
*Western Communities
Montessori Society*



BOARD POLICY MANUAL

FOREWORD

West-Mont School is an independent school that is funded under the *B.C. Independent Schools Act*. It offers a Montessori Early Primary and Kindergarten program for 3 - 5 year olds, and an Elementary Program for grades 1 – 6. While a Middle School Program has been offered for grades 7-9, it has not as of 2005.

The school is operated by the Western Communities Montessori Society (WCMS), a non-profit society registered under the *Society Act* of B.C. The WCMS is governed by a volunteer Board of Directors (the “Board”) elected each year by the Society’s membership. The Board is the keeper of the mission and guiding principles of the WCMS. It sets Board policy, establishes the budget, including tuition fees, and employs the school Principal. The Board is accountable to the WCMS membership.

The Principal is responsible for the operation of West-Mont School. He or she hires and supervises teaching and support staff, leads the development and implementation of the curriculum, and handles the day-to day administrative and financial management of the school. The Principal is accountable to the Board of Directors.

This manual contains the policy of the Board and is based on the policy governance model developed by John Carver and draws in part on the *Principles of Good Practice* of the National Association of Independent Schools. The policy expressed in this manual supersedes all previous Board policy.

It is organized in four sections and several annexes:

- The Purpose and Values of the WCMS;
- Board Governance;
- School Policies and;
- Relationship Between the Board of Directors and the Principal,

Each section contains sub-sections that begin with an encompassing statement - an overall value-based statement about the topic which may be followed by a series of detailed statements flowing from the encompassing statement. This layered approach is designed so that the user reads the higher-level statements first, and then moves on to the detail. That way, the value basis for policy is always clear.

The policy governance sees the Board as governing and leading, rather than managing and controlling. It constantly clarifies the organization’s value system and

breathes life into it. It looks outward and forward, focusing on the challenges and opportunities of the future. Policy is the Board's main tool of leadership - enabling it to govern strategically and be very clear about its role and the role of the Principal. Board policy sets out the essential purpose, values, perspectives, principles and approach of the organization - the fundamental elements of **what** we are trying to achieve and **why**. It exists to help the Board make decisions that are consistent with the organization's mission and values, and can be easily amended as circumstances change.

Board policy is distinct from the school operating procedures, which are developed and owned by the Principal of the school. The School Operations Manual (Annex S) sets out **how** Board policy will be implemented - the means by which the Principal and staff will operate the school in keeping with the policy set out by the Board. It includes the school curriculum, as well as administrative, personnel and financial procedures and controls. Within the parameters contained in Board policy, the Principal is encouraged to be innovative and creative in carrying out the mission of the school.

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Section One - Purpose and Values of the Western Communities Montessori Society (WCMS)

This section sets out our mission, goals, guiding principles and beliefs. Its intent is to establish the essential nature and values of the WCMS, from which the rest of Board policy flows. It is the primary section of the Board Policy Manual, and takes precedence in the event of a conflict with another section.

MISSION

- 1.1 The mission of the WCMS is to build a learning community founded upon respect and harmony, that graduates students who embrace life and learning with personal, communal and global integrity. In working to achieve this mission, we focus our energies on the following goals:
- a. ***Optimum student learning*** - supported by an excellent teaching team, small classes and an innovative and evolving curriculum that integrates provincial learning objectives with our Montessori roots into a holistic approach that can be individualized to enable each student to be the best they can be.
 - b. ***An environment that supports the spiritual and moral growth and development of children of character*** - a place where children develop strong moral fibre, a sense of right and wrong and feelings of respect and responsibility for themselves, others and the world around them.
 - c. ***Long term financial and administrative sustainability*** - the internal infrastructure needed to sustain a growing school and our site.
 - d. ***A functional, attractive, integrated and affordable physical site and facility that exist in harmony with the surrounding environment*** - facilities that support our evolving curriculum and growing student body.
 - e. ***Regular and effective communications among all partners*** - strengthening communications among parents/guardians, students, staff, administration and Board and harnessing the energy of the local media and community at large in promoting our great school.
 - f. ***Being a good citizen, community partner and neighbour*** - getting to know our neighbourhood and making a positive contribution to it; finding exciting ways to link our curriculum with our environment and create partnerships with like-minded organizations.

GUIDING PRINCIPLES

- 1.2 In working towards our mission and goals, the WCMS and West-Mont School commit to operating according to a set of guiding principles. These principles guide our behaviour, decisions and actions. We believe that children come first; that virtues are important; that our learning environment has no walls; and that we work as a team. The following explanation of each principle helps to bring them to life and make them meaningful.
- a. ***Children come first.*** Developing a child-centred school with its roots in the Montessori philosophy demands that we understand and cherish the uniqueness of each child and promote his or her learning by remembering that:
- (1) all children can learn;
 - (2) children learn in different ways and at different rates;
 - (3) learning needs to be relevant and responsive to individual needs and interests;
 - (4) learners need to take responsibility for their own learning;
 - (5) children learn best when they feel physically and emotionally safe;
 - (6) learning should build upon children’s successes;
 - (7) education should be holistic, developing the interdependent facets of the child - mind, body and soul; and
 - (8) children’s self-esteem and happiness are key to successful learning.
- b. ***Virtues are important.*** Universally understood virtues are the building blocks for the moral development of children of character. All members of the West-Mont community are responsible for modeling and mirroring these virtues by:
- (1) demonstrating personal integrity in both actions and words;
 - (2) respecting each individual for the unique talents and gifts he or she brings to our community;

- (3) living and learning together joyfully;
 - (4) striving to include the widest range of people in the school community, regardless of culture, socio-economic status or ability; and
 - (5) taking responsibility for one’s behaviour.
- c. ***Our learning environment has no walls.*** As a learning community, West-Mont reaches beyond the boundaries of the classroom into the community-at-large and the natural environment by:
- (1) nurturing a love for and commitment to the stewardship of the natural environment;
 - (2) extending children’s education into the school grounds and surrounding social and natural environment;
 - (3) embracing learning as a life-long endeavour; and
 - (4) developing and nurturing partnerships in the local and global community.
- d. ***We work as a team.*** It takes a whole community to educate a child. At West-Mont, we work together by:
- (1) including parents/guardians as integral partners in their children’s education;
 - (2) treating children as partners in their own education;
 - (3) valuing teachers as the school’s most important educational resource;
 - (4) supporting and nurturing teachers to be the best educators they can be; and
 - (5) promoting an atmosphere of open communication and trust.

COVENANT

- 1.3 At West-Mont, we believe that the strength of an education is forged from a bond between the student, the school and the home. Each partner must be committed to building a foundation of trust from which the child dreams, questions and works to become all that is possible.

VOLUNTEERISM

- 1.4 The WCMS believes that volunteerism and community spirit are vital to a strong educational community. We are committed to building and nurturing a school community in which every family makes a fair and significant contribution of time and effort.

DEMOCRACY

- 1.5 The parents/guardians of children attending West-Mont have a vested interest in the school, through their membership in the WCMS. The WCMS strives to be a democratic organization in which all members are treated equally and have the right to elect the governing body. Accordingly,
- a. parents/guardians are expected to be members of the WCMS;
 - b. parents/guardians are expected to participate actively in the democratic process by attending the annual general meeting and voting for the Board of Directors;
 - c. the Board undertakes to inform and involve members in key decisions affecting the future of the WCMS and West-Mont School.

ENVIRONMENTAL STEWARDSHIP OF PROPERTY

- 1.6 In 1998, the WCMS purchased the property at 4075 Metchosin Road, in the District of Metchosin, as the site of West-Mont School. It is in a rural neighbourhood, near to agricultural and outdoor recreation areas and bordering on Witty's Lagoon Regional Park. The site includes a parcel within the Agricultural Land Reserve and a viable example of the Garry Oak Meadow Ecosystem. The WCMS strives to maintain and protect this site in a way that is in keeping with our mission and guiding principles and the values represented by the park and other surrounding land uses. Accordingly,
- a. the Board is responsible for keeping the vision of the site through long range planning for site use, landscaping and buildings. This includes all decisions

about changes in land use, building functionality or appearance, renovations, new construction, and changes to building fixtures or systems, including plumbing, septic, electrical, heating, mechanical, lighting, fencing, removal or planting of trees or shrubs, signage, paint colour, playgrounds, pathways and alarms.

- b. the Board ensures that building, landscaping and other development of the property is done with as light an environmental footprint as possible and according to a comprehensive Landscape Plan.
- c. the Board reviews and updates the Landscape Plan as needed.
- d. the Board abides by the two covenants signed with the District of Metchosin at the time of purchase, in 1998, that are intended to protect and maintain the Garry Oak meadow located on the property, and prohibit construction of buildings in the portion of the property in the Agricultural Land Reserve (see Appendix R).
- e. the Board abides by the two covenants signed with the Capital Regional District at the time of purchase, in 1998, that are designed to provide for a trail right of way on WCMS property, protect the natural vegetation along the border with Witty's Lagoon Regional Park, and restrict the visual impact of the school buildings on the park (see Appendix R).

Section Two – Board Governance

This section sets out how the Board of Directors operates, including its role, its governing style, the duties and expectations of individual directors, the process for meetings and decision-making, and the committee structure. Its intent is to establish the nature of governance. Additional information supporting this section is contained in the Annexes, which include an organizational chart, the annual planning cycle, descriptions of Board portfolios and executive positions and terms of reference for committees of the Board.

THE ROLE OF THE BOARD OF DIRECTORS AS A WHOLE

- 2.1 The Board is the guardian of the WCMS mission and the keeper of its fundamental values as expressed in Section One. It clarifies and breathes life into the value system of the WCMS. The Board is accountable to the membership for ensuring that the mission is achieved and remains relevant to the school community, and that the principles are followed in actions and decisions taken by the school. The Board is the link between the membership of the Society and the operation of the school. It represents the interests of the membership in ensuring appropriate operation and outcomes of the school (see organizational chart in Annex A). Accordingly,
- a. The Board upholds the WCMS Constitution and Bylaws and ensures the Society is in compliance with the *Society Act* of B.C. and any other applicable legislation.
 - b. The Board develops, follows and keeps current a complete written Board Policy Manual.
 - c. The Board reviews, amends and approves the West-Mont School Policy manual.
 - d. The Board is responsible for the financial viability of the WCMS, including fund-raising, long term financial planning, capital expenditures and establishing the capital and operating budget.
 - e. The Board establishes and follows an annual planning cycle to ensure orderly fiscal and organizational governance (see Annex B).
 - f. The Board ensures that the WCMS has a Strategic Plan that sets out its priorities, and serves as a roadmap. The plan includes objectives for a

specified time period and an implementation process. The Board follows and updates the Strategic Plan as necessary. The most recent Strategic Plan was updated in September 2004 (see Annex C).

