



ERM Assessment for School District #64 - Gulf Islands

Summary Report

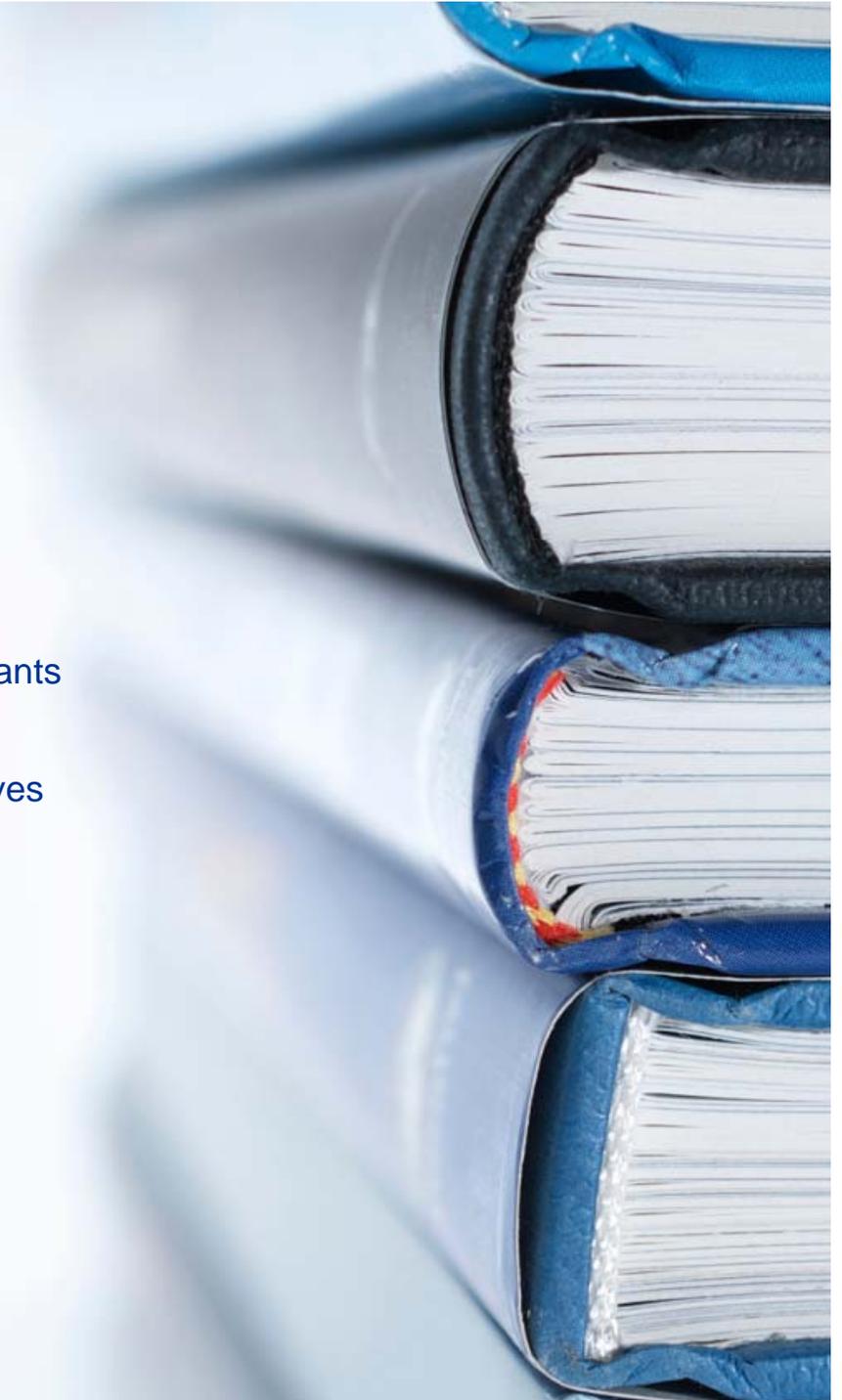
November 2017

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Background and Objectives

Background and Objectives

- School District No. 64 – Gulf Islands (“SD64”) has documented a number of strategic priorities and initiatives for the coming year along with the objectives the organization wishes to achieve.
- Both, the District Leadership Team and the Board, perceive value in the process of identifying and prioritizing the key risks that may inhibit SD64 from reaching these strategic goals.
- In addition, the Office of the Auditor General has recommended that all School Districts in British Columbia conduct an Enterprise Risk Management (ERM) assessment.
- In line with good practice, SD64 wishes to institute an ERM program that will help the organization:
 - Identify significant risks
 - Prioritize these risks
 - Implement appropriate risk mitigation strategies and monitoring procedures



Approach and Deliverables

Approach



Phase	Key Activities
Phase 1 - Project planning & review of documentation	<ul style="list-style-type: none"> • Confirm the project scope, timeline, milestones, deliverable format, and establish cadence for progress updates. • Conduct a high-level stakeholder assessment to develop a list of management and board members to be interviewed. • Obtain and review relevant artifacts (e.g. strategic plan) in order to prepare for stakeholder interviews. • Develop pre-read material and tailored questions for interview preparation packages and in turn, schedule interviews.
Phase 2 – Conduct Management & Board interviews	<ul style="list-style-type: none"> • Conduct 9 stakeholder interviews with identified board and management members. • Prepare interview summary notes (working papers only) and develop draft risk categories and statements for workshop. • Schedule ERM workshop.
Phase 3 – Prepare & develop materials for ERM workshop	<ul style="list-style-type: none"> • Finalize draft risk categories and statements for ERM workshop participants to vote on. • Finalize appropriate criteria and definition for quantification of risks – e.g., impact, likelihood of occurrence etc., as well as prioritization of risks. (e.g., High, Medium, Low). • Finalize list of workshop participants. • Develop and circulate pre-read material for workshop.
Phase 4 – Conduct ERM workshop	<ul style="list-style-type: none"> • Conduct 3-4 hour workshop with identified board members and management. • Participants anonymously vote on the impact and the likelihood of occurrence for each risk. • KPMG to facilitate discussion for each risk area and note potential risk owners and mitigating factors.
Phase 5 – Finalize ERM artifacts	<ul style="list-style-type: none"> • Formalize outputs from the ERM workshop including: <ul style="list-style-type: none"> • A high-level summary presentation that includes heat maps for each of the risk categories. • Provide the organization with guidance on maintaining/refreshing its ERM program.

Deliverables

The primary outputs/deliverables for this ERM project include:

- **An overview of work performed and results thereof** (included in the body of this report);
- A **Risk Assessment Framework**, including risk definitions, categories, ranking criteria as well as likelihood and impact assessment guidelines (included in the body of this report);
- A **risk trend summary** and heat map outlining the results of the risk prioritization workshop in which key stakeholders voted on key risks identified by the District's Management and Board during the risk identification interviews (included in the body of this report);
- A listing of **Risk Identification interviewees and Risk Assessment Workshop participants** (Appendix A).

We did not conduct testing or other procedures to verify the implementation and effectiveness of the identified risk mitigation activities or compensating controls. Our work was advisory in nature and did not intend to provide assurance regarding SD64's risks, risk management, or internal control processes.



