

Leamy, Michelle T PREM:EX

From: Cadario, Michele PREM:EX
Sent: Wednesday, September 28, 2016 10:03 AM
To: Chin, Ben PREM:EX
Subject: FW: Vancouver School District - Special Advisor Extension
Attachments: Scan_20160928.pdf; m274_2016 Milburn SA appointment.pdf

Michele Cadario
Deputy Chief of Staff to Premier Christy Clark

From: Holme, Matt EDUC:EX
Sent: Wednesday, September 28, 2016 8:59 AM
To: Cadario, Michele PREM:EX; Chin, Ben PREM:EX; Sweeney, Neil PREM:EX; Mills, Shane PREM:EX
Cc: Koolsbergen, Andrew EDUC:EX
Subject: Vancouver School District - Special Advisor Extension

Hi everyone,

Attached is the ministerial order signed by Minister Bernier to extend Peter Milburn's appointment as special advisor to the Vancouver School District to October 7th, 2016. Please note this extension is at Peter Milburn's request. I have attached the original order from July 11th, 2016 for reference as well.

Thanks,
Matt

PROVINCE OF BRITISH COLUMBIA

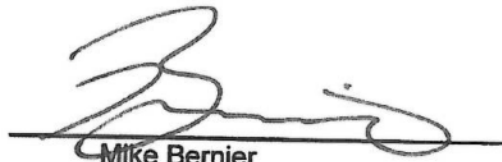
Ministerial Order No.

ORDER OF THE MINISTER OF EDUCATION

I, Mike Bernier, Minister of Education, hereby order that Order M274 (Special Advisor Appointment Order for School District No. 39 (Vancouver) (the "Order") be amended as follows:

In paragraphs number 1 and 4 of the Order, "September 30, 2016" is deleted and replaced with "October 7, 2016".

Sept. 28-2016
Date


Mike Bernier
Minister of Education

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: School Act, R.S.B.C. 1996, c. 412, s. 171.1 (1) (a)

Other (specify): _____

PROVINCE OF BRITISH COLUMBIA

Ministerial Order No. M 274

ORDER OF THE MINISTER OF EDUCATION

I, Mike Bernier, Minister of Education, order that

- 1 Effective July 18, 2016, Peter Milburn is appointed as special advisor to the Board of Education of School District No. 39 (Vancouver) (the "Board") for a term ending September 30, 2016.
- 2 The special advisor must inspect and evaluate the following matters:
 - (a) the board's expenditures, by conducting a forensic audit;
 - (b) the board's operations and governance, including an assessment of the extent to which the Board has considered information presented by school district staff in decision making;
 - (c) the effectiveness of the Board's oversight of the district, including the skills, training and experience of the board to fulfill its statutory and fiduciary duties;
 - (d) the district's 2016/17 budget reduction strategies, including potential opportunities to achieve a balanced budget that would have less of an impact on the portion of the budget allocated to classroom instruction; and
 - (e) the extent to which the Board has in place adequate systems and practices to monitor the performance of the district and the extent to which it operates accordingly.
- 3 The special advisor may engage and retain specialists and consultants to carry out the duties required to be performed under section 2.
- 4 The special advisor must submit to the Minister the final report by September 30, 2016.
- 5 Remuneration for the special advisor is set at a maximum of \$80 000, plus expenses for travel and accommodation at a rate equivalent to Group II rates, in accordance with chapter 10 of the Core Policy Manual.

July 11, 2016

Date



Mike Bernier
Minister of Education

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: School Act, R.S.B.C. 1996, c. 412, s. 171.1 (1) (a)

Other (specify): _____

Leamy, Michelle T PREM:EX

From: Cadario, Michele PREM:EX
Sent: Monday, September 26, 2016 6:11 PM
To: Gulsen, Gul PREM:EX
Subject: Fw: VSB

Pls send a calendar invite and add ben and steve.

M

Sent from my BlackBerry 10 smartphone on the TELUS network.

Original Message

From: Henderson, Kim N PREM:EX <Kim.Henderson@gov.bc.ca>

Sent: Monday, September 26, 2016 6:04 PM

To: Byng, Dave A EDUC:EX; Fraser, John Paul GCPE:EX; Sweeney, Neil PREM:EX; Cadario, Michele PREM:EX

Subject: VSB

Hi, update call tomorrow morning at 730am following board meeting tonight.

s.15,s.17

Participant ID: s.15,s.17 #; Moderator ID: s.15,s.17 # (Kim to moderate)

Leamy, Michelle T PREM:EX

From: Cadario, Michele PREM:EX
Sent: Wednesday, September 21, 2016 5:52 PM
To: Merrifield, Katy PREM:EX
Subject: Re: Global News: BC 1: Bernier - school capacity rate

Ok

Sent from my BlackBerry 10 smartphone on the TELUS network.

From: Merrifield, Katy PREM:EX
Sent: Wednesday, September 21, 2016 5:17 PM
To: Cadario, Michele PREM:EX
Subject: FW: Global News: BC 1: Bernier - school capacity rate

From: tno@gov.bc.ca [mailto:tno@gov.bc.ca]
Sent: Wednesday, September 21, 2016 4:43 PM
Subject: Global News: BC 1: Bernier - school capacity rate

Global News: BC 1 (Vancouver)

21-Sep-2016 15:51

Copyright

Page 06 to/à Page 07

Withheld pursuant to/removed as

Copyright

Leamy, Michelle T PREM:EX

From: Cadario, Michele PREM:EX
Sent: Monday, August 22, 2016 4:27 PM
To: Gulsen, Gul PREM:EX
Subject: Next week

Pls set up a call w MMB, Byng, Matt Holme, me, steve, Neil and Kim re VSB.

M

Sent from my BlackBerry 10 smartphone on the TELUS network.

Leamy, Michelle T PREM:EX

From: Cadario, Michele PREM:EX
Sent: Tuesday, July 5, 2016 9:03 AM
To: Koolsbergen, Andrew EDUC:EX; Chin, Ben PREM:EX
Cc: Gulsen, Gul PREM:EX
Subject: RE: VSB TOR

Its ok – no call needed.

M

Michele Cadario
Deputy Chief of Staff to Premier Christy Clark

From: Koolsbergen, Andrew EDUC:EX
Sent: Tuesday, July 5, 2016 9:03 AM
To: Cadario, Michele PREM:EX; Chin, Ben PREM:EX
Cc: Gulsen, Gul PREM:EX
Subject: RE: VSB TOR

s.22 Jill Kot is acting DM.

MMB is available any time after 2:30

From: Cadario, Michele PREM:EX
Sent: Tuesday, July 5, 2016 7:39 AM
To: Koolsbergen, Andrew EDUC:EX; Chin, Ben PREM:EX
Cc: Gulsen, Gul PREM:EX
Subject: RE: VSB TOR

I'd like to discuss.

Gul – can you set up a call tomorrow that includes us, MMB, dave Byng, Kim, Neil and Steve?