- g. The Board hires, monitors and evaluates the Principal of West-Mont School.
- h. The Board maintains open communications with the membership regarding decisions and activities of the WCMS.
- i. The Board proactively consults with the membership on issues it deems to be of particular or long-term importance.

GOVERNING STYLE OF THE BOARD

2.2 The Board governs with an emphasis on outward vision rather than internal preoccupation; strategic leadership rather than administrative detail; clear distinction between Board and Principal roles; collective rather than individual decisions; future rather than past or present; and pro-activity rather than reactivity. Accordingly,

- a. *The Board treats policy as its first priority and its most important tool in leading strategically.* It carefully develops and refines policy that inspires the organization, sets out its mission and principles and limits the means the Principal may use in achieving the mission. It looks to policy to inform all its decisions and actions.
- b. *The Board deliberates in many voices but governs in one.* It cultivates a sense of group responsibility, internal discipline and open debate. While the Board encourages and listens to a diversity of viewpoints among Directors, authority for policy and governance decisions is vested in the Board as a whole, not in any individual Director.
- c. *The Board is responsible for stewardship of its own governance.* It monitors its own performance on a regular basis, by comparing its activities and process to its own policy, and making adjustments to its own behaviour and/or the Board Policy Manual as needed.

ROLES AND RESPONSIBILITIES OF DIRECTORS

2.3 Individual directors must be committed to the mission and guiding principles of the WCMS, and be prepared to devote time and energy to their role on the Board. They must actively promote and support the WCMS, West-Mont School and the

Principal, both within the school community and in the community-at-large.
Accordingly,

- a. Directors must represent unconflicted loyalty to the membership and mission of the WCMS. This loyalty supersedes any conflicting loyalties such as to other Boards or organizations or to members of the staff. It also supersedes the personal interest of any Director as a parent/guardian of a student at West-Mont.
- b. Directors must take care to separate the interests of the WCMS from the specific needs of a particular parent/guardian, child or staff member.
- c. Directors will attend meetings well prepared and ready to participate assertively in deliberations. They will approach their role as a member of a team, and be willing to share power and delegate.
- d. Directors who are going to be away or unavailable for a significant period of time will make arrangements with the President to have another Director available and familiar with his or her portfolio and responsibilities.
- e. Directors are responsible for familiarizing themselves with the WCMS Constitution, Bylaws and Board Policy Manual and with the obligations of the Board under the *Society Act* of B.C.
- f. Director or spouse of a Director may not be employed by or seek employment with the WCMS.
- g. Directors must not use their positions to gain employment for themselves, family members or close associates.
- h. Directors must avoid conflict of interest at either a personal or business level. There must be no conduct of private business between any Director and the WCMS, except as procedurally controlled to ensure openness, equal access to information and competitive opportunity.
- i. If the Board is to consider an issue about which a Director has an unavoidable conflict of interest, that Director will absent him or herself, without comment, from the deliberations and decision-making.
- j. Each Director will disclose his or her involvement with other organizations, vendors, or individuals that might produce a conflict.

- k. Directors will respect the confidentiality appropriate to issues of a sensitive nature.
- l. The Board has access to information which may be sensitive or confidential such as financial, membership, disciplinary, employment, legal and contractual. Release of such information may potentially harm the WCMS and its membership, and in some cases be deemed illegal. The Board must use extreme care when dealing with confidential or sensitive information. Such information must not be released to anyone inside or outside the WCMS membership who is not authorized or legally entitled to receive it.
- m. Directors will adhere to the Code of Conduct. Directors in violation of the Code of Conduct may be asked to resign by a vote of the WCMS Board.

BOARD POSITIONS

- 2.4 The Board consists of at least five Directors and three ex-officio members, who are the Principal, the Business Manager and the PAC President. There is an Executive, consisting of the President, Vice-President, Secretary and Treasurer. The Executive provides leadership to the Board as a whole, but takes care not to act independently of Board policy and decisions. The responsibilities of each executive position are described in Annex D.

BOARD PORTFOLIOS

- 2.5 Each Director may hold one or more portfolios, and is accountable to the Board as a whole for activities contained within it. Portfolios are assigned at the beginning of the Board term, according to the interest and expertise of individual Directors and the needs of the Board as a whole. These portfolios are described in Annex E.

GOVERNANCE PROCESS

- 2.6 The Board operates in an open, professional and orderly manner that follows the Board Policy Manual and supports Directors to do their jobs. It conducts most of its business in regular meetings of the full Board. Accordingly,
- a. The Board runs its meetings according to Robert’s Rules of Order.
 - b. The Board holds a meeting at least once a month, at which each Director and the Principal reports and decisions are made.

- c. Board meetings are open to members of the WCMS, who may attend as observers, with the exception of *in camera* sessions. Only Directors, the Principal and invited guests may attend *in camera* meetings. Matters to be discussed *in camera* are normally limited to personnel issues; individual student or family issues; legal matters; and real estate matters, however, the Board may decide to discuss any sensitive matter *in camera*. Minutes are not taken at *in camera* meetings, unless the Board agrees otherwise.
- d. Members of the WCMS may make presentations at a Board meeting, provided they have arranged it in advance with the WCMS Secretary. WCMS members attending as observers or presenters are expected to follow the guidelines in Annex F.
- e. All Directors are expected to attend every Board meeting and stay for the duration of the meeting. If they cannot attend, they must notify the WCMS Secretary in advance.
- f. The quorum at meetings of the Board is a majority of Directors, excluding ex-officio members.
- g. Decisions will normally be taken by vote, with each Director having one vote. A majority of Directors present and voting is required for a resolution to pass. Voting by proxy is not permitted. Ex-officio members do not vote.
- h. The Board, by consent and from time to time, may participate in a meeting and/or vote on an issue prior to a meeting by means of such telephonic, electronic or other communication facilities as will permit all persons participating in the meeting and/or vote, to communicate adequately with each other. A member participating in such a meeting/vote by such means is deemed to be present at that meeting or vote, subject to the Email Policy (Annex R)
- i. Any such vote or Board discussion defined at s. 2.6.h will form part of the minutes of the next board meeting.
- j. In order to help it do its job and broaden the expertise available to it, the Board may seek advice from individuals both inside and outside the school community. It may invite individuals to make presentations or participate in its deliberations.

- k. Near the beginning of its term, the Board holds a planning session at which it orients new Directors; reviews progress on the Strategic Plan and makes any plans for revising or renewing it; assigns portfolios; sets its priorities for the year; and agrees on a meeting schedule that works for all Directors and the Principal. This session should also include some social time to allow Directors to get to know each other, and some educational time, during which members learn something new about a topic related to governance and/or independent schools.
- l. The Board fosters interest in the governance process amongst WCMS members, and encourages those who may be interested in running for a position on the Board. It does this by inviting them to observe Board meetings, appointing them to Board committees or otherwise offering opportunities for them to learn about the workings of the Board.

BOARD COMMITTEE STRUCTURE

- 2.7 The Board may appoint standing or ad hoc committees to help it carry out its responsibilities. Board committees should not do staff-level work that is the responsibility of the Principal; nor should they direct staff in any way. Committees should not compromise the wholeness of the Board, or disturb the accountability of the Principal to the Board. There should be as few committees as are required to enable the Board to fulfill its responsibilities. Accordingly,
- a. The Board strikes committees by resolution of the Board and using the Template for Board Committee Terms of Reference in Annex G.
 - b. The President of the Board is an ex-officio member of each committee of the Board, although he or she is not expected to attend or participate in the work of every committee.
 - c. There are two standing committees of the Board: the Finance Committee and the Nominating Committee. Terms of reference for these appear in the annexes.
 - d. There are also ad hoc committees of the Board established from time to time to carry out specific time-limited duties. Terms of reference for these appear in the annexes.
 - e. Standing and ad hoc committee members must familiarize themselves with and abide by the WCMS Constitution, Bylaws and Board Policy Manual.

FINANCIAL POLICIES

- 2.8 In keeping with its intent to clearly delineate the roles of the Board and the Principal, the WCMS maintains both a capital and an operating account. The Board is solely responsible for the capital funds. Accordingly,
- a. Capital funds are those raised through borrowing authorized by the Board, or through donations identified by the donor for capital items. Capital funds are used solely for capital expenses as defined by the *Independent School Act* or successor legislation.
 - b. 'Capital expenses' as defined by the *Independent School Act*, or its successor legislation means:
 - (1) expenses incurred by an authority for and incidental to the acquisition of assets of a permanent or semi-permanent nature,
 - (2) expenses incurred in acquiring and developing sites for independent school purposes,
 - (3) expenses incurred in purchasing, constructing, reconstructing, making major alterations to, furnishing and equipping buildings for independent school purposes,
 - (4) expenses incurred in acquiring vehicles and their accessories, and
 - (5) contingent and other expenses incurred that are of a capital nature.
 - c. Operating funds are those used to cover operating expenses as defined by the *Independent School Act*, or successor legislation.
 - d. 'Operating expenses' as defined by the *Independent School Act*, or successor legislation means all expenses incurred by an authority that are not capital expenses and includes:
 - (1) expenses incurred in the operation, repair, maintenance and minor alteration of buildings used for or in connection with independent school purposes,

- (2) expenses incurred in the maintenance of furniture and equipment and the replacement of furniture and equipment,
 - (3) expenses incurred in conducting feasibility studies and in securing options for sites or buildings required for independent school purposes or for use in connection with them, and
 - (4) principal repayments and interest payments on operating debt incurred by the authority.
- e. Operating expenses may be used to purchase minor capital items that are worth less than \$1000 and are not depreciated or counted as assets, including some furniture, equipment and books, classroom materials.
 - f. On an annual basis, through a motion, the Board may authorize the Principal to spend up to an annual total of \$5000 of capital funds, at his or her discretion, and subject to there being a minimum enrolment of 135 students in the month of any given expenditure. Individual expenditures may not exceed \$1000, including all taxes.
 - g. The Principal will keep the Board informed of all such expenditures and planned expenditures, through a monthly itemized report showing amount, purpose and date of each expenditure to date that year, planned future expenditures and a rolling annual total.
 - h. Should enrolment fall below 135 students at any time, the authorization as per subsection 2.8f is automatically repealed for the remainder of the year, or until such time as the Board reviews the situation and adjusts the policy.
 - i. The Board will review its policy in subsections 2.8 f and g above, and decide whether to authorize such capital spending by the Principal, on an annual basis, as part of its budget development process (see section 4.4).
- 2.9 In fulfilling its responsibility for maintaining the financial viability of the WCMS, the Board operates in a fiscally responsible manner, bearing in mind its historical commitments and the long-term financial sustainability of the Society. Accordingly,

- a. The WCMS will approve both an ‘interim’ operating and capital budget for the upcoming fiscal year by February 15 of each year and a ‘final’ budget by October 15 based on the recommendations of the Finance Committee.
- b. The WCMS does not run an operating deficit.
- c. The commitment to raise teacher salaries by 2% per year, until they reach 80% of Sooke School District teacher salaries is to be met or exceeded
- d. The WCMS is to continue to be eligible for the highest level of provincial independent school funding.
- e. The signing authorities for the WCMS are the President, the Treasurer, and the Principal and/or his or her delegate. In the case of the absence of both the President and the Treasurer of the Society, the Board may assign interim signing authority to another Director.