ERM Framework

Risk Assessment Framework - Likelihood Assessment Guidelines

DEFINITIONS:

Objectives:	The implicit and explicit goals/outcomes SD64 is trying to achieve (e.g., strategic, reputational, financial, human resource related) at the district-wide, divisional, departmental, project, process, and other levels.
Risk:	A potential action or event that, if it occurs or does not occur, could adversely affect SD64' achievement of one or more of its objectives. Measured as a combination of likelihood of event occurrence (or failure to occur) and impact (consequence) if it does occur (or fails to occur).
Impact (consequence):	The result or effect on outcomes from realization of a risk (there may be a range of possible impacts associated with an event).
Likelihood (probability):	The probability that a risk will occur (or fail to occur) and/or the frequency of occurrence of the risk event.
Inherent / Gross Risk:	The level of risk to SD64 in the absence of any actions management is taking, or might take to alter the risk's likelihood and/or impact.
Residual / Net Risk:	The level of risk to SD64 considering the actions management is taking (responses) to alter the risk's likelihood and/or impact, and the effectiveness of those responses (e.g., processes and controls used to manage or mitigate the risks).
Risk Management Processes:	The processes applied during strategy setting and divisional activities across the organization to identify, assess, and manage risks through risk management actions that avoid, reduce, transfer, or accept risk.
Risk Tolerance:	The maximum amount of residual risk that SD64 considers acceptable. Acceptable risk tolerance varies depending on the nature and level of the objective, and is generally higher at the entity level than at the divisional unit, project, process, and other levels.

Ranking and Response Framework: The following provides guidance on SD64's response to risk rankings

4 - Extreme	Immediate attention required, risk treatment plan to be developed and monitored.	2 - Moderate	Active monitoring and response procedures required.
3 - High	Detailed planning and review by senior management.	1 - Low	Managed through routine procedures.

LIKELIHOOD ASSESSMENT GUIDELINES:			RISK EVALUATION AND PRESENTATION				
>95 %	Almost Certain Occurrence / Very High Frequency Very high probability the risk will occur (multiple times a year), or a very high percentage or frequency of transactions whereby incidents occur.	5					
71% to 95%	Likely Occurrence / High Frequency High probability the risk will occur (once annually), or a high percentage or frequency of transactions whereby incidents occur.	4					
31% to 70%	Moderate Occurrence / Moderate Frequency Moderate probability the risk will occur (once in 2 - 3 years), or a moderate percentage or frequency of transactions whereby incidents occur.	3					
5% to 30%	Unlikely Occurrence / Low Frequency Low probability the risk will occur (once in 5 - 7 years), or a low percentage or frequency of transactions whereby incidents occur.	2					
≤5%	Rare Occurrence / Very Low Frequency Very low probability the risk will occur (once in 10 years), or a very low percentage or frequency of transactions whereby incidents occur.	1					
		Likelihood	1	2	3	4	5
		Impact					



Risk Assessment Framework - Impact Assessment Guidelines

Risk Category	Description	Severity of Impact				
		1. Negligible	2. Minor	3. Moderate	4. Major	5. Extreme
Strategic / Reputation	Impacts SD64's reputation and/or ability to execute on current and/or future strategic directions.	No adverse publicity. The strategic direction, and/or the nature and/or activities of SD64, may be forced to change in an undesired but negligible way, or be prevented from changing in a desired but negligible way. Potential outcomes remain within risk tolerances.	Minor adverse publicity. The strategic direction, and/or the nature and/or activities of SD64, may be forced to change in an undesired but minor way, or be prevented from changing in a desired but minor way. Potential outcomes remain within risk tolerances.	Localized adverse publicity. The strategic direction, and/or the nature and/or activities of the SD64, may be forced to change in an undesired moderate way, or be prevented from changing in a desired moderate way. Potential outcomes may or may not remain within risk tolerances.	Adverse publicity in the media. The strategic direction, and/or the nature and/or activities of the SD64, may be forced to change in an undesired major way, or be prevented from changing in a desired major way.	Sustained adverse publicity in the media. Potential outcomes are highly unacceptable. Existence of SD64 in recognizable form may be terminated.
Financial Resources	Impacts SD64's financial resources.	Financial impact of event is less than \$20,000	Financial impact of event exceeds \$20K, but is less than \$150K	Financial impact of event exceeds \$150K, but is less than \$750K	Financial impact of event exceeds \$750K, but is less than \$5M	Financial impact of event exceeds \$5M
Human Resources	Impacts SD64's achievement of a high performance, safe work environment that results in satisfactory employee involvement, development, and engagement.	No impact on employee engagement, retention, performance or other Human Resources objectives. Potential outcomes remain within risk tolerances.	Limited impact on employee engagement, retention, performance or other Human Resources objectives. Potential outcomes remain within risk tolerances.	Significant impact on employee engagement, retention, performance or other Human Resources objectives. Potential outcomes may or may not remain within risk tolerances.	Substantial impact on employee engagement, retention, performance or other Human Resources objectives. Potential outcomes are outside risk tolerances.	Sustained impact on employee engagement, retention, performance or other Human Resources objectives. Potential outcomes are highly unacceptable.
Operational Efficiency & Effectiveness (includes IT-related risks)	Impacts SD64's ability to achieve operating efficiencies while maximizing student and stakeholder satisfaction.	SD64 is able to deliver its academic programs and services with no disruption. Potential outcomes remain within risk tolerances.	SD64 is able to deliver its academic programs and services with limited disruption. Potential outcomes remain within risk tolerances.	SD64 is able to deliver its academic programs and services with significant disruption. Potential outcomes may not remain within risk tolerances.	SD64 is unable to deliver significant aspects of its academic programs and services. Potential outcomes are outside risk tolerances.	SD64 is unable to deliver its academic programs and services. Potential outcomes are highly unacceptable.
Student Outcomes	Impacts SD64's ability to deliver a strong educational experience with high levels of student achievement.	Immaterial impact on student achievement.	Student achievement metrics begin to show a decline.	Stakeholders raise concerns about student achievement.	Overall student competency levels are below standards.	Inability to satisfactorily deliver curriculum or key programs.
Compliance (Regulatory / Safety/ Legal / Contractual)	Impacts SD64's ability to comply with relevant applicable laws and regulations, and/or with SD64's contractual obligations.	No regulatory/legal consequence or injury risk. Outcomes remain within risk tolerances.	Limited regulatory/legal consequence and minor reversible injury risk. Potential outcomes remain within risk tolerances.	Significant regulatory/legal consequence and major reversible injury risk. Potential outcomes may or may not remain within risk tolerances.	Substantial regulatory/legal consequence and irreversible injury or death risk. Potential outcomes are outside risk tolerances.	Substantial regulatory/legal consequence and irreversible multiple injury or death risk. Potential outcomes are highly unacceptable.