M

Michele Cadario
Deputy Chief of Staff to Premier Christy Clark

From: Koolsbergen, Andrew EDUC:EX
Sent: Monday, July 4, 2016 4:49 PM
To: Cadario, Michele PREM:EX; Chin, Ben PREM:EX
Cc: Holme, Matt EDUC:EX
Subject: FW: VSB TOR

Hi All,

Please find attached the latest version of the VSB Terms of Reference. MMB has approved this version.

Please let me know if you have any concerns, in particular if you are okay with the August 31 timeline.

Andrew

Leamy, Michelle T PREM:EX

From: Cadario, Michele PREM:EX
Sent: Tuesday, July 5, 2016 8:59 AM
To: Henderson, Kim N PREM:EX; Sweeney, Neil PREM:EX; Carr, Steve PREM:EX
Cc: Chin, Ben PREM:EX
Subject: RE: VSB TOR

Looks good

Michele Cadario
Deputy Chief of Staff to Premier Christy Clark

From: Henderson, Kim N PREM:EX
Sent: Tuesday, July 5, 2016 8:40 AM
To: Sweeney, Neil PREM:EX; Cadario, Michele PREM:EX; Carr, Steve PREM:EX
Subject: Fwd: VSB TOR

From EDUC.

Begin forwarded message:

From: "Wharf, Sandy PREM:EX" <Sandy.Wharf@gov.bc.ca>
Date: July 5, 2016 at 8:31:48 AM PDT
To: "Henderson, Kim N PREM:EX" <Kim.Henderson@gov.bc.ca>
Subject: FW: VSB TOR

Hi, revised and approved by MMB

Leamy, Michelle T PREM:EX

From: Cadario, Michele PREM:EX
Sent: Friday, July 1, 2016 1:44 PM
To: Holme, Matt EDUC:EX; Chin, Ben PREM:EX
Cc: Koolsbergen, Andrew EDUC:EX; Mills, Shane PREM:EX
Subject: Re: Letter to Chair Lombardi Following Budget Vote

Looks good.

M

Sent from my BlackBerry 10 smartphone on the TELUS network.

From: Holme, Matt EDUC:EX
Sent: Friday, July 1, 2016 11:52 AM
To: Cadario, Michele PREM:EX; Chin, Ben PREM:EX
Cc: Koolsbergen, Andrew EDUC:EX; Mills, Shane PREM:EX
Subject: RE: Letter to Chair Lombardi Following Budget Vote

Just trying to figure out where that statement would fit the best. It is probably the first paragraph. I have added it in there. Let me know what you think.

Thanks,
Matt

From: Cadario, Michele PREM:EX
Sent: Friday, July 1, 2016 11:18 AM
To: Holme, Matt EDUC:EX; Chin, Ben PREM:EX
Cc: Koolsbergen, Andrew EDUC:EX; Mills, Shane PREM:EX
Subject: Re: Letter to Chair Lombardi Following Budget Vote

Should we mention the increase in funding over the past 5 years and the decline in students as a context as well?

M

Sent from my BlackBerry 10 smartphone on the TELUS network.

From: Holme, Matt EDUC:EX
Sent: Friday, July 1, 2016 11:11 AM
To: Chin, Ben PREM:EX; Cadario, Michele PREM:EX
Cc: Koolsbergen, Andrew EDUC:EX; Mills, Shane PREM:EX
Subject: RE: Letter to Chair Lombardi Following Budget Vote

Thanks Ben. See the track changes in the document. I have specifically mentioned the forensic audit. If this works let me know.

From: Chin, Ben PREM:EX
Sent: Friday, July 1, 2016 10:48 AM
To: Holme, Matt EDUC:EX; Cadario, Michele PREM:EX

Cc: Koolsbergen, Andrew EDUC:EX; Mills, Shane PREM:EX
Subject: Re: Letter to Chair Lombardi Following Budget Vote

Wondering if we need to re-iterate audit in the context of the special advisor.

A couple of phrasing changes:

I'd drop "to me" and just say board's failure to balance is disappointing.

Similarly, instead of 'I would like to request your and your board's full cooperation', I'd suggest 'I am requesting your...etc'

Ben Chin
Executive Director
Communications and Issues Mgmt
Office of Premier Christy Clark

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Holme, Matt EDUC:EX
Sent: Friday, July 1, 2016 10:31 AM
To: Cadario, Michele PREM:EX; Chin, Ben PREM:EX
Cc: Koolsbergen, Andrew EDUC:EX; Mills, Shane PREM:EX
Subject: Letter to Chair Lombardi Following Budget Vote

Michele, Ben,
MMB has reviewed this letter and approved. It essentially formalizes what was said in the media avail yesterday. Do you have any issue with sending to the VSB?
Thanks,
Matt

Leamy, Michelle T PREM:EX

From: Cadario, Michele PREM:EX
Sent: Wednesday, June 29, 2016 7:26 AM
To: Mills, Shane PREM:EX; Fraser, John Paul GCPE:EX; Gordon, Matt GCPE:EX; Gleeson, Kelly T GCPE:EX; Smart, Stephen PREM:EX
Subject: FW: Letter from Minister Bernier
Attachments: 188479 Lombardi Outgoing Appendix A.PDF

Michele Cadario
Deputy Chief of Staff to Premier Christy Clark

From: Holme, Matt EDUC:EX
Sent: Tuesday, June 28, 2016 5:56 PM
To: Bernier, Mike EDUC:EX; Byng, Dave A EDUC:EX; Cadario, Michele PREM:EX; Henderson, Kim N PREM:EX; Chin, Ben PREM:EX; Carr, Steve PREM:EX; Mills, Shane PREM:EX
Cc: Koolsbergen, Andrew EDUC:EX
Subject: FW: Letter from Minister Bernier

FYI – the attached letter has been sent to Mike Lombardi. ADM George Farkas in the Ministry of Education will be connecting with VSB staff to notify them of the letter.

Thanks,
Matt

From: Holme, Matt EDUC:EX
Sent: Tuesday, June 28, 2016 5:52 PM
To: 'mike.lombardi@vsb.bc.ca'
Subject: Letter from Minister Bernier

Dear Chair Lombardi,
Please see the attached letter.

Sincerely,

Matt Holme
Chief of Staff to the Hon. Mike Bernier, Minister of Education



June 28, 2016

Ref: 188479

Mr. Mike Lombardi, Chair
Vancouver School Board
Email: Mike.Lombardi@vsb.bc.ca

Dear Chair Lombardi:

Re: 2016/17 Operating Budget

Vancouver School Board (VSB) has stated that it is facing \$5.59 million of budget reductions that will have a high or severe impact on students. The VSB has also indicated that it is willing to consider all viable, "Made in Vancouver" options to address the shortfall.

The government is very committed to finding a collaborative solution with VSB, but recognizes the importance of treating school districts across the Province in an equitable manner.

s.17,s.21

.../2

s.17,s.21

Sincerely,

A handwritten signature in black ink, appearing to read "Bernier", with a stylized flourish at the end.

Mike Bernier
Minister

Leamy, Michelle T PREM:EX

From: Cadario, Michele PREM:EX
Sent: Wednesday, June 29, 2016 9:39 PM
To: Gulsen, Gul PREM:EX
Subject: Fw: VSB Call

Pls put in my calendar.