Reference section 3.1, 3.6, 3.7 & Annex D

Section Three - School Policies

This section sets out Board policies that govern aspects of school life affecting students and parents/guardians. Its intent is to establish broad parameters - the “what’s” and “why’s” - within which the Principal implements and develops school operating procedures. All aspects of school life not covered by Board policy are within the purview of the Principal.

TUITION

- 3.1 The majority of the cost of education at West-Mont School is covered by a child’s parents/guardians, through tuition fees. The WCMS establishes tuition fees that support the financial stability and sustainability of the school. Accordingly,
- a. Tuition fees for the following year are set by the Board in the spring, giving parents/guardians ample notice of any increase.
 - b. A one time deposit of \$400.00 per student is payable at the time of enrolment. It will be refunded when the student leaves the school, less any outstanding arrears, and subject to the Withdrawal policy below.
 - c. Tuition fees for the following year may be paid in full or in 12 equal installments. When paid in full, fees are due July 1st. When paid in installments, they are to be paid through automated bank transfer on the first of each month, July through June. Tuition payments for students enrolling after Sept 1st will commence on the date of enrolment and be paid in equal monthly installment pro-rated based upon the remaining number of school days.
 - d. Students who are re-enrolling must pay any outstanding arrears prior to acceptance for the following year. If these are not paid by the re-enrolment deadline, they will be taken from the deposit and the student will not be re-enrolled until the deposit has been topped back up to the \$400 per student level.
 - e. Students whose parents/guardians are not residents of B.C. are not eligible for provincial government funding. Therefore, they are required to cover the expected provincial grant amount in addition to the regular tuition fees. This additional amount constitutes an increase in tuition fees and is payable at the time of enrolment. All other tuition policies apply.

WITHDRAWALS AND TUITION REFUNDS

- 3.2 The withdrawal of a student at any time after enrolment or re-enrollment reduces the school's revenue but not its operating costs. It may also affect decisions and commitments regarding staffing and class configurations that have already been made. Therefore, once a student is enrolled or re-enrolled at West-Mont, the parents/guardians are expected to make a financial commitment for the full year. However, there are sometimes serious, unforeseen circumstances that cause a parent/guardian to permanently withdraw a student. Accordingly,
- a. Parents/guardians who withdraw a student at any time after enrolment/re-enrollment must provide a minimum of one month's written notice.
 - b. In the event of permanent withdrawal due to the death of a student or serious medical reasons as certified by a legally qualified physician or surgeon, the school will return the deposit, less any outstanding arrears. In the event of permanent withdrawal for any other reason, including dismissal, the parent/guardian forfeits the deposit and any tuition paid to date, and is expected to settle any outstanding arrears. (If tuition has been paid in full, the school will refund the equivalent of the remaining monthly installment payments).
 - c. If tuition is being paid in installments the parent/guardian is expected to stop payment on the remaining installments.
 - d. In the event of a temporary absence of a student, the parent/guardian is expected to continue to pay tuition installments.

DISCOUNTS

In this section:

“staff” means all staff who are not contractors and whom report directly and/or indirectly to the Principal;

“contractor” means an independent person or entity whom has entered into a formal or informal arrangement for services with the Principal and/or WCMS Board

- 3.3 West-Mont offers tuition and deposit discounts in order to encourage staff and families with more than one child to enroll their children in the school. Discounts are also intended to augment remuneration for staff and, in selected circumstances, contractors. Accordingly,

STAFF:

- a) Staff discounts are as follows:
- 100% discount in tuition fees for each child they have enrolled in Elementary and/or Middle School (Grades 1 – 9);
 - 50% discount for the Kindergarten school programs; and
 - 30% discount in tuition fees for each child they have enrolled in the Early Primary.

The above noted discounts will be pro-rated according to the total percentage of time the staff is employed relative to a full-time position;

- b) Staff are entitled to a 100% discount in the one-time enrollment deposit for each child they have enrolled in Early Primary, Kindergarten, Elementary and/or Middle School (Grades 1-9). However, staff are subject to the Withdrawal Policy;
- c) Staff are entitled to receive both the staff discount and the sibling discount if they are eligible for both;
- d) Staff are exempt from tuition related captial fees, subject to review by the Board;
- e) The Board may approve partial or full tuition and/or deposit discounts for contractors on a case by case basis

FAMILIES

- a. Families with more than one child enrolled at the school are entitled to a sibling discount:
Youngest child incurs full tuition;
2nd child 30% discount;
3rd child 45% discount;
4th child and subsequent children, 60% discount

APPLICATION FEE

- 3.4 The application and admissions process costs time and money. Accordingly, there is a one-time application fee of \$100.00 for each new applicant. This fee will be deducted from the first month's tuition, if the student is accepted and enrolled. This fee is non-refundable.

HOME LEARNERS

- 3.5 In order to broaden our community connections and expand the school family, West-Mont School will register home learners. For a one-time registration fee of

\$100.00 per child, the school will provide home learning families with access to the school library, up to three family education sessions per year, participation in school social events and field trips, consultation with members of the teaching staff, access to school resources and materials and a subscription to the school newsletter. Coordination of all access will be through the Principal.

CAPITAL FUND PROGRAM - FAMILY BOND (amended April 2009 Special Resolution)

3.6 In order to support the long-term capital viability of the school, the WCMS has a line of credit at VanCity to pay for capital improvements only, i.e. land and buildings. Each family will have the option of either paying a capital deposit of \$5,000 cash or paying a monthly ‘financing’ fee to the school to cover their portion of the line of credit interest. Those who choose the line of credit option are required to complete the loan application process with VanCity and apply for up to \$5,000 per family. In addition, all families will pay a monthly ‘capital’ fee to allow the Society to make the mortgage payments. The Board will establish both the ‘financing’ and ‘capital’ fees amount by spring of the school year.

BURSARIES AND SCHOLARSHIPS

- 3.7 The WCMS has a tradition of assisting families who are unable to fund the cost of a student’s attendance at the school, or who experience unforeseen financial adversity. The WCMS also wishes to recognize and encourage students and families who exemplify the qualities valued by the school. Accordingly,
- a. The Board may establish a bursary fund and a scholarship fund.
 - b. Bursaries and scholarships are awarded by a panel whose membership is approved by the Board, and according to explicit written criteria and procedures developed by the Principal and made available to all parents/guardians.
 - c. Bursaries are granted only to families with a child who has been enrolled and attending the school for a minimum of 90 days, and based on demonstrated financial need. Bursaries are granted from the awarding date to the end of the school year, subject to continued financial need and ongoing monitoring.
 - d. Bursaries are awarded to new or existing students on the basis of criteria that reflect the values and curriculum of West-Mont School e.g. community involvement, moral character, academic achievement and creative ability.

- e. Bursaries and scholarships are only awarded in a year in which the Board has set aside funds to do so. The annual level of funding for bursaries and scholarships is determined by the Board as part of the annual budget process, and together will not exceed 5% of the total expected net tuition revenue in any given year.

STUDENTS WITH SPECIAL NEEDS

3.8 The WCMS recognizes that some children require additional support in order to optimize their learning in a school setting. In keeping with the belief that all children can learn and that children learn at different rates, and with the value of including students with a range of abilities, the WCMS embraces the inclusion of students with special needs in the school. This includes children with challenges at either end of the learning spectrum. Within its financial means, West-Mont School will make every reasonable effort to include children with special needs and adapt the environment and program to meet their learning needs, while not compromising the learning needs of other children. Each child's situation is considered on an individual basis.

SCHOOL UNIFORMS

3.9 West-Mont School has a uniform. It projects an image that reflects the school's values, and is functional in accommodating the needs of the curriculum and environment. It also helps reduce social pressure or competition related to how children dress, and promotes a sense of community spirit.

BEFORE AND AFTER SCHOOL CARE

3.10 In order to accommodate the work schedules of parents/guardians, West-Mont School provides before and after school care for students, on a cost-recovery, break-even basis. Parents/guardians doing volunteer work for the school, including for the Board or its committees, may use this service without charge.

USE OF WCMS FACILITIES BY OTHER GROUPS

3.11 As part of being a good neighbour and community member, the WCMS may make its facilities, including the buildings and/or grounds, available to individuals or organizations for purposes which do not contravene the philosophy of the WCMS.

This enhances the school's exposure and contribution to the community and gives support to like-minded groups. Accordingly,

- a. Each such arrangement will be governed by a written rental agreement concluded by the Principal.
- b. The rent will be set by the Principal, cover all costs incurred by the WCMS as a result of the arrangement, and will be a minimum of \$1.00
- c. The use of the facilities by West-Mont students is not to be compromised.
(Annex W – Facilities Rental Agreement)

CODE OF CONDUCT:

- 3.12 All members of WCMS will conduct themselves in an appropriate and respectful manner and uphold the purpose and values defined in the Code of Conduct and Conflict Resolution Policy (Annex Q)
- 3.12.1 If the case of a matter resulting from a detrimental behavior, as defined in the Policy, the guidelines for Conflict Resolution expressed in the Policy (Annex Q) will be followed.

Section Four - Relationship between the Board of Directors and the Principal

This section describes the linkage between the Board of Directors and the Principal and the Board's responsibility as the Principal's employer, as well as the accountabilities of the Principal. It also describes areas of shared accountability between the Board and the Principal, and the limitations on the Principal. These limitations set out means the Principal may not use in carrying out policy. The intent of this section is to govern the most important relationship - that between the Board and the Principal. Annexes N and O support this section and the statement of qualifications and job description for the Principal's position.

LINKAGE BETWEEN THE BOARD OF DIRECTORS AND THE PRINCIPAL

- 4.1 The Board's only official connection with the operations of West-Mont School is through the Principal. The Principal is the Board's only employee, and is accountable to the Board. Accordingly,
- a. Only decisions of the Board acting as a whole are binding on the Principal, unless specifically otherwise delegated or decided by the Board.
 - b. The primary contact between the Board and the Principal is through the President, who meets regularly with the Principal and has the authority to interpret and carry out Board decisions regarding this section of the Board Policy Manual.
 - c. The Board, including the President, deals only with the Principal, and does not give direction to any other staff member.
 - d. The Board does not interfere in the work of the Principal, except as per its monitoring and evaluation responsibilities as described below.
 - e. The Board will provide the Principal with the support/resources required to carry out his or her responsibilities, as agreed to on an annual basis through the budget development and the evaluation processes. Should support/resources be unavailable, written protocols will be developed to support collaboration between Board members and the Principal in carrying out the Principal's accountabilities.