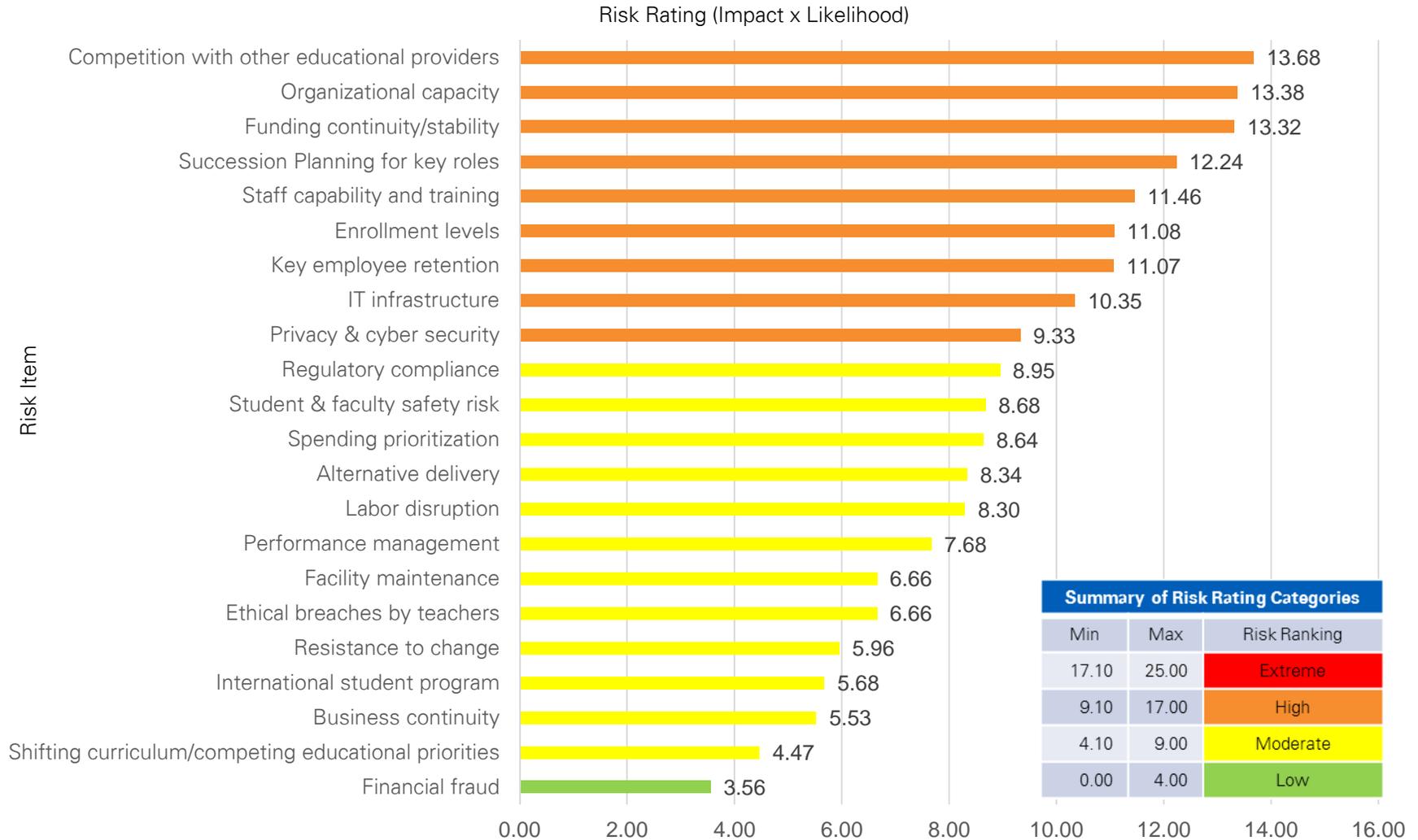


SD64's Top Residual Risks

This section reflects SD64's top risks in order of net residual risk ranking (likelihood rating x impact rating), as per the average participant vote for each risk collected during the prioritization workshop conducted on October 16, 2017.