M

Sent from my BlackBerry 10 smartphone on the TELUS network.

Original Message

From: Henderson, Kim N PREM:EX <Kim.Henderson@gov.bc.ca>

Sent: Wednesday, June 29, 2016 9:38 PM

To: Byng, Dave A EDUC:EX; Cadario, Michele PREM:EX; Sweeney, Neil PREM:EX; Fraser, John Paul GCPE:EX; Mentzelopoulos, Athana FIN:EX

Cc: Olson, Alisha PREM:EX

Subject: VSB Call

Conference call tomorrow 7:30am.

s.15,s.17

Participant ID: s.15,s.17 Moderator ID: s.15,s.17 (Kim to moderate)

Leamy, Michelle T PREM:EX

From: Cadario, Michele PREM:EX
Sent: Tuesday, June 28, 2016 5:13 PM
To: Gulsen, Gul PREM:EX
Subject: Fw: Letter to Chair Lombardi
Attachments: Appendix A (3).docx

Sent from my BlackBerry 10 smartphone on the TELUS network.

From: Holme, Matt EDUC:EX <Matt.Holme@gov.bc.ca>
Sent: Tuesday, June 28, 2016 5:10 PM
To: Cadario, Michele PREM:EX; Henderson, Kim N PREM:EX
Subject: Letter to Chair Lombardi

Michele, Kim,
Attached is the edited letter to Chair Lombardi. See the highlights. Please let me know if this works and I will update Minister Bernier.
Thanks,
Matt

Page 19 to/à Page 20

Withheld pursuant to/removed as

s.17

Chin, Ben PREM:EX

From: Chin, Ben PREM:EX
Sent: Thursday, June 30, 2016 9:21 AM
To: Lowther, Brett GCPE:EX; Keenan, Jason GCPE:EX; Fraser, John Paul GCPE:EX; Holme, Matt EDUC:EX; Koolsbergen, Andrew EDUC:EX
Subject: Re: NR - VSB audit

Looks good. Typo on surprising move...
Last line time for the games to end and put students first

From: Lowther, Brett GCPE:EX
Sent: Thursday, June 30, 2016 9:17 AM
To: Keenan, Jason GCPE:EX; Fraser, John Paul GCPE:EX; Chin, Ben PREM:EX; Holme, Matt EDUC:EX; Koolsbergen, Andrew EDUC:EX
Subject: RE: NR - VSB audit

Use this version to provide feedback to me.

Thx
Brett

From: Keenan, Jason GCPE:EX
Sent: Thursday, June 30, 2016 9:16 AM
To: Fraser, John Paul GCPE:EX; Chin, Ben PREM:EX; Lowther, Brett GCPE:EX; Holme, Matt EDUC:EX; Koolsbergen, Andrew EDUC:EX
Subject: RE: NR - VSB audit

And can we wheel changes through Brett – I need to brief Minister

From: Keenan, Jason GCPE:EX
Sent: Thursday, June 30, 2016 9:10 AM
To: Fraser, John Paul GCPE:EX; Chin, Ben PREM:EX; Lowther, Brett GCPE:EX; Holme, Matt EDUC:EX; Koolsbergen, Andrew EDUC:EX
Subject: NR - VSB audit

Not sure who else needs to see

Please excuse typos – Brett will review on that front.

Need to get in front of minister asap

Chin, Ben PREM:EX

From: Chin, Ben PREM:EX
Sent: Friday, July 1, 2016 11:59 AM
To: Holme, Matt EDUC:EX; Cadario, Michele PREM:EX
Cc: Koolsbergen, Andrew EDUC:EX; Mills, Shane PREM:EX
Subject: Re: Letter to Chair Lombardi Following Budget Vote

Looks great Matt. Thank you

Ben Chin
Executive Director
Communications and Issues Mgmt
Office of Premier Christy Clark

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Holme, Matt EDUC:EX
Sent: Friday, July 1, 2016 11:52 AM
To: Cadario, Michele PREM:EX; Chin, Ben PREM:EX
Cc: Koolsbergen, Andrew EDUC:EX; Mills, Shane PREM:EX
Subject: RE: Letter to Chair Lombardi Following Budget Vote

Just trying to figure out where that statement would fit the best. It is probably the first paragraph. I have added it in there. Let me know what you think.

Thanks,
Matt

From: Cadario, Michele PREM:EX
Sent: Friday, July 1, 2016 11:18 AM
To: Holme, Matt EDUC:EX; Chin, Ben PREM:EX
Cc: Koolsbergen, Andrew EDUC:EX; Mills, Shane PREM:EX
Subject: Re: Letter to Chair Lombardi Following Budget Vote

s.13

M

Sent from my BlackBerry 10 smartphone on the TELUS network.

From: Holme, Matt EDUC:EX
Sent: Friday, July 1, 2016 11:11 AM
To: Chin, Ben PREM:EX; Cadario, Michele PREM:EX
Cc: Koolsbergen, Andrew EDUC:EX; Mills, Shane PREM:EX
Subject: RE: Letter to Chair Lombardi Following Budget Vote

Thanks Ben. See the track changes in the document. I have specifically mentioned the forensic audit. If this works let me know.

From: Chin, Ben PREM:EX
Sent: Friday, July 1, 2016 10:48 AM
To: Holme, Matt EDUC:EX; Cadario, Michele PREM:EX
Cc: Koolsbergen, Andrew EDUC:EX; Mills, Shane PREM:EX
Subject: Re: Letter to Chair Lombardi Following Budget Vote

s.13

Ben Chin
Executive Director
Communications and Issues Mgmt
Office of Premier Christy Clark

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Holme, Matt EDUC:EX
Sent: Friday, July 1, 2016 10:31 AM
To: Cadario, Michele PREM:EX; Chin, Ben PREM:EX
Cc: Koolsbergen, Andrew EDUC:EX; Mills, Shane PREM:EX
Subject: Letter to Chair Lombardi Following Budget Vote

Michele, Ben,
MMB has reviewed this letter and approved. It essentially formalizes what was said in the media avail yesterday s.13
s.13

Thanks,
Matt

Chin, Ben PREM:EX

From: Carr, Steve PREM:EX
Sent: Friday, August 5, 2016 7:17 PM
To: Cadario, Michele PREM:EX; Chin, Ben PREM:EX
Subject: Fwd: Meeting Material: VSB - Monday, August 8th 9:30am
Attachments: VSB2016Review_Workplan_Draft_vVSD.pdf; ATT00001.htm

FYI

Steve Carr
Premiers Office

Begin forwarded message:

From: "Byng, Dave A EDUC:EX" <Dave.Byng@gov.bc.ca>
To: "Carr, Steve PREM:EX" <Steve.Carr@gov.bc.ca>
Cc: "O'Callaghan, Jacqueline EDUC:EX" <Jacqueline.OCallaghan@gov.bc.ca>, "Phillips, Devon EDUC:EX" <Devon.Phillips@gov.bc.ca>
Subject: Meeting Material: VSB - Monday, August 8th 9:30am

Hi Steve,

On behalf of Dave Byng, please find the attached work plan in advance of your meeting with him on Monday, August 8th at 9:30am.