HIRING, MONITORING AND EVALUATION OF THE PRINCIPAL

- 4.2 The Board is responsible for hiring, monitoring and evaluating the Principal. Accordingly,
- a. The Board keeps current the job description for the Principal’s position; including the requirements for performance monitoring and evaluation (see Annex N).
 - b. From time-to time, as required, the Board recruits a new Principal. At this time, it will review and update the statement of qualifications (see Annex O).
 - c. Upon hiring, the Board negotiates and signs a contract with the Principal, which includes as a minimum, the term of employment, the probationary period, compensation levels, termination provisions and short and long term objectives for the first year. The job description forms a schedule to this contract.
 - d. The Board monitors the Principal’ s performance on a regular basis, through review of documents such as his or her written reports to the Board and the financial statements, and through monthly meetings between the Principal and the President. The Board uses these opportunities to provide feedback and encourage the Principal to self-monitor.
 - e. The Board conducts a formal, written evaluation of the Principal on an annual basis, by July of each year. This evaluation is done jointly and includes at a minimum review of progress on short and long term objectives, development of plans to address any shortcomings, identification of professional development needs and/or additional tools or supports/resources required, and development of short and long term objectives for the coming year.
 - f. The Board also conducts a less formal mid-year evaluation in January. This is a verbal “check-in”, during which progress on objectives is discussed and any adjustments made.
 - g. Either the Board or the Principal may request a formal evaluation at any time.

ROLE AND ACCOUNTABILITIES OF THE PRINCIPAL

- 4.3 The Principal is responsible for carrying out the mission of the WCMS. He or she provides effective and inspirational leadership to the staff, students and parent/guardian body of West-Mont School, and shapes the quality of life and education at the school in keeping with the values set out in Section One of the Board Policy Manual. Accordingly,
- a. The Principal is accountable for the effective and efficient management of the financial, administrative and educational operations of West-Mont School, as per the job description in Annex N.
 - b. The Principal is accountable for the interpretation and implementation of the school policies set out in Section Three of the Board Policy Manual, and for the development of school operating procedures to support that implementation.
 - c. The Principal employs whatever means he or she deems appropriate in carrying out his or her duties, subject to limitations set out in Section Four of the Board Policy Manual.
 - d. The Principal is an ex-officio member of the Board of Directors, and as such, attends and reports to all meetings of the Board.

BUDGET DEVELOPMENT PROCESS

- 4.4 Setting the annual budget is one of the Board's most important responsibilities. Because the Principal is accountable for adherence to this budget and for the day-to-day financial operations of the school, this process is shared between the Board and the Principal. Accordingly,
- a. The Board develops fiscal guidelines to be used by the Principal in developing the next year's budget; these provide direction in areas such as tuition and application fees, tuition discounts, level of Bond, level of bursary/scholarship funding and transfers between operating and capital budgets.
 - b. The Principal develops a draft budget within these guidelines and presents it to the Board; it includes projected enrolment and staffing levels, and class sizes/configurations.

- c. The Board reviews and approves the budget, including tuition and other fees. The budget, and tuition and other fees are then considered policy.
- d. The Board reviews its policy on discretionary capital spending by the Principal (subsection 2.8f) and determines whether to pass a motion for the coming budget year.

GENERAL LIMITATIONS ON THE PRINCIPAL

- 4.5 The Principal is given maximum latitude to use his or her innovation and creative leadership and to respond to new circumstances. The Board places several limitations on how the Principal may carry out policy, rather than setting out everything he or she may do. These limitations apply to all aspects of Board policy. Accordingly,
- a. the Principal shall not cause or allow any practice, activity, decision or organizational circumstance that is unlawful, imprudent, undemocratic, in violation of commonly accepted professional ethics, or that constitutes a personal or business conflict of interest.
 - b. when dealing with staff, parents/guardians, volunteers, students or applicants, the Principal shall not cause or permit conditions, procedures or decisions that are unsafe, undignified, unnecessarily intrusive or that fail to provide appropriate privacy.
 - c. the Principal shall not permit the non-judicious use of WCMS resources.
 - d. the Principal shall not permit any activity or land use that contravenes the covenants with the District of Metchosin and the Capital Regional District signed at the time of the school property purchase in 1998 (see Annex P).

SPECIFIC LIMITATIONS ON THE PRINCIPAL

- 4.6 In addition to the general limitations outlined above, the Board places limitations on the Principal in specific areas of his or her role, and with regard to certain school policies. These limitations apply only to these specific areas as detailed below.
- 4.7 Regarding his or her relationship with the Board, the Principal shall not permit the Board to be uninformed or unsupported in its work. Accordingly, he or she shall not:

- a. neglect to provide pertinent information and monitoring data to the Board in a timely manner;
- b. allow the Board to be unaware of relevant trends, significant internal or external changes; or anticipated adverse publicity;
- c. fail to advise the Board if, in his or her opinion, the Board is not in compliance with its own policies, particularly as it may affect the relationship between the Board and the Principal; and
- d. fail to report to the Board in a timely manner any non-compliance or anticipated non-compliance with any policy of the Board.

4.8 Regarding financial operations, the Principal shall not risk financial jeopardy for the WCMS. Accordingly, he or she shall not:

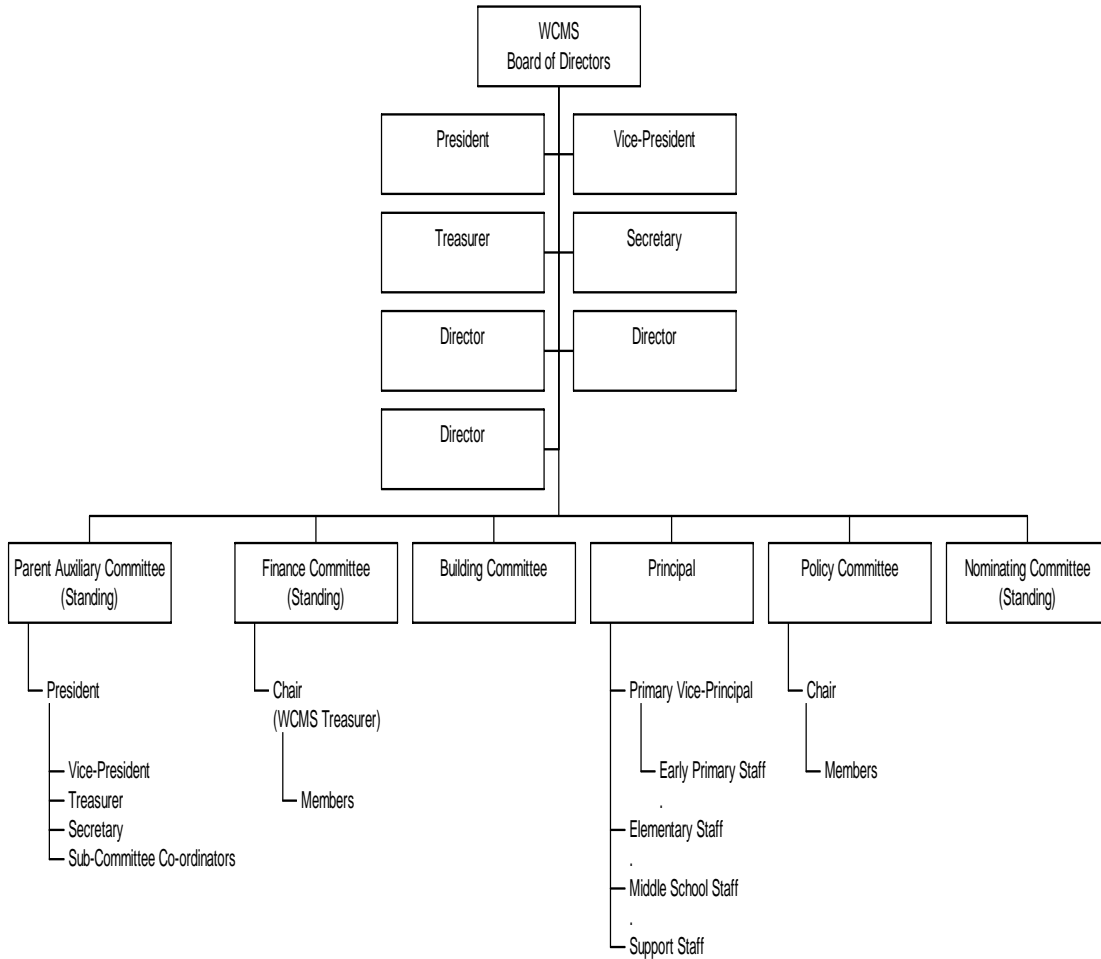
- a. fail to provide the Board with monthly financial statements
- b. permit the WCMS to operate with an operating deficit, unless expressly directed otherwise by the Board;
- c. permit any variance between spending and the allocation for salaries and benefits, without Board approval;
- d. permit tax or other government-ordered filings or payments to be overdue or inaccurately filed;
- e. permit the WCMS to fall out of the highest category of provincial government funding without timely notice to and approval of the Board;
- f. cause capital funds to be expended, or transfers to be made between capital and operating accounts without Board approval, except as per subsection 2.8 f, g, and h;
- g. permit the WCMS to lose its tax status as a charitable organization;
- h. fail to impose penalties for late payment of tuition and other fees, and NSF cheques;
- i. fail to aggressively pursue receivables after a reasonable grace period; and
- j. change his or her own compensation or benefits.