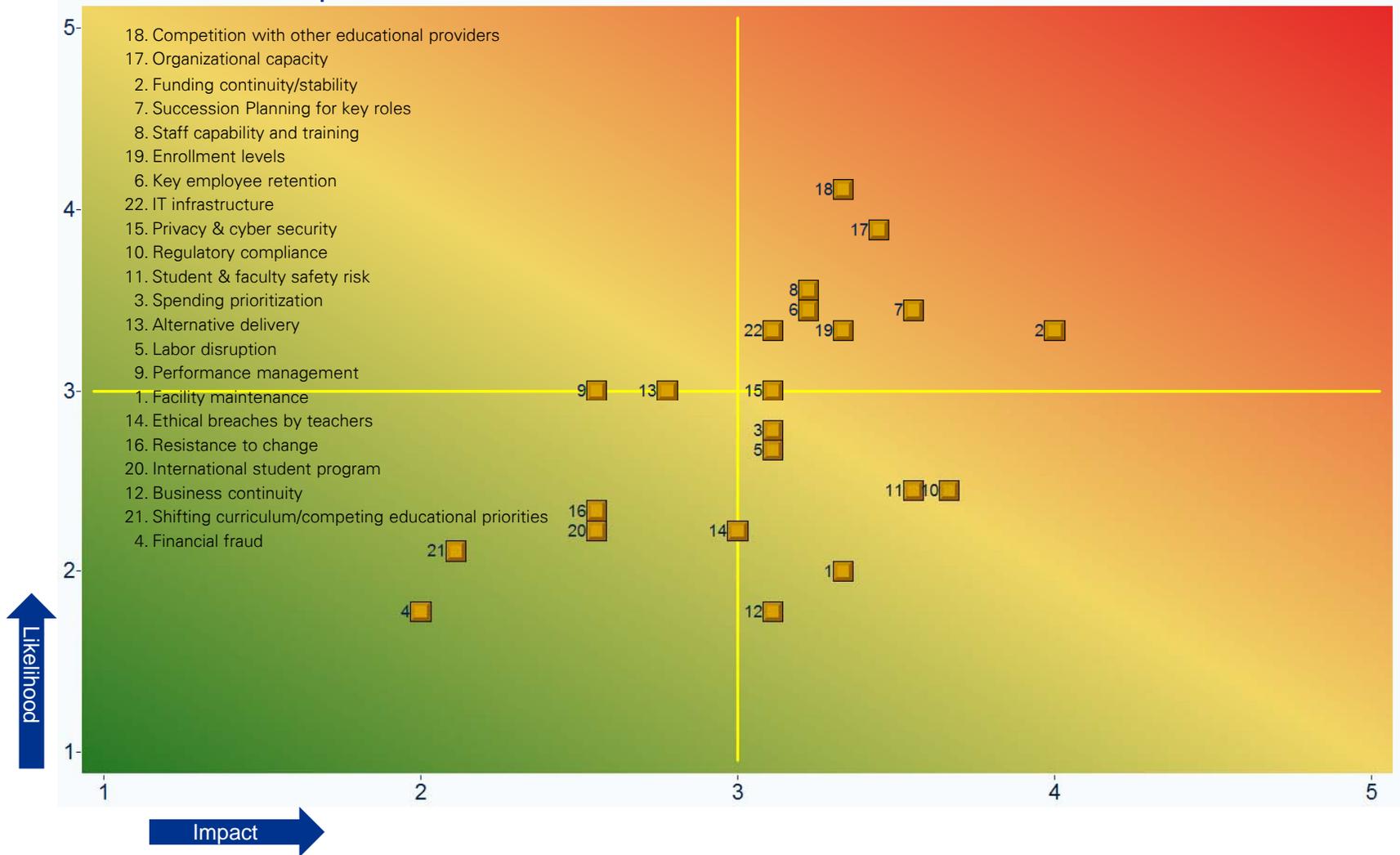
Risk Rating

SD64's Top Residual Risks



Heat Map

SD64's Top Residual Risks



See Appendix B for description of each risk

SD64's Top Residual Risks

Risk Rank #	Risk Ref #	Risk Type / Category	Risk Item / Short Title	Impact	Likelihood	Risk Rating
1	18	Strategic	Competition with other educational providers	3.33	4.11	13.68
2	17	Strategic	Organizational capacity	3.44	3.89	13.38
3	2	Financial	Funding continuity/stability	4.00	3.33	13.32
4	7	Human Resources	Succession Planning for key roles	3.56	3.44	12.24
5	8	Human Resources	Staff capability and training	3.22	3.56	11.46
6	19	Strategic	Enrollment levels	3.33	3.33	11.08
7	6	Human Resources	Key employee retention	3.22	3.44	11.07
8	22	Support Areas (Including IT & Admin)	IT infrastructure	3.11	3.33	10.35
9	15	Reputation	Privacy & cyber security	3.11	3.00	9.33
10	10	Operations	Regulatory compliance	3.67	2.44	8.95
11	11	Operations	Student & faculty safety risk	3.56	2.44	8.68

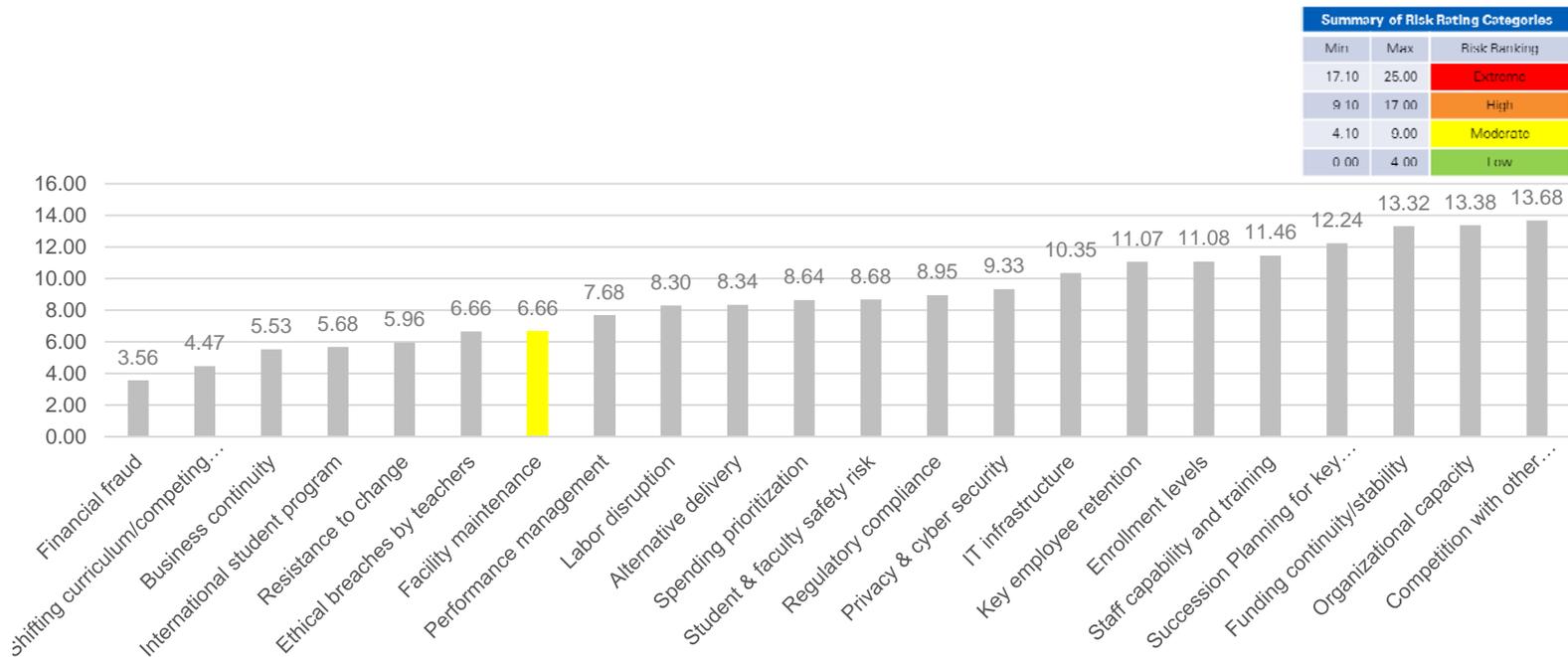
SD64's Top Residual Risks (cont'd)

Risk Rank #	Risk Ref #	Risk Type / Category	Risk Item / Short Title	Impact	Likelihood	Risk Rating
12	3	Financial	Spending prioritization	3.11	2.78	8.64
13	13	Operations	Alternative delivery	2.78	3.00	8.34
14	5	Human Resources	Labor disruption	3.11	2.67	8.30
15	9	Human Resources	Performance management	2.56	3.00	7.68
16	1	Facilities	Facility maintenance	3.33	2.00	6.66
17	14	Reputation	Ethical breaches by teachers	3.00	2.22	6.66
18	16	Strategic	Resistance to change	2.56	2.33	5.96
19	20	Strategic	International student program	2.56	2.22	5.68
20	12	Operations	Business continuity	3.11	1.78	5.53
21	21	Strategic	Shifting curriculum/competing educational priorities	2.11	2.11	4.47
22	4	Financial	Financial fraud	2.00	1.78	3.56

Risk Category - Facilities

SD64's Top Residual Risks by Category

Risk Rank #	Risk Ref #	Risk Type / Category	Risk Item / Short Title	Impact	Likelihood	Risk Rating
16	1	Facilities	Facility maintenance	3.33	2.00	6.66

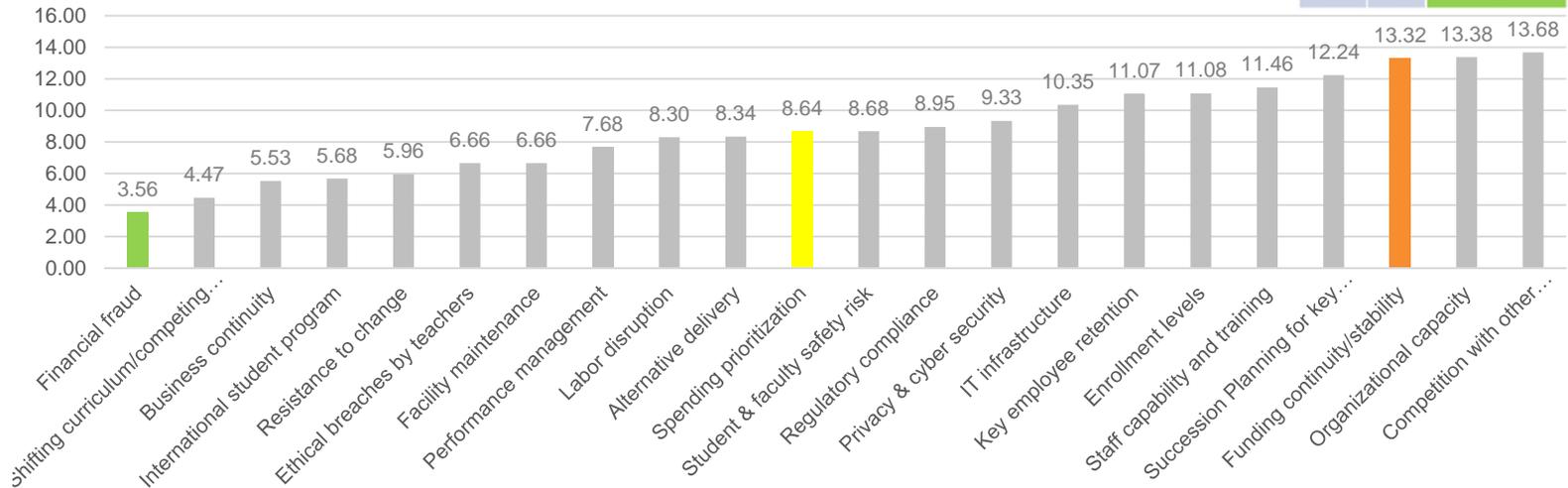


Risk Category - Financial

SD64's Top Residual Risks by Category

Risk Rank #	Risk Ref #	Risk Type / Category	Risk Item / Short Title	Impact	Likelihood	Risk Rating
3	2	Financial	Funding continuity/stability	4.00	3.33	13.32
12	3	Financial	Spending prioritization	3.11	2.78	8.64
22	4	Financial	Financial fraud	2.00	1.78	3.56

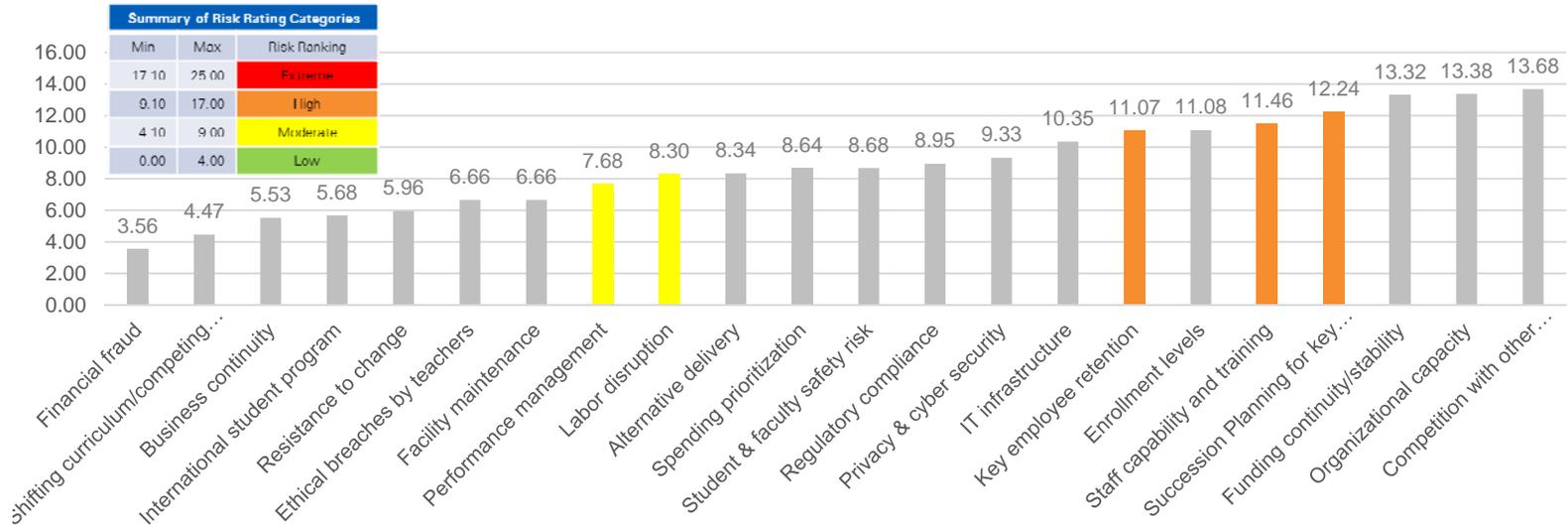
Summary of Risk Rating Categories		
Min	Max	Risk Ranking
17.10	25.00	Extreme
9.10	17.00	High
4.10	9.00	Moderate
0.00	4.00	Low



Risk Category – Human Resources

SD64's Top Residual Risks by Category

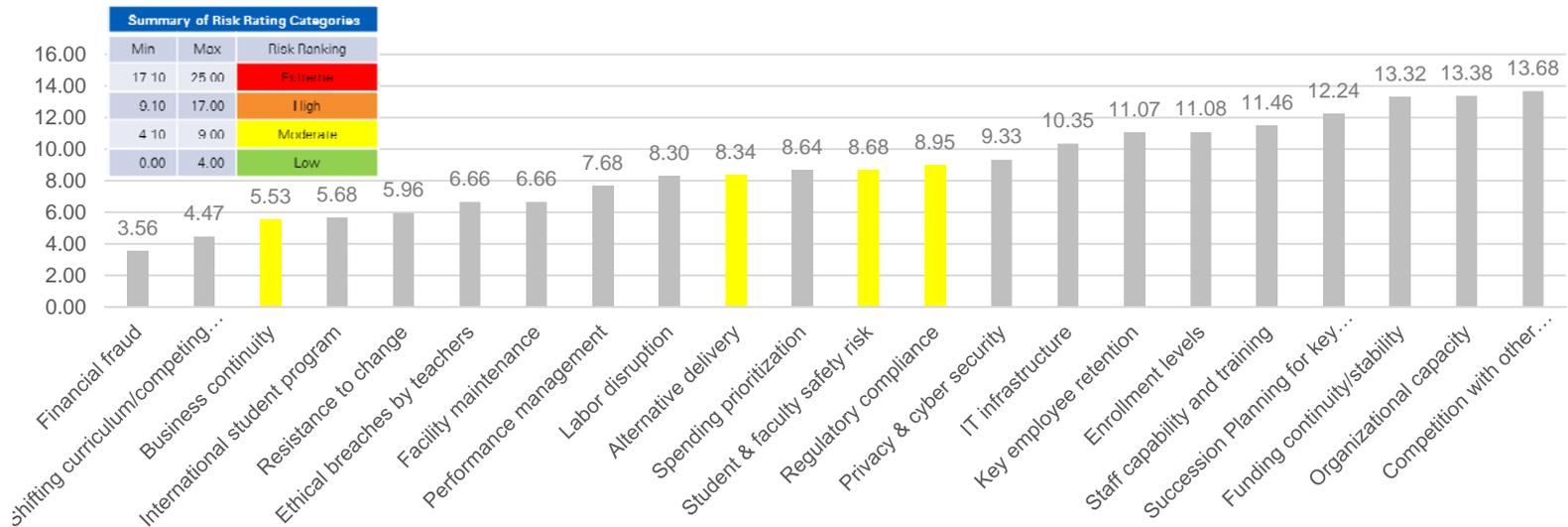
Risk Rank #	Risk Ref #	Risk Type / Category	Risk Item / Short Title	Impact	Likelihood	Risk Rating
4	7	Human Resources	Succession Planning for key roles	3.56	3.44	12.24
5	8	Human Resources	Staff capability and training	3.22	3.56	11.46
7	6	Human Resources	Key employee retention	3.22	3.44	11.07
14	5	Human Resources	Labor disruption	3.11	2.67	8.30
15	9	Human Resources	Performance management	2.56	3.00	7.68



Risk Category – Operations

SD64's Top Residual Risks by Category

Risk Rank #	Risk Ref #	Risk Type / Category	Risk Item / Short Title	Impact	Likelihood	Risk Rating
10	10	Operations	Regulatory compliance	3.67	2.44	8.95
11	11	Operations	Student & faculty safety risk	3.56	2.44	8.68
13	13	Operations	Alternative delivery	2.78	3.00	8.34
20	12	Operations	Business continuity	3.11	1.78	5.53

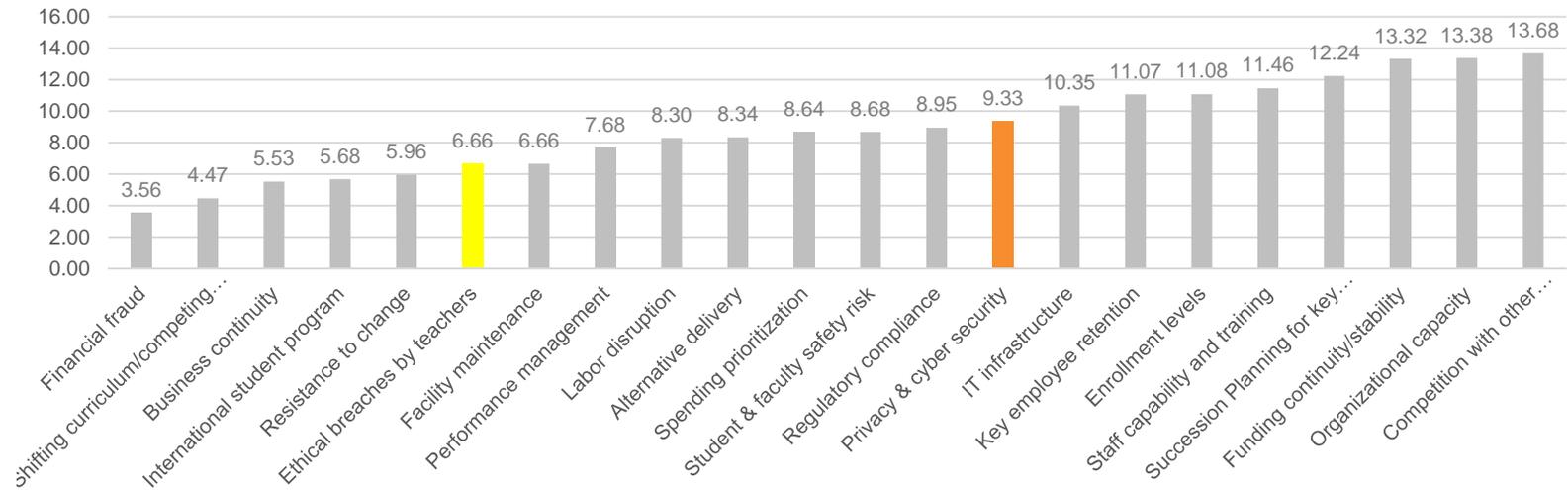


Risk Category - Reputation

SD64's Top Residual Risks by Category

Risk Rank #	Risk Ref #	Risk Type / Category	Risk Item / Short Title	Impact	Likelihood	Risk Rating
9	15	Reputation	Privacy & cyber security	3.11	3.00	9.33
17	14	Reputation	Ethical breaches by teachers	3.00	2.22	6.66

Summary of Risk Rating Categories		
Min	Max	Risk Ranking
17.10	25.00	Extreme
9.10	17.00	High
4.10	9.00	Moderate
0.00	4.00	Low



Risk Category – Strategic

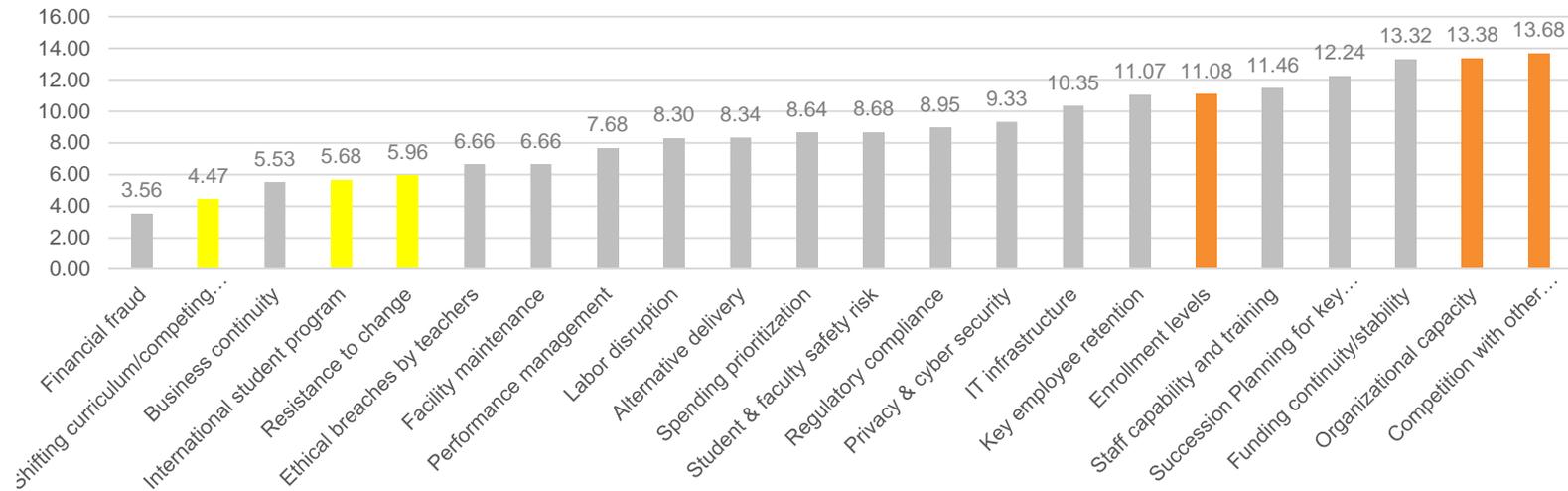
SD64's Top Residual Risks by Category

Risk Rank #	Risk Ref #	Risk Type / Category	Risk Item / Short Title	Impact	Likelihood	Risk Rating
1	18	Strategic	Competition with other educational providers	3.33	4.11	13.68
2	17	Strategic	Organizational capacity	3.44	3.89	13.38
6	19	Strategic	Enrollment levels	3.33	3.33	11.08
18	16	Strategic	Resistance to change	2.56	2.33	5.96
19	20	Strategic	International student program	2.56	2.22	5.68
21	21	Strategic	Shifting curriculum/competing educational priorities	2.11	2.11	4.47