Thank you kindly,
C.

Courtney Shaw, Senior Executive Assistant
Deputy Minister's Office | Ministry of Education
PO Box 9179 STN PROV GOVT
Victoria, BC V8W 9H3
Phone: (250) 387-2026

Review of the Vancouver School Board 2016

Workplan
2 August 2016



Contents

- ▶ Project Objective
- ▶ The Workstreams
 - ▶ Workstream 1: Forensic audit
 - ▶ Workstream 2: Operations and governance
 - ▶ Workstream 3: 2016/17 Budget review
- ▶ Overall Project Plan
- ▶ Project Management notes

Project Objective

Objective – To provide a detailed review of the Vancouver Board of Education’s budgeting process and financial decisions by assessing the Board’s operations and governance, as well as a forensic audit of the Board’s expenditures.

Context

The Minister of Education has appointed Special Advisor, Peter Milburn, to complete the review of the VSB. The Advisor will be supported by Ernst & Young (EY) who will provide specialist expertise in the areas of forensic audit, governance, budgeting and public sector financial management.

This appointment and action to review the Board has occurred in response to the Board’s failure to pass a balanced budget as required under the *School Act*.

The Project

The team will focus on assessing the Board’s financial oversight of the Vancouver School District through 3 key workstreams. These streams will be:

- ▶ Forensic audit
- ▶ Operations and Governance review
- ▶ 2016/17 Budget review

The deliverable will be a Final Report that contains a Summary Report of the Special Advisor (similar to an Executive Summary) and three annexes covering each of the three workstreams. These annexes will include findings, recommendations and a high level action plan.

The Workstreams



Workstream 1: Forensic audit

Objective – To conduct a forensic audit of the board's expenditures.

Lines of inquiry

This workstream will involve the completion of a forensic audit of the VSB. It will seek to answer the following leading questions:

- ▶ Are the expenses incurred in accordance with established policies?
- ▶ Do the expenses relate solely to the legitimate operations of the Board of Trustees?
- ▶ Are the expenses adequately supported?

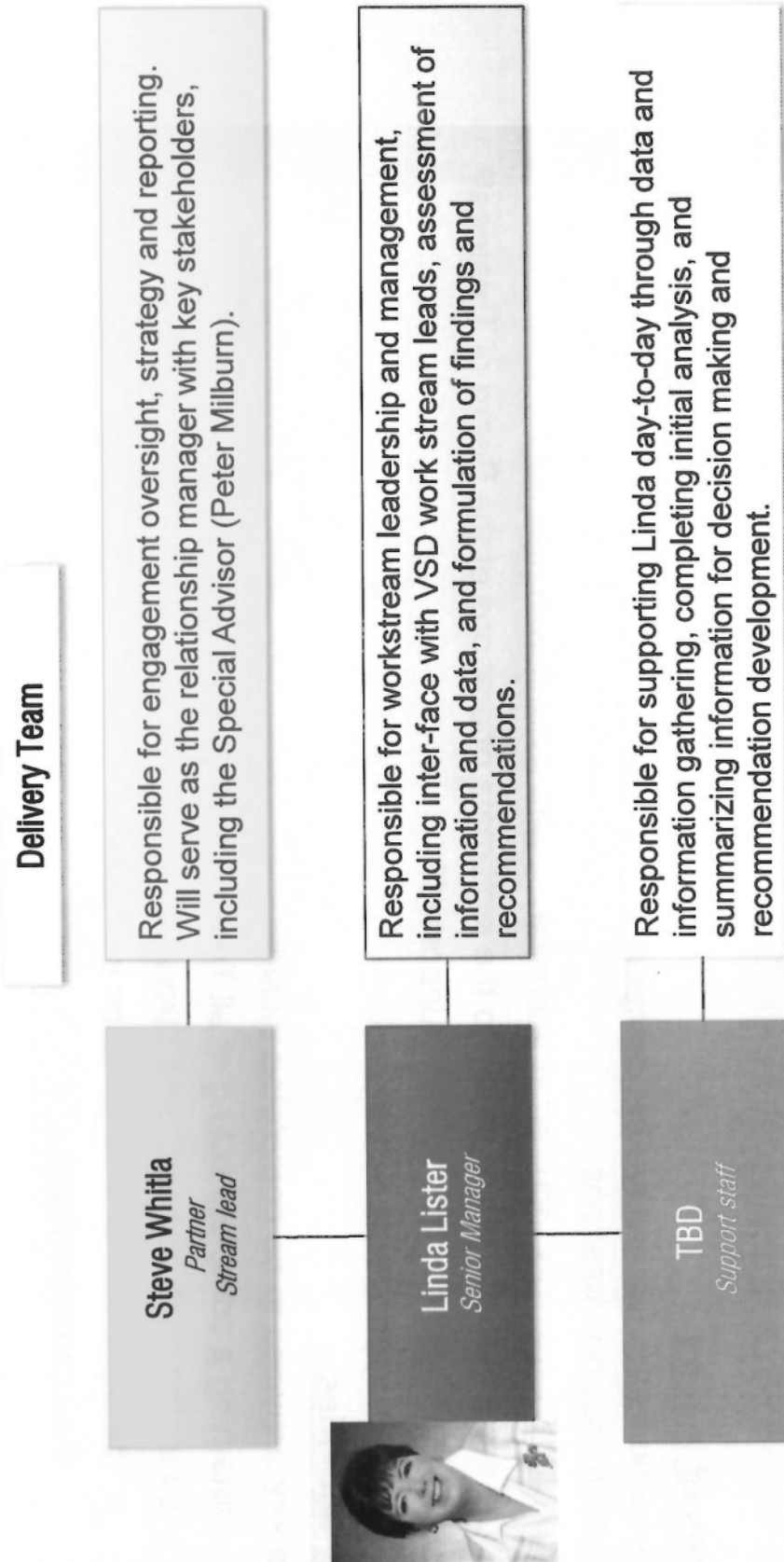
Key activities

The key activities to be completed include:

- ▶ Obtaining a complete listing of all Trustee related expenditures;
- ▶ Assessing such expenditures through:
 - ▶ detailed data and information gathering
 - ▶ document analysis
 - ▶ interviews
 - ▶ other means as relevant and necessary.
- ▶ Preparation of the workstream report.

Workstream 1: Forensic audit Resources

Forensic Audit team members, roles and responsibilities



Workstream 2: Operations & governance

Objective – To conduct a full review of the board’s operations and governance.

Lines of inquiry

This workstream will involve an assessment of:

- ▶ The extent to which the board has considered the information presented by management in decision making;
- ▶ The effectiveness of the board’s oversight of the district, including the skills, training and experience of the board to fulfill its statutory and fiduciary duties; and
- ▶ The extent to which the Board of Trustees has in place adequate systems and practices to monitor the organization’s performance; and the extent to which it operates accordingly.