- 4.9 Regarding administrative operations, the Principal shall not permit any activity in contravention of any applicable federal, provincial or municipal law, regulation or bylaw. Accordingly, he or she shall not:
- a. permit discrimination on the basis of race, color, religion, national origin, sex, disability, sexual orientation or any other grounds prohibited by law;
 - b. permit an environment of harassment or intimidation, including sexual harassment, or fail to ensure that all staff are aware of their rights and responsibilities regarding harassment prevention and reporting;
 - c. operate without, or fail to follow, written personnel procedures that include, at a minimum, employment rules and conditions, staff benefits and a grievance process, and that protect against wrongful conditions such as nepotism or favouritism;
 - d. prevent staff from grieving to the Board when staff grievance procedures have been exhausted and/or the staff member alleges that Board policy has been violated to his or her detriment or that Board policy does not adequately protect his or her Human Rights;
 - e. fail to make the Board Policy Manual available to staff or to advise staff of their rights under it;
 - f. fail to document ongoing goal setting or carryout a written evaluation of each member of the staff on an annual basis;
 - g. promise or imply guaranteed employment to staff, beyond written contractual agreements;
 - h. enter into verbal contractual arrangements, or agreements that do not adhere to commonly held contracting rules or that do not include clear deliverables;
 - i. fail to adequately insure and protect WCMS assets;
 - j. unnecessarily expose the WCMS, West-Mont School, its Board or staff to claims of liability;
 - k. endanger the public image or credibility of the WCMS and West Mont School, especially in ways that would hinder its mission;

- l. fail to ensure that the buildings, site, fixtures, systems and equipment belonging to the WCMS are maintained in keeping with the society's vision, and so as to prevent deterioration or changes in functionality or appearance;
 - m. fail to purchase and maintain non-fixed items such as furnishings, portable equipment as needed for the smooth operation of the school; and
 - n. fail to identify capital needs for review by the Building and Site Committee and the Board.
- 4.10 Regarding educational operations, the Principal shall not permit the quality of education at West-Mont to fall below provincial requirements or to not meet the values set out in Section One of the Board Policy Manual. Accordingly, he or she shall not:
- a. permit West-Mont School to not be in compliance with the *Independent Schools Act* and provincial curricular expectations;
 - b. permit any single Elementary and/or Middle School classroom to have a student-teacher ratio greater than 20 - 1, without express Board approval;
 - c. fail to keep the Board informed of curriculum development activities; and
 - d. fail to ensure that the Early Primary program complies with provincial licensing requirements, specifically the Community Care Facilities Licensing Program administered by the Capital Regional District.
- 4.11 Regarding School Policies, the Principal shall not fail to develop and adhere to written school operating procedures in support of Section Three of the Board Policy Manual. Accordingly, he or she shall not:
- a. fail to supply clear written information to parents/guardians, applicants and potential applicants on school policies and procedures;
 - b. fail to provide a reasonable re-enrolment period during which returning students are given priority for the following year;

- c. fail to ensure that procedures and criteria regarding the awarding of bursaries and scholarships are fair and do not permit favouritism, discrimination or conflict of interest;
- d. fail to arrange for bursaries and scholarships to be awarded by a panel whose membership is approved by the Board;
- e. fail to ensure that there are clear written policies and procedures regarding the admission and support of children with special needs;
- f. fail to ensure that the school uniform is practical, durable, easily available and affordable for the average family; and
- g. fail to ensure that all arrangements for the use of WCMS facilities by other groups are governed by written rental agreements, including a waiver of WCMS liability, and that the Board is informed of all such arrangements in advance.

Annex A – WCMS Organization Chart



Annex B – WCMS Annual Planning Cycle

Fiscal Year End (June 30)	■													
Performance Review of Principal	■	■												
Principal initiates and concludes staff contracts (based on enrolment and class configuration)	■	■	■	■										
Annual General Meeting Election of WCMS Directors	■													
Board Member - Orientation - Strategic Planning/Priority Setting		■												
Board provides meeting dates to Principal for next year's school calendar	■	■												
Receipt of final, (unaudited) Financial Statements (for FYE June 30) from Accountant				■										
Affirm WCMS Board Subcommittees and recruit members.		■	■	■										
WCMS Secretary submits new Board Directors' names to Ministry of Finance				■										
Board Sets Principal Priorities for the year. Establish Review Committee (if other than the Executive). (This document is the basis of Performance Review)			■	■										
Review and Approve Final Budget (by October 15 (based on previously approved Feb 15 budget)				■	■									
Principal/Board/PAC establish final priority operational and capital planning lists for current school year. Prioritize spending and fundraising.				■	■									
Principal Review – mid-year, informal (verbal)							■	■						

strong moral character, and to become life-long learners. We will have unique educational programs that make use of and give back to the natural and human community around us; learning will take place in many ways and in many places.

- c. We will grow the curricula to move our students past our walls into the community, these programs will showcase and make maximum use of the unique aspects of our school and site, such as our Montessori expertise, our proximity to Witty’s Lagoon Regional Park, our pond and the Garry Oak reserve. As enrolment grows and finances permit, we will build to meet our need for additional classroom space, a gymnasium, library space, technology centres, and outdoor play and work areas. We will be imaginative in designing our buildings and our site – they will reflect the need to develop our children’s bodies and souls, as well as their minds, and will be designed for flexible and multi-purpose use. New classrooms, a gymnasium, improved library space and improved traffic flow in the parking lot are priorities. A gymnasium will ideally be designed to accommodate physical education activities, extra-curricular programs, dramatic and musical performances, rainy day activities and school and community social events.
- d. Any expansion will be kept within our financial means so that the school remains affordable. We will never forget what is at the heart of a truly fine education – excellent and well-supported teachers who create learning environments that inspire students; the intangibles that are vital to a vibrant educational community – virtuous behavior, a strong bond between home and school, and a sense of volunteerism and community spirit.
- e. We will be a democratic community – where we are all challenged to learn and participate. We will lead by example, and our behavior will reflect our guiding principles. Parent/guardian involvement, a dynamic teaching team and a strong administration and Board of Directors will be keys to our success and the collective achievement of our mission.

SETTING OUR GOALS

3. Goals are *general statements of desired results*. They describe where we want to be at the end of five years. The West-Mont community has defined six goals. They are described here. Each goal is as important as the others – and they are all interdependent. Due to this interdependence, there is some overlap. Each goal has one or more Board portfolios attached to it.

GOAL #1 - Optimum student learning.

The heart of what West-Mont is all about – the innovative and evolving curriculum that makes us so special. This goal is about making that curriculum better by integrating the learning objectives required by the province and our Montessori roots into a holistic approach that can be adapted and individualized to enable each student to be the best they can be. An excellent teaching team, multi-age groupings and small class sizes are all necessary to enable this to work optimally.

Portfolio: Curriculum

GOAL #2 - An environment that supports the spiritual and moral growth and development of children of character.

This goal represents our roots – the virtues and values that have nurtured us in the past and will continue to nurture us in the future. This goal is about continuing to build and sustain the school as a place that supports the development of children of character – children with strong moral fibre, a sense of right and wrong, and feelings of respect and responsibility for themselves, others and the world around them.

Portfolios: Curriculum, Values and Leadership, Volunteerism and PAC

GOAL #3 - Long term financial and administrative sustainability.

As we grow, we will develop the financial and administrative infrastructure needed to manage a larger school and our wonderful site. This goal is about strengthening our Board of Directors, its committee structure and the administration. It is also about enhancing our financial management capacity to facilitate growth.

Portfolios: Policy and Planning, Finance, Administrative Support

GOAL #4 - A functional, attractive, integrated and affordable physical site and facility that exist in harmony with the surrounding environment.

Our capacity to build new facilities and develop the site is dictated mainly by our enrolment. More students mean an increase in the Capital Fund which is the primary source of capital for such expansion. Use of this fund is subject to the approval of our bank. Other sources of capital could include private financing arrangements with individuals willing to lend the Society money.

Note: Because of its dependence on enrolment, this goal is not stated in the year-by-year objectives, as are the others.

Portfolios: Building and Site, Finance

GOAL #5 - Regular and effective communications among all partners, including teachers, parents/guardians, students, administration, Board of Directors, Parent Auxiliary, local media and the community.

Good communications are vital to a well-operated school, especially as we experience the changes that come with growth. This goal is about strengthening both internal and external communications – about consulting with parents/guardians at significant decision points, about keeping everyone informed about progress on the strategic plan, and about promoting our great little school to families in the community who may not have heard of us.

Portfolios: Communications and Consultation, Volunteerism and PAC

GOAL #6 - Being a good citizen, community partner and neighbour.

. Encouraging students to think communally and globally is part of our mission – so it is important to start in our own back yard. This goal is about finding exciting new ways to enhance our curriculum that involves learning about and giving back to the community. It is also about exploring potential partnerships with local community groups and with other educational institutions such as Pearson College, Royal Roads University and nearby public schools.

Portfolios: Community Relations, Curriculum

THE NEXT STEPS – HOW WE GET THERE YEAR-BY-YEAR

4. The nuts and bolts of our Strategic Plan are contained in the Year-At-A-Glance pages that follow. There is one of these for each of the next five years. They are organized by portfolio, and lay out a primary objective. *Objectives are specific statements of what needs to happen in order to accomplish a goal – what is going to change and in what direction.* Ideally, objectives should be able to be measured. *Strategies describe how the change will happen – specific actions that will achieve an objective.*

BEYOND THIS PLAN - WHAT'S NEXT?

5. Although five years seems like a long time, and for some parents/guardians their children will have left West-Mont by then, in fact it is not very long in the life of a school that has already been around for nearly 50 years.
6. Some of the dreams and ideas that came out during the strategic planning process do not seem doable over the five-year time frame, and so are not included in this plan. However, we did not want to lose them, as they form part of the collective vision for West-Mont. They are listed here – both to inspire us as we implement this plan, and so that they can be considered again the next time the school community undertakes a strategic planning exercise. Some of these visionary ideas include:
 - a. Replacing our current modular building with a new structure that could house up to 250 students in total, perhaps in several pods, with covered walkways joining indoor and outdoor work and play areas;

Portfolio Objectives Guide to Strategic Planning:

VALUES/LEADERSHIP (School Board Chairperson)		
CURRICULUM (Principal)	Review and fine tune curricula map.	
Values Based Education and Active Citizenship		
Outdoor Experiences and Physical Fitness		
Fine Arts		
Extracurricular Activities		
Technology		
FINANCE (WCMS Board Treasurer)	Review and revise Financial Plan to adapt to circumstances adjusting enrolment, fundraising targets, capital costs as appropriate.	
POLICY AND PLANNING (WCMS Director)	Initiate planning for the Strategic Plan Renewal.	
BUILDING & SITE (WCMS Director)	Based on Financial Plan, continue to implement prioritized list of site	Based on Financial Plan, continue to implement

	improvements taken from short-term prioritized capital projects.	prioritized list of site improvements taken from short-term prioritized capital projects.
PAC/VOLUNTEERISM (WCMS Board Director/PAC Chair)		
Communications (WCMS Board Director)		
Community Relations (WCMS Board Director)		
Administrative Support (WCMS Board Secretary)		

See drafts of Strategic Plan processes located with the WCMS Secretary or with the Policy and Planning Portfolio held with WCMS records.

Annex D - Responsibilities of Executive Positions

This annex describes the regular duties of each Executive position. Specific objectives related to each position are contained in the Strategic Plan at Annex C.

PRESIDENT

1. The President of the Board is responsible for leading the school community and for the integrity of Board process, including:
 - a. chairing meetings and setting meeting agendas;
 - b. ensuring the Board follows its own policies and annual planning cycle;
 - c. ensuring Directors have the information and support needed to carry out their roles;
 - d. overseeing implementation of the Strategic Plan;
 - e. championing the school's values;
 - f. facilitating and leading a democratic group process;
 - g. ensuring deliberations are fair, open and thorough, but also timely, orderly and to the point;
 - h. making decisions and interpretations related to policies in Section Two of the Board Policy Manual, i.e. Board Governance;
 - i. representing and explaining Board decisions to outside parties including the membership and the media; and
 - j. ensuring the Board monitors its own performance.
2. The President is also the primary link between the Board and the Principal, and maintains a supportive and communicative relationship with him or her. The President represents the Board in interpreting and implementing Section Four of the Board Policy Manual.
3. The President has signing authority for financial transactions of the WCMS.

VICE-PRESIDENT

4. The Vice-President carries out the duties of the President in the President's absence, including when the President wishes to leave the chair in order to take part in debate.

SECRETARY

5. The Secretary is responsible for the smooth administrative operation of the Board, including:
 - a. issuing notices of meetings of the Board and the WCMS;
 - b. ensuring that agendas, minutes, members' reports and other meeting materials are distributed to the Board in advance of meetings, normally 7 days in advance;
 - c. keeping accurate minutes and records of motions of all Board and WCMS meetings;
 - d. recording and counting votes at Board and WCMS meetings;
 - e. developing and maintaining a filing system for Board business, including correspondence and minutes;
 - f. maintaining and posting the register of WCMS membership;
 - g. tracking, drafting and filing all correspondence of the Board and the WCMS;
 - h. maintaining the Board Policy Manual and keeping it up to date;
 - i. posting the minutes of Board and WCMS meetings for the membership; and
 - j. organizing elections at general meetings of the WCMS.

TREASURER

6. The Treasurer is responsible for ensuring the Board has accurate and timely financial information on which to base its decisions, and that the WCMS keeps financial records as required by the *Society Act* of B.C. This includes:
 - a. rendering and explaining financial statements to the Society, as required;
 - b. ensuring the preparation of a balance sheet and financial statements at least annually and at any other time the Board requires;
 - c. rendering quarterly financial statements on the Capital Fund to the Board;
 - d. working with the Society’s auditor and accountants;
 - e. overseeing long term financial planning and capital fundraising;
 - f. chairing the Finance Committee;
 - g. providing the Board with the information and support regarding the fiscal aspects of the annual planning cycle; and
 - h. documenting financial procedures and guidelines that explain the financial workings of the Society and the Board.

7. The Treasurer has signing authority for financial transactions of the WCMS.

Annex E – Board Portfolios

This annex describes the regular duties for each portfolio. Specific objectives related to each portfolio are contained in the school's Strategic Plan at Annex C.

POLICY & PLANNING

1. Leads the development and regular updating of Board policy.
2. Assists and supports the President in facilitating the smooth operation of the Board, especially in terms of the committee structure and the annual planning session.
3. Assists the President in overseeing the implementation of the Strategic Plan.

BUILDING AND SITE

4. Chairs the Building and Site Committee.
5. Oversees the development of the school site and the planning and implementation of renovations or new construction undertaken by WCMS.
6. Works with the Treasurer and the Finance Committee to develop proposals, options and costing for building and site improvements as directed by the Board.
7. Works closely with the Principal regarding his/her responsibilities for the upkeep and maintenance of the site and buildings.

VOLUNTEERISM (NORMALLY HELD BY THE PAC PRESIDENT)

8. Champions the spirit of volunteerism within the school.
9. Works with the Principal to ensure that all families are contributing their fair share of volunteer time and effort to the school community.

COMMUNICATION & CONSULTATION

10. Oversees internal and external communications for the WCMS Board, including with WCMS members, parents/guardians and the media.
11. Provides expert advice and support to the Principal in the area of communications between the school and parents/guardians e.g. communications centre, newsletter, special events.
12. Provides promotional and marketing expertise and support, including trade shows, website, advertising, brochures.
13. Documents the life of the school through taking and cataloguing photos, and maintaining an archive of school events and materials.
14. Provides support and advice regarding consultation to the Board, its committees and the Principal.
15. Develops and administers an exit survey of parents/guardians leaving the school.

COMMUNITY RELATIONS

16. Acts as a link between West-Mont and the broader community.
17. Works with the Principal to develop and support curricular links with the community.

Annex F – Guidelines for Observers/Presenters at Board Meetings

- A. In keeping with its democratic and open way of operating, the Board of Directors welcomes Society members to attend Board meetings as either observers or presenters. In order to maintain effective and orderly meetings, they are expected to follow these guidelines.
- B. Each observer or presenter will be given a copy of these guidelines. At the beginning of the meeting, the Chair will welcome the observer or presenter and ask him or her to introduce themselves and explain their purpose in attending the meeting.
- C. Observers or presenters who do not follow these guidelines will be cautioned by the Chair. If they persist in disregarding them, they will be asked to leave the meeting.
- D. In general, presenters and observers may not participate in the debate or deliberations of the Board, or ask questions of Board members during debate, unless explicitly asked to do so by the Board. The Chair will then introduce the members of the Board, and briefly explain the guidelines below:
 - I. Presentations will generally be heard at the beginning of the meeting. The purpose of a presentation is for a Society member to give information or opinion to the Board. Presentations should be no more than (4) minutes in length;
 - II. After hearing the presentation, Board members may ask questions of the presenter, but will not enter into deliberations. The presenter may be excused from the meeting at that point, or may choose to stay on as an observer;
 - III. Presentations should reflect an agenda item. All Board meeting agenda's are distributed to the Society, seven (7) days prior to a Board meeting;
 - IV. If the presentation does not reflect an agenda item, the Board may choose to either:
 - 1) add the presentation/observation to the agenda prior to the adoption of the agenda, or
 - 2) address the presentation/observation at the next board meeting.
- E. Prior to the “new business” portion of a meeting (new business may result from deliberations, discussions or items resulting from a portfolio or report) an observer will be given the opportunity (4 minutes) to comment on a new business item.

- F. At the discretion of the Board or the request of an observer or presenter, an open question period may be set aside after the business portion of the meeting, for less formal discussion. During this time, there can be an exchange of ideas and opinions between the Board and the observer or presenter. This discussion may not be recorded in the Board minutes.

- G. Issues that arise from a presentation or an open question period that the Board wishes to discuss further may be moved to the agenda of the next Board meeting.

Annex G – Template for Board Committee Terms of Reference

MANDATE

1. The committee’s mandate is to assist the WCMS Board of Directors in one of its roles or responsibilities. The mandate statement should identify the Board product it will help produce. A committee should always do “Board-level” work, as opposed to “staff-level” work. This will usually be preparatory work that leads to discussions and decisions by the whole Board.

MEMBERSHIP

2. Committees must be appointed by resolution of the Board, and serve at the Board’s discretion. Members must be members in good standing of the WCMS, and the committee Chair must be a member of the Board. The President of the Board is automatically an ex-officio member of each committee of the Board.

TERM

3. State how long the committee is being appointed for (this will usually correspond to a Board term or a school year) and whether it is a standing or ad hoc committee.

REPORTING

4. The committee shall report, through its Chair, to the Board at its regular meetings and at any other time the Board requires. State here whether that reporting will be verbal or written.

RESTRICTIONS

5. The committee shall not speak on behalf of the Board unless expressly mandated to do so. It shall not provide advice to the Principal, or exercise any authority over staff. The committee’s work is advisory only, with the Board being the sole decision-making and governance authority. Add any other restrictions on the committee activities here.

DUTIES & ACTIVITIES

6. List what the committee will do here. Language should be concise and focused on the products that will be produced.

OTHER

7. List other considerations here. For example, the Board may wish to direct the committee to carry out consultation regarding its work – state any direction or restrictions about how that is to be done. Consider related things when thinking whether there is more to add – how does the committee’s work relate to the Strategic Plan? Are there other committees with which it will need to liaise or work closely?
8. Terms of reference for committees must be approved or revised by resolution of the Board and filed by the WCMS Secretary in the Board Policy Manual. They should show the date of approval or revision and the position of the Board member responsible for chairing the committee.

Annex H – Finance Committee Terms of Reference

MANDATE

1. To assist the Board with its responsibility for the financial viability of the WCMS and the objectives of the Strategic Plan that fall under the Finance portfolio.

MEMBERSHIP

2. Members are appointed by the WCMS Board and serve at the Board's discretion. They must be members in good standing of the WCMS. The Treasurer of the Board chairs the Finance Committee, and the President of the Board serves as an ex-officio member.
3. Members are chosen to represent a range of financial expertise, including: accounting; book-keeping; financial management; financial planning; financial policy, procedures and controls; budget development; operations of a non-profit society; and banking, including mortgages and bonds.

TERM

4. The Finance Committee is a standing committee appointed for the same term as the Board of Directors.

REPORTING

5. The committee shall report, through the Treasurer, to the Board at its regular meetings and at any other time the Board requires.

RESTRICTIONS

6. The committee shall not fail to adhere to Board Policy, especially Section 2.8. It shall not speak on behalf of the Board unless expressly mandated to do so. It shall not provide advice to the Principal, or exercise any authority over staff or contracted professionals such as the Society's accountants or auditor. The committee's work is advisory only, with the Board being the sole decision-making and governance authority.

DUTIES & ACTIVITIES

- a. Orientate new finance committee members & review work plan for year – November
- a. Preliminary budget discussions – December
- b. Review ‘interim’ operating & capital budget for upcoming year & make recommendation for approval to Board – January
- c. Further review ‘interim’ operating & capital budget after review by Board and make further recommendations if required – February
- d. Review ‘final’ operating & capital budget for current year based on actual enrollment & obtain Board approval – October
- e. Review WCMS Board policy manual’s financial policies for accuracy – ongoing.

Annex I – Parent Advisory Council

MANDATE

1. The purpose of the Parent Advisory Council (referred to as the “PAC”) is to enrich the learning environment for the students, staff and parents/guardians of West-Mont School through the provision of financial, social and spiritual support.
2. Objectives of the PAC are:
 - to provide cultural and recreational events for the school;
 - to provide funding for projects beneficial to the student body;
 - to promote the safety and well being of our children in a healthy learning environment;
 - to promote active parent participation in the PAC and West-Mont School and in the operation of the PAC and its activities;
 - to facilitate and encourage communications amongst parents and between staff and parents so that there can be an exchange of ideas and experiences relating to the PAC and West-Mont School;
 - to provide financial support for the goals of the PAC as determined by the membership;
 - to work with the WCMS Board on capital projects approved by both the WCMS members and the Board, and the PAC.
3. The PAC operates under a Constitution ratified by the PAC membership and supported by the WCMS Board. The Constitution outlines membership, reporting, meetings, financial accountabilities, duties and activities and responsibilities of the PAC (Annex X)
4. This document is to provide greater clarity respecting the Boards relationship to the PAC and vice versa ensuring that both entities are operating in conjunction and for the betterment of the WCMS.

RESPONSIBILITIES OF THE PAC PRESIDENT

5. The PAC President is the leader of the PAC, and is an ex-officio Director of the WCMS Board in accordance with this policy and both the WCMS and PAC Constitution and Bylaws. In accordance with the PAC President terms of reference, he or she will:

- a. Report to the WCMS Board on PAC activities at each regular board meeting and act as the key link between the Board and the PAC and advise the Board of any controversial issues;
- b. chair PAC meetings and ensure they are run in an orderly fashion and with a positive tone;
- c. oversee the activities of the rest of the PAC members;
- d. ensure that there are written procedures regarding PAC events and activities;
- e. liaise with the Principal to ensure communication and coordination between PAC activities and those of the Principal and staff;
- f. keep the President of the Board informed of PAC activities and plans that involve coordination with the Principal;
- g. usually hold the Volunteerism portfolio on the Board of Directors;
- h. ensure that the selection for the Liz Koolman Annual Volunteer Award is done fairly and according to written criteria;
- i. report to the Board on PAC activities at each regular Board meeting, act as the key link between the Board and the PAC, and advise the Board of any controversial issues or activities;
- j. act as the budget authority for approval of expenditures against the PAC budget;
- k. act as the only signatory for all correspondence and solicitation of donations by PAC from outside of the school community; and
- l. submit regular updates on PAC activities for inclusion in the school newsletter.

Annex J – Nominating Committee Terms of Reference:

MANDATE

1. The purpose of the Nominating Committee is to identify and encourage potential candidates for election to the Board of Directors of the WCMS.

MEMBERSHIP

2. Members are appointed by the Board, and serve at the Board's discretion. They must be members in good standing of the WCMS. The President of the Board is an ex-officio member of the committee.

TERM

3. The Nominating Committee is a standing committee appointed for the same term as the Board of Directors.

REPORTING

4. The committee reports, through its Chair, to the Board, at regular Board meetings.

RESTRICTIONS

5. The Nominating Committee may not speak on behalf of the Board, or provide any direction to school staff. It may not endorse candidates for election to the Board or lead them to believe that they have the support of the committee or the Board. The committee's work is advisory only, with the Board being the sole decision-making and governance authority.

DUTIES & ACTIVITIES

6. Identify WCMS members who may be interested in standing for election to the Board. Such individuals should be committed to the mission and values of the WCMS, have the ability to think in terms of systems, context, values and the future, and are willing and able to carry out the duties of a Director.
7. Provide potential candidates with information about how the WCMS is governed and about the election process.
8. Orient potential candidates to the Board process and school operation.

9. Link potential candidates with current Board or committee members for the purpose of mentoring.
10. Assist the WCMS Secretary with the organization of Board elections.

Annex K – Policy Committee Terms of Reference:

MANDATE

1. To assist the Board in its role of providing strong strategic leadership and governance, by developing the practical policy supports necessary for a growing school and an effective Board.

MEMBERSHIP

2. Members are appointed by the Board, and serve at the Board's discretion. They must be members in good standing of the WCMS. The Committee Chair must be a member of the Board.

REPORTING

3. The committee shall report, through the Chair, to the Board at its regular meetings and at any other time the Board requires.

RESTRICTIONS

4. The committee shall not speak on behalf of the Board unless expressly mandated to do so. It shall not provide advice to the Principal, or exercise any authority over staff. The committee's work is advisory only, with the Board being the sole decision-making and governance authority.

DUTIES & ACTIVITIES

5. Development of Board strength and accountability:
 - a. propose a model of governance;
 - b. develop and support a lean, utilitarian committee structure;
 - c. develop and facilitate activities and processes to ensure a well-functioning Board (e.g. team-building, conflict resolution);
 - d. develop policy to govern the Board's process and responsibility to itself; and
 - e. develop a recruitment and nominating process for Board elections.

6. Implementation of the Strategic Plan:
 - a. carry out the Strategic Plan objectives related to Policy and Planning.
7. Policy development for the school:
 - a. review existing school policies and draft any amendments immediately required;
 - b. develop a standardized policy approach and format;
 - c. lead the Board through a policy development process, using this approach;
 - d. make recommendations on particular policy questions as requested by the Board;
 - e. work with all other Board committees to ensure a consistent approach to policy; and
 - f. work with the Principal to clarify the boundaries and limitations of decision-making and policy-making accountabilities vis-a-vis those of the Board.

Annex L – Community Relations Committee Terms of Reference:

MANDATE

1. The Community Relations Committee’s mandate is to assist the Board in meeting its goal of being a good community partner and neighbour, by expanding networking within the Western Communities and broader community, and exploring new ways to create partnerships with individuals and organizations that share WCMS values.

MEMBERSHIP

2. Members are appointed by the WCMS Board and serve at the Board’s discretion. A Board member must chair the committee, and the President of the Board serves as an ex-officio member.
3. Committee members are chosen because they share the vision and values of the WCMS, are active members of their own communities, and are interested in contributing to networking and potential partnerships involving the WCMS.
4. Committee membership includes but is not limited to residents of the geographical area served by West-Mont School, i.e., View Royal, Colwood, Langford, Metchosin, Sooke, and East Sooke.

TERM

5. The Community Relations Committee is an ad hoc committee appointed for the 2001-2002 year, serving the same term as the Board of Directors.

REPORTING

6. The committee reports, through its Chair, to the Board at its regular meetings and at any other time the Board requires.
7. The committee Chair will keep the President of the Board informed of all activities and plans.

RESTRICTIONS

8. The committee shall not fail to adhere to Board Policy. It shall not speak on behalf of the Board unless expressly mandated to do so. It shall not provide advice to the Principal, or exercise any authority over staff. The committee's work is exploratory and advisory only, with the Board being the sole decision-making and governance authority for the WCMS.

DUTIES & ACTIVITIES

9. During 2001-2002, the committee will work on creating and strengthening communications and mutual understanding between the WCMS and active like-minded individuals in the communities it serves. In doing this, it will focus on the following activities:
 - a. Explore and encourage new ways for students, staff and parents to interact with and reach out to individuals and organizations in the broader community.
 - b. Explore and encourage new ways for West-Mont School to serve as a community facility.
 - c. Prepare a proposal or paper, for Board consideration, on the potential of a "West-Mont Learning Centre" as referenced in the Strategic Plan. This paper will discuss and develop the concept and provide some analysis of opportunities, risks, and options.

OTHER

10. The committee will work closely with the Principal and keep him or her informed of its activities, as the Principal has overlapping responsibilities and actively develops community contacts. It will take care to prevent any miscommunications that could potentially damage community relations.

Annex M –Building and Site Committee Terms of Reference

MANDATE

1. To assist the Board with its responsibility for the environmental stewardship of the school property as set out in section 1.6 of the Board Policy Manual; and its planning for long term improvements to the buildings and site as set out in the Site Management and Physical Plant objectives of the Strategic Plan. This includes planning and development of the site and buildings, and monitoring of the physical impact of the school on the property, in keeping with the Strategic Plan and the covenants and restrictions set out in the Annex of the Board Policy Manual.

MEMBERSHIP

2. Members are appointed by the WCMS Board and serve at the Board's discretion. They must be members in good standing of the WCMS.
3. The Committee is chaired by a member of the Board. The President of the Board shall be a member. The Principal shall be an ex-officio member. Other staff members of West-Mont School may be also be appointed as ex-officio members.
4. Members are chosen for their commitment to the long-term sustainability of the school and the site, and to the values and vision of the WCMS. They should bring a range of expertise and interests to the committee, such as agriculture, grounds and building maintenance, construction, engineering, surveying, hydrology, landscape architecture, gardening, outdoor education/recreation and environmental conservation.

TERM

5. The Building and Site Committee is a standing committee appointed for the same term as the Board of Directors.

REPORTING

6. The committee shall report, through the Chair, to the Board at its regular meetings and at any other time the Board requires. It shall also provide a written and verbal report to the WCMS membership at the Annual General Meeting. The Chair shall also stay in regular contact with the Principal.

RESTRICTIONS

7. The committee shall not speak on behalf of the Board unless expressly mandated to do so. It shall not provide advice to the Principal, or exercise any direct authority over staff or contracted professionals such as building contractors or the landscape architect, except as expressly mandated to do so by motion of the Board. The committee's work is advisory only, with the Board being the sole decision-making and governance authority.

DUTIES & ACTIVITIES

8. In carrying out its mandate, the Building and Site Committee shall act as the keeper of the vision and long term plans for the site and buildings, on behalf of the Board. Specifically, it shall
 - a. Review all building and site maintenance plans prepared by the Principal and staff to ensure compliance with the values and long-range vision of the WCMS, as set out in the Board Policy Manual and Strategic Plan, and make recommendations to the Board on any changes. This includes developing a checklist to makes these reviews quick and straightforward.
 - b. Review and make recommendations to the Board regarding any and all proposals from the Principal, staff or other Board committees for changes or activities that impact the appearance or functionality of the buildings or site, and/or change the visual or physical impact on the surrounding area. This includes but is not limited to: painting, signage, removal or planting of trees or shrubs, fencing, playgrounds, pathways, renovations or changes to buildings, fixtures or building systems, outdoor work or seating areas.
 - c. When directed by the Board, develop proposals and costing for building and site improvements and activities that fall within the committee mandate, for review by the Board.

- d. Where approved and delegated by the Board, oversee the carrying out of improvements to the buildings and site on behalf of the Board. This may occur through a combination of volunteer work parties, work by school staff under the supervision of the Principal and/or work by paid contractors. Such activities may include but are not limited to removal of broom from the Garry Oak Meadow, planting of trees or shrubs, creation or expansion of fences, work/play areas, seating areas, paths, stairs or walkways, changes to buildings or building systems including fixtures, electrical, plumbing, septic, mechanical and heating.
 - e. Ensure that all site and building permits are up-to-date as required by municipal and provincial law, and report and recommend to the Board any changes or actions required.
 - f. Establish and maintain a comprehensive and complete set of records/files for the building and site. This serves as the single location of all information related to the building and site e.g. permits, plans, inspection reports, correspondence, colour schemes, electrical, heating and alarm systems etc. It shall form part of the files of the WCMS and be kept in a centrally accessible location in the school.
9. Specifically, in 2002-03, the committee will review existing site, landscape and future building plans and develop a draft integrated building and site plan, with options for future development that can form part of the Strategic Plan renewal process to be undertaken by the Board in 2002-03.

OTHER

- 10. The day-to-day maintenance of the buildings and site fall within the purview of the Principal rather than the Board, and the Principal supervises staff responsible for maintenance. Therefore, the committee must work in close communication and partnership with the Principal. In some cases, proposals and recommendations to the Board may be made jointly by the Building and Site Committee and the Principal.
- 11. The use and appearance of the buildings and site is linked to the Community Relations responsibilities of the Board. Therefore, close liaison with the Director holding the Community Relations Portfolio and the Community Relations Committee should be maintained. Some shared membership between the two committees is likely useful.

12. Due to the nature of its mandate, the committee may wish to divide up responsibilities amongst its members by establishing portfolios, such as the Garry Oak Meadow; liaison with District of Metchosis (re: permits, ALR); protection/use of the pond; community garden; etc.

Annex N – Principal’s Job Description:

1. The Principal of West-Mont School is an exemplary leader and administrator, with a strong academic and experiential background in education and a powerful desire to make a positive difference in the lives of children. He or she will promote an atmosphere of learning, trust, teamwork and innovation in which both students and teachers are challenged and supported.
2. The Principal is the chief operating officer of a school of approximately 150 students, with a teaching staff of 14 and a support staff of 4. The Principal is employed by the Western Communities Montessori Society (WCMS) and accountable to an elected Board of Directors.
3. This job description includes the duties of the position and the performance monitoring and evaluation requirements. For a complete understanding of the structure of the WCMS and the operating parameters of the Principal’s position, this job description should be read in conjunction with the WCMS Board Policy Manual.

JOB DUTIES

4. The Principal is responsible for carrying out the mission of the WCMS and modeling the values of the school. He or she provides effective and inspirational leadership to the staff, students and parent/guardian body of West-Mont School, and shapes the quality of life and education at the school in keeping with the values and limitations set out in the Board Policy Manual. There are four main sets of responsibilities that flow from this:
 - a. The effective and efficient management of the **financial operations** of West-Mont School as follows:
 - (1) management of the operating budget of the school,
 - (2) development and adherence to financial policies, procedures and controls,
 - (3) development of the school budget within fiscal guidelines established by the Board,
 - (4) support for fundraising planning and activities,

- (5) cooperation with the school’s auditor,
 - (6) acting as a signing authority for financial transactions,
 - (7) development, negotiation and implementation of staff compensation and benefits packages, and
 - (8) rendering of financial statements for the operating budget to the Board on a monthly basis or as otherwise directed by the Board;
- b. The smooth and efficient **administration** of the school as follows:
- (1) development of and adherence to school operating procedures required to implement Board policies,
 - (2) development and implementation of strategies to recruit new students, market the school, and maintain a positive, active profile in the community,
 - (3) recruitment, supervision and evaluation of the teaching team and support staff,
 - (4) compliance with all applicable federal, provincial and municipal requirements regarding administrative matters such as, but not limited to insurance, liability, health and safety, human rights, environmental protection, reporting of suspected child abuse, criminal record checks and protection of privacy,
 - (5) consultation with staff and parents/guardians as appropriate,
 - (6) liaison with the President of the PAC to ensure smooth coordination of PAC and school activities,
 - (7) responsibility for maintenance of the physical plant and site,
 - (8) responsibility for effective communications with the parent/guardian body, teaching team, support staff, like-minded organizations, prospective students/families, and the community at large, and

- (9) maintenance of written procedures regarding the Principal’s job, to allow for a smooth transition to an acting or new Principal;
- c. The management of an innovative and spirited **educational environment**, as follows:
- (1) leadership and management of the development and delivery of the school curriculum and learning resources,
 - (2) ensuring that the values of the WCMS are reflected in the curriculum and are modeled and mirrored for children by school staff,
 - (3) management of the human and physical resources required to support the curriculum,
 - (4) provision of team building, support, mentoring and professional development to the teaching team,
 - (5) annual planning of class sizes and configurations, enrolment levels, program and staffing changes,
 - (6) development and implementation of a student disciplinary code and procedures,
 - (7) representing the school in all relations with the Ministry of Education, and
 - (8) compliance with requirements under the *Independent Schools Act*, the *Community Care Facilities Act* and the *Child Care Regulation*;
- d. The maintenance of a productive working relationship with the Board of Directors, as follows:
- (1) attendance and participation in Board meetings as an ex officio, non-voting member,
 - (2) provision of written reports and financial statements to the Board on a monthly basis or as otherwise directed,
 - (3) adherence to the Board Policy Manual,

- (4) participation in monitoring and evaluation requirements, and
 - (5) regular meetings with the Board President.
5. In addition, the Board may assign other related duties.

PERFORMANCE MONITORING & EVALUATION

6. The Board and the Principal will jointly establish short and long term objectives at the beginning of each reporting period (usually July 1- June 30).
7. The Board carries out ongoing monitoring of the Principal’s performance as an opportunity for feedback and to encourage him or her to self-monitor. This is done on a regular basis, through the following:
- a. review of monthly written reports and financial statements;
 - b. regular (at least monthly) meetings with the President of the Board of Directors to discuss challenges and issues; and
 - c. consideration of any grievances or complaints from staff, students or parents/guardians that come to the Board.
8. The Board conducts a formal, written evaluation of the Principal on an annual basis, by July of each year. This evaluation is done jointly and includes at a minimum the following:
- a. review of progress on short and long term objectives;
 - b. review of performance vis-a-vis job duties outlined in the job description;
 - c. development of plans to address any shortcomings;
 - d. identification of professional development needs and/or additional tools or supports/resources required;
 - e. development of short and long term objectives for the coming year; and
 - f. negotiation of roles and responsibilities in any areas where it has been determined the Principal requires direct support from the Board. This will include development of a written protocol detailing how the duties will be

divided and how accountabilities will be maintained.

9. The Board also conducts a less formal mid-year evaluation by January. This is a verbal “check-in”, during which progress on objectives is discussed and any adjustments made. In addition, either the Board or the Principal may request a formal or informal evaluation at any time.
10. For the purposes of the formal evaluation, the Board may use a number of indicators as partial measures of performance, such as:
 - a. balanced operating budget;
 - b. level of and nature of resolution of parent/guardian and student complaints;
 - c. satisfaction of parents/guardians as demonstrated through exit surveys, year-end surveys and complaints;
 - d. provincial accreditation results;
 - e. nature of publicity about the school;
 - f. enrolment levels vis-a-vis enrolment targets;
 - g. staff satisfaction as demonstrated through the level and reasons for turnover of staff, the level, nature and disposition of staff grievances, and the content of staff evaluations;
 - h. level of violations of any federal, provincial or municipal laws, regulations or by-laws;
 - i. adherence to school operations procedures;
 - j. currency of the school operations procedures; and
 - k. adherence to the Board Policy Manual, including the curriculum objectives of the Strategic Plan.

Annex O – Statement of Qualifications – Principal’s Position

At the time of recruiting a new Principal, the Board will review and update the statement of qualifications, in light of the strategic priorities and needs of the WCMS at the time. The main purposes of the Statement of Qualifications are to inform the writing of advertisements and assist in screening applicants before interviewing.

EXPERIENCE & EDUCATION

Proficiency in English is a requirement.

Minimum Qualifications:

1. Bachelor Degree in Education.
2. Masters Degree in Educational Administration or a related field.
3. Acceptable teaching experience.
4. Acceptable administrative experience in an educational environment.

Additional and/or preferred qualifications:

1. Education or experience in Early Childhood Education.
2. Experience in the Montessori philosophy and methods.
3. Experience teaching and/or administering in an independent school.
4. Experience working for a non-profit society with an elected Board of Directors.
5. Experience in a variety of provinces and/or countries.

KNOWLEDGE AND SKILLS

Required knowledge, skills and abilities:

1. Acceptable knowledge of the literature and current trends in education.
2. Acceptable knowledge of Early Childhood Education.
3. Curriculum development skills.
4. Human resource management skills.
5. Financial management skills.
6. Written and verbal communication skills.
7. Administrative, organizational and planning skills.
8. Leadership, team-building, and mentoring skills.
9. Problem-solving skills.
10. Marketing and promotional skills.

PERSONAL SUITABILITY

1. Diplomacy.
2. Interpersonal skills.
3. Judgement.
4. Teamwork.
5. Adaptability/Innovation.
6. Strong sense of personal and professional integrity and ethical standards.
7. Sense of humour.
8. Insightfulness.
9. Interest in alternative and cutting-edge educational practice.

Annex P – Property Covenants and Restrictions

Summary of Site Restrictions

Area Land Title Document No.	Site Description	Restriction
1 EM 64838	Park trail and steep slope on the outside of the fence.	The school still owns this land but the CRD has a right of way for trail use. No vegetation removal.
2 EM 64837	Generally the sloped natural area between the perc field/ lawn and the fence.	Covenant in favour of CRD Parks to protect the natural vegetation so that a vegetation screen grows.
3 EM 64837	Generally the steep natural area between the middle school and the fence.	Covenant in favour of CRD Parks to protect the natural vegetation so that a vegetation screen grows.
4 EM 64837	Generally the area between the two school buildings and the vegetation protection areas.	Covenant in favour of CRD Parks restricting building in this area without design/aesthetic/visual review by CRD Parks.
5 EM 64840	Generally the Garry Oak area and also part of the property frontage between the oak trees and the construction access. Does not include parking area for panabode.	Garry Oak Meadow protection in favour of the District of Metchosin. Essentially no use except as expressly permitted in legal documents. Existing access and panabode are permitted in this area. Document requires a fence between areas 5 and 6.
6 EM 64839	Generally the play fields and upper playground areas.	Covenant in favour of the District of Metchosin prohibiting construction of buildings and structures without approval of Metchosin.

Annex Q - CODE OF CONDUCT and CONFLICT RESOLUTION

Purpose:

The purpose of this *Code of Conduct and Conflict Resolution* is to define standards and values which the West-Mont Communities Montessori Society (“WCMS”) follow in their dealings with parents/guardians. It is designed to help WCMS make the right decisions, consistent with the WCMS values of integrity, virtues and respect for the members of WCMS to behave in a manner that reflects the guiding principles of WCMS. This *Code of Conduct and Conflict Resolution Policy* is enacted in conjunction and in addition with the administration and operational policies of West-Mont School.

Application:

This *Code of Conduct and Conflict Resolution* applies to the WCMS Community. For the purpose of this Code of Conflict and Conflict Resolution Policy the term “WCMS Community” is defined as any person(s) who are a member of the WCMS, volunteers and visitors/guests, including but not limited to all person(s) who interact with the WCMS Community; whether they are on school property, school buses or attending school authorized events or activities.

With the many volunteer hours provided by the WCMS Community, and the frequency in which the WCMS Community is represented, it is important to recognize that there is a fundamental responsibility to safeguard and advance the interest of the school in a positive and productive manner. For people in elected positions and people representing the school in the community, trustworthiness, honesty, integrity and objectivity are an invaluable necessity.

General: This *Code of Conduct* is designed to

- Promote ethical and legal conduct by all WCMS members;
- