



BOARD OF EDUCATION SD NO. 40 (NEW WESTMINSTER)

Operations Policy and Planning Committee

Tuesday, May 16, 2017– 7:30 pm

School Board Office

Location: 811 Ontario Street, New Westminster

AGENDA

Item	Action	Info	Presenter	Attachment
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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.

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|----|--|---|---------------|-------------------|
| 1. | Approval of the Agenda | X | J. Janzen | |
| 2. | Reports from Senior Management | | | |
| | a) Financial Update | | X K. Lorenz | <i>Encl Pg 1</i> |
| | b) Maintenance & Capital Projects Update | | X K. Lorenz | <i>Encl Pg 3</i> |
| | c) Audit Committee | | X K. Lorenz | <i>Encl Pg 4</i> |
| | d) Portable Relocation | | X P. Duncan | |
| | e) Admin Procedure Manual | | X P. Duncan | <i>Enclosed</i> |
| 3. | Other Business | | | |
| | a) City Committee Assignments | X | K. Slade-Kerr | <i>Encl Pg 26</i> |
| 4. | General Announcements | | | |
| 5. | Adjournment | | | |

Operating Fund - Year to Date Expense to Budget Summary

G.L. Period Selection: 201709 End Date: MARCH 31, 2017

Description	YTD Exp	YTD Com	YTD Exp + Com	Budget	Bud Remain \$	Bud Remain %
105 PRINCIPALS & VP SALARIES	2,508,553	0	2,508,553	3,236,519	727,966	22
110 TEACHERS SALARIES	20,102,518	0	20,102,518	29,974,293	9,871,775	33
120 SUPPORT STAFF SALARIES	3,717,827	0	3,717,827	5,322,227	1,604,400	30
123 EDUCATIONAL ASSISTANTS SALARIES	3,225,419	0	3,225,419	4,483,021	1,257,602	28
130 OTHER PROFESSIONAL SALARIES	1,744,307	0	1,744,307	2,143,082	398,775	19
140 SUBSTITUTE SALARIES	1,146,183	0	1,146,183	1,755,868	609,685	35
200 EMPLOYEE BENEFITS	8,087,924	0	8,087,924	12,280,653	4,192,729	34
310 SERVICES	1,827,211	154,962	1,982,173	1,941,795	-40,378	-2
330 STUDENT TRANSPORTATION	80,060	34,082	114,142	159,110	44,968	28
340 PROFESSIONAL DEVELOPMENT & TRAVEL	423,918	4,344	428,262	485,103	56,841	12
360 RENTALS & LEASES	155,845	13,165	169,010	260,000	90,990	35
370 DUES & FEES	90,450	0	90,450	129,000	38,550	30
390 INSURANCE	133,605	0	133,605	111,000	-22,605	-20
510 SUPPLIES	1,546,057	432,946	1,979,003	2,125,270	146,267	7
540 UTILITIES	314,603	386	314,989	443,800	128,811	29
551 GAS - HEAT	227,306	0	227,306	278,500	51,194	18
555 CARBON TAX EXP	0	0	0	50,000	50,000	100
560 WATER & SEWAGE	157,952	0	157,952	270,900	112,948	42
570 GARBAGE & RECYCLE	58,301	3,609	61,910	73,000	11,090	15
580 FURNITURE & EQUIPMENT REPLACEMENT	25,837	12,601	38,438	99,016	60,578	61
590 COMPUTER & EQUIPMENT REPLACEMENT	686,064	97,282	783,346	308,800	-474,546	-154
591 TANGIBLE CAPITAL ASSETS PURCHASED	0	0	0	800,000	800,000	100
Grand Total	46,259,940	753,377	47,013,317	66,730,957	19,717,640	30

Operating Fund - Year to Date Revenue to Budget Summary

G.L. Period Selection: 201709 End Date: MARCH 31, 2017

Description	Revenues	Original Budget	Revised Budget	Bud Remain \$	Bud Remain %
621 OPERATING GRANT MINISTRY OF EDUCAT	-40,957,876	-57,408,471	-58,594,287	-17,636,411	30
629 OTHER MINISTRY OF EDUCATION GRANTS	-867,678	-782,876	-1,062,859	-195,181	18
641 PROVINCIAL GRANTS OTHER	-119,582	0	0	119,582	0
643 SUMMER SCHOOL FEES	-128,174	-101,000	-121,824	6,350	-5
644 CONTINUING EDUCATION	-249,247	-220,000	-240,000	9,247	-4
645 INSTRUCTIONAL CAFETERIA REVENUE	-87,380	-130,000	-130,000	-42,620	33
647 OFFSHORE TUITION FEES	-4,976,808	-5,100,000	-4,950,000	26,808	-1
649 MISCELLANEOUS REVENUE	-207,009	-164,500	-225,500	-18,491	8
651 COMMUNITY USE OF FACILITIES	-203,558	-160,000	-165,000	38,558	-23
661 INTEREST ON SHORT TERM INVESTMENT	-183,194	-135,000	-200,000	-16,806	8
Grand Total	-47,980,506	-64,201,847	-65,689,470	-17,708,964	27

New Westminster Secondary

Partnerships BC and the District are working with the City to finalize the design guidelines for the site. Collaborative meetings with the three proponents identified by the Request for Qualifications have begun and will continue through June.

F.W. Howay Elementary

Seismic work began on September 12th and is scheduled to be completed by August 2017. The roof work and all the seismic metal tie-ins are complete. Six classrooms are completed as well as the gym. The contractor has started on two more classrooms and the installation of Air Handlers.

Lord Tweedsmuir

We are in the process of Preparing a Request for Proposal to be placed on BC Bid for the Roof replacement, Seismic, and structural upgrading. We are planning to begin work this summer.

All other projects

We have purchased a portable for the Itinerant staff moving from Qayqayt to accommodate additional Divisions. It has been placed at Lord Tweedsmuir Elementary and we are in the process of renovating it. We have also purchased a second new portable for QuaQuyt Elementary. It is now in place and ready for power to be hooked up. We have submitted a request to the ministry for additional capital funding to cover both these purchases. We have moved one portable from NWSS to Connaught Elementary and we are moving two more portables on May 19, 2017 from NWSS to Richard McBride. The final portable move from HW Howay to Lord Kelvin is scheduled for June 9, 2017. The construction of the new RECAP portable will start in June and renovations will begin in July once School is out of session.

Respectfully,

Kevin Lorenz, Secretary-Treasurer

Background

On April 4th the financial health working group established by the Ministry of Education released a document entitled "Expectations of Boards of Education – Financial Governance & Accountability" along with supporting toolkits to enhance financial accountability practices in the K-12 Public education sector.

At the April 25th 2017 Regular Board Meeting the board requested a report on a proposed process, including timelines and composition for the establishment of a Board Audit committee.

Process and Composition.

In order to be compliant with the expectations outlined by the Ministry, the Board has two options it may wish to consider:

- 1. Revise the terms of reference for the Operations Policy and Planning Committee to include the duties appropriate to an Audit committee. The Operations Policy and planning committee already undertakes several of the functions that are normally assigned to an Audit committee.*
Or
- 2. Establish through policy a new committee that includes non-voting external individuals that are independent of the Board of Education. The non-voting members would be selected based on specific business and accounting expertise.*

With either option it will be necessary for the board to review and update its current policies on committee structure to insure they are in accordance with the recommendations outlined in the toolkit provided by the ministry. In addition, if the board would like to pursue option #2 a recruitment and selection process for external members will need to be undertaken.

Timelines

The expectations outlined by the Ministry of Education's working group set a June 2018 deadline to have a functioning Audit Committee in place. However, it would be advisable for the Board to begin this work immediately and plan to begin a review of policy, committee structure, work plan, and terms

of reference in September 2017. If the Board chooses to proceed with establishing a new committee staff can prepare a qualified list of potential external members for the boards consideration over the summer.

Other Financial Accountability Expectations

In addition to The Recommendations on Audit committees, the Financial Health Working Group made several recommendations. These included recommendations on:

- 1. Budget Monitoring and Reporting – requires quarterly budget reporting and forecasting.*
- 2. Surplus Policy – requires a policy on the use and reporting of accumulated surplus.*
- 3. Capacity Building for Trustees & Superintendents – requires access to training on a regular basis.*
- 4. Audit Committee & Internal Audit – requires assessing the merits of an Audit committee.*
- 4. Financial Statement Discussion and analysis – requires FSD&A be provided with audited statements.*
- 5. Strategic Planning – Requires that a strategic plan be produced.*
- 6. Risk Management – Requires the completion of a comprehensive risk assessment.*

The Expectations document is attached for the Board’s consideration. The Board may wish to incorporate a review of some or all of these other expectations into any process undertaken to establish an Audit committee or it may wish to address them as separate items.

Respectfully,

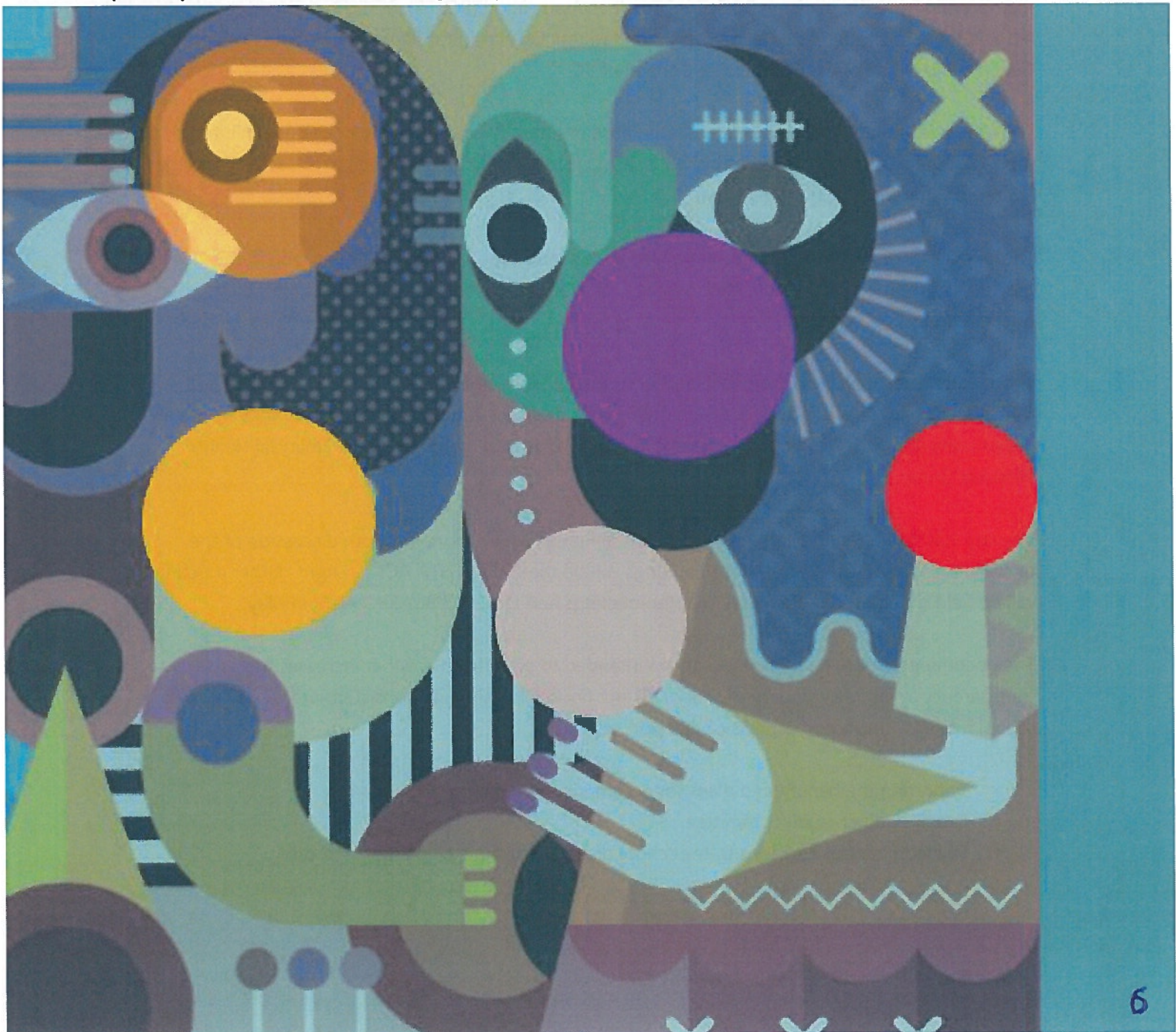
Kevin Lorenz
Secretary-Treasurer

Financial Governance and Accountability

School Districts of British Columbia

Material Prepared by the *Financial Health Working Group*

2017/18



Introductory Letter *from* Deputy Minister of Education

Over the past several years there has been a growing interest in Financial Governance and Accountability of school districts.

With recent auditor reviews and special advisor reports recommending strengthening the financial accountability framework of school districts, the Ministry of Education has developed good practice guidance materials in partnership with the Financial Health Working Group. This Group includes membership from the Ministry, BC School Trustees Association (BCSTA), BC School Superintendents Association (BCSSA), BC Association of School Business Officials (BCASBO), Office of the Auditor General, and Office of the Comptroller General of BC.

Together, we are building on an already solid base of financial accountability practices exhibited by the K-12 Public Education Sector. This work supports leadership development in the sector, and the Framework for Enhancing Student Learning.

These financial governance and accountability documents support boards of education in the work they do as governors of our education sector. For example, having reserve policies that reflect your district's education priorities.

Shortly after the Financial Governance and Accountability material is distributed, the Ministry will facilitate regional calls with trustees, superintendents and secretary-treasurers. These calls will be an opportunity to discuss your initial reactions and questions with members of the Financial Health Working Group.

Ministry staff will attend upcoming Association meetings where more in-depth discussion of the material can occur. The first of these meetings will be the 2017 BCSTA AGM in April. Other meetings will be held during BCSSA Regional Chapter meetings and the 2017 BCASBO AGM in May.

The documents included in this package are intended to provide advice that increases the transparency and understanding of school district financial health and consistent practice across all school districts. Important aspects of this work are:

- Reporting the benefit and plans for accumulated operating surpluses
- Establishing an audit committee
- Linking financial decisions to the school district's strategic plan and risk profile

These documents and toolkits will provide practical examples of questions that Boards of Education could ask their senior staff to ensure they have a full understanding of their school district's financial information.

The BCSTA, in partnership with the Ministry of Education, is developing additional material for Boards of Education that address capacity building for school board trustees.

The Ministry is interested in facilitating the sharing of ideas and good practices with regard to governance and financial accountability so that all school districts can benefit. More robust governance and accountability practices ultimately benefits the students of British Columbia to develop their individual potential and to acquire the knowledge, skills and abilities needed to contribute to a cohesive society and a prosperous and sustainable economy. After all, this is why we are here. Both BCSSA and BCASBO also provide professional development for their members on these topics.

The following resources are attached to this letter, and will continue to be updated as new toolkits and good practices are developed based on your input, for the benefit of all school districts:

- Ministry of Education expectations of Boards of Education regarding financial governance and accountability
- Toolkit for Boards of Education – Financial Health and Other Questions
- Toolkit for Boards of Education – Accumulated Operating Surplus
 - Appendices:
 - I. BC Taxpayer Accountability Principles
 - II. Categorization of Internally Restricted Accumulated Operating Surplus by School District
 - III. SY2015-16 Accumulated Operating Surplus Percentage Compared to Expenditures and Funded FTE
- Toolkit for Boards of Education – Audit Committees



Dave Byng
Deputy Minister of Education

Expectations of Boards of Education – *Financial Governance & Accountability*

Executive Summary

With recent auditor reviews and special advisor reports recommending strengthening the financial accountability framework of school districts, the Ministry of Education has developed guidance materials in partnership with the Financial Health Working Group. This Group includes membership from the Ministry, BC School Trustees Association (BCSTA), BC School Superintendents Association (BCSSA), BC Association of School Business Officials (BCASBO), Office of the Auditor General, and Office of the Comptroller General of BC.

Together, we are building on an already solid base of financial accountability practices exhibited by the K-12 Public Education Sector. This work supports leadership development in the sector, and the Framework for Enhancing Student Learning.

Key elements detailed within the Financial Governance and Accountability documents and toolkits relate to budget monitoring, accumulated surplus policy, and audit committees.

These financial governance and accountability documents support boards of education in the work they do as governors of our education sector. For example, having reserve policies that reflect your district's education priorities.

Expectations

The Financial Governance and Accountability documents and toolkits are intended to be supplemented with the sharing of good practices and collaboration amongst school districts. Examples of areas that could benefit from the sharing of good practices include assessing a school district's risk profile and mitigation strategies, a framework

for developing a strategic plan, and a framework for evaluating the skills and abilities of trustees and/or establishing an employee performance evaluation framework.

School districts are currently at various stages of developing policies and strengthening their financial accountability framework. It is expected that all school districts will discuss and develop a policy on:

- Budget Monitoring and Reporting; and
- Surplus Policy

Development of the policies may be conducted during the 2017-18 school year and can be used to guide the 2017-18 budget process. While early adoption of the related policies is encouraged, the target date for boards to implement the policies is June 30, 2018 so that they are in place for the 2018-19 school year.

School districts should review the descriptions in the subsequent pages and related Toolkits and determine how best to address the following in their district:

- Capacity Building for School Board Trustees and Superintendents
- Taxpayer Accountability Principles
- Financial Statement Discussion and Analysis
- Incorporate Strategic Planning and Risk Assessment into budget decisions

By June 30, 2018, each Board of Education should have in place an Audit Committee and policy guidance for the committee, including Internal Audit processes, and a written plan on how the school district will address the above expectations beginning in the 2018-19 school year.

These expectations reflect recommendations made recently by Special Advisors appointed by the Minister of Education. At a future date, the wording may be amended to reflect other recommendations from the Auditor General and Ministry of Finance. How the school district implements these and future recommendations and guidance is at the discretion of the Board of Education and reflects appropriate latitude to implement based on each school district's unique circumstances, risk profile, and strategic priorities.

Budget Monitoring & Reporting

(Development of policies during the 2017/18 school year, with policy approved by the Board no later than June 30, 2018)

All school districts must provide the Board of Education (or committee of the board) with, at minimum, quarterly financial reports which indicate forecasted results compared with actual budget, and provide an accompanying discussion and analysis, as necessary, to fully communicate financial performance and key risks. Quarterly results and projections to June 30th should be provided as at September 30, and December 31 of each year. This will allow the Board to monitor the district's financial position throughout the year on an ongoing basis and the expected year-end position.

For significant capital projects, status reports should be provided that set out progress on

spending relative to budget, achievement of key milestones and risks related to delivering the project on-time, on-budget and against identified project specifications. In addition, on a quarterly basis, district financial staff should update the Board on local and annual capital reserves.

Good Practices for Budget Systems and Processes:

BUDGET ASSUMPTIONS

All plans, assumptions, implementation plans and risks should be fully-disclosed with the Board of Education trustees before they are asked to approve budget documents. These plans, assumptions, and related risks should:

- be disclosed in the budget documents
- take into account the economic environment of the school district
- focus on planned changes from the previous school year, and
- be realistic and consistent with the school district's goals and vision, as outlined in a strategic plan

At a minimum, these disclosures should include:

- key budget assumptions, such as student enrolments, grant rate increases, salary increases, and inflation rates
- financial and business risks, such as increases in interest rates and increases in fuel prices

- specific strategies explaining how the budget supports the school district's strategic plan/direction

In its presentation, management should walk the Board of Education through the supporting materials, budget highlights, budget assumptions, implementation strategies and financial and business risks so that all trustees understand the complete picture before they are asked to approve the budget.

BUDGET UPDATES

Budget update materials should be prepared, at minimum, quarterly and provided to school board trustees in a timely manner. The updates should include a comparison to the original budget and forecasts to the end of the school year in the following areas:

- revenues
- expenses
- accumulated operating surplus or deficit
- full-time equivalents (FTEs) for staff
- eligible funded students

The updates should also include an explanation of significant variances (i.e. variances greater than 5%).

The budget updates should be formally received by the board, and management should review the changes with trustees to make sure they are aware of the

current situation and the impact of the changes on the fiscal plan.

BUDGETARY CONTROLS

An effective budgetary process includes analysis of what happens when a plan is put into practice and what the organization does or does not do to correct for any variations from the plan.

Budgetary controls should include:

- clearly defining managerial responsibilities
- implementing a plan of action for individual budget sites
- taking responsibility for adhering to the budget
- monitoring performance against the budget
- taking corrective action if results differ significantly from the budget
- permitting significant departures from the budget only after approval by the board
- investigating unexplained variances from the budget

INTERIM REPORTING

Management should produce interim financial reports (in September, December, and March) that include a projection to the end of the school year and an explanation of significant variances between the budget and the projected totals to the end of the school year. Specifically, the interim report

should include all significant revenues and expenses, and changes to:

- unexpended capital allocations
- expended capital allocations
- investments in capital assets
- unspent capital balances
- accumulated operating surplus/deficit

These reports should be presented in a timely manner to the Board of Education for review.

For additional guidance, refer to the *Toolkit: Financial Health & Other Questions*

Surplus Policy

(Development of policies during the 2017/18 school year, with policy approved by the Board no later than June 30, 2018)

All Boards of Education should prepare and approve an operating surplus reserve policy that guides the accumulation, reporting and spending of the funds. The policy should guide:

- inter-fund transfers, and ensure that stakeholders are aware of the policy and understand what it means
- general guidelines as to how much (i.e. percentage or dollar amount) could be transferred to other funds
- how much might be allocated from current year's resources to be spent in a future fiscal year
- annual planning and reporting of the expected surplus/deficit for the year and the application of the Surplus Policy for that fiscal year.

The purpose of restricted surpluses must be clearly documented and used as intended.

The threshold target for the Accumulated Surplus should be based on Total (versus net) Operating Accumulated Surplus. Surplus balances promote flexibility to absorb future year one-time costs, unforeseen expenditures, or reduced revenue due to declining enrolment.

For additional guidance, refer to the *Toolkit: Accumulated Operating Surplus*

Capacity Building for School Board Trustees & Superintendents

(Implementation by June 30, 2018)

The partner associations should work together to provide access to financial training on a regular basis. School districts should ensure that superintendents and trustees have access to financial training on a regular basis. Training should be provided, at minimum, in the following areas:

- governance – understanding roles and responsibilities of key stakeholders, and how provincial legislation and board policies impact school district operations
- financial literacy – understanding the education funding system, risk assessment, financial terms and language, components of financial statements and how they relate to one another, and what questions to ask superintendents and senior administration in order to obtain relevant and useful information

- financial monitoring – understanding how to verify information received from superintendents and senior administration, the internal control process, and how audit committees and internal auditors can benefit the operational efficiency of the school district.

Specifically, financial literacy training should include:

- the financial oversight responsibility of the board of education and management
- how financial statements are prepared and analyzed
- statements of financial position, operations, changes in net financial assets, and cash flows – how they are different and why they are all important
- the importance of notes to the financial statements
- how budgeting complements and supports financial reporting
- interim reporting against budget
- variance and comparative analysis
- good practices for a strong internal control system, including the use of audit committees and internal auditors
- how to ask clarifying questions of management and external auditors

For additional guidance, refer to the *Toolkit: Financial Health & Other Questions*

Taxpayer Accountability Principles

(Implementation by June 30, 2018)

The BC Government's *Taxpayer Accountability Principles* (TAP) are intended to apply to the broader public sector, which includes school districts. All Trustees, superintendents and senior administrators should receive training on the expectations of TAP and the expectations established by TAP should be incorporated into the school district's Code of Conduct.

Strengthening Board of Education financial literacy should be underpinned by the *Taxpayer Accountability Principles*.

Audit Committee & Internal Audit

(Implementation by June 30, 2018)

All school districts should formally assess the merits of establishing an Audit Committee. Terms of reference for this Committee should include oversight of audit and financial reporting, including review and approval of quarterly and annual financial statements, transfer of monies between funds, risk management and internal controls. Terms of reference for this Committee should require that it meet on at least a quarterly basis. The Committee should be comprised of a minimum of three individuals, at least one of whom is a financial expert. Provision should be made for members of this Committee to include non-voting individuals other than elected Trustees to provide advice and help ensure the presence of necessary financial expertise.

For additional guidance, refer to the
Toolkit: Audit Committees

Good Practices for Implementing Audit Committees and Internal Audit in School Districts:

AUDIT COMMITTEE

Boards of Education should appoint an audit committee, responsible for monitoring and reviewing the risk, control, and governance processes that have been established in board policies, to assist them in their financial oversight responsibilities.

Audit Committee members:

- should include members of the board, though these members should not represent a quorum
- should understand the organization's environment and accountability structure
- should be financially literate
- should have the ability to ask the right financial questions and follow up with clarifying questions

Staff support to Audit Committee:

- the Secretary-Treasurer can be on the committee as a non-voting participant, to provide staff support
- corporate secretary support should be provided to the committee for any recommendations to the Board of Education

External expert support to Audit Committee:

- the committee may include external expert support, such as individuals with an accounting designation or other relevant expertise the Audit Committee requires
- the external expert is a non-voting participant who provides additional technical assistance to the committee as an objective advisor with expertise in financial matters or other relevant expertise

In camera time at Audit Committee meetings:

- audit committee members should have in camera time without staff present
- in camera time should be at the beginning and end of each meeting
 - at the beginning of each meeting so that Trustees can raise any issues they want to ensure are addressed by the auditors, or other invited expert
 - at the end of each meeting to ask questions directly to the auditors, or other invited expert, and to hear of any concerns the auditors may have

INTERNAL AUDIT PROCESS

School districts should have an internal audit function (if the school district's size and complexity warrant one) to assess

and report on the adequacy of the internal controls. The internal audit function, where appropriate, should be responsible for examining:

- business strategies
- budgeting and accounting systems
- internal control and operational systems
- compliance with policies, procedures, and legislation
- economical and efficient use of resources
- the effectiveness of operations

The Ministry will work with school districts to assist with implementation of audit committees and an internal audit

function. For example, the sharing of internal audit resources amongst several school districts.

The internal auditor would have a direct reporting relationship to the Audit Committee.

The school district's Audit Committee meets on a regular basis with internal audit to discuss relevant matters and review reports from the internal audit function, and will consider recommendations to the board of education for policy or procedural changes for the school district.

Financial Statement Discussion & Analysis

(Implementation by June 30, 2018)

Financial Statement Discussion and Analysis, or FSD&A, as a concept, is in a developmental stage for school districts in British Columbia. Most districts may already be doing components of a formal FSD&A. All school districts should consider implementing FSD&A reporting to further strengthen financial governance and accountability.

FSD&A templates reflecting good practices will be prepared and shared with all school districts.

The *Budget Transparency and Accountability Act of the Province of British Columbia* directs school districts to follow Public Sector Accounting Standards (PSAS) excluding the *PS4200* series, and *Treasury Board Restricted Contribution Regulation 198/2011*, issued in November 2011. Boards of Education prepare audited financial statements in compliance with these requirements. These financial statements alone do not provide stakeholders with all of the information necessary to assess the school district's financial performance.

The following guidance has been modified for school districts based on material originally presented by the Auditor General of British Columbia in their report – *Understanding Canadian Public Sector Financial Statements* (June 2014).

The document *Toolkit: Financial Health & Other Questions* present common questions a reader should keep in mind when reviewing a set of financial statements. However, fully answering many of these questions requires additional information from a school district's management.

A common method used to disclose such information to readers is to supplement the audited financial statements with a *financial statement discussion and analysis* (FSD&A) from management. This supplementary financial reporting gives the entity's management a means of explaining the financial statement results to all readers in a consistent manner. The FSD&A attached to the financial statements is unaudited, however the auditor does ensure that commentary within the FSD&A is consistent with the audited financial statements.

Guidance for Preparing a Financial Statement Discussion and Analysis

As part of its mandate, the Public Sector Accounting Board (PSAB) developed a statement of recommended practice to assist public sector entities with the development of FSD&A reporting. The statement of recommended practice provides a general framework for determining the most relevant information to report. A high level summary of the guidance is provided in Exhibit 1. This exhibit should assist government, board members and other stakeholders with understanding what management should be reporting to readers when explaining the financial statements.

The statement of recommended practice provides management with more detailed guidance for specific financial statement elements.

Exhibit 1: Summary of SORP 1: Financial statement discussion and analysis recommended practice

Financial report components

- the entity's financial report should include an FSD&A along with the audited financial statements. The FSD&A should be cross-referenced to the audited financial statements.
- the entity should include a statement acknowledging its responsibility for preparing the FSD&A.

Qualitative characteristics

The FSD&A is meant to enhance readers' understanding of the entity's financial position and changes in financial position. To do this, this report must have the following qualitative characteristics:

- information must be presented in a way that is understandable to a general audience;
- information presented must be relevant for decision-making or assessing accountability;
- information presented must be consistent with the financial results contained in the audited financial statements; and
- the current and historical information presented throughout the report must be prepared on the same basis to enable comparability.

Key components of a FSD&A

The FSD&A should provide the following supplementary reporting to enhance readers' understanding of the financial statements:

- a summary of the significant events affecting the financial statements;
- analysis that explains the reasons for significant variances between planned and current year actual results;
- analysis that explains the reasons for significant variances between current and prior year results;
- analysis of significant trends (multi-year analysis) for specific financial statement elements; and
- information on known significant risks to, and uncertainties associated with, the entity's financial position and changes to financial position, along with a discussion of the entity's approach to managing the identified risks.

Strategic Planning

(Implementation by June 30, 2018)

All school districts should undertake a strategic planning process that culminates in the development of a specific vision and a long-term (i.e. three to five years) strategic plan. Management should have responsibility for developing the plan under the direction of the Board. Specifically, the Trustees should:

- provide direction to management on their long-term vision and expected direction for the school district;
- review and provide feedback on the draft plan prepared by management;
- formally approve the plan; and
- communicate the strategic plan to all stakeholders.

The final plan should include measurement criteria to help assess progress in its implementation, and management should be charged with providing regular status updates to the Board on activities taken to address the plan.

Finally, the renewed vision and strategic plan should be a guiding force in the development of the annual budget,

including ongoing monitoring of financial performance.

It is expected that the financial framework of the school district supports achievement of enhancing student learning. Clear linkages should exist between the budget and school district student achievement goals. This will necessitate development of key performance metrics outlined in the Board of Education's strategic plan.

Risk Assessment / Management

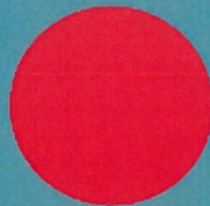
(Implementation by June 30, 2018)

All school districts should complete a comprehensive risk assessment, including an understanding of risk mitigation activities in place. Over a longer period of time (i.e. three to five years), more advanced Enterprise Risk Management (ERM) practices should be adopted.

Risk assessment and the managing of risks presents opportunities for shared service delivery.



Ministry of
Education



CIVIC COMMITTEE ASSIGNMENTS 2017 - terms end January 31, 2016

Committee	2016	2017	Meeting Schedule
Access Ability Advisory Committee	Chris Nicholson, Staff		Thursday, 3:00 pm
Advisory Committee on Traffic, Bicycles and Pedestrians (ACTIBiPeD)	Michael Ewen, Board		Wednesday, 6:30 pm
Community & Social Issues Committee	Kelly Slade-Kerr, Board		Tuesday, 5:30 pm
Emergency Advisory Committee	Marie Tran, Staff and Matt Brito, Staff		Wednesday, 5:00 pm
Intelligent City Advisory Committee	Michael Ewen		Wednesday, 1:00 pm
Multiculturalism Advisory Committee	Mark Gifford		Wednesday, 5:30 pm
Parks & Recreation Committee	Casey Cook, Board		Wednesday, 6:00 pm
Neighbourhood Traffic Committee	James Janzen, Board		Tuesday, 5:30 pm
Youth Advisory Committee	Mark Gifford, Board		Thursday, 5:00 pm

City of New Westminster

TERMS – ACCESS ABILITY ADVISORY COMMITTEE (SPECIAL SERVICES AND ACCESS COMMITTEE)

Terms of Reference

Mandate:

In order to assess improvements which would enhance the mobility and comfort of the disabled within the City and its public buildings, the role of the Access Ability Advisory Committee will be:

1. To advise City Council on matters which affect the disabled.
2. To work co-operatively with Civic Committees and Council to achieve ease of access and movement around our City and within public facilities.
3. To forward to Council, matters identified by the Committee as requiring action by the City.
4. To advise on any matters concerning the disabled which may be referred to the Committee by Council.

Voting Members

The Committee shall consist of 10 members, as follows:

- Members of Council (1)
- Representatives from the Community (7)
- Representative from the School Board (1)
- Representative from the Chamber of Commerce (1)
- Student (1)

Advisors:

- Representative from the Engineering Department
- Representative from the Parks Department
- Community Member

Term:

The term for all voting members appointed by City Council will be the period from February of the year to January of the following year.

Chair:

The member of City Council shall be designated Chair. In the absence of the Chair, the members shall select one of the voting members to act as Chair at that meeting.

Attendance:

Members shall advise the Recording Secretary of their intent to attend or to be absent from a meeting. Any member who is absent from three consecutive meetings of the Committee, or in excess of one-third of all meetings over any six month period without leave of absence from the Committee, or a reason satisfactory to the Committee, shall by Committee resolution, cease to be a member of the Committee. The City Council shall have the power to remove any member of the Committee from office at any time.

Quorum:

A quorum shall consist of half the voting members plus one.

If a quorum is not present within 30 minutes following the time at which the meeting was to commence, the Recording Secretary shall record the names of the members present at the meeting, and the meeting shall stand adjourned.

Rules of Procedure:

Committee procedures shall be governed by:

1. The Council Procedure Bylaw; and
2. The "Rules of Conduct: Standing Committees and Advisory Bodies" provided, and as revised from time to time.

Adopted: Inaugural Meeting of Council, December 7, 1998

Adopted: Inaugural Meeting of Council, December 2, 2002.

Amended: Closed Meeting of Council, January 11, 2010

City of New Westminster

**ADVISORY COMMITTEE FOR TRANSIT,
BICYCLES AND PEDESTRIANS
(ACTBiPed)**

(formerly Bicycle & Pedestrian Advisory Committee)

Terms of Reference

Mandate

The goal of the committee is to help integrate walking, cycling and transit use into the transportation system that is balanced among all users and supports a socially equitable, economically viable and environmentally friendly city. The committee will review, advise and make recommendations to Council on policies, issues, facilities and programs regarding walking, cycling, and transit use.

Focus

The Committee's focus includes but is not limited to:

1. Development of sustainable transportation opportunities through consultation, cooperation and partnerships;
2. Promotion of active transportation (walking, cycling, transit) for commuting, recreation and tourism for people of all ages and abilities.
3. Enhancement of safety, security and accessibility of the transportation system for all users;
4. Integration of transit, bicycle, pedestrian and ride share infrastructure to facilitate multi-modal use of the transportation system;
5. Planning active transportation routes from the user's perspective;
6. Providing input on transportation and land use planning in the context of the City's Master Transportation Plan and Official Community Plan;
7. Providing input on regional transportation projects, plans and initiatives that impact the City;
8. Assisting the City in prioritization of their transportation capital work programming;
9. Identification and reduction of potential conflicts between transportation system user groups;
10. Assisting the City with community outreach and education programs to further engage the community in active transportation.

Voting Members:

The Committee shall consist of 11 members, as follows:

- One (1) Member of Council, Chair of the Committee
- Eight (8) Community Members who fit one of the following qualifications:
 - Representatives of residents who use transit and/or walking as their primary mode(s) of transportation
 - Representatives of commuter, utilitarian and recreational cyclists of various ages and skill levels who live or work in the City
 - Representative of a bicycle club and/or a bicycling organization who is a resident of New Westminster
 - Representative of the community who can offer expertise or assistance in specific areas that may apply to the planning, implementation, financing, and promotion of walking and cycling facilities
 - Representative of Senior Citizens
 - Representative from local bicycle businesses
- One (1) Special Services and Access Committee Representative
- One (1) Student who resides in New Westminster
- One (1) Insurance Corporation of British Columbia (ICBC) representative

Non-voting Advisor:

- Representative from the New Westminster School District 40 (1)

Staff Advisors:

- Representatives from the Engineering Department (2)
- Representative from the Development Services (Planning Division) (1)
- Representative from the Parks and Recreation Department (1)
- Representative from the New Westminster Police Service (1)

Term:

The term for all voting members appointed by City Council will be the period from February of the year to January of the following year.

Chair:

The member of City Council shall be designated Chair. At the first meeting of the year, voting members shall elect an acting chair from its membership to preside over meetings when the Chair is absent.

Attendance:

Members shall advise the Recording Secretary of their intent to attend or to be absent from a meeting. Any member who is absent from three consecutive meetings of the Committee, or in excess of one-third of all meetings over any six month period without leave of absence from the Committee, or a reason satisfactory to the Committee, shall by Committee resolution, cease to be a member of the Committee. The City Council shall have the power to remove any member of the Committee from office at any time.

Quorum:

A quorum shall consist of half the voting members plus one. If a quorum is not present within 30 minutes following the time at which the meeting was to commence, the Recording Secretary shall record the names of the members present at the meeting, and the meeting shall stand adjourned.

Rules of Procedure:

Committee procedures shall be governed by:

1. The Council Procedure Bylaw; and
2. The "Rules of Conduct: Standing Committees and Advisory Bodies" provided, and as revised from time to time.

Amended: Regular Council meeting, June 26, 2000.
Amended: Inaugural Council meeting, December 3, 2001.
Amended: Closed Meeting of Council, January 16, 2006
Amended: Regular Council meeting, June 19, 2006
Amended: Regular Council meeting, September 10, 2007
Amended: Closed Meeting, December 14, 2009
Amended: Closed Meeting, March 1, 2010
Amended: Closed Meeting, January 9, 2012
Amended: Regular Council meeting, February 23, 2015



COMMUNITY AND SOCIAL ISSUES COMMITTEE

Terms of Reference

Mandate:

The role of the Community Social Issues Committee is to promote social policies and community programs which contribute to the general health, welfare and quality of life of the residents of New Westminster.

The Community Social Issues Committee shall fulfil this role by:

1. Serving as a liaison between Council, civic committees and the broader community.
2. Advising and informing Council on the City's social development issues and community needs.
3. Facilitating discussion and examining local social issues with the public by receiving submissions on relevant social matters from individuals or groups.
4. Commenting on local social planning goals, objectives, policies and priorities as determined by Council, including consideration of the social implications of the Official Community Plan.
5. Assisting staff to monitor and identify social trends and issues in the City.

Voting Members:

The Committee shall consist of 12 members as follows:

- Members of City Council (1)
- Representatives from the community (9)
- Representative from the School Board (1)
- Representative from Fraser Health Authority (1)

Staff Advisors:

- Representative from the Victim Assistance Department, Police Service, and
- Representative from the Development Services (Planning Division)

Term:

The term for all voting members appointed by City Council will be the period from February of the year to January of the following year.

Chair:

The member of City Council shall be designated Chair. At the first meeting of the year, voting members shall elect an acting chair from its membership to preside over meetings when the Chair is absent.

Attendance:

Members shall advise the Recording Secretary of their intent to attend or to be absent from a meeting. Any member who is absent from three consecutive meetings of the Committee, or in excess of one-third of all meetings over any six month period, without leave of absence from the Committee, or a reason satisfactory to the Committee, shall by Committee resolution, cease to be a member of the Committee. The City Council shall have the power to remove any member of the Committee from office at any time.

Quorum:

A quorum shall consist of half the voting members plus one.

If a quorum is not present within 30 minutes following the time at which the meeting was to commence, the Recording Secretary shall record the names of the members present at the meeting, and the meeting shall stand adjourned.

Rules of Procedure:

Committee procedures shall be governed by:

1. The Council Procedure Bylaw; and
2. The "Rules of Conduct: Standing Committees and Advisory Bodies" provided, and as revised from time to time.

Adopted: Inaugural Meeting of Council, December 7, 1998

Amended: Regular Council, May 5, 2003

Amended: January 16, 2006

Amended: January 12, 2015

Amended: April 13, 2015

Amended: January 18, 2016 (temporary amendments)

TOR reverted back to April 13, 2015 version on February 1, 2017

TERMS – EMERGENCY ADVISORY COMMITTEE

Terms of Reference

Mandate:

The role of the Emergency Advisory Committee is to:

1. Provide interactive communication to and from the citizens of New Westminster and affected parties with city staff on matters of Emergency Management.
2. Promote education, integration and training as necessary and when needed, including measures to enhance personal preparedness and business continuity.
3. Advise council on matters as they pertain to or affect Emergency Preparedness and Emergency Management issues.

Voting Members:

The Committee shall consist of **12** members, as follows:

- Members of City Council (1)
- Members at Large Representatives (5)
- Representative from the Royal Westminster Regiment (1)
- Representative from St. John Ambulance (1)
- Representative from the Fraser Health Authority (1)
- Representative from BC Ambulance Service (1)
- Representative from the Salvation Army (1)
- Representative from the New Westminster School District (1)

Staff Advisors:

- The Manager of Emergency Management
- New Westminster Police Services
- New Westminster Fire and Rescue Services
- As well as representatives from City Departments who may be called upon.

Term:

The term for all voting members appointed by City Council will be the period from February of the year to January of the following year.

Chair:

The member of City Council shall be designated Chair. At the first meeting of the year, voting members shall elect an acting chair from its membership to preside over meetings when the Chair is absent.

Attendance:

Members shall advise the Recording Secretary of their intent to attend or to be absent from a meeting. Any member who is absent from three consecutive meetings of the Committee, without leave of absence from the Committee, or a reason satisfactory to the Committee, shall by Committee resolution, cease to be a member of the Committee. The City Council shall have the power to remove any member of the Committee from office at any time.

Quorum:

A quorum shall consist of half the voting members plus one.

If a quorum is not present at the time at which the meeting was to commence, the Recording Secretary shall record the names of the members present at the meeting, and the meeting shall stand adjourned.

Rules of Procedure:

Committee procedures shall be governed by:

1. The Council Procedure Bylaw; and
2. The "Rules of Conduct: Standing Committees and Advisory Bodies" provided, and as revised from time to time.

Adopted: Inaugural Meeting of Council, December 7, 1998

Amended: Inaugural Council meeting, December 2, 2002

Amended: Regular Council, December 8, 2003

Amended: Closed Meeting, January 19, 2004

Amended: Closed Meeting, February 9, 2004

Amended: Closed Meeting, January 16, 2006

Amended: Closed Meeting, November 30, 2009.

Amended: Closed Meeting, February 7, 2011.

Amended: Closed Meeting, February 14, 2011.

Intelligent City Advisory Committee

Terms of Reference

Vision / Goal Statement:

New Westminster will become a leading Intelligent City in British Columbia by 2020. This will be accomplished by leveraging information and communication technologies (ICT) and innovation to improve the quality of life, economic prosperity and social well-being of citizens in the new digital age.

Mandate:

The role of the Intelligent City Advisory Committee is to:

1. Provide advice and guidance to staff on the development of a strategic framework and implementation of a work plan to guide the Intelligent City efforts.
2. Advance the cause of Intelligent City initiatives through the five sub-committees: Digital Infrastructure, Innovation, Knowledge Workforce, Marketing and Advocacy and Digital Inclusion.
3. Advocate on behalf of the broader community on the furthering of key Intelligent City indicators in New Westminster and provide support for their implementation.
4. Promote awareness of efforts to establish New Westminster as an Intelligent City and the key benefits that accrue from this work.
5. Act as community ambassadors on behalf of the City of New Westminster's initiative to be designated an Intelligent City.
6. Make recommendations to City Council and report on progress of Intelligent City efforts.

Committee Members:

The Committee shall consist of up to 15 members with representation as follows:

- Council Representative
- Representative/s from the New Westminister business community
- Representative/s from the New Westminister community
- Representative/s from the technology industry
- Representative/s from New Westminister Schools (School District #40)
- Representative/s from post- secondary institutions located in New Westminister
- Representative/s from Ministry of Transportation
- Representative from the Community at large (1)
- Representative/s from TransLink

Staff Advisors:

- Chief Information Officer
- Economic Development Manager
- General Manager Electric Utility
- Deputy Librarian New West Public Library
- Intelligent City Project Coordinator
- Recording Secretary, as designated by Legislative Services
- As well as representatives from City Departments who may be called upon

Co-Chairs:

The advisory panel will be co-chaired by a City Council member and a member of the Intelligent City Advisory Committee.