Scope

This workstream will include the use of two case studies to provide an in-depth analysis of the operations and governance of the Board. Compared to the 2015 Review, this workstream will focus on a smaller number of relevant criteria and analyze them in greater depth.

The analysis will leverage the findings of both the 2010 Report on the Vancouver School Board prepared by the Office of the Comptroller General and the 2015 Special Advisor’s Review of the Vancouver Board of Education prepared by EY.

Workstream 2: Operations & governance

Key activities

Under this stream, the team will pursue three lines of inquiry which encompass good governance:

- ▶ Assigning decision making authority and establishing processes for how decisions are made;
- ▶ Overseeing the delivery of objectives, implementation of policies and programs, and management of risk; and,
- ▶ Reporting on performance in achieving the intended results.

In order to evaluate these lines of inquiry the stream will focus on the Board's:

- ▶ Independence
- ▶ Skills and knowledge
- ▶ Oversight responsibilities
- ▶ Performance assessment

The criteria will be applied to the lines of enquiry as follows:

	Decision Making	Overseeing Delivery	Reporting on performance
Independence	✓		
Skills & Knowledge	✓	✓	
Oversight	✓	✓	
Performance Assessment			✓

Workstream 2: Operations & governance

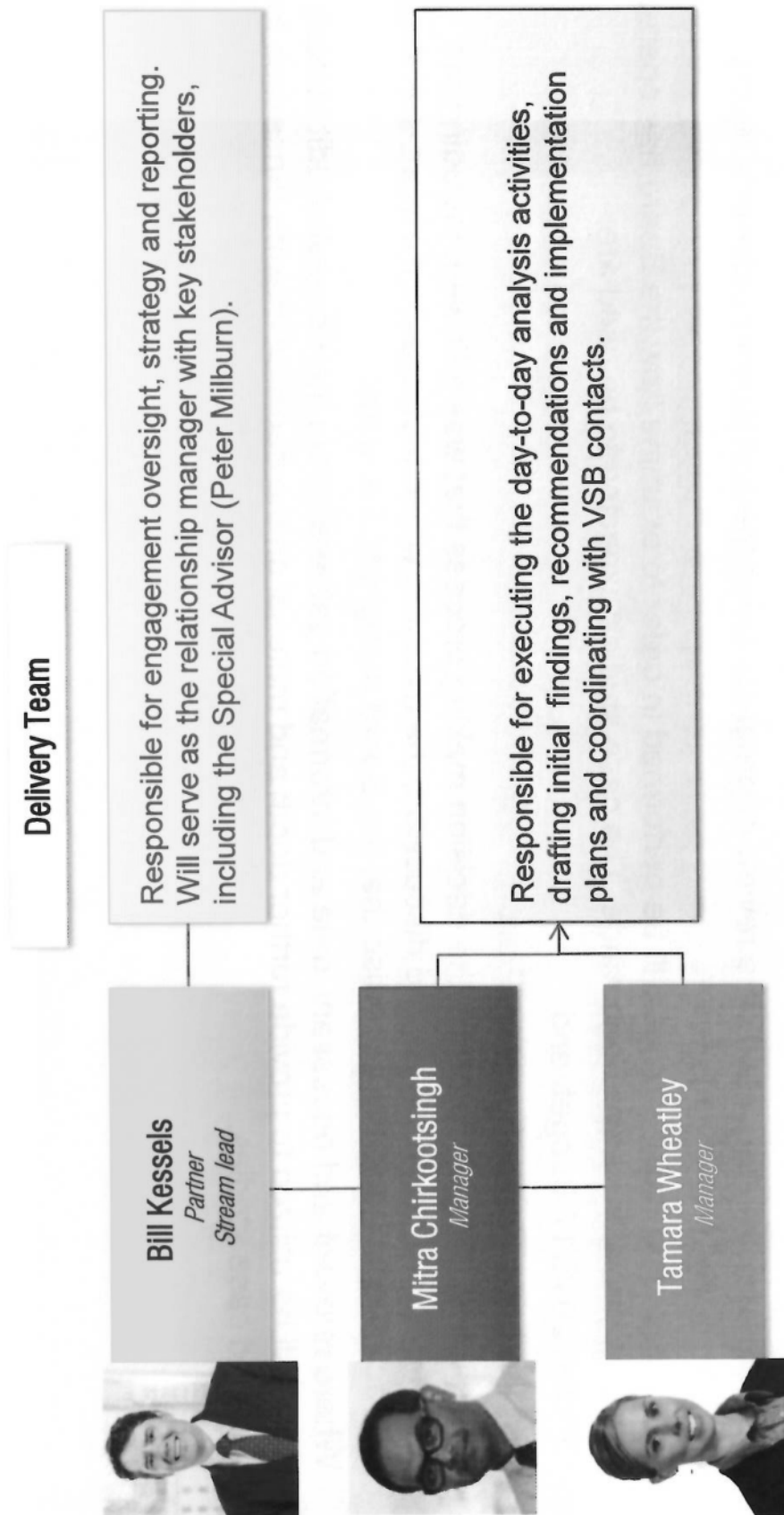
Approach

- ▶ The approach will be based on a review of progress since the last Special Advisor's report, interviews and document review.
- ▶ Two “deep dive” case studies will be performed in order to examine how the Board has operated and how decisions have been made. The case studies expected to be used are:
 1. the 2016/17 Budget; and
 2. the Long Range Facilities Plan.
- ▶ The case studies will focus on the decision making process that was followed, including the fulsome-ness of the analysis and discussion, the extent to which management's input was sought and acted upon, and the expertise that the Board brought to the issue.
- ▶ Where relevant and necessary, data and information gathered from the Forensic Audit stream of work will be utilized to provide further depth and material on the decision making processes for the selected case studies.

Workstream 2: Operations & governance

Resources

Operations and Governance team members, roles and responsibilities



Workstream 3: 2016/17 Budget review

Objective – To assess the district’s budget reduction strategies and consider other potential opportunities to achieve a balanced budget that would have less of an impact on classroom instruction.

Lines of inquiry

This workstream will involve the assessment of the 2016/17 budget. It will seek to answer the following key questions:

- ▶ Does the 2016/17 budget align with prior established expectations (resulting from prior Special Advisor review) and reflect a “realistic” year end outcome?
 - ▶ Including assessment of Internally Appropriated Expenses
 - ▶ Bridging conservatism and realism – mitigating the difference between budgetary pessimism and operating surpluses
- ▶ Does the proposed budget adequately consider prior recommendations arising from other reviews, including recommendations related to capital asset management?
- ▶ How was the balanced budget presented by the District to the VSB formulated to mitigate the impact on the classroom?
- ▶ Are there alternative budgetary refinements that may:
 - ▶ Mitigate the impact on the classroom, or alternatively, displace certain aspects of the District’s proposed budgetary constraints that will lessen classroom impacts;
 - ▶ Be sustainable for future school year budget; and/or
 - ▶ Not have an adverse impact on future budgets.

