and professional standards of conduct.
– *Striking a Balance: The Challenges of Using a Professional Reliance Model in Environmental Protection – British Columbia's Riparian Areas Regulation*

Students can be more confident that new programs at private training institutions will help them attain their career goals because under a new regulatory framework, independent external evaluators are required to review proposed programs in accordance with specific criteria.
– *In the Public Interest: Protecting Students through Effective Oversight of Private Career Training Institutions*

Staff working in residential care in B.C. have access to additional training in how to support residents with dementia.
– *The Best of Care: Getting it Right for Seniors in British Columbia (Part 2)*

A photograph of a woman and a man sitting and talking, overlaid with a teal filter. The woman is on the left, gesturing with her hands, and the man is on the right, listening. The text 'CASE SUMMARIES' is centered over the image.

CASE SUMMARIES

Overview

Case summaries help tell the story of our investigations. They provide a lens into understanding the kinds of individual complaints that come to us.

Case summaries also serve to enhance the transparency around our investigative process and the steps we take when we are determining whether administrative unfairness has occurred, or not. As can be seen from this year's summaries, complaints are not always substantiated – sometimes our investigators after looking at all the evidence determine policies and procedures are being applied fairly.

This year's case summaries include investigations that are closed quickly by our Early Resolutions Team, as well as those that are handled by our three Investigative teams. While they are reflective of the kinds of cases we deal with on a daily basis, they are a small fraction of the work we do.

It is important to note that names have been changed to protect the privacy of complainants. Photos are for illustrative purposes only.



Cases were assigned to investigations

EARLY RESOLUTION

Look who's back in town

Health Insurance BC - MSP, Ministry of Health

After receiving medical tests at a lab, Marco received a \$159 invoice and some distressing news – his Medical Services Plan coverage had been cancelled. Knowing that he had been paying premiums, Marco called Health Insurance BC (HIBC) to resolve the issue. After being told to reapply, Marco called us looking for answers.

In talking with Marco, we learned he had not yet talked to a manager. We offered to make the connection. In doing so, HIBC offered us some clarity. In planning to leave B.C., Marco

had been granted an extended absence. This allowed Marco to retain coverage abroad for up to two years. Unfortunately, when the two year mark passed, HIBC automatically cancelled Marco's coverage assuming he was still out-of-province. In fact, Marco decided to return and had been back in B.C. for well over a year. As a result of our call, HIBC called Marco the same day, informing him that his medical coverage was reinstated – he need not reapply. HIBC also invited Marco to submit his \$159 invoice for reimbursement.



EARLY RESOLUTION

MSP payments fall through the cracks

Health Insurance BC - MSP, Ministry of Health

Colin contacted us to complain about the treatment he received when he contacted Health Insurance BC (HIBC), and about concerns regarding his Medical Services Plan (MSP) premiums. Colin said that HIBC staff did not assist him to resolve his concerns.

Colin explained that he retired in 2005 from the RCMP and applied to have MSP premium payments transferred from his pay cheque to his federal pension plan. Later that year it was determined that his MSP premiums were not being paid. Colin paid the arrears owing for MSP, and starting January 2006, he began attending the Service BC office each month to pay his MSP premiums in person.

Colin stopped paying his MSP premiums in January 2018 because he was informed by his pension provider that MSP payments had been taken off his pension since 2006, with the exception of periods when he was employed on and off, and sent to HIBC. Confused and concerned about this news, Colin contacted HIBC to try and sort out his MSP account.

Colin did not know what to do when HIBC staff told him that HIBC records indicated that HIBC only received Colin's payments as of January 2018, and staff refused to provide him with an email address where he could send his information and concerns.

We contacted a staff person at HIBC and explained the complaint, including Colin's concerns about the quality of service he received when he contacted HIBC. The staff person looked into the complaint the same day we contacted her, and found that the issue dated back to a time when the Ministry of Health administered the MSP program. The HIBC staff person put Colin on the correct program to recognize the MSP payment made from his federal pension. We were also told that Colin would get a refund of \$4,600. She said she would be in contact with the federal pension contact person, and would follow up with the HIBC Quality Assurance team.



Denied basic health coverage

Health Insurance BC - MSP, Ministry of Health

Darci's baby was due soon. An applicant for permanent residency status, she was having trouble getting the Medical Services Plan (MSP) coverage she needed. She and her partner, who was a resident of B.C., faced \$20,000 in hospital bills. Concerned, Darci turned to the Office of the Ombudsperson for help.

We investigated and found that Canadian citizens and persons with permanent resident status in Canada may be eligible to get health care benefits. In addition, spouses and children of B.C. residents both may be deemed residents for the purposes of health coverage if they have an active application for permanent residency and have paid their application fee. In the past, the ministry would consider an application "active" as soon as it was received by Citizenship and Immigration Canada, and CIC had sent an acknowledgement that the application fee had been paid. While the regulation remained unchanged, the ministry's interpretation was that confirmation of receipt of the application was now not enough. The ministry wanted the application to first proceed to secondary screening at the federal agency. Due to a long federal backlog of applications, the processing time for applications exceeded 12 months.

Noting that this unexplained policy change delayed access to MSP for Darci – and potentially many others – we consulted with the ministry to ensure its process was fair and consistent with the regulation. As a result of our investigation, the ministry agreed to change its policy for all people who have been sponsored to immigrate in the Spouse or Common-law Partner in Canada class. In addition, following proof of payment of the permanent residency status application fee, MSP coverage will now begin the first day of the month following completion of the standard wait period. The ministry also agreed to write to the spouses, like Darci, who were denied coverage, offering retroactive coverage based on a residency status beginning on the application fee payment date. Furthermore, accepting this retroactive coverage would be optional, since it would involve paying MSP premiums for that retroactive time period.

376

In 2017/18 we received 376 complaints about health authorities – top three areas of concern related to Patient Care Quality Offices, Mental Health and Substance Use Services, and Residential Care Services

Does the policy apply?

Interior Health Authority

Angela had been receiving medication as an outpatient at the hospital for many years. One day the hospital pharmacist gave her a letter stating that the hospital would no longer cover the medication she was taking. Angela later learned that the decision was made for budget reasons. Concerned about the hospitals' decision to stop funding her medication, Angela went to Interior Health's Patient Care Quality Office (PCQO). Angela needed the medication regularly to address her chronic health issue, but it was expensive and was not covered by PharmaCare. Angela paid for the medication for a while but she lived on only a disability benefit and could not afford to keep paying for the medication herself. After PCQO conducted a review, the hospital decided to reinstate funding a few

months later but denied her request to issue a refund. Not satisfied with the decision, Angela came to our Office.

We investigated whether Interior Health adequately responded to Angela's request to have her costs reimbursed for the period she was paying out of pocket for the medication. Interior Health confirmed that the change in policy did not apply to individuals who previously received the medication in question, and they agreed to compensate Angela for the almost \$700 she had spent on the medication while it was not covered. Angela contacted us to confirm that she received the cheque from Interior Health and thanked us for our help.



HOUSING

EARLY RESOLUTION

A building apology

BC Housing

Preparing to build a home, Simeon submitted a residential builder licence application to BC Housing. Two months later, the agency responded, requesting some new information which Simeon promptly sent. Another month passed and Simeon, getting frustrated, asked for an update – he needed to get working. Hearing nothing back, Simeon turned to the Office of the Ombudsperson for answers.

We requested that BC Housing provide an update on Simeon's seemingly overdue application. Readily acknowledging the delay, BC Housing told us it had waived Simeon's exam requirement, approved his application immediately and emailed him with the information he needed.

We called Simeon to confirm his application was a success. Not only did he have his paperwork in order, Simeon said that BC Housing also called him personally and offered a meaningful apology. Simeon thanked us for our work.



Low income redefined

BC Housing

Judith, a single parent with limited financial resources, lived in a BC Housing wheelchair-accessible building with her 18-year old daughter Sarah, who had multiple disabilities. Judith had recently adopted Sarah through the Ministry of Children and Family Development after fostering her since infancy, and was now receiving Post Adoption Assistance, a benefit to help address Sarah's needs.

Although foster care payments had previously been exempt from Judith's calculation in determining her annual rent subsidy entitlement, BC Housing was now including her Post Adoption Assistance payments as income, resulting in higher monthly rental costs for the family. Judith attempted to raise her concerns about her rent subsidy with BC Housing, but was informed that Post Adoption Assistance is similar to other forms of child support, and therefore considered a source of income under BC Housing's Rent Calculation Guide. Unsure where to turn next, Judith turned to us.

Through our investigation, we asked BC Housing to explain the rationale for excluding foster care payments and other government-issued child benefits as sources of income, but including Post Adoption Assistance – for which the Rent Calculation Guide was silent.

Given that individuals who qualify for BC Housing rent subsidies are predominantly B.C. individuals and families with low income, we also questioned whether BC Housing's policy to include child support payments as income in tenant rent calculations was consistent with their broader social policy commitment to provide affordable housing and ensure maximum subsidies are available for low income families. We observed that BC Housing may not truly be meeting this objective with their current policy.

We consulted with BC Housing who agreed to review and consider amending its policy. In response, BC Housing reported that it would amend the Rent Calculation Guide and extend the income exemptions to include all child support payments, including all federal and provincial child benefits. Judith's individual complaint to our Office led to broader improvements for all, as these expanded income exemptions will enable families living in BC Housing units to direct more of their financial resources towards meeting the needs of their children.

Perplexing payment

Ministry of Social Development and Poverty Reduction

Mark lost his housing. As the Ministry of Social Development and Poverty Reduction paid his shelter allowance directly to his landlord, Mark immediately went to his local office to report his change in living circumstances. Staff assured Mark that the direct payment to his landlord had been cancelled. When Mark picked up his disability assistance cheque the following week, he was shocked to find he only received \$138 for the month instead of the expected \$638.

When Mark asked staff about the \$500 discrepancy in his assistance, they told him that the ministry had accidentally issued this payment to his former landlord to cover his rent for the month. Mark requested reimbursement but was told the ministry could not re-issue the payment because his landlord had received the funds and therefore the matter was a landlord/tenant issue. Unable to collect the funds from his former landlord, Mark contacted the Office of the Ombudsperson.

Our investigation confirmed Mark's report that he let ministry staff know of his change in living circumstances and that the ministry had told him that the direct payment to his landlord had been cancelled. We identified that the ministry had updated Mark's file to remove his shelter allowance entitlement but missed removing the automatically generated rent payment, which led to \$500 of his support entitlement being paid to his former landlord. We asked the ministry to reconsider its position that this matter was a landlord/tenant issue as it looked like Mark had done everything he could to ensure the payment was cancelled and it was clear that the ministry made the error. The ministry agreed to review Mark's file further and acknowledged the administrative error identified through our investigation. In response to this issue, the ministry issued Mark \$500 to resolve the errant payment.





CHILDREN & YOUTH

Eviction Avoided

Ministry of Children and Family Development

Hardip contacted us with a complaint about the Ministry of Children and Family Development. She and her daughter lived in subsidized housing run by a non-profit housing society and the subsidy was based on her being a single parent with one child living with her. She explained that her three-year-old daughter had been removed from her care by the ministry and that she and the ministry were working toward a gradual return of her daughter to her care.

While Hardip was working with the ministry to have her daughter returned to her care, she received an eviction notice because her daughter was not residing with her. The manager asked her to provide a letter from ministry staff confirming the ministry was in the process of returning her daughter in order to keep her apartment.

Hardip talked to her social worker who agreed to send a letter to the housing society in order to satisfy her building manager's request. However, she said a number of weeks passed and nothing had been sent to the society. Hardip told us she followed up with ministry staff at her local office and asked for an update, but no one got back to her. She wasn't sure what to do and was very concerned about losing her housing.

Our Office investigated whether the ministry followed a reasonable process for responding to Hardip's request that it provide a letter to the housing society. We confirmed with

a team leader that Hardip had asked the ministry to provide the housing society with a letter to confirm her daughter would be transitioned back to her care however, the letter was not due to be sent until the last week of the month and it was not clear whether the housing society would receive it in time.

We asked whether there was anything further the ministry could do to ensure that the housing society received the required information prior to the end of the month so that the eviction would not be acted on. The ministry agreed that the letter should be mailed out immediately and indicated that staff would contact Hardip's building manager to confirm that the letter was on its way.



Let me see my kids

Ministry of Children and Family Development

Cathy contacted our Office with a complaint that she was being unfairly restricted from spending time with her children. A Traditional Family Case Planning Meeting was held in mid-June 2017 and an agreement was made that Cathy would have supervised access to her children twice weekly that would be coordinated by a delegated Aboriginal agency (DAA). However, Cathy told us she was not seeing her children regularly and she felt this was unfair.

When we investigated we were told by the DAA that the reason the access was not currently occurring was because the DAA had intended that access be supervised by a contracted local organization but this organization did not have the necessary number of staff to supervise Cathy's two visits a week. As a result of our investigation however the DAA did work with the contracted organization making it possible for Cathy to see her kids twice a week.



Decision making delay

Ministry of Children and Family Development

Kaylie was nine years old and living with her mother when her mother unexpectedly died. Although Kaylie's father was unable to take care of her, Kaylie had a number of people within her extended family who wanted to care for her. The Ministry of Children and Family Development placed Kaylie with a foster family until a permanent placement decision was made. The ministry did not make a placement decision for nearly one year, eventually deciding to place Kaylie with her maternal aunt and uncle, Beth and Henry. Beth was concerned about the length of time it took the ministry to make a placement decision, so she contacted the Office of the Ombudsperson.

Our review indicated that one of the reasons the ministry delayed making a decision was because the ministry office that had Kaylie's file intended to transfer it to another office within a month or two. In practice, that

meant neither office was prepared to make a placement decision during that period. We also found that the ministry was initially planning to do safe home studies on two potential homes for Kaylie, but owing to resource issues, decided to do file reviews instead. Several months later, the ministry decided it was necessary to complete safe home studies after all because one of the prospective parents had a criminal record.

The ministry agreed that it took too long to make a placement decision for Kaylie, and said that in retrospect, they could have conducted assessments earlier. The ministry acknowledged Kaylie could have been placed with Beth and Henry on a restricted foster home basis. The ministry agreed to provide training for staff about safe home studies and restricted foster home placements, and wrote to Beth to acknowledge that Kaylie should have been placed with her earlier.



INCOME & BENEFITS

EXTENDED CASE SUMMARY

“I feel like Norma Rae”

Ministry of Social Development and Poverty Reduction

Our Office received complaints from two separate individuals about the Ministry of Social Development and Poverty Reduction, both concerned about the amount of money being deducted from their Employment Insurance (EI) benefits, and sent to the Ministry as repayment for hardship assistance they had received in the previous months.

Both individuals explained that while awaiting approval of their EI applications, and in order to make ends meet, they had contacted the ministry and been approved for repayable hardship assistance. As part of the application process, the ministry had required they sign an Assignment of Benefits (AOB) form authorizing the federal government to make deductions to their EI benefits and “assign” the money to the ministry as repayment. Both individuals told our Office they agreed to the assignment, but were unprepared for the financial impacts of the repayment once they started receiving reduced EI benefits. Both individuals were concerned the ministry had made a mistake calculating the repayment amount, because the deductions had left them without enough money to afford basics like rent and food. Both individuals told us that when they tried resolving the issue by contacting the ministry directly, they were advised the calculations were correct, and

that the ministry had no ability to reduce the repayment deductions, even if a person is experiencing financial difficulty as a result.

The individuals remained concerned a mistake had been made on their file, and did not know where to turn when they contacted our Office.

As part of our investigation, we reviewed the ministry’s publicly available information about hardship assistance while awaiting EI and the assignment of benefits repayment process. In both cases, we also contacted the ministry and obtained records associated with the individuals’ requests, including copies of the AOB forms they had signed as part of their application for hardship assistance.

Our reviews indicated that the AOB forms provided by the ministry to the individuals had identified both the amount of repayable assistance being issued, as well as the minimum amount of EI the individuals would receive while their benefits were on assigned to the ministry, also known as the Minimum Weekly Living Allowance. In both cases, it appeared the process followed by the ministry for the assignment of benefits was in accordance with the legislation and policy, and the calculations were correct.

However, given the issues identified by the complainants about the financial impact of the repayments process, and based on our review of the ministry's existing public information about this type of repayable hardship assistance, we had questions about whether individuals were receiving adequate information to fully understand the repayment process and how their further EI benefits would be impacted when they agreed to the terms of the AOB.

We consulted with the ministry about this issue. The ministry acknowledged the repayment process is complicated and that improvements to their existing communications and public information were needed to clarify how the assignment affects a person's EI benefits and eligibility for future

assistance. Through our consultations with the ministry, it committed to revising its public information about hardship assistance while awaiting EI, and also identified steps it would be taking to improve staff communications about the AOB to ensure applicants received information they needed in order to understand the implications of signing an AOB before doing so.

When we followed-up with one of the individuals and explained the commitments made by the ministry to improve its communications, they were pleased to hear changes would be made and expressed how they felt they had made a difference for others in contacting our Office, or, as one said, "I feel like Norma Rae!"



Power of good communication

Ministry of Social Development and Poverty Reduction

Sylvia, a single parent of three young children, was unable to work and relied on disability assistance. After visiting her bank to withdraw money for rent, Sylvia was robbed on the bus. With rent due, Sylvia went to the Ministry of Social Development and Poverty Reduction to request that her disability assistance either be re-issued, or that she be provided with a crisis supplement. The ministry denied her request and did not explain why. Fearing eviction, Sylvia turned to the Office of the Ombudsperson for help.

Noting that Sylvia was in crisis, we investigated immediately and contacted a ministry supervisor. The supervisor reviewed the notes on Sylvia's file but found nothing about Sylvia's predicament and told us they were not aware that her money was stolen.

Noting the apparent gap in communication, the ministry agreed to speak with Sylvia directly to try to address her needs. It then promptly issued Sylvia crisis supplement funds. Through their conversation with Sylvia, the ministry also learned something surprising: this was not the first time Sylvia had been robbed. To help address Sylvia's fear of being mugged – and her greater fear of angering her landlord with late payment – the ministry began paying Sylvia's landlord directly, ensuring that her rent would be paid safely and on time.



Ban no longer in effect

Ministry of Social Development and Poverty Reduction

Josh was receiving his disability assistance benefits through a contracted third party administrator (TPA) because the Ministry of Social Development and Poverty Reduction had banned him from having direct contact with ministry staff. Josh was having difficulty communicating with the ministry due in part to his disability, and was placed on TPA status to assist him with getting the support he required. Josh had been on TPA status for six years, unable to contact the ministry directly for help. When he requested through his third party administrator that the ministry review his TPA status and allow him to have direct contact with the ministry again, his request was denied. Confused by the response from the ministry, Josh turned to the Office of the Ombudsperson for help.

We reviewed the ministry's records relating to Josh's TPA status, and learned that the TPA agency had recommended to the ministry several months earlier that he be returned to direct service delivery based on his positive behaviour and appropriate interactions with them. When we asked the ministry why the ban on direct service had continued despite this recommendation from the TPA agency, we learned that the ban continued because Josh had previously sought assistance from his MLA and then from the Office of the Ombudsperson.

We raised our concerns with the ministry about this decision, as under the *Ombudsperson Act*, any member of the public has the right to submit a complaint to us without any risk that such contact would impact on their access to programs or services from that public agency. The ministry acknowledged our concerns and agreed to do a proper review of Josh's file to determine whether the ban on direct service actually needed to be continued. Through this review, the ministry concluded that Josh could in fact return to direct service delivery with the ministry, and they wrote to him to inform him of their decision. The ministry also met with Josh to discuss a transition plan to help him be successful with direct service delivery. The ministry also indicated they were reviewing all TPA procedures to provide more clarity for staff and clients.

Application approved

Ministry of Social Development and Poverty Reduction

Sheila contacted our Office with a complaint about the Ministry of Social Development and Poverty Reduction. She told us that she made an application for income assistance and was asked by the ministry's Prevention and Loss Management Services Branch to provide bank statements for a period of time in 2015. Sheila said that she was not able to provide the requested documents as her financial institution charged a fee for that service and she did not have money to pay it. She told us that she was at risk of losing her apartment if her application for income assistance was not processed soon. We investigated whether the ministry was following a reasonable procedure for processing Sheila's application for income assistance. The ministry told us that Sheila had previously been an income assistance recipient and her assistance had been discontinued because she had not provided the information that the ministry had asked for when it was conducting an eligibility assessment.

The ministry said that Sheila had informed them about the financial barrier to obtaining her financial records from her bank. They also noted that they had no way of accessing the records directly and they did not have Sheila's consent to contact her bank. However, the ministry said that given Sheila's current circumstances, they would talk to Sheila about approving her application on an interim basis on the understanding that the requested documents would be provided at a later date. She later confirmed that she spoke with the ministry's investigative officer and as a result, her application had been approved and she received an income assistance cheque from the ministry. She said that as a result she was able to ensure her housing was secured and she would now be able to obtain the financial information from her bank.



No callback, no fair

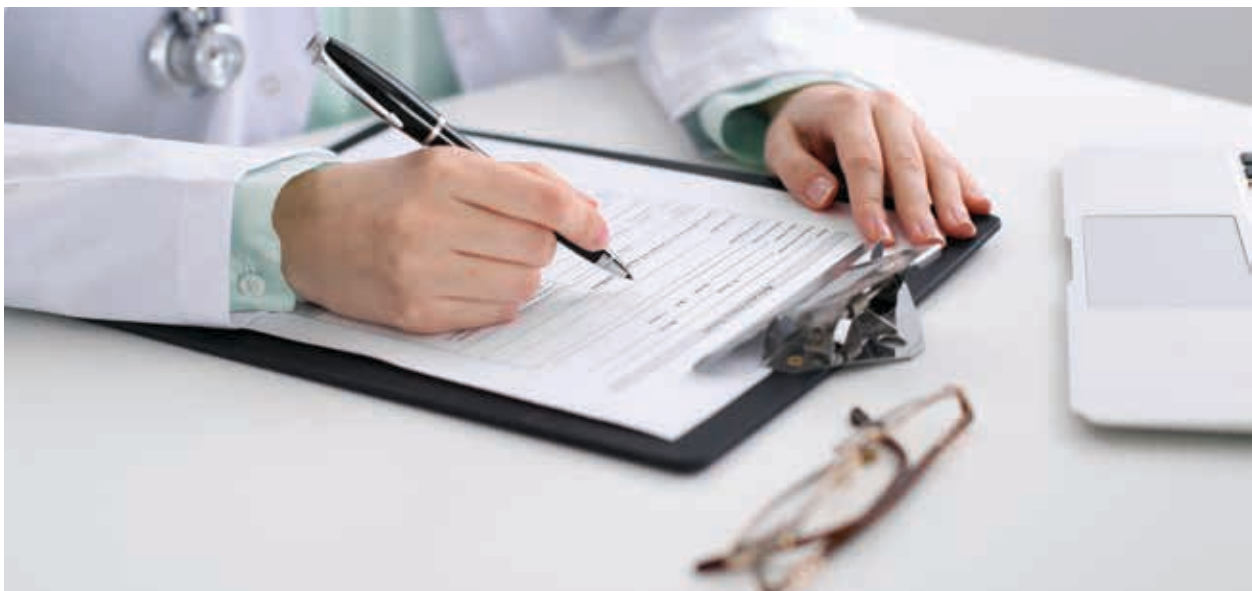
Ministry of Social Development and Poverty Reduction

Sam, who was unable to work due to his disability, relied on income assistance under the Persons with Persistent Multiple Barriers to Employment (PPMB) category. His PPMB status came up for review and the ministry required a new medical note from his doctor. However, the form was submitted to the Ministry of Social Development and Poverty Reduction with certain pieces of information missing. Sam received a letter informing him that, based on the information provided by his doctor, he was no longer eligible for PPMB. Upset with the situation, Sam called the ministry's toll-free line several times to enquire about the decision and to request reconsideration, but did not receive the information he needed on the call nor receive a call back.

Sam immediately asked his doctor to submit the required information to the ministry, but the ministry did not receive it before the deadline. Sam received notice that his PPMB benefits were being terminated the following month. Desperate for help, Sam turned to the Office of the Ombudsperson.

Through our investigation, we learned that Sam had spoken with a ministry employee, but the request for their supervisor to call Sam back was not forwarded. As Sam's request for reconsideration was not received before the deadline due to the breakdown in communication, we asked the ministry to consider extending the deadline for reconsideration and allow him to submit the information needed to request that his PPMB benefits continue. If the ministry did not extend the deadline and reconsider Sam's situation, his monthly income assistance cheques would decrease and Sam would not be in a position to cover his monthly expenses.

The ministry agreed, and wrote to Sam, apologizing for not responding to his request for a return phone call, and extending the deadline for reconsideration of the PPMB decision. The ministry also agreed to expedite the processing of the reconsideration request once it was received. Sam submitted the necessary medical information to the ministry to have his benefits reinstated, and he was provided access to the reconsideration process to which he was rightfully entitled.



Paying attention to deadlines

Family Maintenance Enforcement Program, Ministry of Attorney General

Stu was paying court-ordered child support through the Attorney General's Family Maintenance Enforcement Program (FMEP). He was paying off the amount he owed in arrears through a monthly Voluntary Payment Arrangement (VPA), and had not defaulted on any payments in the two years that he had been involved with the program.

Stu had just started a seasonal job following a long period of unemployment when he received a letter from his FMEP enforcement officer asking him to provide updated financial information to maintain his Voluntary Payment Arrangement. After sending in the required paperwork to the program, he was notified that his payments would increase by more than 50 percent over his current payment amount. Unable to afford the proposed new monthly payment on his current income, Stu tried calling his enforcement officer. After receiving no further response, Stu learned that the officer had issued a notice to his employer to garnish his wages, and had taken further enforcement action by issuing an interception of federal funds, as well as a license and passport renewal denial. Unsure of what to do next, Stu turned to the Office of the Ombudsperson for help.

Our investigation looked at the enforcement action taken and whether it was fair and reasonable in the context of the legislation and policy that governs the Family Maintenance Enforcement Program. In reviewing the correspondence between FMEP and Stu, we noted that the letters the enforcement officer sent to him did not indicate a timeframe for negotiating a new agreement or a deadline for response. The notices also did not inform Stu that further enforcement action may be taken.

Through our investigation we learned that the general practice is to allow 30 days for a response. In Stu's case, the enforcement officer allowed only four business days before garnishing his wages, and did not return his messages to engage in further discussion before taking this action. The FMEP policy directs staff to attempt less intrusive measures such as Voluntary Payment Arrangements in circumstances where there is reason to believe they will comply with payments towards arrears. Given that Stu had demonstrated a commitment to making regular scheduled payments, we believed the officer's discretionary decision to take enforcement action without warning after only four days appeared inconsistent and unfair.

In response to the administrative fairness concerns identified through our investigation of Stu's complaint, the Family Maintenance Enforcement Program agreed to improve their communications with payors to include additional information about a deadline for response and a warning that further enforcement action may be taken. They also agreed to conduct a review of their policy to give greater clarity to staff on the time frames and discretionary decisions regarding these voluntary payment negotiations. Stu received a letter from FMEP, apologizing for the administrative errors that had occurred in his case and informing him of the program changes resulting from his complaint.



SENIORS

Caring for vulnerable people

Fraser Health Authority

Bob's mom had advanced dementia and lived in residential care. Her husband filed her income tax returns. After he passed away, income tax returns were not filed and the health authority increased Bob's mom's fees to the maximum rate for three years. Bob's mom's income was too low to cover the increased fees so the health authority sent the bill to a law firm which then threatened legal action against Bob's brother for payment. When Bob learned about this, he obtained a court order to act on behalf of his mother, filed her income tax returns and gave the Notices of Assessment to the health authority. The health authority refused to retroactively adjust his mom's fees, saying they tried to inform Bob's brother when his mom failed to supply proof of her income. Bob found the explanation perplexing as throughout the three years, neither Bob nor his brother had legal status to manage their mom's financial affairs.

When we investigated, the health authority acknowledged their error and agreed to refund the excess fees charged for the three years. But we had more questions.

Health authorities provide care to vulnerable people who may not be capable of managing their financial affairs or making health care decisions. When a vulnerable person's family is not available or willing to assist,

health authorities have obligations under the *Adult Guardianship Act*. Where a vulnerable person is demonstrating self-neglect by failing to manage their financial affairs, health authorities are expected to refer the matter to the Public Guardian and Trustee who, once notified, would make enquiries to determine whether there are family members able to assist. This did not occur for Bob's mom.

We looked at three health authority policies: consenting to health care, resident neglect, and debt, all of which applied to Bob's mom. We concluded the policies had not been fully applied and taken together, the policy content did not seem to line up with each other and the health authority's obligations. We proposed the health authority change the policies by aligning definitions and language, identifying steps to take where self-neglect exists, and cross-referencing the policies to ensure care providers were aware of procedures. We proposed the health authority review with residential care service providers several steps to serve vulnerable adults. These included that identification of self-neglect and steps to address it must be recorded on patients' Health Record, the mandatory steps to take when caregivers suspect self-neglect, and the requirement to confirm Temporary Substitute Decision-Makers for incapable residents. The health authority agreed with our proposals.



CORRECTIONS

EXTENDED CASE SUMMARY

Witnesses denied

Surrey Pretrial Services Centre, Ministry of Public Safety and Solicitor General & Investigation and Standards Office, Ministry of Attorney General

When an inmate in a BC correctional centre is alleged to have breached a rule under the Corrections Act Regulations, he or she has the right to challenge the allegation at a disciplinary hearing process. Jason was confined to the Surrey Pretrial Services Centre when he had an interaction with a correctional officer on his living unit. The interaction was strictly verbal with the correctional officer believing Jason had refused an instruction and had used abusive language towards her. As a result, the officer filed a report alleging Jason had behaved in an insulting and abusive manner and thus breached the regulation. At Jason's disciplinary hearing, another member of the centre acted as the chairperson who, in this capacity, was tasked with deciding whether Jason had breached the rule and if so, issuing a penalty.

Jason did not believe the officer had fairly characterized their interaction and maintained that he had not refused her instructions and had not directed any abusive or insulting language towards her. Jason told this to the hearing chairperson and explained that there were inmate witnesses to the interaction who could attest to his version of events. The only other evidence of the incident was

a video recording that did not include sound, and as such did not provide conclusive evidence as to the validity of the charge of using abusive language.

As is often the case between inmates, Jason did not know the full legal names of the witnesses he wanted to call. He was, however, able to identify them by either their first names, a nickname, or by the cells they had been confined to at the time of the incident. Despite providing this information at the hearing, the chairperson concluded that he would be unable to identify the witnesses because Jason did not know their full names and because of the transitory nature of the living unit where the incident occurred. Without calling the witnesses, the chairperson confirmed the breach of the rule and imposed a penalty of a period of time in separate confinement. The record of the breach was also placed on Jason's inmate file, which forms a record of his behaviour in the centre.

Jason believed it was unreasonable for the chairperson to have not attempted to identify the witnesses by the information provided. As such he requested an appeal of the disciplinary hearing decision through the Investigation and Standards Office, a provincial body tasked with

assessing such appeals. This office had only just recently overturned another disciplinary hearing decision that Jason had been subject to because the chairperson had denied calling witnesses. This denial arose from his presumption that witnesses would have been unable to offer any relevant evidence. After reviewing Jason's new complaint the Investigation and Standards Office concluded that, unlike in his previous hearing where witnesses were denied unfairly, the hearing chairperson this time had provided Jason with a reasonable explanation for why the witnesses could not be called.

Once a disciplinary decision is upheld by the Investigation and Standards Office, the only authority capable of overturning the decision is the B.C. Supreme Court. Despite this, Jason believed he had been treated unfairly by both the hearing chairperson and by the inspector from the Investigation and Standards Office who handled his appeal and as such contacted our Office with his concerns.

We began our investigation of Jason's complaint by looking at the rules by which disciplinary hearing chairpersons are tasked with considering evidence provided at a hearing. This stressed that unless definitive evidence existed of an alleged offence, witnesses should be sought and contacted whenever possible to ensure the hearing is conducted in an administratively fair manner. As it appeared to us that there was no definitive evidence of the breach, and as the only evidence provided was that of the charging officer, we attempted to identify the witnesses by the information provided to the hearing chairperson. We were able to positively identify three of the witnesses Jason wanted to call.

Through our consultations with the correctional centre, it acknowledged that it was in fact possible at the time of the hearing to have identified the witnesses by the information Jason provided and that the hearing chairperson should have done this.

Although the centre was unable to change the results of the disciplinary hearing by the time we entered into consultations, it did commit to providing refresher training to all of its disciplinary hearing chairpersons, and to include curriculum in chairperson training moving forward, stressing the importance of attempting to identify witnesses based on what information is provided by an inmate.

While this commitment settled Jason's complaint to our Office about the Surrey Pretrial Services Centre, we remained concerned as to why the Investigation and Standards Office had not reached the same conclusion as we had. As such we opened a second investigation into whether the Investigation and Standards Office had followed a reasonable process when considering Jason's disciplinary hearing decision appeal.

We shared what we learned from our investigation of the Surrey Pretrial Services Centre with the Investigation and Standards Office. It did not take long for the Investigation and Standards Office to review its handling of Jason's appeal and conclude that it should have more thoroughly questioned the chairperson's decision not to call the witnesses. Like the Surrey Pretrial Services Centre, the Investigation and Standards Office was unable to alter the disciplinary hearing decision at that time. Despite this, it committed to providing refresher training to all inspectors about the importance of assessing whether or not a witness was improperly denied by a hearing chairperson.

As both the Surrey Pretrial Services Centre and the Investigation and Standards Office committed to taking action to prevent similar mistakes in the future, we concluded our investigations and provided Jason with a detailed summary of what we had done. This included explanations of the commitments made by both the Surrey Pretrial Services Centre and the Investigation and Standards Office to take action in response to Jason's experience. We explained to Jason that while

the disciplinary hearing could not be changed at this stage, he still had the option of taking the matter to the B.C. Supreme Court.

Three months after concluding our investigation we followed up with both the Surrey Pretrial Services Centre and the Investigation and Standards Office to ask about the progress made on their commitments. The Investigation and

Standards Office had, by then, provided special training to all of its inspectors and B.C. Corrections had issued notices to all hearing chairpersons across the province. B.C. Corrections further explained that all future hearing chairperson training courses would specifically stress the importance of attempting to identify witnesses based on any information provided by an inmate.

Provided key information, or not?

Ministry of Public Safety and Solicitor General

Robert called us upset about the lack of information he had received from his probation officer. He told us that for several months he had found the conditions on his probation order to be very difficult for him and only recently had he learned he could apply to the courts to change the conditions on his order. Robert felt that his probation officer should have told him that he could apply to the courts to change the conditions on his probation order.

As we began our investigation into whether Robert had been informed, we determined that he had signed a section of the order confirming that he had in fact received an explanation of the procedures for applying for changes to the order. The record of a meeting held between Robert and his probation officer immediately after his release also supported that the court application process was discussed. In addition, documents from the corrections centre where Robert had been held showed that during a conversation just prior to his release Robert had told staff his lawyer would be appealing the conditions on his order.

The information we received supported that Robert was adequately informed of his option to apply to the courts regarding changes to the conditions on his probation order. Our investigation did not substantiate his concerns.



Adhering to procedure

Prince George Regional Correctional Centre, Ministry of Public Safety and Solicitor General

When Carol wasn't wearing her dentures, she kept them wrapped in tissue in a cup in her cell at Prince George Correctional Centre. One day she returned to her cell and her dentures, and the styrofoam cup they were in, was gone. When Carol called us we asked her to explain what she thought had happened to her dentures. She told us she kept them in a cup because the canteen doesn't sell denture cream so she can't wear them. She believed that staff had thrown them out during a cell inspection.

Carol had complained to the Centre and to the Investigation and Standards Office and asked to have her dentures replaced but the video of the removal of belongings from her cell didn't identify what was discarded, so the Centre said it wasn't responsible and it wouldn't replace her dentures. We were concerned about the refusal to replace the dentures but we were also curious about the lack of denture cream. No cream means no dentures.

The centre confirmed that they were aware that Carol had the dentures, but their investigation was unable to confirm the complainant's claim that they had been thrown out during a cell inspection. There is no requirement for Correctional Officers to document each item that is removed from the cells so there was no record of what had been discarded. They also told us that inmates usually have bins for their personal belongings. Carol told us she had asked for a bin but none were available. The centre could not explain why they were not available and confirmed that there are currently bins available.

Carol had made two health care requests specifically asking for denture adhesive but none was provided. Instead, a soft diet was

recommended. The complainant made four additional health care requests for a soft diet due to issues with ill-fitting dentures as a result of not being able to obtain denture adhesive. None of the six requests resulted in the provision of dental adhesive or a referral to a dentist.

The centre explained that past experiences with denture adhesive had not been positive as inmates were using it for purposes other than for their dentures. As a result the canteen and health care removed denture adhesive from the items they supply. However, the Centre explained that they did take steps to accommodate loose-fitting dentures by providing denture adhesive if an inmate was assessed in health care as needing it. Health care was to provide it during daily medication rounds. This procedure had been implemented approximately four years earlier when the centre decided to withdraw denture adhesive from the canteen. PGRCC could not explain why this complainant was not provided denture adhesive when it was requested, although one reason may have been the lack of written procedure on how to deal with inmates with dentures.

As a result of our investigation, the complainant saw a dentist and received a new set of dentures. PGRCC added a new Standard Operating Procedure to their Inmate Information Guide whereby inmates will be assessed in health care regarding their need for denture adhesive which will be provided daily during morning medication rounds. We also confirmed that there was a supply of bins available for inmates who needed one.

Did that really happen?

Surrey Pretrial Services Centre, Ministry of Public Safety and Solicitor General

Tom contacted us to complain that he had been removed from his cell, sprayed with pepper spray and dragged down the hall with more pepper spray sprayed down his throat. He said he vomited blood and was taken to the hospital. He couldn't provide an exact date when this happened but said it was six to ten days earlier.

We reviewed all the available documentation and video from the incident Tom described. The cell extraction occurred eight weeks before his complaint. While video of the extraction was still available, the hallway video, where Tom said pepper spray had been sprayed down his throat, was no longer available.

The Centre told us that policy requires audio video recordings to be retained when control tactics such as pepper spray are used. The hallway was not part of the cell extraction so

it was not kept. It would have been available closer to the time of the incident. Without the hallway video, we were unable to confirm Tom's report of what happened. We did confirm that staff took photos of his injuries as required by policy and that he was taken to hospital following the incident and assessed by a doctor however the medical records did not mention an assault.

Staff at the centre acknowledged that retaining the audio and video recordings of the entire event – the extraction and the escort down the hallway to the health unit – would protect both inmates and staff. In response to our investigation, the centre's Standard Operating Procedures were amended so that the officer in charge reviews all video of incidents and downloads all relevant audio and video. A review of procedures in other centres is currently underway.

Medical diet includes snack decision

Alouette Correctional Centre for Women, Ministry of Public Safety and Solicitor General

Sandy, a Type 2 diabetic called our Office and said she relied on snacks as part of how she managed her blood sugar. She was concerned when the staff at Alouette Correctional Centre told her she would have to buy her own her own snacks at the canteen from now on. Sandy felt this was unfair and was concerned about other diabetic inmates who may not be able to afford to buy snacks.

During our investigation, staff at Alouette explained that inmates with diabetes who take insulin do need access to snacks to manage low blood sugar levels. The health unit alerts the kitchen so that snacks are

available as needed. However, centre staff explained to us that non-insulin dependent diabetics take medication orally that keep blood sugar levels even so there is no need to provide snacks. They explained that Type 2 diabetics have their blood monitored regularly and that doctors make their orders including specifications regarding diet based on the individual patient. Sandy's health records showed that her levels were checked and found to be at appropriate levels.

Although Sandy lost her free snacks, we were satisfied that the centre's decisions to stop providing the snacks was fair.



ENVIRONMENT

Outdated information

Ministry of Forests, Lands, Natural Resource Operations and Rural Development

Shane had a trapline tenure that allowed him to trap certain animals within designated parts of the province. For several years Shane had paid the required fees to the province, set up traps and satisfied the obligations of his tenure agreement. Eventually, Shane started having trouble gaining access to his trapline area. He told us the Ministry had granted another entity tenure for a utility development that overlapped with his trapping area and affected his ability to access his trapline.

Shane raised his concern about the effects on his trapline tenure with the part of the ministry responsible for granting the overlapping tenures. He also asked the ministry for more details about his tenure rights and whom to contact about a number of issues. Shane told us the ministry provided him with conflicting and outdated information, which left him confused about his rights and what the ministry's role should be in helping the relationship between him and the tenure holder for the utility development. When the ministry did not address most of his concerns satisfactorily he came to us.

In response to our investigation the ministry acknowledged it had given Shane conflicting and outdated information. In order to resolve Shane's concerns the ministry agreed to contact him by phone and in writing to ensure he had the correct and up to date information. The ministry also wrote the other tenure holder to try to improve their communications with Shane. This would help make sure that Shane had access to his traplines. The Ministry also told us it removed the outdated and inaccurate information from its internal and external websites to lessen the chances of somebody else in Shane's position from being misinformed in the future.

Cleaning up a failure to communicate

Ministry of Environment and Climate Change Strategy

After a hazardous spill on his neighbour's property ran onto his field, John was concerned for his health. He did not believe that the contamination had been properly dealt with. Frustrated by the lack of information he had been given about the spill and the steps taken to clean up the area he called us to see if we could investigate.

Through our investigation we learned that the owner of the property where the spill had taken place had immediately notified the Ministry of Environment and Climate Change Strategy about the spill. Testing and remediation of the site and surrounding area had been undertaken by certified environmental professionals. However, while the ministry had overseen a reasonable process of addressing the spill, it did not

appear that either it, nor the company charged with testing and remediation, had provided John with any information about what had taken place. In addition, the publicly accessible provincial site registry for contaminated properties had not been updated to show that remediation had been completed.

In response to our investigation, the ministry agreed to contact John to let him know what steps had been taken to address the spill. Following our request, the environmental consultant's final report was sent to John. With respect to the site registry, the ministry agreed to ensure that it included up-to-date information regarding the remediation that had taken place.





TRANSPORTATION

Setting the record straight

ICBC

Eleanor received a letter from ICBC informing her that the cost of her insurance would rise dramatically because she had two accidents within a short period of time. Eleanor said she only had one accident in that time period, and she worried the second accident was a mistake caused by identity theft because she lost her wallet before the second accident occurred.

Eleanor contacted ICBC and they agreed to investigate the incident. Eleanor said she followed-up with ICBC several times over the next year and provided additional information for its investigation, which she was always told was ongoing. However, when she went to renew her insurance, she was surprised to learn the accident was still on her record. Forced to stop driving because her insurance was too expensive, Eleanor contacted our Office.

Our Office investigated whether ICBC acted reasonably and without delay when it investigated and refused to remove the second accident from the Eleanor's driving record. In response to our questions, ICBC said it had started an investigation into her involvement in the second accident, but the investigation stalled and was never completed. As a result, the accident remained on her record. ICBC suspected that the high workloads faced by its investigators had stalled their investigation, which resumed after we contacted ICBC.

ICBC's investigation ultimately concluded that sufficient doubt arose about the facts of the case and it could not justify keeping the second accident on Eleanor's driving record. ICBC also stated it had hired additional investigators to address the high workloads of its investigators that caused the investigation to stall initially. Eleanor was grateful that the record had been set straight and that the second accident would no longer impact her insurance costs.



A concern for public safety

Office of the Superintendent of Motor Vehicles, Ministry of Public Safety and Solicitor General

When a driver is found to be under the influence of alcohol in B.C. they can face swift and significant consequences. In addition to having their license immediately suspended and their vehicle impounded, drivers may be required to participate in remedial programs. For some, even after the return of their license, they may be required to participate in a program that requires installation of a device on their vehicle that will not allow them to drive if they are under the influence of alcohol. This program is called the Ignition Interlock Program.

Paul had made poor choices while he was going through a difficult period in his life and had been pulled over for driving under the influence of alcohol twice within a five-year period. Paul had his license suspended both times and was required to attend the RoadSafety BC's Responsible Driver Program, which educates offenders on the dangers of drinking and driving and strives to reduce their chances of offending again. On completion of the course, Paul understood that he would get his license back without having to take part in the Ignition Interlock Program. Paul was therefore surprised to learn that he would also have to participate in that lengthy and costly program in order to get his license back.

Paul's appeal of the decision to refer him to the Ignition Interlock Program was unsuccessful. He was unsatisfied with RoadSafety BC's reasons and believed that he was being unfairly singled out so Paul came to us.

Paul provided us with copies of RoadSafety BC's decisions. He also provided us with a copy of a page from a Responsible Driver Program workbook explaining that drivers who registered between .05% and .08% blood alcohol content at the time of an offence would not be required to participate in the Ignition Interlock Program if they offended less than three times in a five-year period. Based on the apparent discrepancy between what Paul had been told would happen and what did happen, we investigated Paul's complaint.

RoadSafety BC confirmed with us that Paul had in fact been correctly informed through the Responsible Driving Program that offenders who registered between .05% and .08% blood alcohol content with less than three incidents in a five-year period would not be subject to the Ignition Interlock Program. What Paul had not explained to us, however, and which RoadSafety provided evidence to show, was that on his second offence Paul had registered a blood-alcohol content above .08%. RoadSafety BC's policy in this scenario is to refer the offender to the Ignition Interlock Program out of a concern for public safety.

RoadSafety BC had correctly informed Paul about its policy regarding referring offenders to the Ignition Interlock Program and it had provided Paul with an adequate explanation for why his offences warranted the referral to the Ignition Interlock Program. We concluded that RoadSafety BC acted fairly and Paul's complaint was not substantiated.

Yes, but with conditions

BC Hydro and Power Authority

Gerald lived on an acreage in a quiet setting near the end of a dead-end road. Gerald came to us because he was concerned about the amount of traffic using a utility right-of-way access road, which branched off the end of the street in front of his property. Gerald explained the right-of-way road was owned by BC Hydro, who had granted his neighbour permission to use the right-of-way because no other public access road existed. Gerald had no objection to his neighbour's use of the right-of-way, but was concerned that some of the other surrounding land owners were using the right-of-way to access their properties and they did not have BC Hydro's permission. The increased amount of traffic decreased his enjoyment of his property.

Gerald told us he approached BC Hydro with his concerns in 2014. After speaking with BC Hydro's representatives Gerald believed they had agreed to build a gate across the right-of-way in order to limit the amount of traffic. By the time Gerald approached our Office, several years had passed and the gate still had not been built. Gerald felt BC Hydro acted unfairly by promising to build the gate and failing to follow through.

We asked BC Hydro to clarify whether they had promised to build the gate and to explain what they told Gerald about the steps they intended to take. We learned BC Hydro was unaware initially about the amount of both authorized and unauthorized traffic that had been using the right-of-way. After Gerald drew their attention to his concerns, BC Hydro told him they intended to re-examine their right-of-way access arrangements and would consider Gerald's request for a gate. BC Hydro's communications with Gerald made it clear they did not make an unconditional promise either to build a gate or allow one to be installed.

Instead, over the next three years BC Hydro studied the traffic and access issues and spoke with its stakeholders, including Gerald, in order to design a plan of action. After considering the feedback they received, BC Hydro told Gerald it would allow installation of a gate provided certain conditions were satisfied. One of the conditions BC Hydro required was that written consent be obtained from several stakeholders with a direct interest in accessing the right-of-way. Unfortunately for Gerald, all of the stakeholders did not give their consent and the gate was not installed.

Despite Gerald's disappointment about the gate, we believe BC Hydro acted fairly when they listened to Gerald's concerns and developed a plan to address them. It was understandable that BC Hydro tried to balance Gerald's interests with the interests of the other stakeholders by obtaining their consent.

We concluded that listening to the points of view of all the stakeholders, including Gerald, and balancing their concerns was a good example for all authorities to follow when attempting to address a complex situation with many interested parties whose interests need to be considered.

Next stop?

BC Transit

Carson contacted our Office with a concern that BC Transit was not adequately dealing with transit operators who fail to make audible announcements of all stops as provided for in a 2014 Human Rights Tribunal mediated settlement agreement. He explained that the transit operators continue to turn off the system and he was fearful of retaliation if he complained about the transit operator to BC Transit.

We investigated BC Transit's response to concerns that some transit operators are not announcing stops. We learned that BC Transit audits each transit operator once per year and more often if issues are discovered. It also

has "secret shoppers" and the bus CCTV is monitored. BC Transit has plans to implement a new system which will have an automated call-out system that operators will not be able to shut off. BC Transit agreed that they failed to be compliant with their agreement to post the results of their audits every 3 months on their website and we settled the complaint on the basis that they committed to do so.

Months later, we visited BC Transit's website to verify that the promised updates had been made. They had not been posted. We followed up with BC Transit and they took immediate action. Compliance reports on BC Transit's website are now being posted regularly.





LOCAL GOVERNMENT

EXTENDED CASE SUMMARY

Conflict of interest, or not?

Town of Gibsons

In the summer of 2015 we received a number of complaints from Gibsons B.C. residents concerned about the approval process for a commercial development proposal. Community members reported concerns about the process followed to approve a number of Official Community Plan and zoning bylaw amendments to allow the development to proceed. We received complaints that two members of council may have been in a conflict of interest when participating in decision making processes related to the development.

The *Community Charter* prohibits council members from participating in any discussion or voting on a matter in which the member has a direct or indirect pecuniary interest in a matter or another interest in the matter that constitutes a conflict of interest. Members are required to declare their interest in the matter and remove themselves from any meeting where the matter is under consideration. The *Community Charter* does not define conflict of interest. However, it does prescribe circumstances where the rules noted above do not apply. For example, the requirement to declare a conflict and the prohibitions on participation in discussions and voting do not apply if the pecuniary interest of the council member is a pecuniary

interest in common with electors of the municipality generally. They also do not apply if the pecuniary interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence the member in relation to the matter. The conflict of interest provisions contained in the *Community Charter* are intended to ensure transparency, impartiality, and integrity in municipal decision making by elected officials and should be read through that lens.

The first allegation of conflict of interest arose from a belief that by virtue of the members' prior business relationship with the proponent, the member had a personal interest in the development proposal. A further allegation of conflict of interest arose from a different member's participation in decision making related to the development after he had publicly acknowledged in a presentation to council that his business, located near the development, might benefit from the development. Our Office investigated whether the town responded adequately to the allegations of conflict of interest it received with respect to the development proposal.

Through the course of our investigation, we confirmed that one of the members had, in his capacity as a lawyer, assisted

the proponent on several routine matters dating back to 2002. The proponent filed the application to the Town of Gibsons for the proposed development in 2013. The member did not provide legal services to the proponent after the application was submitted and we did not obtain any evidence to indicate the existence of any ongoing business relationship.

Following our analysis of the information we reviewed, we determined that any interest the member might have had in the matter would be insignificant and unlikely to influence the member's participation in the discussion and voting on matters related to the development. As noted above, the conflict of interest rules do not apply if a pecuniary interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence the elected official on the matter in question. Therefore, we concluded this aspect of our investigation and determined no action was necessary by the town.

With respect to the concern involving the other member's potential conflict of interest, the town explained that they believed he was exempt from the conflict restrictions set out in the *Community Charter*. The town relied on a previous legal opinion it obtained on a different matter to determine the member shared an interest in common with other electors who had business interests in the municipality. In addition, the town explained that the member's presentation to council was intended to highlight the potential economic benefits to all local businesses, and his projected revenues from the approval of the development were entirely speculative.

It appeared to us that the member's personal interest in the development may have extended beyond the interest of the community generally. In his presentation to council, the member referenced specific revenue projections to demonstrate how his business might benefit from increased

tourism associated with the development. Even if these projections were hypothetical, his presentation implied that he believed it was more likely than not that the development would benefit his business and it appeared that any benefit would not be remote or insignificant.

The member had not obtained a legal opinion specific to his case when the concern was raised about potential conflict of interest. We consulted with the town and suggested that he consider recusing himself from further discussions on matters in respect of the development application until he received legal advice to the effect that he did not have a conflict. In addition, we proposed that the town develop a policy and additional training material for newly elected council members to emphasize the requirements to disclose conflicts of interest. In a resolution passed on April 18, 2017, the Town of Gibsons Council agreed to take steps in response to these issues and accepted all of our proposed resolutions. The town also agreed in the future to direct council members to obtain independent legal advice if there is any uncertainty regarding conflict of interest.

In addition, in light of the concerns identified through our investigation, we asked the town to review all previous decisions related to the Official Community Plan and zoning amendments associated with the development. Through this review we established that all decisions were passed by a unanimous vote with four members of council present. As a majority vote of council is three, we determined that the member's participation in the matter did not affect the final outcome of the voting on the application.

As we were satisfied that the Town of Gibsons took adequate steps to address the issues regarding the appearance of conflict of interest we determined no further investigation was necessary.

Whose arrears are these?

Village of Canal Flats

David, a manufactured home park owner in the Village of Canal Flats, had tenants of the park register for municipal water and sewage services directly. In January 2015, the village notified him of its intention to charge him arrears for unpaid sewer and water charges incurred by his tenants between 2010 and 2014, amounting to approximately \$6,000. The village notified him that moving forward it would no longer bill his tenants for these services, but would bill him directly. The village informed David that in the event he failed to pay the arrears, the outstanding amounts would be added to his property tax bill. David felt he had little choice – so he paid.

David maintained that despite owning the property for approximately five years, the village's January 2015 letter was the first notice he received that any arrears were owed for water and sewer charges incurred by his tenants or that he might have any liability for their failure to pay.

David questioned whether the village had the legal authority to impose the arrears. In response to his concerns, the village determined that he was no longer required to pay the arrears for 2010 to 2013 inclusive, but that he would still be charged for the 2014 arrears and any new charges for 2015 onward. He asked the village to give reasons explaining why the arrears for 2014 were treated differently than those for 2010 to 2013, but did not receive a satisfactory response. Looking for answers, David turned to us for help.

We confirmed that for the calendar year 2014, the village initially billed the water and sewer fees to each of David's tenants and that eight tenants had not paid. We also confirmed that in response to David's concerns about the fairness billing him for 2010 to 2014, the village had retracted the

water and sewer fees for 2010 to 2013. However, the village maintained that he was responsible for the eight unpaid tenant bills for 2014, and for all tenants for 2015 onward.

We questioned the village's rationale behind their decision to rescind the bill for 2010 to 2013 but not 2014. The village initially advised us that their bylaws required the village to bill the property owner for water and sewer fees. This raised questions about the basis upon which the village billed the tenants for 2010 to 2014. In response to our questions in this regard, the village said they would review the matter, and subsequently took it before Council for further consideration. Council subsequently passed a resolution that the village refund David \$3,786 for water and sewer charges when the village billed him.

Following receipt of the refund, David questioned the amount of the refund the village provided as he believed he should receive interest in amount similar to what the village charged citizens for arrears. We asked if the village would consider adding interest, and if so, to provide an explanation for how they determined the interest rate. In response, the village confirmed that David would be provided a cheque for interest in the amount of \$59, which was calculated in accordance with section 239 of the *Community Charter* and rates set by the provincial government.

682

In 2017/18 we received 682 complaints about local governments – top three areas of complaints related to by-law enforcement, developing and zoning, and fees and charges

Sorting the trash

City of Vancouver

Aaron noticed that his garbage and green waste had not been collected on his scheduled collection date. He called the City of Vancouver and was told it would be picked up soon. His green waste was collected a couple of days later but his garbage didn't get collected until a month later. He had to get rid of his excess garbage at his own expense.

When Aaron contacted the city to find out why his garbage had not been collected, the city would not give him an explanation. Although Aaron wasn't overly concerned about the delay, he thought it was unreasonable that the city wouldn't provide him with the reasons for it. So he contacted the Office of the Ombudsperson for help.

We investigated and found out that there had been equipment issues that delayed garbage and green bin collection. Once Aaron called, service requests were created for both his garbage and green bin to be collected, but once his green bin was collected, both service requests were closed. We also found that the city had failed to escalate Aaron's subsequent calls to the Solid Waste Department and that staff indeed had not provided Aaron with an explanation for the delay or told him he could request information through the city's Access to Information Office.

As a result of our investigation, the city reviewed its enquiry and complaint handling process to ensure that complaint files are reviewed more carefully. The city also committed to taking steps to ensure its staff accurately advises callers about the steps they can take to get information. Finally, the city agreed to write to Aaron directly, explaining the reasons for the delay in his garbage collection and explaining the steps taken to ensure requests like his are properly dealt with in the future.





WORK

Assessment delayed

Workers' Compensation Board

Stacey is a single mother and a welder by trade who suffered an injury at work which caused her headaches and pain associated with exposure to bright lights. Because welding required her to work with very bright lights, even when wearing protective eyewear, Stacey believed she would never be able to weld again.

Following a number of decisions made in relation to her workplace injury claim, the Review Division of the Workers' Compensation Board determined that Stacey should undergo additional assessment to determine whether she was able to return to welding. Once this was done, the Board indicated it could then reassess her benefits accordingly. After four months of waiting for this decision to be implemented, and not understanding the reasons for the delay, Stacey asked our Office to look into her situation.

We investigated whether the Workers' Compensation Board was following a reasonable process when implementing the Review Division's decision.

Stacey explained to the Board that she would require a new prescription and eyewear to take part in the assessment. On the request of the Board, Stacey's ophthalmologist provided

a copy of the exam invoice and the results of the testing. Unfortunately the Board misfiled this report as being only a copy of the invoice, and not the exam results. Without both, the Board was unwilling to pay for the exam or for the new eyewear. Without new eyewear, the Board was not prepared to move forward with the welding assessment. Without the assessment, her claim was stalled.

Understanding Stacey's frustration and the difficult financial situation she and her children found themselves in, we went back and forth between Stacey and the Board to make sure we understood the exact cause of the delay. Through this process we let the Board know that both Stacey and her ophthalmologist were confident that they had sent everything the Board needed to move forward with the welding assessment. In response to this, the Board explained that it would look through its records again to make sure that the report had not been misfiled. In doing this the Board discovered its error and promptly proceeded with making arrangements for Stacey to attend the welding assessment as soon as possible. As a result, the deadlock was overcome and Stacey was able to have her claim properly assessed.

But why?

Law Society of British Columbia

David, who had been a non-practicing member of the Law Society of British Columbia since 2004, applied to the Law Society in 2016 to return to law practice. The Law Society's Credentials Committee considered David's application and decided that he had not remained current with the law; therefore the Committee decided David would have to pass the qualifications examination prior to returning to practice. David was concerned that the Committee did not adequately consider his proposal or explain why the decision was made. David did not understand how the decision was reached so he asked for reconsideration. The Law Society denied David's request for reconsideration on the basis that he did not provide new information. Seeking to understand the reasons the Committee denied his application to return to practice, David then turned to the Office of the Ombudsperson for help.

The focus of our investigation was whether the Law Society provided an adequate response to David's application to return to practice. Under the Law Society's rules, an applicant who has been away from law practice for more than three of the last five years must either pass qualification examinations or receive the Committee's permission to return to practice. In this case, the Committee resolved that David's "activities had not kept him current with substantive law and practice skills for over seven years," therefore, he was required to take the examinations.

Although there is no requirement in the Law Society's rules for the Committee to provide reasons for its decisions, there are benefits to doing so. Reasons improve transparency, provide a measure of accountability and

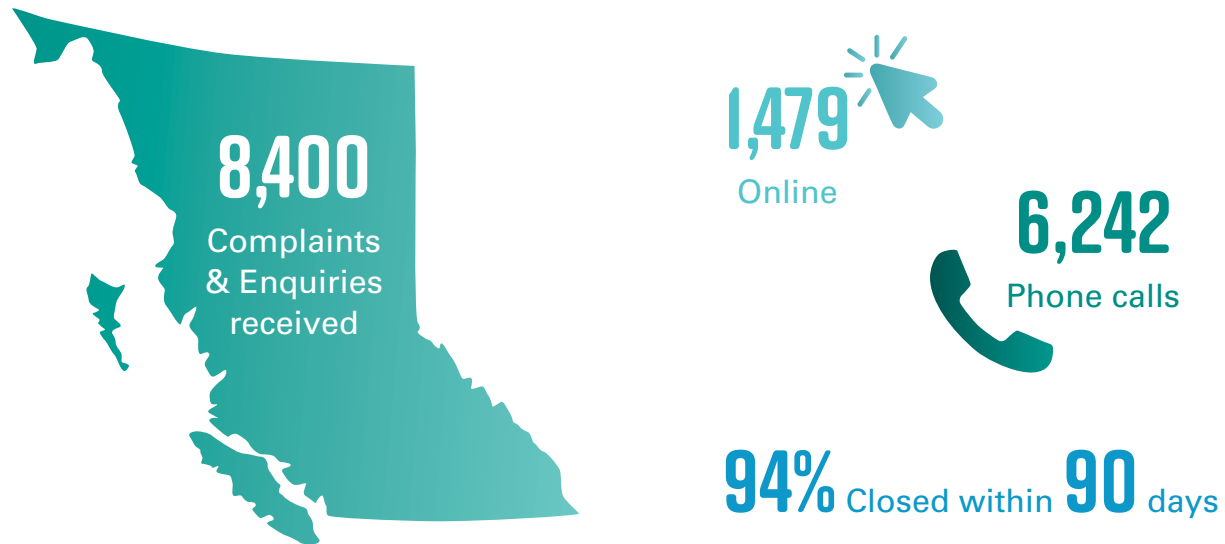
increase public confidence in decision making processes. Reasons also serve to inform the individuals who may be adversely affected by the decision of the evidence and rationale on which the decision was based and allow those individuals to determine whether there may be grounds for appeal or review. Where a decision is of greater complexity and importance to the affected parties, written reasons may be warranted even if there is no legal obligation to provide them.

A decision by the Law Society's Credentials Committee can have serious consequences for individuals seeking registration. In light of this, we asked the Law Society to consider some administrative improvements. First, we proposed that the Credentials Committee provide written reasons to applicants explaining why and how the Committee reached a decision. The Law Society agreed to our proposal. Second, we asked the Committee to provide David with reasons for the decision to deny his application. This was agreed to in principle, however, the Law Society explained that this presented some logistical challenges. Specifically, the membership of the Committee changes on a yearly basis, and re-convening the Committee with the 2016 members for the purpose of providing reasons for a decision they made at that time was not feasible.

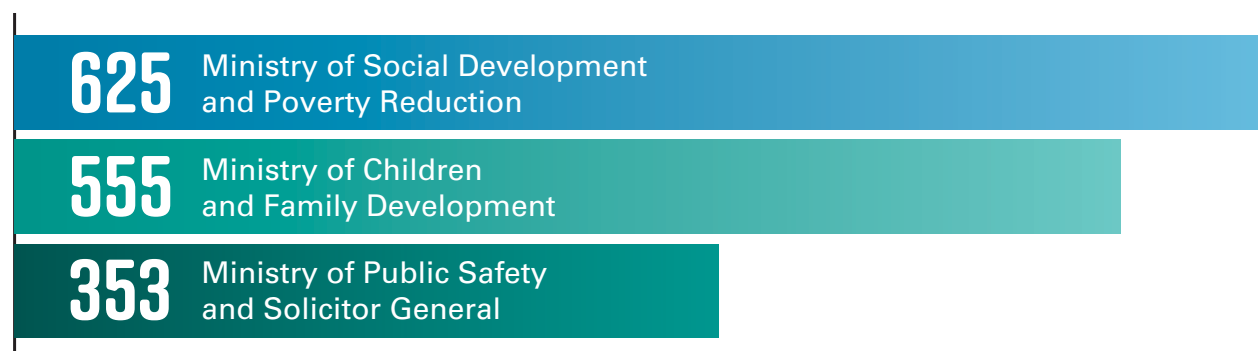
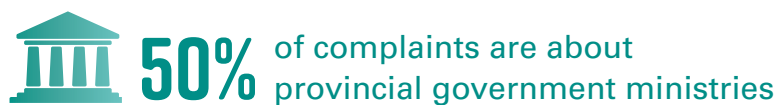
As a means to settle the concern, we asked and the Law Society agreed that the current Committee would re-consider David's application, and would provide reasons for their decision following their consideration of his application. Given that the Law Society agreed to address the concerns raised during our investigation, we considered this matter resolved.

THE YEAR IN NUMBERS

Numbers at a Glance



Complaints at a Glance



Top Non-Ministry Complaints



Work of the Office

Complaints and Enquiries Received

2012/2013		2017/2018	
Enquiries	2,020	Enquiries	1,789
Complaints	5,411	Complaints	6,611
Total	7,431	Total	8,400

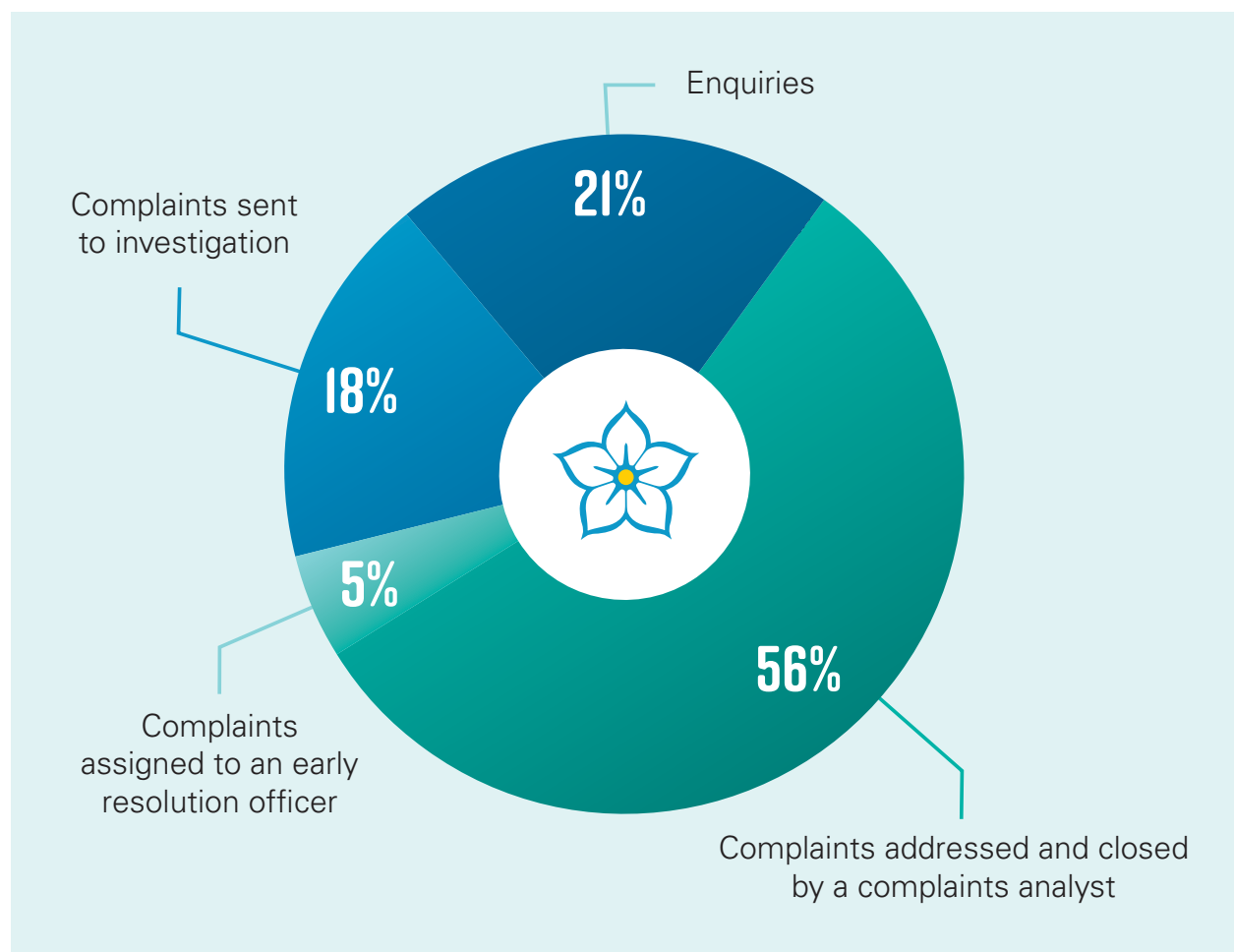
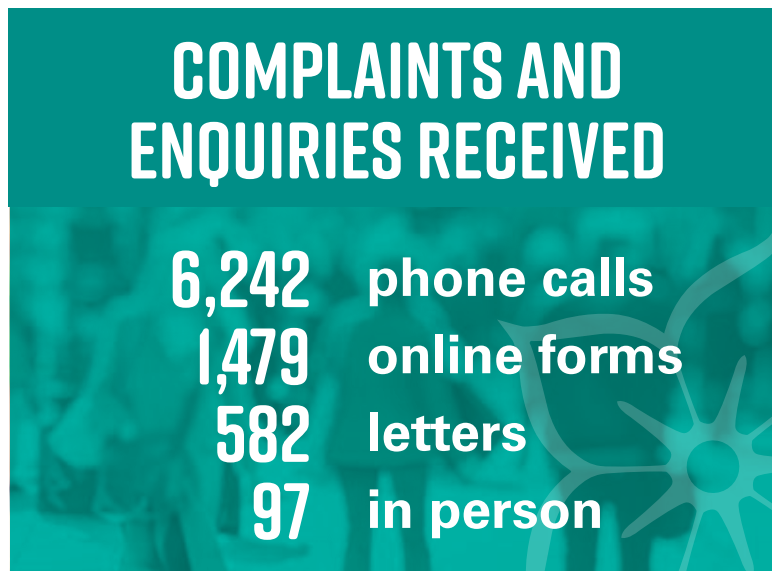
13%  **Percent Change**

Files Closed

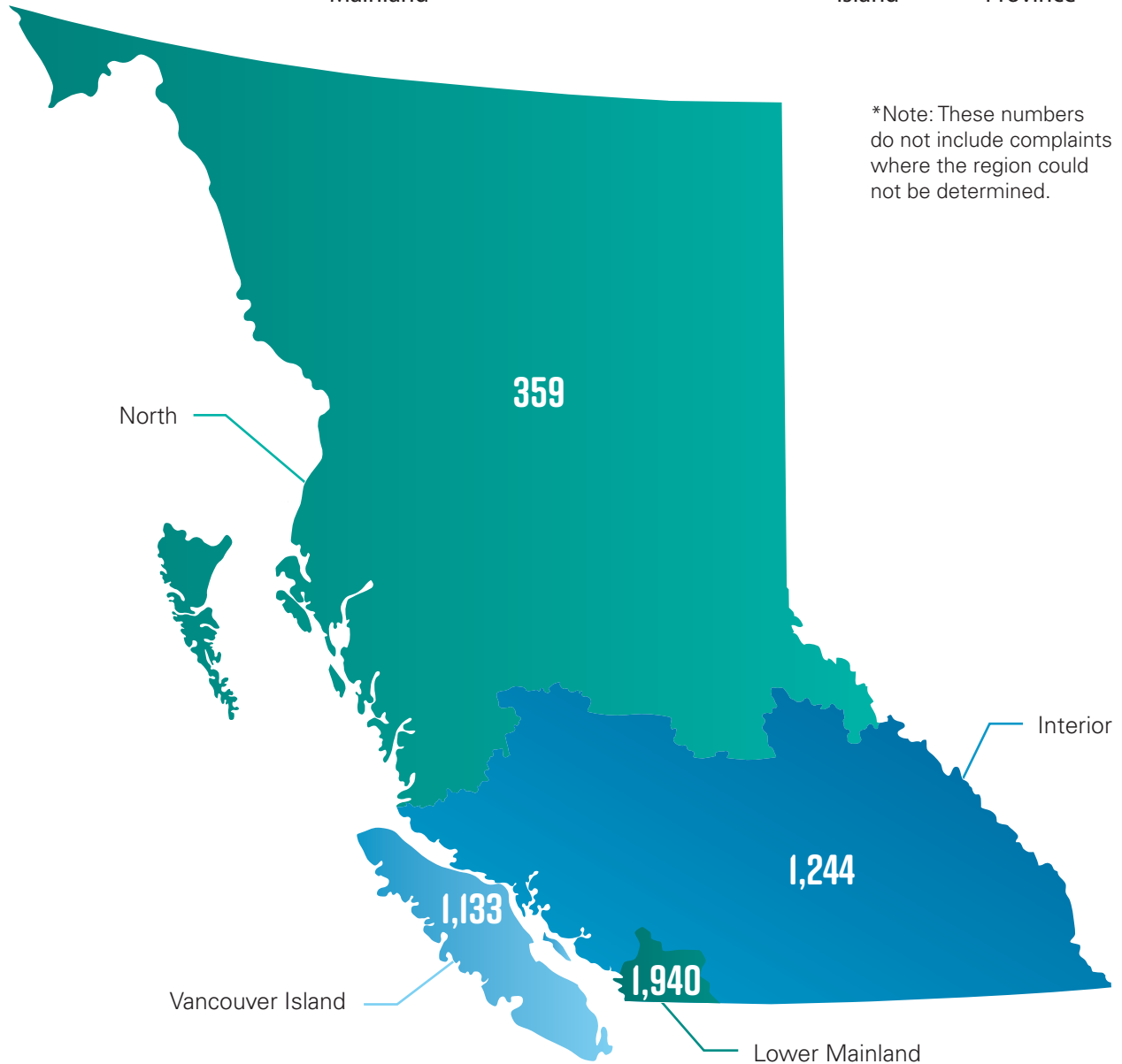
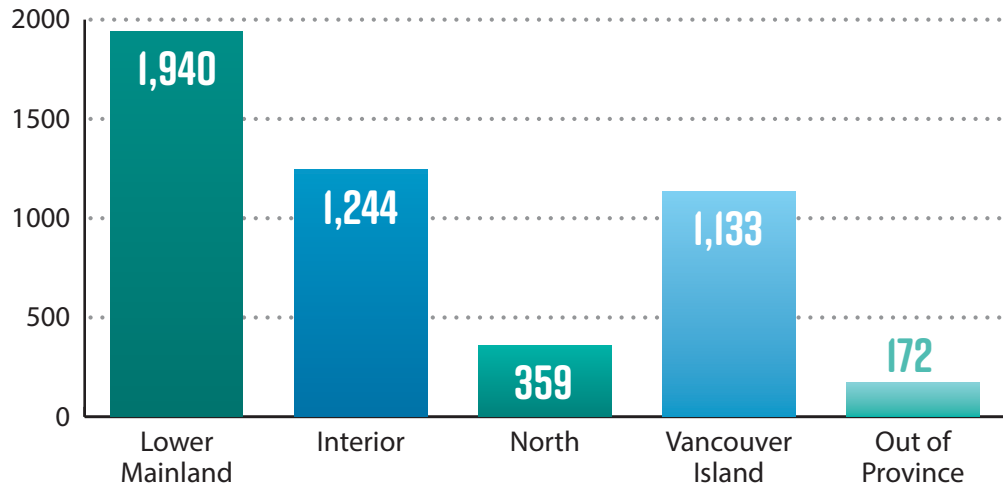
2012/2013		2017/2018	
Closed at Intake	5,647	Closed at Intake	6,499
Closed at Early Resolution	226	Closed at Early Resolution	389
Closed at Investigation	1,676	Closed at Investigation	1,499
Total	7,549	Total	8,387

11.1%  **Percent Change**

How We Dealt With Complaints and Enquiries in 2017/18



Complaints and Enquiries Received – By Region*



Complaints and Enquiries Received – By Electoral District

#	Electoral District	Received
1	Abbotsford-Mission	56
2	Abbotsford South	33
3	Abbotsford West	38
4	Boundary-Similkameen	159
5	Burnaby-Deer Lake	28
6	Burnaby-Edmonds	32
7	Burnaby-Lougheed	61
8	Burnaby North	22
9	Cariboo-Chilcotin	58
10	Cariboo North	42
11	Chilliwack	54
12	Chilliwack-Kent	75
13	Columbia River-Revelstoke	64
14	Coquitlam-Burke Mountain	29
15	Coquitlam-Maillardville	59
16	Courtenay-Comox	62
17	Cowichan Valley	78
18	Delta North	27
19	Delta South	27
20	Esquimalt-Metchosin	59
21	Fraser-Nicola	55
22	Kamloops-North Thompson	95
23	Kamloops-South Thompson	65
24	Kelowna-Lake Country	59
25	Kelowna-Mission	75
26	Kelowna West	50
27	Kootenay East	72
28	Kootenay West	65
29	Langford-Juan de Fuca	57
30	Langley	43
31	Langley East	48
32	Maple Ridge-Mission	56
33	Maple Ridge-Pitt Meadows	102
34	Mid Island-Pacific Rim	92
35	Nanaimo	98
36	Nanaimo-North Cowichan	98
37	Nechako Lakes	25
38	Nelson-Creston	48
39	New Westminster	53
40	North Coast	19
41	North Island	66
42	North Vancouver-Lonsdale	40
43	North Vancouver-Seymour	16
44	Oak Bay-Gordon Head	70
45	Parksville-Qualicum	59
46	Peace River North	30

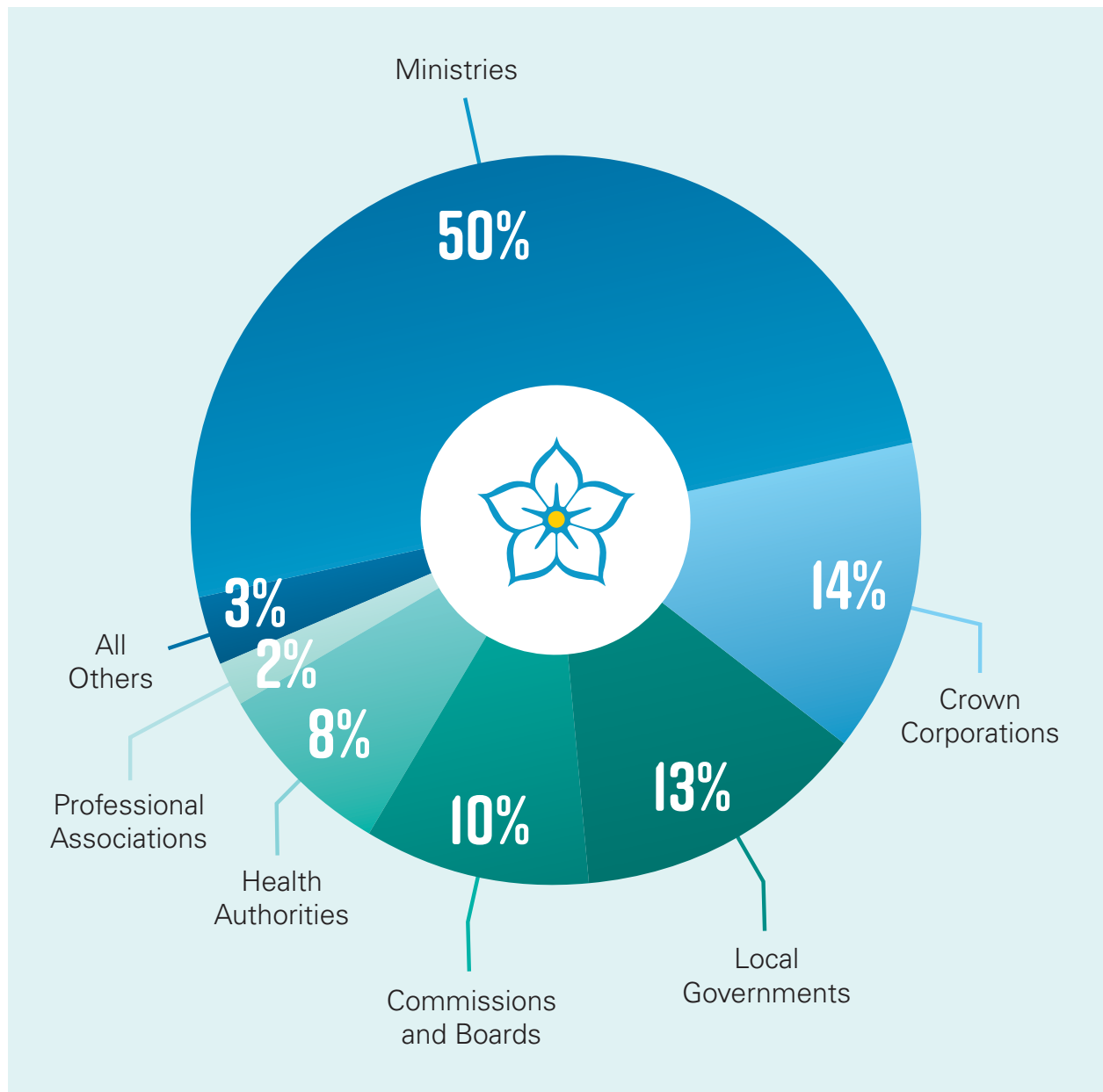
#	Electoral District	Received
47	Peace River South	32
48	Penticton	106
49	Port Coquitlam	90
50	Port Moody-Coquitlam	25
51	Powell River-Sunshine Coast	60
52	Prince George-Mackenzie	68
53	Prince George-Valemount	65
54	Richmond North Centre	30
55	Richmond-Queensborough	21
56	Richmond South Centre	23
57	Richmond-Steveston	15
58	Saanich North and the Islands	85
59	Saanich South	92
60	Shuswap	87
61	Skeena	36
62	Stikine	27
63	Surrey-Cloverdale	33
64	Surrey-Fleetwood	31
65	Surrey-Green Timbers	24
66	Surrey-Guildford	35
67	Surrey-Newton	43
68	Surrey-Panorama	41
69	Surrey South	61
70	Surrey-Whalley	63
71	Surrey-White Rock	41
72	Vancouver-Fairview	35
73	Vancouver-False Creek	38
74	Vancouver-Fraserview	27
75	Vancouver-Hastings	22
76	Vancouver-Kensington	23
77	Vancouver-Kingsway	26
78	Vancouver-Langara	19
79	Vancouver-Mount Pleasant	75
80	Vancouver-Point Grey	18
81	Vancouver-Quilchena	21
82	Vancouver-West End	40
83	Vernon-Monashee	69
84	Victoria-Beacon Hill	103
85	Victoria-Swan Lake	76
86	West Vancouver-Capilano	25
87	West Vancouver-Sea to Sky	45
Total		4,515

Note: These numbers do not include complaints from outside B.C., or complaints where the electoral district could not be determined.

Top 20 Authorities in 2017/18 – By Complaint Volume

Authorities	Complaints Received
Ministry of Social Development and Poverty Reduction	625
Ministry of Children and Family Development	555
Ministry of Public Safety and Solicitor General	353
ICBC	325
Ministry of Attorney General	226
Workers' Compensation Board	182
Ministry of Health	172
BC Hydro	155
Ministry of Finance	104
Island Health	89
Fraser Health	84
BC Housing	84
Ministry of Municipal Affairs and Housing	72
Public Guardian and Trustee	70
Provincial Health Services Authority	66
Interior Health	65
Vancouver Coastal Health	54
Law Society of BC	50
City of Vancouver	39
Ministry of Forests, Lands, Natural Resource Operations and Rural Development	32

Complaints Received – By Authority Category



Ministries (50%)

Social Development and Poverty Reduction	28%	625
Children and Family Development	24%	555
Public Safety and Solicitor General	16%	353
Attorney General	10%	226
Health	8%	172
Finance	5%	104
Municipal Affairs and Housing	3%	72
Forests, Lands, Natural Resource Operations and Rural Development	1%	32
Transportation and Infrastructure	1%	31
Other Ministries	4%	91

Commissions and Boards (10%)

Workers' Compensation Board	40%	182
Public Guardian and Trustee	16%	70
BC Securities Commission	6%	25
Workers' Compensation Appeal Tribunal	4%	20
TransLink	3%	15
Employment and Assistance Appeal Tribunal	3%	14
Human Rights Tribunal	3%	14
Legal Services Society	3%	13
Real Estate Council	2%	10
Other Commissions and Boards	20%	91

Crown Corporations (14%)

ICBC	52%	325
BC Hydro and Power Authority	25%	155
BC Housing	14%	84
Community Living BC	3%	21
BC Assessment	2%	12
Transportation Investment Corporation	2%	11
Other Crown Corporations	2%	12

Health Authorities (8%)

Island Health	24%	89
Fraser Health	22%	84
Provincial Health Services Authority	18%	66
Interior Health	17%	65
Vancouver Coastal Health	14%	54
Northern Health	5%	18

Local Governments (13%)

City of Vancouver	7%	39
City of Surrey	5%	29
City of Nanaimo	4%	22
City of Kelowna	3%	17
City of Revelstoke	3%	16
District of Saanich	3%	15
City of Victoria	2%	13
Regional District of Central Okanagan	2%	13
Other Local Governments	71%	392

Professional Associations (2%)

Law Society of British Columbia	56%	50
College of Physicians and Surgeons of BC	8%	7
College of Registered Nurses of BC	7%	6
Other Professional Associations	29%	26

All Others (3%)

Schools and Boards of Education	61%	81
Universities	19%	25
Colleges	15%	20
Parks Boards	4%	5
Libraries	1%	2

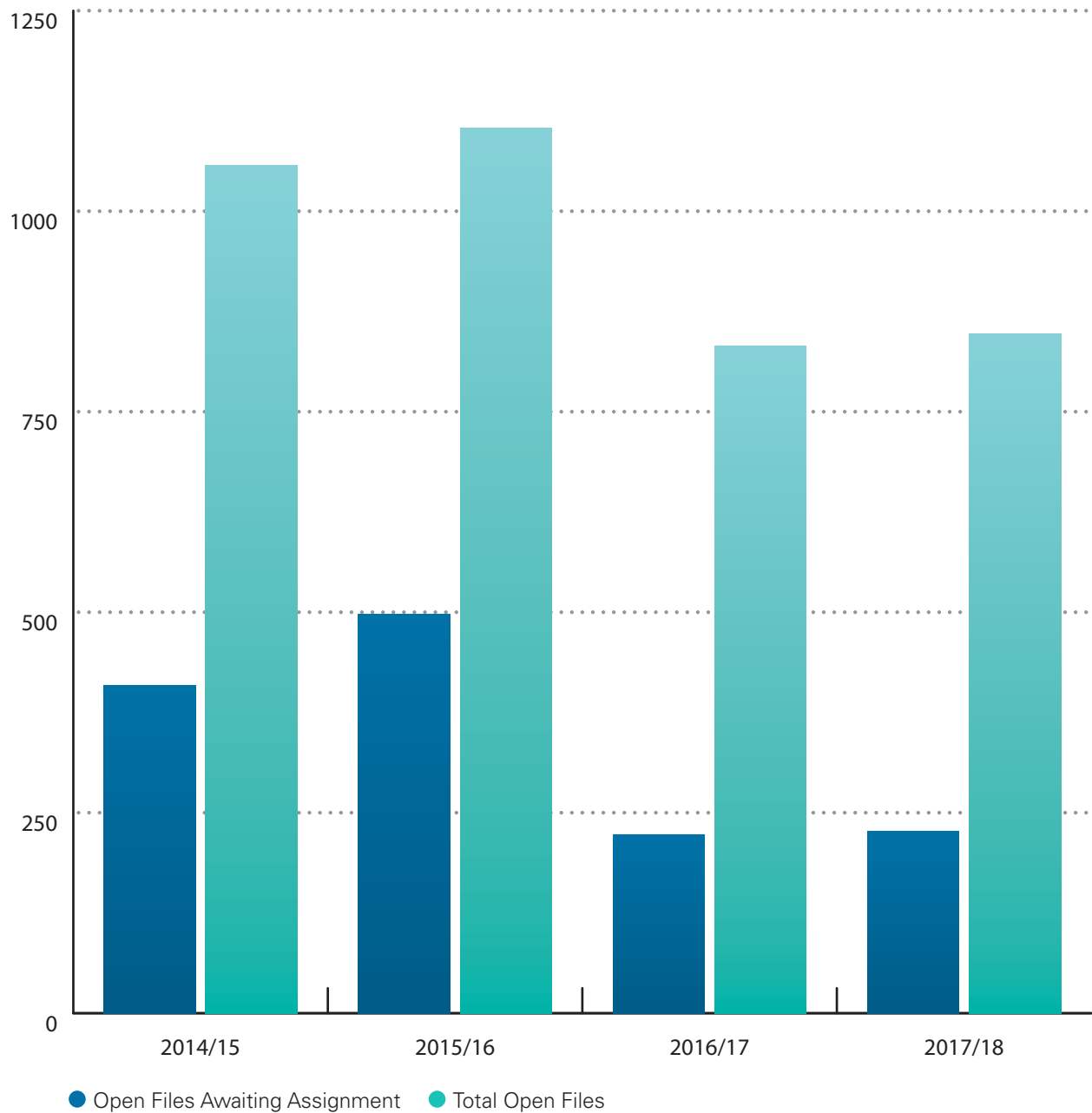
Length of Time to Close Investigative Files

	2017/18*		Performance Objectives**
Closed Within 30 Days	537	36%	—
Closed Within 90 Days	1016	68%	70%
Closed Within 180 Days	1254	84%	85%
Closed Within 1 Year	1373	92%	90%
Closed Within 2 Years	1461	98.3%	95%
Closed Within 3 Years	1479	99.5%	100%

* Elapsed time does not include time before a matter is assigned to an investigator (e.g. while on Files Awaiting Assignment list).

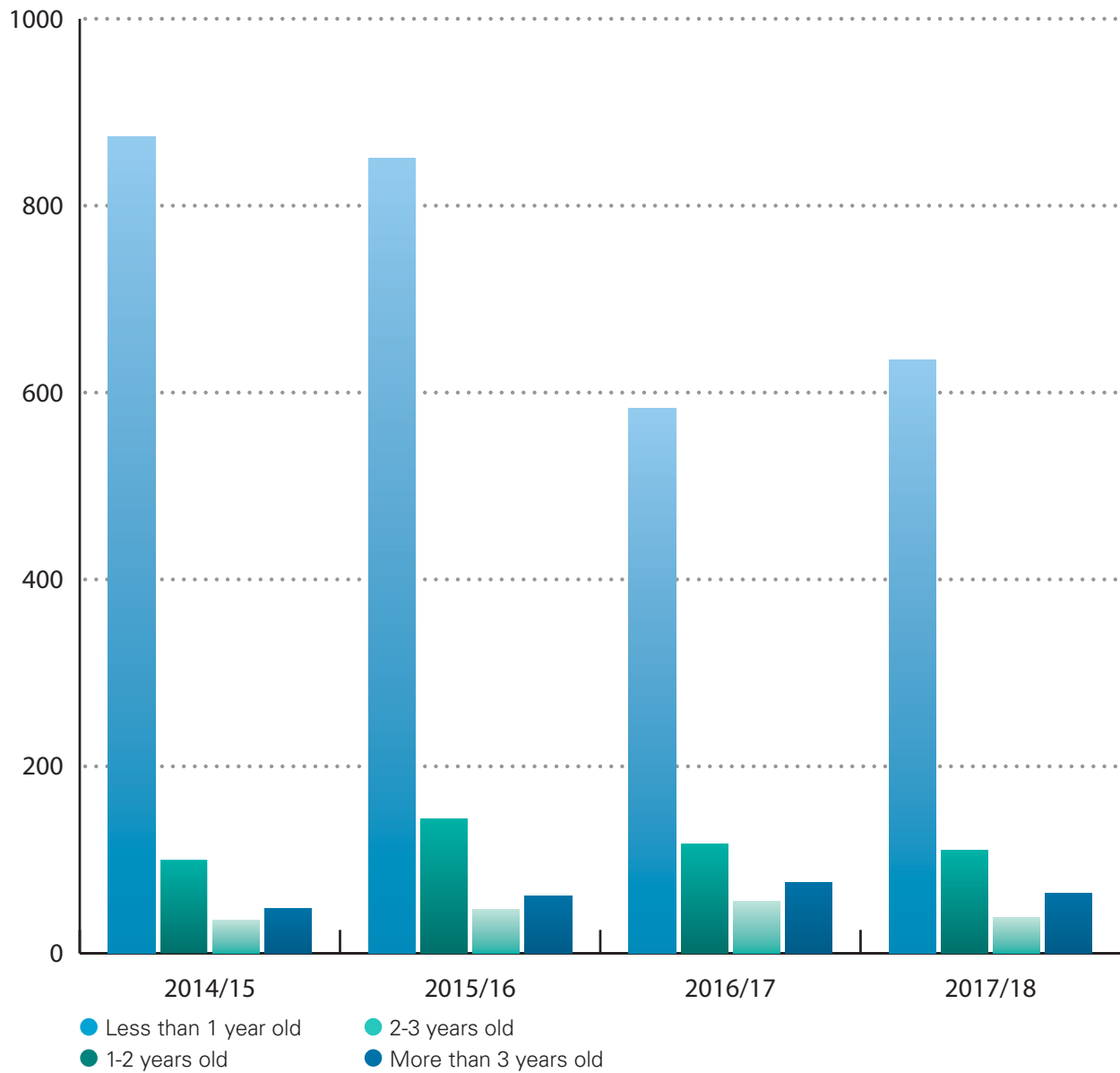
** These performance objectives apply to files closed by investigators. Files closed at intake are not included in these numbers, nor are files associated with ongoing systemic investigations.

Open Files at Year End



	2014/15	2015/16	2016/17	2017/18
Open Files Awaiting Assignment	409	498	223	227
Total Open Files	1,057	1,104	832	847

Open Files – Age of Files at Year End



	2014/15		2015/16		2016/17		2017/18	
Less than 1 year old	874	83%	852	77%	583	70%	635	75%
1-2 years old	100		144		117		110	
2-3 years old	35	17%	47	23%	56	30%	38	25%
More than 3 years old	48		61		76		64	

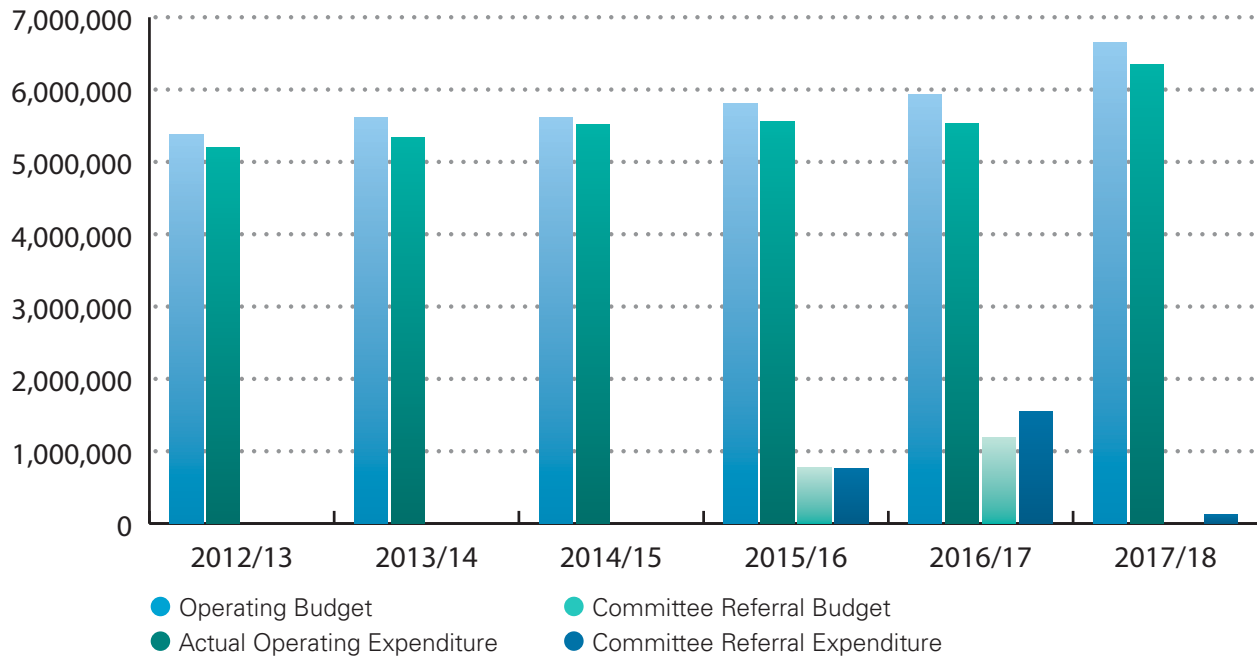


STAFF & BUDGET

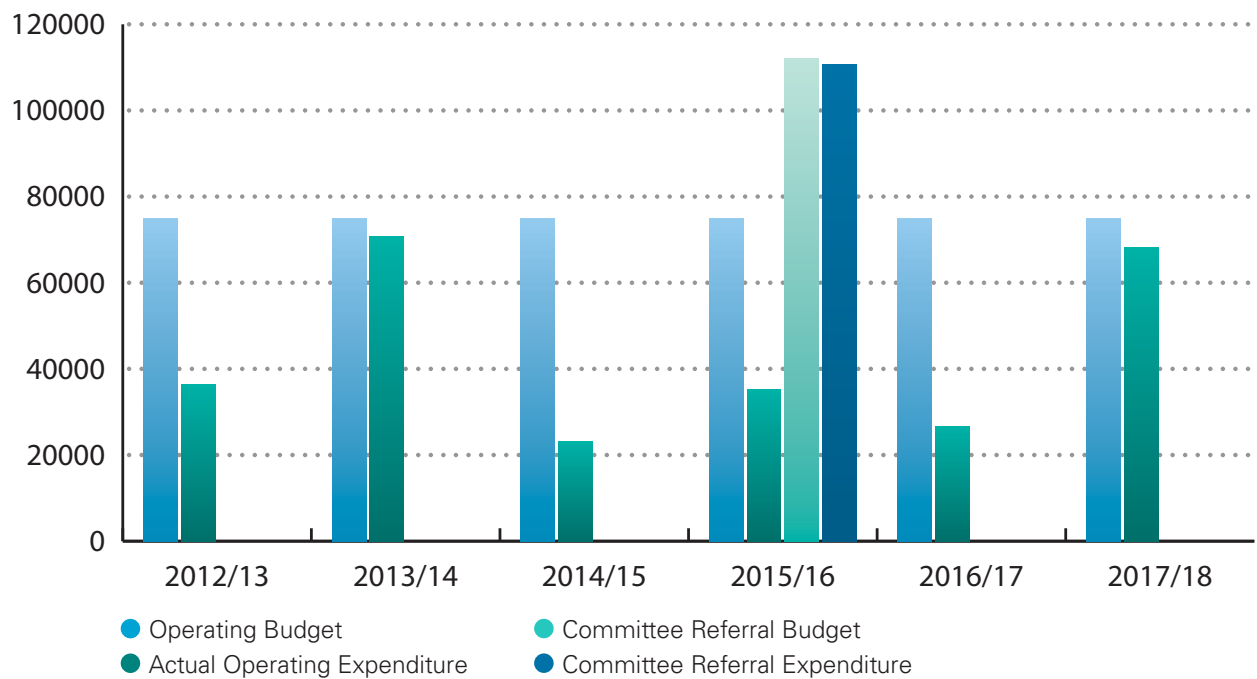
Our Finances

The 2017/2018 annual operating budget for the Office of the Ombudsperson was \$6,653,000.

Operating Budget to Actual Expenditures by Fiscal Year



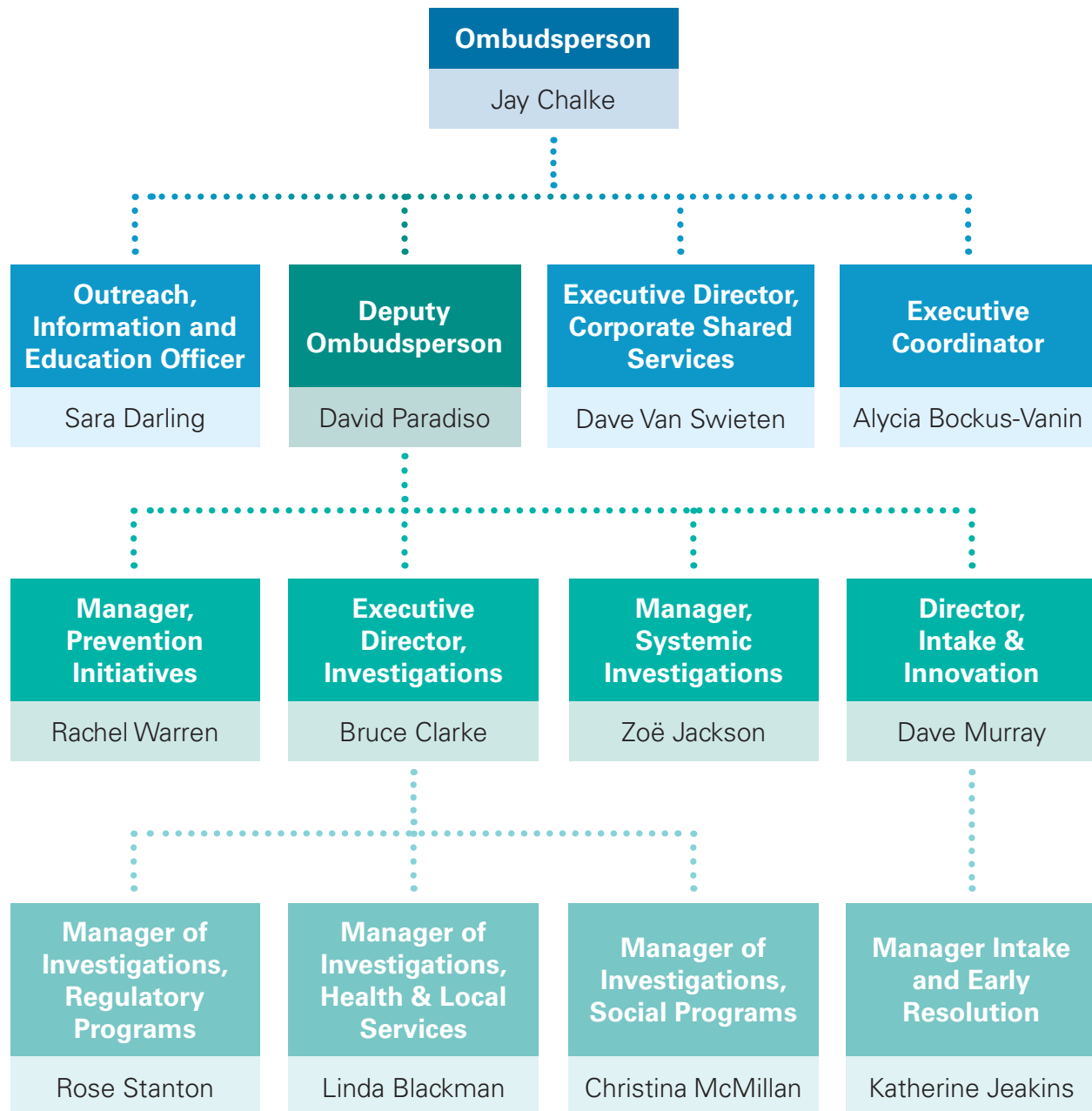
Capital Budget to Actual Expenditures by Fiscal Year



Our Staff

Outside of Corporate Shared Services, there were 49 positions in the Office of the Ombudsperson. There were an additional 18 Corporate Shared Services staff that provided finance, administration, facilities, HR and IT support for four Offices of the

Legislature which include the Office of the Ombudsperson, the Office of the Merit Commissioner, the Office of the Police Complaint Commissioner and the Office of the Information and Privacy Commissioner.



As of March 31, 2018



Ombudsperson's Long Service Awards

The Ombudsperson recognizes dedication to the Office each year for staff who reach five-year milestones of service with the Office of the Ombudsperson. This year, the following staff members were recognized by the Ombudsperson with long service awards:

5 Years:

- Chris Biscoe
- Stewart Cavers
- Dustin Downs
- Deidre Matheson

15 Years:

- Teri Burley
- Victor Gardner

Community Involvement

As B.C.'s Independent Voice for Fairness, staff at the Office of the Ombudsperson routinely make an impact receiving and investigating complaints. But it doesn't stop there. Away from their desks, staff are also difference-makers in the community. Each year the Office supports charitable causes including the Provincial Employees Community Services Fund (PECSF). Employees at the Office of the Ombudsperson contributed over \$8500 to the PECSF campaign this year. All PECSF funds go directly to charitable organizations like the Threshold Housing Society – this year's Legislative Officers chili cook-off beneficiary.

List of Staff

The following were employed by the Office of the Ombudsperson as of March 31, 2018.

Addis, Stephanie
 Apland, Trish
 Barlow, Ross
 Bertram, Keir
 Bertsch, Jennifer
 Biscoe, Chris
 Blackman, Linda
 Blakeman, Candie
 Bockus-Vanin, Alycia
 Brown, Rhonda
 Bugar, Taryn
 Burley, Teri
 Byrne, Wendy
 Cambrey, Brad
 Cavers, Stewart
 Chalke, Jay
 Chapman, Matthew
 Chunick, Carly
 Clarke, Bruce
 Downs, Dustin
 Evans, Lisa
 Gardner, Victor
 Giarraputo, Charisse
 Gingras, Leoni
 Graham, Rebecca
 Green, Jaime
 Henderson, Mark
 Hintz, Elissa
 Horan, Anne
 Jackson, Zoë
 Jeakins, Katherine
 Jones, Jennifer
 Kulmala, Peggy
 Lapthorne, Jonathan
 Macmillan, Zoë
 Malan, Sarah
 Matheson, Deidre
 McMillan, Christina
 McPherson, Colin
 Milligan, Sarah

Morgan, Glenn
 Morgan, Keira
 Morris, Christine
 Morrison, Kathleen
 Moss, Michael
 Murray, David
 Paradiso, David
 Paul, Nathan
 Perkey, Debora
 Phillips, Lisa
 Rahman, Zara
 Rasmussen, Susan
 Rohrick, Rebecca
 Siroski, Shaleen
 Slanina, Sarah
 Stanton, Rose
 Thomson, Erin
 Van Swieten, David
 Vossen, Julia
 Walter, Rochelle
 Warren, Rachel
 Webber, Katherine
 Yeo, Eileen

CO-OP STUDENTS

University of Victoria co-op students joined the Office for four-month terms between April 1, 2017 and March 31, 2018.

Allen, Katie
 Amirkhani, Emily
 Chan, Victor
 Chown, Eric
 Flader, Suzy
 Gilbert, Chanelle
 Raymond, Maria
 Stuckenberg, Matt
 Nguyen, Linh
 Watmough, Rebecca
 Wynans, Tim

MAILING ADDRESS:

Office of the Ombudsperson
PO Box 9039 Stn Prov Govt
Victoria BC V8W 9A5

TELEPHONE:

General Enquiries Victoria: 250.387.5855

Toll Free: 1.800.567.3247

IN PERSON:

Second Floor • 947 Fort Street • Victoria BC

FAX:

250.387.0198

WEBSITE:

www.bcombudsperson.ca

From: Donna Verones
To: Caroline Manders
Subject: Hold the Date: BCPSEA Symposium 2018
Date: Tuesday, June 19, 2018 3:11:28 PM
Attachments:

This e-mail was sent to BCPSEA Board of Directors, Superintendents, Secretary Treasurers, HR Contacts, Trustee Representatives

Hold the Date: Symposium 2018

The BCPSEA 2018 **Symposium: Insight and Opportunities, Human Resources in Education** will be held Monday, November 5 and Tuesday, November 6, 2018 at the Coast Coal Harbour Hotel, 1180 West Hastings Street, Vancouver, BC.

Program

Program information and registration details for the Symposium will follow in the coming weeks.

Accommodation

A block of rooms is being held at the Coast Coal Harbour Hotel at a special rate of \$155 per night (not including taxes). The rate will be honoured based on availability and will be in effect until October 15, 2018. After October 15, the hotel will continue to accept reservations on a space available basis at current available rates.

Delegates are required to make their own reservations as soon as possible and arrange payment directly with the hotel. Reservations can be made by:

- Clicking the Booking Link at <https://aws.passkey.com>
- Calling the hotel's Central Reservations number: 1 800 716 6199
- Calling locally: 604 697 0202

When calling the hotel, delegates must indicate they are attending the **BCPSEA 2018 Fall Symposium** to ensure they receive the special conference rate.

Please note that all travel, accommodation, and meals not provided at the Symposium are at school district expense.

If you have any questions regarding **Symposium 2018**, please contact Donna Verones at 604 730 4501 or donna@bcpsea.bc.ca. We look forward to seeing you in the fall!

Donna Verones Administrative Assistant, Events

D: 604 730 4501 | F: 604 730 0787

300 – 2889 East 12th Avenue Vancouver BC V5M 4T5

www.bcpsea.bc.ca

**MINUTES OF THE NEW WESTMINSTER BOARD OF EDUCATION
EDUCATION POLICY & PLANNING COMMITTEE
HELD TUESDAY, SEPTEMBER 11, 2018 AT 7:30 PM
LORD KELVIN ELEMENTARY SCHOOL
1010 HAMILTON STREET, NEW WESTMINSTER**

PRESENT	Jonina Campbell, Trustee	Karim Hachlaf, Superintendent
	Casey Cook, Trustee	Maryam Naser, Associate Superintendent
	Michael Ewen, Trustee	Kim Morris, Secretary-Treasurer
	Mark Gifford, Chair	Stacy Brine, Teacher NWSS
	James Janzen, Trustee	Bertha Lansdowne, District Aboriginal Coordinator
	Mary Lalji, Trustee	Ken Millard, Principal, Lord Kelvin Elementary
	Kelly Slade-Kerr, Vice Chair	Ruby Sihota, Vice Principal, Lord Kelvin Elementary
		John Tyler, Principal NWSS
		Caroline Manders, Recording Secretary

Chair Ewen recognized and acknowledged the Qayqayt First Nations, as well as all Coast Salish peoples, on whose traditional and unceded territories we live, we learn, we play and we do our work.

1. ADOPTION OF THE AGENDA

Moved and Seconded

THAT the agenda for the September 11, 2018 Open Education Policy and Planning Committee meeting be adopted as distributed.

Carried Unanimously

2. PRESENTATIONS

- a. Aboriginal Education Update – Bertha Lansdowne, District Aboriginal Coordinator, presented the Enhancement Agreement 2018-2023. The Agreement highlighted a variety of activities students and the community engaged in over the past school year, and moving forward, focus on improving Aboriginal learners' numeracy, reading and writing.
- b. Morning School Broadcast – Principal Ken Millard provided a quick overview of how Lord Kelvin has moved from a morning radio broadcast to a television broadcast. The students provided a live broadcast for the Board of Education, which included an interview with Trustee Slade-Kerr.
- c. Sensory Room
The Board visited the Lord Kelvin Sensory Room and a video was viewed which showed the purpose and concept of a Sensory Room.

3. REPORTS FROM SENIOR MANAGEMENT

a. 2018/19 Board Annual Work Plan – Board Policy 2 – Appendix A

Superintendent Karim Hachlaf reviewed the revised Annual Work Plan. Trustee Lalji asked to have student engagement reference added to Board Work Plan. This was deferred until this process has been finalized. Trustee Slade-Kerr requested that public motions made in open meetings, be posted on the District's website.

Moved and Seconded

THAT the Board of Education of School District No. 40 (New Westminister) adopt the School District No. 40 (New Westminister) revised Board Policy 2 – Appendix A: Board Annual Work Plan for 2018/19.

Carried Unanimously

b. Student Engagement Update

Superintendent Karim Hachlaf introduced NWSS Principal John Tyler and NWSS Teacher Stacy Brine, provided an update as to the status of engaging students to ensure diversity and broadest spectrum of students possible. Strategies used to date include forums and surveys. It is anticipated that a process and selection of students will be complete in October.

c. Curriculum Implementation Day

Associate Superintendent Maryam Naser, provided an overview of the upcoming Curriculum Implementation Day on September 21, 2018. An invitation was extended to the Trustees to attend Curriculum Implementation Day.

d. City of New Westminster (Intelligent City) Partnership

Associate Superintendent, Maryam Naser, explained that this initiative is a continuation of the collaboration with the City of New Westminster (Intelligent City). The focus of the work with this group is preparing students and citizens for world of work through technology and engage in areas of innovation.

Moved and Seconded

THAT the Board of Education of School District No. 40 (New Westminster) approve the signing/execution of the Innovation Partnership Agreement Memorandum of Understanding with the City of New Westminster (Intelligent City), to support a continued collaboration between the City and the School District.

Carried Unanimously

4. NEW BUSINESS

None.

5. GENERAL ANNOUNCEMENTS

- a. Invitation to Richard McBride Elementary Welcome Back Picnic – September 14, 2018 from 5:00 pm to 8:00 pm
- b. Invitation to Hyacks Football Homecoming – September 14, 2018 Pre-Game Festivities at 5:00 pm; Game Starts at 7:30 pm
- c. City of New Westminster – OCP Amendment Consultation – Queen's Park Heritage Conservation Area – September 17, 2018
- d. City of New Westminster – Draft Zoning Bylaw and Official Community Plan Amendments for Electrical Vehicle Charging Infrastructure for New Buildings – September 17, 2018
- e. Invitation from New West Hospice Society – Annual General Meeting – 2:30 pm - September 29, 2018 at Century House
- f. Orange Shirt Week – September 24 – 28, 2018

6. ADJOURNMENT

The meeting adjourned at 9:05 pm.

BOARD ANNUAL WORKPLAN

September

Regular Board Meeting Agenda Items

- Review audit report and management letter
- Approve the audited financial statements and review internal audit reports
- Approve appointment or reappointment of auditor
- Approve trustee school liaison assignments
- Approve proposed Trustee calendar for partner meetings and related functions
- Make Trustee appointments to committees and community liaison groups
- Approve Annual Board Work Plan – Education
- Consider Motions to BCSTA
- Receive Executive Compensation reporting
- Approve Annual Executive Disclosure Report

Events

- Orange Shirt Day – September 30
- Recognize World Teachers' Day – October 5

October

Regular Board Meeting Agenda Items

- Review Student Enrollment and Staffing Report - Education
- Review Strategic Direction
- Surplus Appropriation Approval

Events

- October 20, 2018 – General Local Elections
- Represent Board at BCPSEA Symposium (November 5 & 6, 2018)
- Represent Board at BCSTA Provincial Council Meeting (November 29, 2019)
- BCSTA Trustee Academy (November 29 – December 1, 2019)
- World Teachers' Day – October 5

November

Regular Board Meeting Agenda

- Review Career Programs Report
- Review Board Policy Handbook
- HR Report
- Review International Program Report
- Review Class Size Report
- Elect Chair/Vice-Chair
- Chairs Annual Report

Events

- Inaugural Meeting & Oath of Office of Newly-Elected Trustees, November 6, 2018
- BCSTA Provincial Council Meeting (November 29, 2018)
- BCSTA Trustee Academy (November 29 – December 1, 2018)
- Remembrance Day Ceremonies

December

Regular Board Meeting Agenda Items

- Review Student Welfare Accountability Report – Assess Student Welfare – reference Policy 12.
- Receive Statement of Financial Information (SOFI) Report
- Receive School Growth Plans to be presented to the Board annually by the Superintendent

Events

January

Regular Board Meeting Agenda Items

- Review Student Learning Accountability Report – reference Policy 12 – Education Committee
- Review progress re Strategic Planning results – Education Committee
- Approve Budget Development Process and Timelines – Operations Committee
- Provide direction through our Board representative to BCSTA Provincial Council Meeting regarding provincial policy matters
- Review policy positions for submission to BCSTA Annual General Meeting
- Distributed Learning & Continuing Education Report – Board

Events

- Represent Board at BCPSEA AGM
- Represent Board at BCSTA Provincial Council Meeting (held in February)
- New Trustee Academy – BCSTA (dates to be confirmed)

February**Regular Board Meeting Agenda Items**

- Review Recommended 2-year District Calendar
- Approve Amended Operating Budget for Current Fiscal Year
- 2019-2020 Budget Process Update – Operations
- Review Report on Aboriginal Education – Operations

Events

- BCSTA Provincial Council Meeting
- Pink Shirt Day

March**Regular Board Meeting Agenda Items**

- Approve District Calendar
- Approve Calendar for Board and Committee meetings
- Review preliminary draft budget for the upcoming year

Events

April**Regular Board Meeting Agenda Items**

- Approve school fees
- Approve Operating Budget for upcoming fiscal year
- Approve 5-year Capital Plan Bylaw
- Approve Board Authorized Courses

Events

- Attend and participate in BCSTA AGM

May**Regular Board Meeting Agenda Items**

- Complete CEO evaluation and Board evaluation
- Approve terms of engagement with auditor and audit plan
- Review Sexual Orientation and Gender Identity (SOGI) Report
- Review Sanctuary Schools Report

Events

June

Regular Board Meeting Agenda Items

- Approve 5-year Capital Plan
- Receive Internal Audit Summary
- Review/Approve signing authorities

Events

- Host employee Retirement Dinner Ceremony

July/August

- Meetings to be scheduled as needed

As Required

- Attend trustee development/orientation sessions
- Attend school functions (as invited)
- Review the District Strategic Plan
- Hear appeals as needed
- Ratify memoranda of agreement with bargaining units
- Make disbursements from Capital Reserve Fund
- Approve tender selection for contracts
- Declare facilities surpluses to general school needs
- Approve disposition of real property (lands and buildings)
- Attend Board Liaison meetings as outlined in the Trustee calendar
- Advance Board Positions through BCPSEA
- Represent Board at BCSTA Metro Branch Meeting
- Meetings with elected officials

Monthly

- Student Withdrawal Report
- Operations Update (capital projects, legal, contracted management services, financial variances, budget updates and significant tendering awards)

Legal Reference: Sections 65, 74, 74.1, 75, 75.1, 76.1, 76.3, 76.4, 77, 79.2, 82, 82.1, 84, 85, 86, 96, 112, 112.1, 113, 145, 147, 158 School Act

SD No. 40 (New Westminster)

Adopted: September 25, 2018

MEMORANDUM OF UNDERSTANDING INNOVATION PARTNERSHIP AGREEMENT

BETWEEN:

CITY OF NEW WESTMINSTER
NEW WESTMINSTER, BRITISH COLUMBIA

AND:

NEW WESTMINSTER SCHOOL DISTRICT
NEW WESTMINSTER, BRITISH COLUMBIA

WHEREAS:

- A. The City of New Westminster, as an Intelligent City, applies information and communications technology (ICT) to create a climate for innovation so businesses, institutions and all citizens have every opportunity to thrive in the new digital economy, and in doing so positions itself as a sustainable economic hub in Metro Vancouver.
- B. The City of New Westminster is focused on its strategic goal that by '2020, New West will be the leading candidate for new, digital media and technology centric companies, in Greater Vancouver' and will work collaboratively with schools and institutions in New Westminster to achieve this goal.
- C. New Westminster School District has established a blueprint for learner success outlining four important themes that guide their work: These include - Engagement and personalized learning; Social and emotional well-being and healthy lifestyles; Communicating student learning; and Technology and Learning.
- D. New Westminster School District recognizes that technology is a transformational educational tool for teaching and learning and is undertaking significant structural upgrades in their district and developing a strategic plan focused on employing those technologies that optimize learning for students including Science, Technology, Engineering, Arts and Math (STEAM).

There are significant benefits to both the City of New Westminster and the New Westminster School District, in working together toward the achievement of goals related to the future of the city's students and Intelligent New West.

NOW THEREFORE, THE PARTIES AGREE AS FOLLOWS:

1. Objective

The Agreement formally acknowledges the partnership between the **Parties** in order to promote effective collaboration between them in regards to digital innovation in education.

2. Areas of Potential Collaboration

The **Parties** will collaborate to further the shared goals of digital inclusion through activities including but not limited to:

- a. Active participation as key partners on respective working team committees;
- b. Enhance connections between creative learning spaces and industry employing the new city fibre network to advance digital education;
- c. Work together to determine what future knowledge workforce and other related skills and resources are needed for all levels of learners in digital media and technology, including identifying and incorporating resources such as STEAM New Media Gallery and Anvil Learning Lab;
- d. Continue with the Intelligent New West and School District's focus on arts and culture with an increased emphasis on future innovation, creativity and youth entrepreneurialism in sectors such as digital media by encouraging students at all levels to participate;
- e. Work together to determine what facilities / structures/ resources and approaches will be needed to support the growth of innovation and the knowledge workforce in the city and in schools into the future.

Not Legally Binding

This **Agreement** is not intended to be and is not to be construed as a legally binding agreement. Signing of this **Agreement** does not result in any material, financial or other obligation for either of the **Parties** hereto.

Representatives

The representative from the City of New Westminster for this **Agreement** is the Manager of Economic Development and Communications. The representative from New Westminster Schools for this **Agreement** is the District Associate Superintendent.

Term

This **Agreement** will be valid for a period of 3 (three) years and will become effective on the date it is signed by all **Parties**. This **Agreement** may be extended or amended with the written agreement of both Parties and may be terminated by either **Party** with 90 days written notice to the other **Party**.

Each **Party** is signing this **Agreement** on the date stated below that **Party's** signature.

City of New Westminster

New Westminster School District 40

Jonathan X. Cote
Mayor

Name
Chair, New Westminster School District

Date

Date

**MINUTES OF THE NEW WESTMINSTER BOARD OF EDUCATION
OPERATIONS POLICY & PLANNING COMMITTEE
HELD TUESDAY, SEPTEMBER 18, 2018 AT 8:30 PM
SCHOOL BOARD OFFICE
811 ONTARIO STREET, NEW WESTMINSTER**

PRESENT	Jonina Campbell, Trustee Casey Cook, Trustee Mark Gifford, Chair James Janzen, Trustee Mary Lalji, Trustee Kelly Slade-Kerr, Vice Chair	Karim Hachlaf, Superintendent Maryam Naser, Associate Superintendent Kim Morris, Secretary-Treasurer James Pocher, Assistant Secretary-Treasurer Caroline Manders, Recording Secretary
REGRETS	Michael Ewen, Trustee	

Chair Janzen recognized and acknowledged the Qayqayt First Nations, as well as all Coast Salish peoples, on whose traditional and unceded territories we live, we learn, we play and we do our work.

1. ADOPTION OF THE AGENDA

Moved and Seconded

THAT the agenda for the September 18, 2018 Open Operations Policy and Planning Committee meeting be adopted as distributed.

Carried Unanimously

2. CORRESPONDENCE

Correspondence was reviewed.

3. REPORTS FROM SENIOR MANAGEMENT

a. Maintenance & Capital Projects Update

Secretary-Treasurer, Kim Morris presented the Maintenance & Capital Projects Update.

i. School District Audit Services

Moved and Seconded

THAT the Board of Education of School District No. 40 (New Westminister) direct staff to request proposals for audit services for School District No. 40 (New Westminister) for a three-year period (with an optional two year renewal) commencing with the 2019/20 fiscal year; AND THAT a recommendation from staff for audit services be provided to the Board by November 2018.

Carried Unanimously

ii. Audit Committee Formation

As per the motion of April 24, 2018 that an Audit Committee be established based on the BCSTA document "Audit Committee Sample Terms of Reference". Two options were reviewed:

1. Embed the roles, responsibilities and duties of the Audit Committee into the existing standing Operations Policy & Planning Committee of the Whole; or
2. Create a separate stand-alone committee.

Moved and Seconded

THAT the Operations Policy and Planning Committee recommend to the Board of Education for School District No. 40 (New Westminster) that the wording of Policy 8-Board Committees be amended to embed the roles, responsibilities and duties of the Audit Committee into the existing standing Operations Policy and Planning Committee of the Whole.

***Carried
2 Opposed***

b. Financial Update as at August 31, 2018

The Secretary-Treasurer, Kim Morris reviewed the revenues and expenses as at August 31, 2018 highlighting that the District is in a similar financial position as for the same time period as the previous year with the exception of International Program Revenue due to a revenue recognition timing change in the 2018-2019 fiscal year.

c. 2017-18 Audited Financial Statements & Audit Findings Report for Year Ended June 30, 2018

The Secretary-Treasurer, Kim Morris thanked the Finance Department for efficient and accurate preparation of the financial statements and coordination of the audit. The Assistant Secretary-Treasurer, James Pocher reviewed the audited financial statements.

Moved and Seconded

THAT the Board of Education of School District No. 40 (New Westminster) approve the Consolidated Audited Financial Statements for the fiscal year ending June 30, 2018.

Carried Unanimously

d. Restricted and Non-Restricted Surplus

The Secretary-Treasurer proposed an amendment to the recommendation and explanation for the waiver request.

Moved and Seconded

THAT the Board of Education of School District No. 40 (New Westminster) waive Policy 19 Section 1.1 “normally consider such allocations as part of the budget development and approval process.” (Restricted and Non-Restricted Surplus Funds) AND to further restrict 2017-2018 surplus in the 2018-2019 fiscal year.

Carried Unanimously

e. Accumulated Surplus

The Superintendent, Karim Hachlaf provided an overview of additional positions added in the District, estimated to be as high as \$500,000, depending on final enrollment numbers and Classroom Enhancement Fund amended spending plan.

Moved and Seconded

THAT the Board of Education of School District No. 40 (New Westminster) authorize staff to address immediate staffing pressures utilizing 2017-2018 accumulated surplus up to \$500,000, as presented.

Carried Unanimously

f. Administrative Procedure 515 – Purchasing and Tendering

Secretary-Treasurer, Kim Morris reviewed the amended AP515. The impact of the suggested amendments will streamline processes and reduce administration time.

4. NEW BUSINESS

a. Neighbourhood Learning Centres (NLC) Advisory Committee

The Secretary-Treasurer, Kim Morris updated the Board on research and information gathered to date relative to a Neighbourhood Learning Centre process for New Westminster Secondary School and Richard McBride Elementary School. Recommendation to be brought to October 2018 meeting.

b. School District No. 40 & City of New Westminster re Childcare BC New Spaces Fund

Chair Gifford; Superintendent, Karim Hachlaf; and Secretary-Treasurer, Kim Morris attended a meeting with the City of New Westminster in late August to discuss childcare spaces. Trustee Slade-Kerr suggested options to add childcare space to the new Richard McBride Elementary School be pursued with incremental cost information, challenges and opportunities of having an 'in-house' operator, and the type of childcare space identified as a priority by the City, to be reported back to the Board. Superintendent, Karim Hachlaf gave his assurance that this is being taking under consideration.

5. GENERAL ANNOUNCEMENTS

- a. Invitation to Massey Victory Heights All Candidates Meeting – Thursday, October 4, 2018 at 7:00 pm
- b. Trustee Academy – November 29 – December 1, 2018 (Registration Commenced Sept.17, 2018)

6. ADJOURNMENT

The meeting adjourned at 10:15 pm.



Options:

Option 1: Embed in Existing Operations Policy and Planning Committee

Sample additions (*in italics*) to existing Terms of Reference found in Section 10 of Policy 8:

10. Operations Policy & Planning Committee of the Whole

10.1 Purpose

- 10.1.1 To allow the Board to explore operations matters in much greater depth than can be accomplished in a scheduled regular meeting of the Board.
- 10.1.2 To solicit and receive information from the Superintendent and/or designates relevant to the development of various system activities and plans.
- 10.1.3 To assist the Board with work of an on-going nature.
- 10.1.4 *To fulfill the roles, responsibilities and duties of the Audit Committee.*

10.2 Powers & Duties

- 10.2.1 Make recommendations for agenda items for subsequent Board meetings.
 - 10.2.2 Make recommendations to the Board for action.
 - 10.2.3 *Review the audit tender process*
 - 10.2.4 *Recommend the appointment of an external auditing firm to the Board*
 - 10.2.5 *Meet with the internal auditor and external auditors to ensure that:*
 - a) *The Board has implemented appropriate systems to identify, monitor and mitigate significant business risk*
 - b) *The appropriate systems of internal control, which ensure compliance with board policies and procedures, are in place and operating effectively*
 - c) *The Board's annual financial statements are fairly represented in all material respects in accordance with generally accepted accounting principles*
 - d) *Any matter that the external auditors wish to bring to the attention of the Board has been given adequate attention*
 - e) *The external audit function has been effectively carried out*
 - 10.2.6 *Make recommendations pertaining to relevant policies and administrative procedures; and*
 - 10.2.7 *Make recommendations relevant to financial reporting and disclosure processes.*
- 10.3 Membership
- 10.3.1 The Board Chair, in consultation with the Board of Education shall appoint one of the trustees to be the chair of the committee of the Board for a one-year term, commencing in January of each year



10.3.2 *For Audit Committee agenda items: additional non-voting members include the internal auditor, and an independent non-voting lay expert, if no trustee is a “financial expert” with relevant expertise and skills exists on the Board.*

10.4 Meetings

10.4.1 Monthly, the second Tuesday of the month. Committee In-Camera meetings will be convened prior to open committee meetings, as required. In-Camera topics are as defined in Policy 7 Section 5.1.

10.4.2 *Audit Committee function: annually, each September (financial statement/audit review), February (amended budget performance) and May (audit planning).*



School Board Office, District No 40
811 Ontario Street
New Westminster, BC V3m 0J7

604 517 6240
info@sd40.bc.ca
newwestschools.ca

BOARD OF EDUCATION

September 25, 2018

Christina Zacharuk
President and CEO
Public Sector Employers' Council Secretariat
Suite 201, 880 Douglas Street
Victoria, BC V8W 2B7

Dear Ms. Zacharuk:

This will confirm that the Board of Education of School District No. 40 (New Westminster) is aware of the total compensation paid to executive staff during the 2017-18 fiscal year was within the compensation plan as approved by the Board and as reported in the Summary Compensation Table submitted to the Public Sector Employers' Council Secretariat.

Yours truly,

Mark Gifford, Chair
Board of Education

/enclosure

Public Sector Executive Compensation Report

The Board of Education encourages and adopts practices that enable the district to attract, retain, incent, and reward qualified, high-performing employees who are critical to the delivery of quality public education programs to students in School District No. 40 (New Westminster).

A key component of this approach is the development and maintenance of a framework for executive and exempt staff compensation that is rational, defensible, competitive and able to be effectively administered.

Compensation Philosophy

The Board's compensation philosophy aligns with the statutory system of exempt staff compensation administration in the K-12 public education sector and the BC Public School Employers' Association (BCPSEA) exempt staff compensation management plan (BCPSEA Policy 95-06, *Compensation and Employment Standards for School District Employees Not Subject to a Collective Agreement*). Compensation mandates adopted by the Public Sector Employers' Council from time to time are the official policy of BCPSEA and any adjustments to exempt staff compensation levels are considered within the context of the applicable compensation mandate.

The Board's compensation philosophy is based upon a set of principles that guide development, maintenance, and decision-making with respect to salary structures and total compensation packages and programs.

At its core is an integrated view of compensation and rewards — not only traditional, quantifiable elements such as salary and benefits (compensation), but also more intangible elements such as career opportunities, learning and career development, work challenge, and supportive culture (rewards). The total rewards compensation program further integrates with plans that establish the board of education's overall education, business, and human resources strategies and objectives to facilitate the attraction and retention of qualified, experienced, motivated and high-potential employees who are committed to the board's overarching goal of delivering a high quality public education experience to BC students. Inherent in the Board's compensation philosophy are the following objectives:

Inherent in the compensation philosophy are the following core principles:

- **Performance:** The compensation structure and administration of the structure supports and promotes meaningful career growth and development opportunities, and a performance-based (merit) organizational culture.
- **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.
- **Accountability:** Compensation decisions are objective and based upon a clear and well-documented rationale that demonstrates the appropriate expenditure of public funds.
- **Transparency:** The compensation program is designed, managed, administered, and communicated in a manner that ensures the program is clearly understood by employees and the public while protecting individual personal information.

Labour Market Comparators

Key to the compensation philosophy is the need to maintain a meaningful level of competitiveness with the external labour market. Consistent with industry standards, “labour market” is defined in the British Columbia Public School Employers’ Association (BCPSEA) sectoral exempt compensation management plan (Policy 95-06, *Compensation and Employment Standards for School District Employees Not Subject to a Collective Agreement*) as:

- The recruitment pool for these employees
- The destination sector for these employees.

The following considerations guide articulation of the relevant labour market:

- Degree of recruitment from these jurisdictions
- Size of the organization, as size drives the span of control and scope of accountability
- Geographic location
- Transferability of skills
- Comparability of qualifications and experience
- Comparability of authority and consequence of error.

For executive and exempt staff positions in the BC K-12 public education sector, the relevant labour market is:

1. Other BC school districts (primary labour market)
2. Other Canadian school districts (To the extent that BC school districts recruit from and lose employees to these jurisdictions, this segment of the labour market is weighted to Alberta and Ontario (and to a lesser extent, Saskatchewan) consistent with the industry-standard definition of labour market)
3. Other public sector organizations
4. Selected private sector organizations.

The Board’s approach includes:

- Consideration of all components of the total rewards model.
- Consideration of the relevant labour market for compensation comparison purposes.
- Linking pay ranges to neutral, relevant factors (e.g., required skill level, required competencies, job content, required qualifications).
- Ensuring appropriate relationships exist between positions in the district’s compensation hierarchy.
- Considering the ways in which appropriate organizational and individual performance measures may be linked to the administration of the compensation system.

In balancing external competitiveness with internal equity, the Board typically has determined that the reference point for executive and exempt total compensation is the median of the relevant comparator labour market.

The Board's total compensation package for executive staff is comprised of the following elements.

Cash compensation

Annual base salary is considered in the context of the total compensation package. Generally, base salary is targeted at the median of the comparator labour market. Historically the Board has strived to be competitive with other districts in the Metro Vancouver area in terms of remuneration for its exempt staff. The base salary is a single rate structure.

Non-cash compensation

The non-cash elements of the total compensation package include:

- **Health and welfare benefits**, such as basic medical, extended medical, dental, group life, short-term and long-term disability, employee and family assistance program, etc. consistent with such benefits as offered in the K-12 sector generally.
- **Pension benefits** — executive employees are enrolled in either the Teachers' Pension Plan or the Municipal Pension Plan.
- **Paid time off**, including an annual vacation entitlement of 42 days. Pursuant to the *Public Sector Employers Act*, carry forward of unused accumulated vacation is not permitted. If, however, the individual employment contract does allow for carry forward of unused accumulated vacation, then such vacation may be carried forward for one year only and at the end of that year, the unused accumulated vacation must be used in full, paid out, or a combination of the two.

Compensation Administration

The Board engages in consistent and ongoing administration of the compensation structure to ensure that reality matches philosophy and that equity is maintained. An ongoing system of compensation review conducted and managed through BCPSEA and the PSEC Secretariat ensures that total compensation levels are benchmarked externally against the appropriate labour market and internally against appropriate job evaluation criteria.

The Board works with BCPSEA to obtain information and advice relating to the executive and exempt compensation structures and to ensure alignment with the compensation mandates established by PSEC.

▪ Annual base salary administration

The salary structure for the position of Superintendent of Schools is based on placement at the appropriate salary range in the structure reflective of labour market competitiveness and internal equity. Placement and progression through the salary range is dependent upon competency growth and performance. The maximum of the salary range typically represents the job rate for the position, defined as the salary that should be paid to an incumbent who has established him/herself as meeting all the goals and expectations of the position in a fully satisfactory manner. New hires are generally not placed at the job rate on commencement of employment, although due to the key leadership roles and responsibilities, such individuals are generally recruited at a highly competent level and are often placed at the mid- to maximum point in the salary range reflective of the required competence, qualifications, and experience.

The decision whether to grant a salary increase to the position of Superintendent is at the sole discretion of the Board. In determining whether a salary increase is warranted, the Board considers such factors as performance, competence, external competitiveness, and internal equity including the maintenance of appropriate salary differentials through the organization. The Board typically utilizes market compensation data and salary/compensation structures developed by BCPSEA for this position as well as all other positions in the exempt staff structure. Potential increases are considered within the Board's overall compensation budget.

Accountability

Underlying the Board's compensation philosophy and approach is the understanding that legal and regulatory mandates are considered a baseline for implementing any compensation plan or practice. Compensation administration in the K-12 public education sector currently operates within the following context:

- the *Public Sector Employers Act*, which establishes the legislative policy framework for exempt staff compensation administration in the public sector
- the BCPSEA exempt staff compensation management plan (Policy 95-06, *Compensation and Employment Standards for School District Employees Not Subject to a Collective Agreement*), which is an approved compensation plan under the *Public Sectors Employers Act*.
- Compensation mandates adopted by the Public Sector Employers' Council from time to time. Any adjustments to exempt staff compensation levels are considered within the context of the applicable compensation mandate.

Under the current compensation administration system in the K-12 sector:

- the Board of Education is solely responsible for the establishment and maintenance of compensation levels for the position of Superintendent of Schools. As elected school trustees, we are accountable to our public and therefore ensure that we adhere to proper human resources practices with respect to executive and exempt staff compensation.
- the Board must submit proposed compensation adjustments for all other executive and exempt positions in the district to BCPSEA for review and approval prior to implementation.

EXECUTIVE COMPENSATION DISCLOSURE

School District 40 (New Westminster)

Summary Compensation Table at 2018

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2017/2018 Total Compensation	Previous Two Years Totals Total Compensation	
							2016/2017	2015/2016
School District 40 (New Westminster)								
Karim Hachlaf, Superintendent	\$ 141,668	-	\$ 14,066	\$ 18,580	-	\$ 174,314		
Kevin Lorenz, Secretary Treasurer	\$ 143,328	-	\$ 7,848	\$ 15,765	\$ 57,652	\$ 224,593	\$ 165,006	\$ 152,506
Maryam Naser, Associate Superintendent	\$ 130,933	-	\$ 10,475	\$ 18,020	-	\$ 159,428		
Seconded to MOE								
Patrick Duncan, Secondment	\$101,562	-	\$ 3,229	\$ 13,952	\$ 54,234	\$ 172,977	\$ 209,883	\$ 191,057

EXECUTIVE COMPENSATION DISCLOSURE

Summary Other Compensation Table at 2018

Name And Position	All Other Compensation	Severance	Vacation payout	Leave payout	Vehicle / Transportation Allowance	Perquisites / other Allowances	Other
School District 40 (New Westminster)							
Karim Hachlaf, Superintendent	-	-	-	-	-	-	-
Kevin Lorenz, Secretary Treasurer	\$ 57,652	-	\$ 57,652	-	-	-	-
Maryam Naser, Associate Superintendent	-	-	-	-	-	-	-
Seconded to MOE							
Patrick Duncan, Secondment	\$ 54,234	-	\$ 54,234	-	-	-	-

EXECUTIVE COMPENSATION DISCLOSURE

Notes

Karim Hachlaf, Superintendent	General Note: Promoted from Associate Superintendent to Superintendent effective April 3, 2018. The compensation reporting is representative of a mix of compensation between the two positions held over the reporting period July 1, 2017 to June 30, 2018.
Kevin Lorenz, Secretary Treasurer	General Note: Resigned from SD40, moved to SD67, last day of employment with SD40, June 14, 2018. Compensation reported is representative of the period July 1, 2017 to June 14, 2018.
Maryam Naser, Associate Superintendent	General Note: Promoted from Director of Instruction to Associate Superintendent effective June 1, 2018. The compensation reporting is representative of the mix of compensation for the two positions held over the disclosure period July 1, 2017 to June 30, 2018.
Patrick Duncan, Secondment	General Note: Ministry of Education secondment January 8, 2018 to March 31, 2019. Retirement effective April 1, 2019.



ADOPTION OF AGENDA

MINUTES FOR APPROVAL

CORRESPONDENCE

REPORTS FROM SENIOR MANAGEMENT

OTHER BUSINESS

ITEMS TO BE REPORTED OUT AT OPEN MEETING

NOTICE OF MEETINGS

ADJOURNMENT