Term:

Members shall be appointed by Council for a two year term, commencing on the first day of February after the appointment. This period may be extended upon mutual agreement between panel members and City Council.

Meeting Schedule:

The Committee will meet quarterly. Additional meetings may be scheduled as required.

Attendance:

Members shall advise the Recording Secretary of their intent to attend or to be absent from a meeting. Any member who is absent from three consecutive meetings of the Committee, or in excess of one-third of all meetings over any six month period without leave of absence from the Committee, or a reason satisfactory to the Committee, shall by City Council resolution, cease to be a member of the Committee. The City Council shall have the power to remove any member of the Committee at any time.

Quorum:

A quorum shall consist of half the voting members plus one.

If a quorum is not present within 30 minutes following the time at which the meeting was to commence, the Recording Secretary shall record the names of the members present at the meeting, and the meeting shall stand adjourned.

Rules of Procedure:

Committee procedures shall be governed by:

1. The Council Procedure Bylaw No. 6910, 2004; and
2. The "Rules of Conduct: Standing Committees and Advisory Bodies" provided.

City of New Westminster

MULTICULTURALISM ADVISORY COMMITTEE

Terms of Reference

Purpose

The purpose of the Multiculturalism Advisory Committee is to promote multiculturalism and race relations within the City of New Westminster and to foster engagement by all citizens in civic affairs and community life.

Mandate

The Multiculturalism Advisory Committee will fulfil its purpose by:

- ensuring that the City is a leader in the area of multiculturalism and race relations;
- fostering an awareness about and understanding of the City's multicultural population;
- initiating and facilitating discussions around existing and emerging multicultural issues;
- liaising with other levels of government to address multicultural issues;
- acting as a conduit for feedback from cultural communities on civic matters affecting them;
- encouraging and facilitating civic events that celebrate multiculturalism and social inclusion;
- supporting groups/organizations that are developing projects to assist cultural communities;
- identifying barriers that restrict citizen engagement in civic affairs and community life;
- addressing concerns around discrimination and racism;
- reviewing and providing input to Council regarding the City's Multicultural Policy;
- addressing multicultural items and matters as directed by Council.

Voting Members

The committee shall consist of ten (10) voting members:

- one City Councillor
- seven citizens who are representative of the cultural diversity in the community
- one representative from the Downtown Business Improvement District
- one representative from School District #40 (New Westminster)

Staff Advisors

- one staff advisor from the Development Services Department
- one staff representative from the New Westminster Police Service
- one staff representative from the Parks and Recreation Department

Term

The term for all voting members appointed by Council will be for the period from February of the year appointed to January of the following year.

Chair

The Council member shall be designated as the Chair. At the first meeting of the year, voting members shall elect an acting chair from its membership to preside over meetings when the Chair is absent.

Attendance

Members shall advise the Recording Secretary of their intent to attend or to be absent from a meeting. Any member who is absent from three consecutive meetings of the Committee, or in excess of one-third of all meetings over any six month period, without leave of absence from the Committee, or a reason satisfactory to the Committee, shall by Committee resolution, cease to be a member of the Committee. The Council shall have the power to remove any member of the Committee from office at any time.

Quorum

A quorum shall consist of half the voting members plus one.

If a quorum is not present within 30 minutes following the time at which the meeting was to commence, the Recording Secretary shall record the names of the members present at the meeting, and the meeting shall stand adjourned.

Rules of Procedure

Committee procedures shall be governed by:

1. The Council Procedure Bylaw; and
2. The "Rules of Conduct" Standing Committees and Advisory Bodies" provided, as revised from time to time.

Adopted: November 5, 2007 Regular Council

Amended: January 11, 2010 Regular Council

Amended: August 30, 2010 Regular Council

NEIGHBOURHOOD TRAFFIC ADVISORY COMMITTEE

Terms of Reference

Mandate:

The role of the Neighbourhood Traffic Advisory Committee is to advise Council regarding specific traffic-related items referred from Council for further examination.

Voting Members:

The Committee shall consist of 7 members as outlined below, **plus** one member from every Residents' Association in the City that has endorsed the City's Residents' Association Guidelines, as follows:

- Members of Council (1)
- Representative from the community (1)
- Representative from the School Board (1)
- Representative from Coast Mountain Bus Company (1)
- Representatives from ICBC (1)
- Representative from the Chamber of Commerce (1)
- Representative from the Downtown New Westminster Business Improvement Society (BIA) (1)
- Representatives from every Residents Association in the City that has endorsed the City's Residents Association Guidelines (11).
- Representative from the New Westminster District Parent Advisory Council (1).

Advisors:

- Representatives from the following Departments: Engineering, Development Services (Planning), Licensing and Police

Term:

The term for all voting members appointed by City Council will be the period from February of the year to January of the following year.

Chair:

The member of City Council shall be designated Chair. At the first meeting of the year, voting members shall elect an acting chair from its membership to preside over meetings when the Chair is absent.

Attendance:

Members shall advise the Recording Secretary of their intent to attend or to be absent from a meeting. Any member who is absent from three consecutive meetings of the Committee, or in excess of one-third of all meetings over any six month period without leave of absence from the Committee, or a reason satisfactory to the Committee, shall by Committee resolution, cease to be a member of the Committee. The City Council shall have the power to remove any member of the Committee from office at any time.

Quorum:

A quorum shall consist of half the voting members plus one.

If a quorum is not present within 30 minutes following the time at which the meeting was to commence, the Recording Secretary shall record the names of the members present at the meeting, and the meeting shall stand adjourned.

Rules of Procedure:

Committee procedures shall be governed by:

1. The Council Procedure Bylaw; and
2. The "Rules of Conduct: Standing Committees and Advisory Bodies" provided, and as revised from time to time.

Amended: Inaugural Council Meeting, December 6, 1999

Amended: Inaugural Council Meeting, December 4, 2000

Amended: Inaugural Council Meeting, December 2, 2002

Amended: Regular Council meeting, December 8, 2003

Amended: Closed Council, January 12, 2004

Amended: Regular Council, December 13, 2004

Amended: Closed Meeting, January 16, 2006

Amended: Closed Meeting, January 15, 2007

Amended: Closed Meeting, November 30, 2009

Amended: Closed Meeting, May 17, 2010.

PARKS AND RECREATION COMMITTEE

Terms of Reference

Mandate:

1. To advise Council on parks and recreation issues referred to the committee for further examination.
2. To monitor ongoing aspects of the delivery of recreational services by the New Westminister Parks and Recreation Department, and, when necessary, make recommendations to Council.
3. To advise Council in matters pertaining to the operations of the New Westminister Museum and Archives and to monitor the ongoing aspects of the delivery of services at the New Westminister Museum and Archives.

Voting Members:

The Committee shall consist of 9 members, as follows:

- Members of Council (1)
- Representatives from the community (7), of which at least one shall have a background and/or interest in museums and archives
- Representative from the School Board (1)

Advisors:

- Representatives from the Parks and Recreation Department

Term:

The term for all voting members appointed by City Council will be the period from February of the year to January of the following year.

Chair:

The member of City Council shall be designated Chair. At the first meeting of the year, voting members shall elect an acting chair from its membership to preside over meetings when the Chair is absent.