Workstream 3: 2016/17 Budget review

Scope

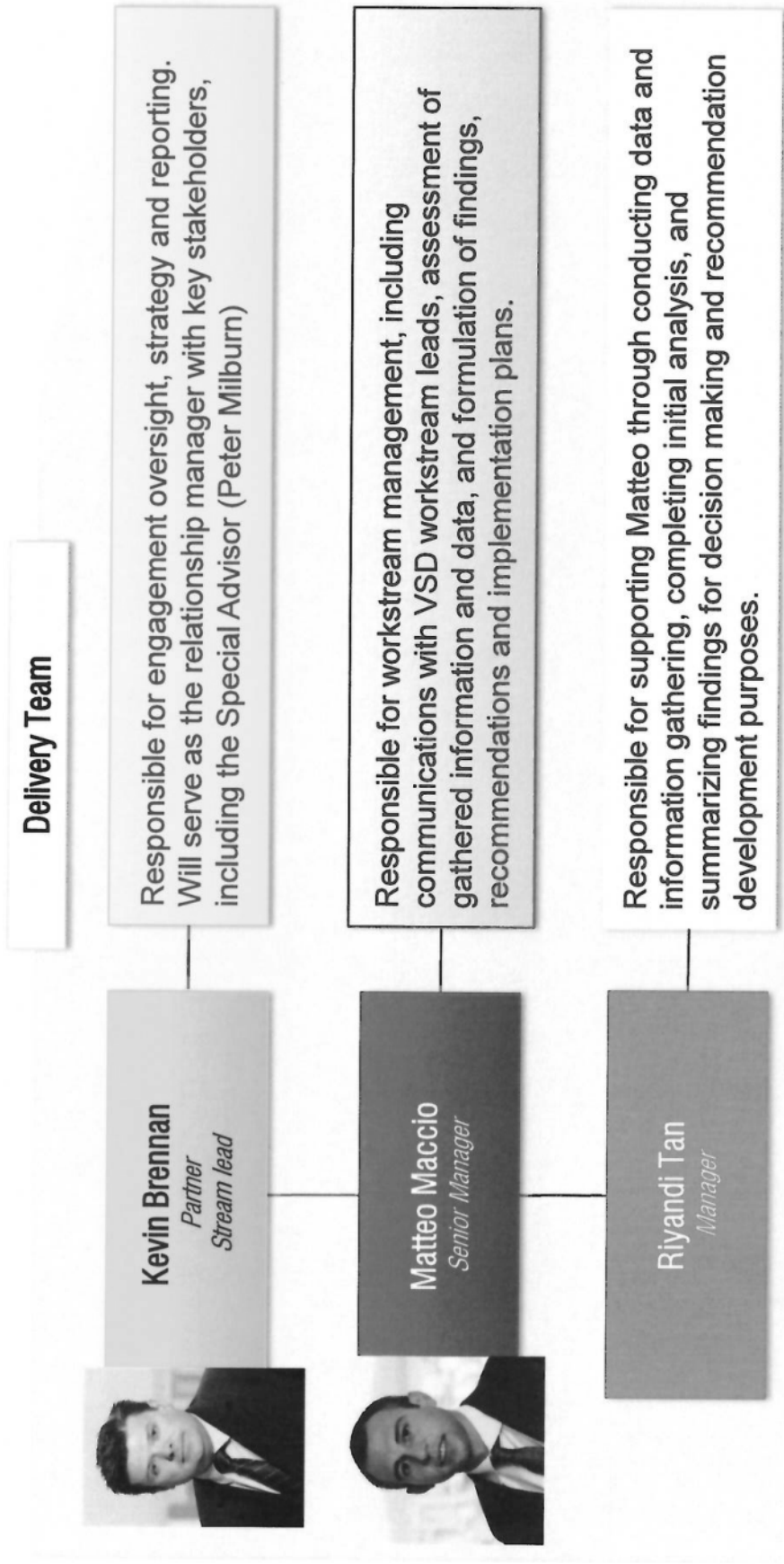
At a high level, this workstream will include an analysis focused on answering the above questions. The key activities to be completed under this stream include:

- ▶ Assessment of prior Special Advisor recommendations and adoption by VSD, including rationale for rejection
- ▶ Review of the VSD proposed budget, including the bridge between the 2016/17 Initial Preliminary Projection, Base Budget, and Preliminary Budget and impact on classroom
- ▶ Identify, as available, alternative cost saving budgetary items that:
 - ▶ Displace the impact on the classroom associated with the proposed budgetary saving items; or
 - ▶ Are incremental cost saving initiatives and offer a low impact on the classroom.
- ▶ Consider, in consultation with VSD, alternative funding mechanisms and cost saving initiatives, including the impact on future school year budgets
- ▶ Gather comparative school district data to benchmark the VSD budget on an absolute and per pupil basis
- ▶ Determine the quantum of the funds on deposit with the Province of BC and how such funds have been earmarked by the VSD or, alternatively, restricted by the MEd
- ▶ Review the recently developed VSD Facilities Plan, including alignment with the prior recommendations of the Special Advisor, assessment of identified revenue and cost saving opportunities, timing of implementation, impact on long term capacity and impact on deferred maintenance costs and seismic upgrade requirements (including short-term need for swing space)
- ▶ Identification of longer term opportunities and headwinds that could impact balancing future school year budgets; a look forward at the strategic opportunities and enterprise risk to the VSD

Workstream 3: 2016/17 Budget review

Resources

Budget stream team members, roles and responsibilities



Project Plan



Overall Project – high level workplan

Project week >> Week beginning (Monday) >>	1 18 Jul	2 25 Jul	3 01 Aug	4 08 Aug	5 15 Aug	6 22 Aug	7 29 Aug	8 05 Sept	9 12 Sept	10 19 Sept	11 26 Sept
Project planning and launch											
Launch meetings (incl. team, VSB, kick-off)											
Development of work-stream approaches and plans by leads											
Work-streams to determine structure of deliverables											
Project leadership to review and approve approaches & deliverables											
Preparation of evidence base											
Sharing of available background materials (e.g. VSB work to date)											
Refinement of approach / focus of reviews / hypotheses etc. by leads											
Design and issue of more detailed data / information request											
Interviews to map current state / explore work-to-date / identify issues											
Collection of detailed data											
Review and sign off on data as reliable by VSB											
EY to prepare viewpoints											
EY analysis & assessment based on data / information provided											
Write up of 'evidence base'											
Generation of recommendations and action plan based on evidence base											
Development of key findings and recommendations (high level)											
Development of initial action plan based on recommendations (high level)											
Workshop with VSB to confirm recommendations and validate action plan											
Preparation and validation of recommendations and action plan											
Develop first drafts of workstream reports based on evidence and workshops											
Presentation of workstream findings to parties, discuss and collect input											
Preparation of final report											
Preparation of first draft of report incorporating feedback from VSB											
Presentation of first draft to MoE											
Incorporation of MoE feedback and presentation of draft to Minister											
Finalization of full report and submission (30 September)											
Project management											

Legend: ○ - Key milestone or deliverable ☆ - Status report and meeting

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Chin, Ben PREM:EX

From: Holme, Matt EDUC:EX
Sent: Tuesday, August 23, 2016 1:25 PM
To: Mills, Shane PREM:EX; Chin, Ben PREM:EX
Subject: RE: Media Requests 1 and 2 - Tracy Sherlock, Vancouver Sun and Caroline Chan, Global Mornign News re: CCPA report on funding
Attachments: ccpa-bc_Kto12EducationFunding_EMBARGOED.PDF

We have also obtained an embargoed copy of the report. It is attached.