Risk Category – Strategic (cont'd)

SD64's Top Residual Risks by Category

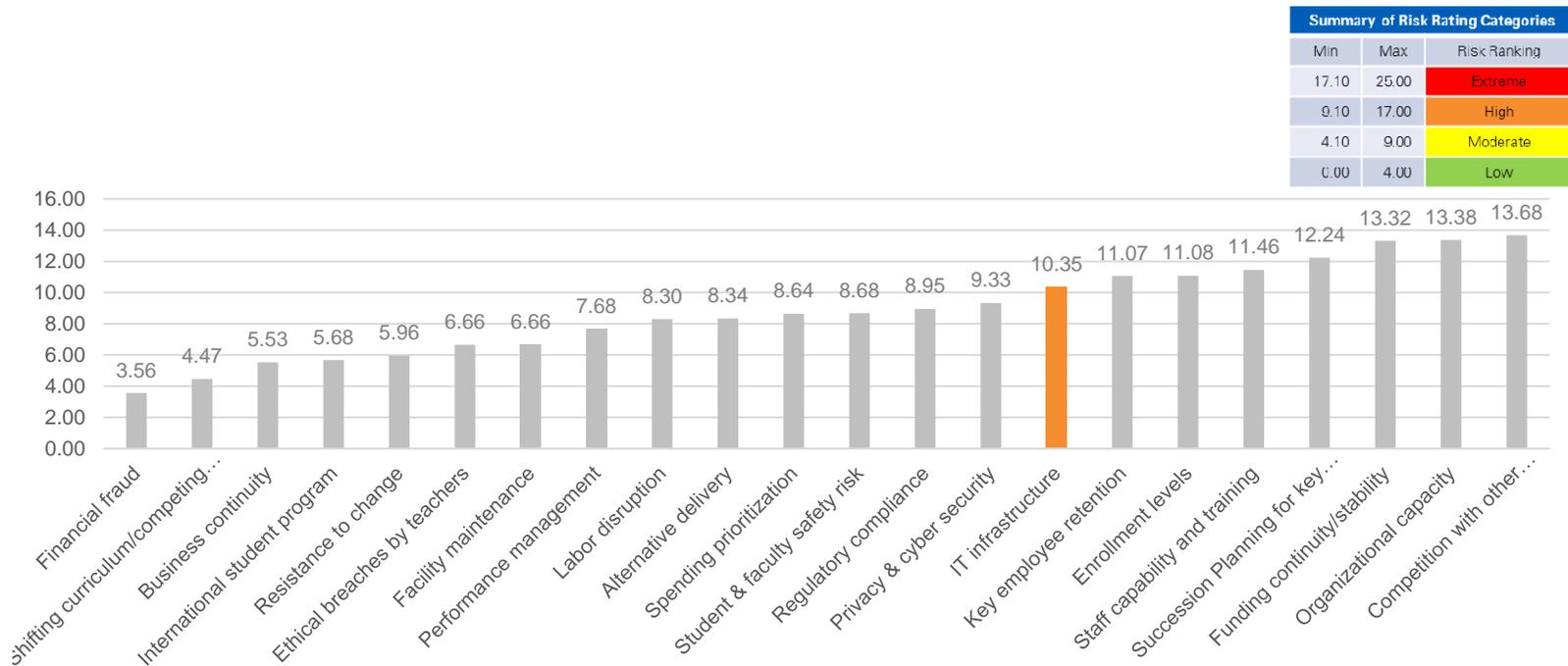
Summary of Risk Rating Categories		
Min	Max	Risk Ranking
17.10	25.00	Extreme
9.10	17.00	High
4.10	9.00	Moderate
0.00	4.00	Low



Risk Category – Support Areas (Including IT and Admin)

SD64's Top Residual Risks by Category

Risk Rank #	Risk Ref #	Risk Type / Category	Risk Item / Short Title	Impact	Likelihood	Risk Rating
8	22	Support Areas (Including IT & Admin)	IT infrastructure	3.11	3.33	10.35





Suggested Next Steps

Suggested Next Steps

Short Term

- Communicate/discuss ERM assessment results with Management and the Board.
- Assign ownership of key risks to the appropriate members of Management.
- Develop and implement Risk Treatment Plans for top risks.

Long Term

- Integrate ERM into the organization's strategic planning process.
- Develop processes to continually identify, measure and monitor key risks and controls.
- Institute reporting protocols that enable Management and the Board to gain visibility into the status of the organization's key risks.



Appendices

Appendix A

Interviewees and Workshop Participants

Interviewees:

- **John Wakefield, Trustee**
- **Rob Pingle, Trustee and Chair of the Board**
- **Doug Livingston, Educator, Director of Instruction, Learning Services**
- **Dave Henshall, Manager of Facilities**
- **Rod Scotvold, Secretary Treasurer**
- **Tom Graham, Acting Facilities Manager, Health and Safety Officer**
- **Cindy Rodgers, Manager of Finance**
- **Lisa Halstead, Superintendent**
- **Linda Underwood, Director of Instruction, Human Resources**



Appendix A

Interviewees and Workshop Participants (cont'd)

Workshop Participants:

- **John Wakefield, Trustee**
- **Rob Pingle, Trustee and Chair of the Board**
- **Doug Livingston, Educator, Director of Instruction, Learning Services**
- **Dave Henshall, Manager of Facilities**
- **Rod Scotvold, Secretary Treasurer**
- **Tom Graham, Acting Facilities Manager, Health and Safety Officer**
- **Cindy Rodgers, Manager of Finance**
- **Lisa Halstead, Superintendent**
- **Linda Underwood, Director of Instruction, Human Resources**

Appendix B

Summary of Identified Risks

Based on our interviews, the following list highlights the key risks identified by members of SD64’s District Leadership Team and Board:

Risk Ref #	Risk Type / Category	Risk Item / Short Title	Risk Description
1	Facilities	Facility maintenance	The risk that SD64 is unable to adequately maintain all of its schools, resulting in further facility degradation, a sub-optimal teaching environment, and higher capital costs over the long-term for major repairs and replacements.
2	Financial	Funding continuity/stability	The risk that shifts in the political landscape may lead to changes in budgeting/funding, resulting in staffing and/or programming cuts.
3	Financial	Spending prioritization	The risk that SD64 may not have sufficient processes to allocate available funding optimally to achieve the best educational outcomes and manage various possible budget scenarios (i.e., SD64 may not be able to demonstrate what is being spent on specific programs, and the outcomes of those programs, to sufficiently inform decision making to prioritize resources amongst programs to achieve optimal outcomes).
4	Financial	Financial fraud	The risk of successful fraudulent activities perpetrated by employees, stakeholders and/or students against SD64 for personal gain (i.e. misappropriation of information, financial or physical assets).
5	Human Resources	Labor disruption	The risk that an agreement cannot be reached with the BCTF Union which may lead to a strike or labor disruption.
6	Human Resources	Key employee retention	The risk that SD64 is unable to retain highly skilled faculty and staff in key positions to meet the district’s needs.
7	Human Resources	Succession Planning for key roles	The risk that SD64 is unable to adequately plan for and replace potential vacancies in key management, teaching and administrative positions.
8	Human Resources	Staff capability and training	The risk that SD64 employees have insufficient capability and training to fulfill their required responsibilities.
9	Human Resources	Performance management	The risk that SD64 does not have sufficient performance management processes in place to identify underperformance or reward high performers.



Appendix B

Summary of Identified Risks (cont'd)

Based on our interviews, the following list highlights the key risks identified by members of SD64's District Leadership Team and Board:

Risk Ref #	Risk Type / Category	Risk Item / Short Title	Risk Description
10	Operations	Regulatory compliance	The risk that SD64 does not adequately comply with regulatory requirements (e.g., regulatory requirements from the Ministry, union requirements for staff; etc.).
11	Operations	Student & faculty safety risk	The risk that incidents regarding the safety of students & faculty within SD64's care, including violence and threats, takes significant resources to prevent and manage, and could result in reputational damage, financial costs or legal action.
12	Operations	Business continuity	The risk that SD64 may not be able to provide appropriate educational continuity or emergency response to manage plausible events (hazards, catastrophes, pandemics) while managing the cost of continuity planning.
13	Operations	Alternative delivery	The risk that SD64 may not take sufficient advantage of distance education or alternative learning methods to manage its increasingly diverse expectations with broader support needs.
14	Reputation	Ethical breaches by teachers	The risk that ethical breaches by teachers or other front-line staff will result in reputation damage, possible legal or financial penalties, or a decrease in enrollment levels.
15	Reputation	Privacy & cyber security	The risk that SD64 may be the subject of a cyber security breach or internal leak resulting in the loss of private or confidential information, resulting in reputational damage, loss of credibility and possible legal action.
16	Strategic	Resistance to change	The risk that SD64 is resistant to cease activities that are no longer effective, or nimble enough to attempt new initiatives or activities to achieve desired outcomes (e.g., emotional ties to traditional approaches or activities).
17	Strategic	Organizational capacity	The risk that SD64 may not have the organizational capacity (people and expertise) to manage all the current and planned initiatives and projects, while ensuring that regular operations are effective.
18	Strategic	Competition with other education providers	The risk that the competitive environment between other education providers (e.g., private schools or other School Districts) could result in a loss of students and funding for SD64.

Appendix B

Summary of Identified Risks (cont'd)

Based on our interviews, the following list highlights the key risks identified by members of SD64's District Leadership Team and Board:

Risk Ref #	Risk Type / Category	Risk Item / Short Title	Risk Description
19	Strategic	Enrollment levels	The risk that SD64 is under-enrolled and unable to attract a student base in order to grow enrollment to a desired level.
20	Strategic	International student program	The risk that SD64 is unable to meet the needs of the International Students the School District is trying to attract.
21	Strategic	Shifting curriculum/ competing educational priorities	The risk that trying to accommodate shifts in the curriculum and competing educational priorities may be disruptive to SD64.
22	Support Areas (including IT & Admin)	IT infrastructure	The risk that SD64's IT infrastructure (including network technology and hardware, at the School Board office and in schools) may experience service limitations, speed reductions, and unreasonably high maintenance costs.

Appendix C

SD64's Strategic Goals & Objectives

Strategic Goal	Objectives
<p>Strategic Goal 1 – Inspire Learning: Providing healthy, welcoming and safe learning environments where all students flourish</p>	<ul style="list-style-type: none"> • <u>Objective 1.1 - Facilitate the engagement of students in relevant and inspiring experiences that promote curiosity, the acquisition of foundational skills and a life-long love of learning.</u> Actions: <ul style="list-style-type: none"> • Instill practices that support students’ physical, social, emotional and mental health, safety and well-being • Ensure meaningful and effective planning for continuous improvement through the Framework for Enhancing Student Learning • Enhance and expand methods of instruction and assessment practices that promote success for all learners • Review evidence of program success on a regular basis • <u>Objective 1.2 - Champion innovative practices, personalized learning, inquiry-based approaches and aboriginal ways of knowing.</u> Actions: <ul style="list-style-type: none"> • Enhance and expand professional growth opportunities • Ensure a balance of opportunities and programs by monitoring enrolment, impacts, access and sustainability • Enhance learning through accessible and appropriate technology • Review, implement and monitor school and district educational improvement plans including the Aboriginal Education Enhancement Agreement • Co-create and share the concept and meaning of personalized learning through community engagement processes

Appendix C

SD64's Strategic Goals & Objectives (cont'd)

Strategic Goal	Objectives
<p>Strategic Goal 2 – Integrate Sustainability: Promoting and facilitating sustainable practices throughout the district</p>	<ul style="list-style-type: none"> • <u>Objective 2.1 - Encourage connection to and individual responsibility for the natural environment.</u> Actions: <ul style="list-style-type: none"> • Develop a sense of place through ecological literacy • Utilize resources in a sustainable and environmentally-friendly manner • <u>Objective 2.2 - Build and sustain a vibrant employee community.</u> Actions: <ul style="list-style-type: none"> • Engage in leadership development at all levels • Expand training, coaching and mentorship opportunities • Ensure active succession planning • Promote and support employee wellness • <u>Objective 2.3 - Ensure the continuation of a healthy and stable financial environment.</u> Actions: <ul style="list-style-type: none"> • Monitor/review district finances on an ongoing, timely and systematic basis • Optimize the digitization of business functions • <u>Objective 2.4 - Promote best practices in governance and leadership.</u> Actions: <ul style="list-style-type: none"> • Engage in a modernization of Board processes by reviewing committee mandates, policy development and bylaw implementation • Develop and implement regular Board and Superintendent professional growth processes and conduct performance reviews for both parties • Create a Board competency matrix and conduct a needs assessment • Establish a formal risk management framework to ensure proper risk mitigation

Appendix C

SD64's Strategic Goals & Objectives (cont'd)

Strategic Goal	Objectives
<p>Strategic Goal 3 – Involve Community: Enhancing learning & community engagement by building relationships throughout our local & global communities</p>	<p><u>Objective 3.1 - Cultivate connections that enhance intellectual, human & social, and career development for our students.</u> Actions: <ul style="list-style-type: none"> • Encourage strong collaborations between schools, islands and agencies • Foster opportunities in the greater community for students to deepen their learning experiences and engage in real world inquiry </p> <p><u>Objective 3.2 - Engage families and community in public education.</u> Actions: <ul style="list-style-type: none"> • Develop a plan for consistent communication of district learning opportunities • Strengthen public consultation and nurture partnerships that support student learning • Publicly celebrate and promote contributions and achievements of our students, staff, schools and community partners </p>



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