Attendance:

Members shall advise the Recording Secretary of their intent to attend or to be absent from a meeting. Any member who is absent from three consecutive meetings of the Committee, or in excess of one-third of all meetings over any six month period without leave of absence from the Committee, or a reason satisfactory to the Committee, shall by Committee resolution, cease to be a member of the Committee. The City Council shall have the power to remove any member of the Committee from office at any time.

Quorum:

A quorum shall consist of half the voting members plus one.

If a quorum is not present within 30 minutes following the time at which the meeting was to commence, the Recording Secretary shall record the names of the members present at the meeting, and the meeting shall stand adjourned.

Rules of Procedure:

Committee procedures shall be governed by:

1. The Council Procedure Bylaw; and
2. The "Rules of Conduct: Standing Committees and Advisory Bodies" provided, and as revised from time to time.

Amended: Inaugural Meeting of Council, December 6, 1999

Amended: Closed Meeting, December 8, 2003

Amended: Closed Meeting, January 12, 2004

Amended: Closed Meeting, January 16, 2006

Amended: Closed Meeting, December 10, 2007

Amended: Closed Meeting, November 30, 2009

Amended: Special Closed Meeting, January 18, 2010

Amended: Regular Council Meeting, March 15, 2010

Amended: Regular Council Meeting, April 12, 2010

Amended: Regular Council Meeting, January 18, 2016 (temporary amendments)

TOR reverted back to April 12, 2010 version on February 1, 2017



Corporation of the City of
NEW WESTMINSTER

RESTORATIVE JUSTICE COMMITTEE

Terms of Reference

Mandate:

The role of the Restorative Justice Committee is to provide assistance in expanding the use of restorative justice in New Westminster, as well as oversight for the funds that the City provides to Communities Embracing Restorative Action (CERA).

The Restorative Justice Committee shall fulfil this role by:

1. Advising and informing Council on CERA's activities in New Westminster.
2. Facilitating discussion and suggestions regarding the use of restorative action.
3. Helping to increase the visibility of CERA and restorative action as an alternative to the traditional justice system for non-violent crime, and youth crime, including bullying and cyber bullying.

Voting Members:

The Committee shall consist of **8** members, as follows:

- Member of Council (1)
- Representatives from the community (3)
- Representative from Communities Embracing Restorative Action (CERA) (1)
- Representative from the School District #40 (1)
- Representative from Police Service (such as a High School Liaison Officer) (1)
- Representative from Victim Assistance Association Board (1)

Term:

The term for all voting members appointed by City Council will be the period from February of the year to January of the following year.

Chair:

The member of City Council shall be designated Chair. At the first meeting of the year, voting members shall elect an acting chair from its membership to preside over meetings when the Chair is absent.

Attendance:

Members shall advise the Recording Secretary of their intent to attend or to be absent from a meeting. Any member who is absent from three consecutive meetings of the Committee, or in excess of one-third of all meetings over any six month period, without leave of absence from the Committee, or a reason satisfactory to the Committee, shall by Committee resolution, cease to be a member of the Committee. The City Council shall have the power to remove any member of the Committee from office at any time.

Quorum:

A quorum shall consist of half the voting members plus one.

If a quorum is not present within 30 minutes following the time at which the meeting was to commence, the Recording Secretary shall record the names of the members present at the meeting, and the meeting shall stand adjourned.

Rules of Procedure:

Committee procedures shall be governed by:

1. The Council Procedure Bylaw; and
2. The "Rules of Conduct: Standing Committees and Advisory Bodies" provided, and as revised from time to time, by the City Clerk.

Adopted: May 9, 2016 Regular meeting of Council

Amended: March 6, 2017 Regular meeting of Council

City of New Westminster

TERMS – YOUTH ADVISORY COMMITTEE

Terms of Reference

Mandate:

1. To act as a resource to City Council on issues affecting youth in New Westminster.
2. To provide the youth viewpoint to City Council on issues such as community safety, health, recreation, employment and environment.
3. To take any action in accordance with Council's request regarding youth in the community.
4. To encourage an understanding by youth of Municipal government.
5. To provide the opportunity for the community to become aware of the positive elements of our youth.

Membership and Advisors:

The Committee shall consist of 16 voting youth members as follows:

The majority of voting youth members shall be residents of New Westminster 13 – 21 years old. A maximum of three committee members can be non-residents of New Westminster providing they are enrolled as a student in a New Westminster School.

Youth members shall be represented as follows:

New Westminster Secondary School	- 5 members
At Large (Middle or High School)	- 2 members
At Large (High School)	- 8 members
At Large (High School Graduate)	- 1 member

When representation can be established, the Committee membership shall be enlarged to include members from each of the following:

P.O.W.E.R. Program	- 2 members
Purpose Young Adult Learning Centre	- 2 members
Royal City Junior Alternate Program	- 2 members
Sigma Program	- 2 members

The youth members will be volunteers from the community and appointments will be made through the student body of local schools and in accordance with the City's normal process for the members at large.

If representation by school cannot be fulfilled then vacancies will be filled by other interested applicants.

(Non-voting) members (advisors) will be:

- Members of Council (1)
- Representative from the Parks and Recreation Department
- Youth Services Coordinator
- Representative from the School Board
- Representative from the Parent Advisory Committee
- Police School Liaison Officer
- Liaison for Community Schools
- Advisor from the Insurance Corporation of BC (ICBC)

Advisors may participate in debate but shall not move or second motions, nor vote on a matter before the Youth Advisory Committee.

Term:

The term for all voting and non-voting members will be for the 12 month period October 1st to September 30th.

Chair:

1. The Committee will select from among the voting members, two co-chairs for each year commencing October 1. The Chairs' terms shall not exceed two consecutive years.

In the absence of both Chairs, the youth members present shall select one of the voting members to act as Chair at that meeting.

Meetings and Minutes:

The number of meetings of the Youth Advisory Committee will be determined by the Committee.

Special meetings may be called by the Co-Chairs or Council at any time.

Meetings will rotate to appropriate youth settings in the community.

Minutes of meetings of the Youth Advisory Committee will be recorded by a staff representative co-ordinated through the City Clerk's Office.

Attendance:

Members shall advise the Recording Secretary of their intent to attend or to be absent from a meeting. Any member who is absent from three consecutive meetings of the Committee, or in excess of one-third of all meetings over any six month period without leave of absence from the Committee, or a reason satisfactory to the Committee, shall by Committee resolution, cease to be a member of the Committee. The City Council shall have the power to remove any member of the Committee from office at any time.

Persons who are not members of the Youth Advisory Committee may attend any open meetings of the Committee

Quorum:

A quorum shall consist of half plus one of the current voting membership at any given time.

If a quorum is not present within 30 minutes following the time at which the meeting was to commence, the Recording Secretary shall record the names of the members present at the meeting, and the meeting shall stand adjourned.

Rules of Procedure:

Committee procedures shall be governed by:

1. The Council Procedure Bylaw; and
2. The "Rules of Conduct: Standing Committees and Advisory Bodies" provided, and as revised from time to time.

Adopted: Inaugural Meeting of Council, December 7, 1998
Amended: Inaugural Meeting of Council, December 3, 2001
Amended: Regular Council meeting, October 6, 2003
Amended: Regular Council meeting, December 3, 2003
Amended: Closed Meeting, January 12, 2004
Amended: Regular Council meeting, May 17, 2004
Amended: Regular Council meeting, October 3, 2005
Amended: Regular Council meeting, June 11, 2012
Amended: Regular Council meeting, November 30, 2015