Thanks,
Matt

From: Holme, Matt EDUC:EX
Sent: Tuesday, August 23, 2016 1:18 PM
To: Mills, Shane PREM:EX; Chin, Ben PREM:EX
Subject: FW: Media Requests 1 and 2 - Tracy Sherlock, Vancouver Sun and Caroline Chan, Global Mornign News re: CCPA report on funding

FYI... CCPA report coming out tomorrow morning on education funding. This messaging is with MMB for approval.
Matt

From: Sorochan, Craig GCPE:EX
Sent: Tuesday, August 23, 2016 1:16 PM
To: Holme, Matt EDUC:EX; Koolsbergen, Andrew EDUC:EX
Cc: Keenan, Jason GCPE:EX; Lowther, Brett GCPE:EX; Wolford, Jessica GCPE:EX; Gordon, Matt GCPE:EX
Subject: Media Requests 1 and 2 - Tracy Sherlock, Vancouver Sun and Caroline Chan, Global Mornign News re: CCPA report on funding

NEW

Media Request 1

Tracy Sherlock, Vancouver Sun, tsherlock@postmedia.com 604.818.3090

Topic: CCPA report on per pupil funding

Question: Reporter: As per our phone conversation (Jason), I'm looking for a response to a CCPA report coming out tomorrow. The report is embargoed. Its main points are that BC spends \$1,000 less per student than the provincial average (citing Stats Canada) and that K-12 funding has fallen from 3.3 % of GDP in 2001 to 2.5% in 2016. It also says downloaded costs are not covered by budget increases, naming things like MSP, Hydro, etc., and citing an analysis by BCASBO that says those costs totalled \$192 million between 2012-2013 and 2014-2015.

Request: I would like a comment from the government on those funding points. I will recognize in the article that you did not see the embargoed report.

Recommendation/ Response: *Send information from the Ministry:*

The CCPA ignores the most important indicators for the education system -- B.C.'s student outcomes are some of the best in the world. A higher percentage of students are graduating. And more Aboriginal students are graduating than in the past.

B.C.'s Education system is ranked first in the English-speaking world for outcomes in reading, science, and mathematics.

We are investing a record \$5.1 billion in public education for the 2016/17 school year – that's up \$1.2 billion since 2001 even though there are 10 per cent fewer students in the province.

Citing per pupil rates from across the country ignores the warning that Stats Canada offers that "care should be taken with cross jurisdictional comparisons." The reason is that different provinces include different items (like borrowing costs) in education funding. B.C. does not. If we included the same expenses other provinces include in their education funding, we would rank about 6th for average per pupil funding.

This year we have put extra funding into the system, including \$25 million return of administrative savings for front line student services, \$2 million for our Rural Education Enhancement Fund, and \$14.7 million to support student transportation.

This past school year our \$100 million in annual Learning Improvement Funding has helped districts hire:

- More than 1100 new full-time and part-time teachers
- Almost 250 new full-time and part-time support staff
- And increased the hours of more than 600 teachers and 2800 support staff from part to full time.

Date & Time of Inquiry: 10:30 a.m. August 23 **Deadline:** 3 p.m. August 23 **Responded:**

Media Request 2

Caroline Chan, Global Morning News, caroline.chan@globalnews.ca T1: 778-945-9334 T2: 604-422-6494

Topic: CCPA report on per pupil funding

Question: Reporter: I was wondering if Minister Mike Bernier would be available for an interview tomorrow morning (Aug 24) at 7:40am via Skype (or in studio if he's in the Burnaby area).

The CCPA looked into the province's funding for elementary and high school education in BC. Their report is embargoed until 4am tomorrow morning and I could send it to you at 4:01. The report is 8 pages long.

We would love to speak with the Minister about this, especially with all that has been going on and the start of school just around the corner.

Recommendation/ Response: *Send information from the Ministry:*

Same messaging as listed in the response above.

Date & Time of Inquiry: 11:30 a.m. August 23 **Deadline:** 3 p.m. August 23 **Responded:**

OUTSTANDING

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Chin, Ben PREM:EX

From: Wolford, Jessica GCPE:EX
Sent: Tuesday, August 23, 2016 1:55 PM
To: Mills, Shane PREM:EX; Smart, Stephen PREM:EX
Cc: Chin, Ben PREM:EX; Gleeson, Kelly T GCPE:EX
Subject: CCPA Report - KMs
Attachments: ccpa-bc_Kto12EducationFunding_EMBARGOED.PDF

Follow Up Flag: Follow up
Flag Status: Completed

Embargoed Canadian Centre for Policy Alternative's report on Education funding attached – set to go out tomorrow at 4pm. Report says there is a lack of funding and that funding has dropped by \$1000 per student. EDUC kms are below.

From: Keenan, Jason GCPE:EX
Sent: Tuesday, August 23, 2016 1:23 PM
To: Wolford, Jessica GCPE:EX; Gleeson, Kelly T GCPE:EX
Subject: CCPA Report - KMs

I have also attached the embargoed report.

- The CCPA ignores the most important indicators for the education system -- B.C.'s student outcomes are some of the best in the world. A higher percentage of students are graduating. And more Aboriginal students are graduating than in the past.
- B.C.'s Education system is ranked first in the English-speaking world for outcomes in reading, science, and mathematics.
- We are investing a record \$5.1 billion in public education for the 2016/17 school year – that's up \$1.2 billion since 2001 even though there are 10 per cent fewer students in the province.
- Citing per pupil rates from across the country ignores the warning that Stats Canada offers that "care should be taken with cross jurisdictional comparisons." The reason is that different provinces include different items (like borrowing costs) in education funding. B.C. does not. If we included the same expenses other provinces include in their education funding, we would rank about 6th for average per pupil funding.
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 - And increased the hours of more than 600 teachers and 2800 support staff from part to full time.

Jason A Keenan

Communications Director

Ministry of Education

Government Communications and Public Engagement

Office: 250-356-8713 Mobile: 778-679-5546

Chin, Ben PREM:EX

From: Holme, Matt EDUC:EX
Sent: Friday, August 26, 2016 8:34 AM
To: Mills, Shane PREM:EX; Chin, Ben PREM:EX
Subject: RE: Carleton Elementary must be fixed or rebuilt - Don Davies and Adrian Dix - Vancouver Sun

Sorry I don't know the details on how self-insurance works. I will have to get back to you.

I do know that because we self-insure it will be a decision of the Province on whether funding will be provided to undertake any preservation or repair. The contractor, school district and claims adjustor are expected to report back on the 29th with a cost estimate.

Matt

From: Mills, Shane PREM:EX
Sent: Friday, August 26, 2016 8:25 AM
To: Holme, Matt EDUC:EX; Chin, Ben PREM:EX
Subject: RE: Carleton Elementary must be fixed or rebuilt - Don Davies and Adrian Dix - Vancouver Sun

Can you explain how the insurance works?

From: Holme, Matt EDUC:EX
Sent: Friday, August 26, 2016 8:20 AM
To: Mills, Shane PREM:EX; Chin, Ben PREM:EX
Subject: FW: Carleton Elementary must be fixed or rebuilt - Don Davies and Adrian Dix - Vancouver Sun

Messaging on Carleton.

Matt

- My sympathy goes out to the families facing uncertainty because of the fire at Sir Guy Carleton School – the start of the school should be filled with excitement, not questions.
- However I am surprised that the Vancouver School Board wants to spend millions of dollars repairing damage to a school they are considering closing and that has nearby schools where additional students would fill their classrooms.
- The Vancouver School Board is shortchanging its students of education services worth \$37 million a year by directing that money into empty seats instead of teachers, librarians, or arts and culture programs. Spending additional millions to fix a school they were considering closing is further denying students.
- I am also concerned that the board is positioning the fire as a reason to further delay delivering a required long-term facility plan. That plan could ensure the close to half a billion dollars taxpayers send to the VSB went to students and not to empty seats. They have failed to deliver.
- My fear is that the VSB has no intentions to develop a long-term plan – and in fact are merely using the process for partisan political purposes that will continue to see student services shortchanged of millions of dollars.

- This is yet another example of the elected school board members in Vancouver failing to look at creative or difficult decisions. They choose to deflect their responsibility rather than step up and do what all other school districts around the Province have been able to do.

From: tno@gov.bc.ca [<mailto:tno@gov.bc.ca>]

Sent: Friday, August 26, 2016 5:20 AM

Subject: TNO: Carleton Elementary must be fixed or rebuilt - Don Davies and Adrian Dix - Vancouver Sun

Carleton Elementary must be fixed or rebuilt

Vancouver Sun

26-Aug-2016

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By Don Davies and Adrian Dix

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Chin, Ben PREM:EX

From: Holme, Matt EDUC:EX
Sent: Friday, August 26, 2016 8:59 AM
To: Mills, Shane PREM:EX; Chin, Ben PREM:EX
Subject: RE: Carleton Elementary must be fixed or rebuilt - Don Davies and Adrian Dix - Vancouver Sun

Shane,

Self-insurance means the Province does not buy insurance. The Province has an internal group in the risk management branch of MTICs. If a ministry asset is damaged, they go out and act as out claims adjuster. They get estimates and advise the ministry that suffered the loss on the extent of the damage and options / costs to repair (or not). The ministry that suffered the loss (in this case Education) has to decide how to proceed as they pay for it. Education would have to pay for Carleton repairs out of our Capital program. If it was decided the school would be repaired, this could also potentially delay another project we have in our Capital plan. There would probably be a Treasury Board decision as part of this process as well.

If you need anything further please let me know.

Thanks,
Matt

From: Mills, Shane PREM:EX
Sent: Friday, August 26, 2016 8:25 AM
To: Holme, Matt EDUC:EX; Chin, Ben PREM:EX
Subject: RE: Carleton Elementary must be fixed or rebuilt - Don Davies and Adrian Dix - Vancouver Sun

Can you explain how the insurance works?

From: Holme, Matt EDUC:EX
Sent: Friday, August 26, 2016 8:20 AM
To: Mills, Shane PREM:EX; Chin, Ben PREM:EX
Subject: FW: Carleton Elementary must be fixed or rebuilt - Don Davies and Adrian Dix - Vancouver Sun

Messaging on Carleton.
Matt

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Subject: TNO: Carleton Elementary must be fixed or rebuilt - Don Davies and Adrian Dix - Vancouver Sun

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Vancouver Sun

26-Aug-2016

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By Don Davies and Adrian Dix

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Chin, Ben PREM:EX

From: Byng, Dave A EDUC:EX
Sent: Thursday, September 29, 2016 10:26 AM
To: Henderson, Kim N PREM:EX; Sweeney, Neil PREM:EX; Chin, Ben PREM:EX; Keenan, Jason GCPE:EX; Fraser, John Paul GCPE:EX
Subject: Fwd: The following message is from Vancouver Board of Education Chairperson, Mike Lombardi

FYI

Dave Byng
Deputy Minister
Ministry of Education
Province of British Columbia

Begin forwarded message:

From: "Donna D. Wong" <ddwong@vsb.bc.ca>
Date: September 29, 2016 at 10:19:25 AM PDT
To: "mike.bernier@gov.bc.ca" <mike.bernier@gov.bc.ca>, "Deputy Minister Dave Byng (dave.bying@gov.bc.ca)" <dave.bying@gov.bc.ca>
Cc: "White, Emily EDUC:EX" <Emily.White@gov.bc.ca>, "Lara.oconnordixon@gov.bc.ca" <Lara.oconnordixon@gov.bc.ca>, "Tim.Nugent@gov.bc.ca" <Tim.Nugent@gov.bc.ca>
Subject: The following message is from Vancouver Board of Education Chairperson, Mike Lombardi

The following message is from Vancouver Board of Education Chairperson, Mike Lombardi

On behalf of the trustees of the Vancouver School Board, I can announce today that Steve Cardwell has been appointed Acting Superintendent of Schools effective immediately.

Dr. Cardwell is currently Director of the Transformative Educational Leadership Program and a professor at the University of British Columbia. He served as Superintendent of Vancouver School Board for five years until his departure at the end of 2015, after an exemplary 34-year career as an educator in the public school system, including 15 years as a member of district leadership teams in the Delta and Vancouver school districts.

A Past President of the BC School Superintendents' Association (BCSSA), Cardwell also served in several leadership roles with the BCSSA. He is a board member of Science World, the Technology Education and Careers Council, the BCIT Technology Teacher Education Advisory Committee and the Council of the Canadian Education Association.

To ensure that we have stability moving forward through very challenging times for Vancouver School Board, we are fortunate to have Steve Cardwell step in as Acting Superintendent. Steve is familiar with our district, and we appreciate him taking on this role at this time.

Board Chair, Mike Lombardi

donna wong
Administrative Assistant
Vancouver Board of Education
email ddwong@vsb.bc.ca
Tel 604-713-5100

 Please consider the environment before printing this e-mail notice. Thank you.

Chin, Ben PREM:EX

From: Holme, Matt EDUC:EX
Sent: Thursday, September 29, 2016 10:37 AM
To: Cadario, Michele PREM:EX; Sweeney, Neil PREM:EX; Chin, Ben PREM:EX; Mills, Shane PREM:EX
Cc: Koolsbergen, Andrew EDUC:EX
Subject: VSB Acting Superintendent

FYI – copy of a note sent to MMB and the DM. - Matt

The following message is from Vancouver Board of Education Chairperson, Mike Lombardi

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Board Chair, Mike Lombardi

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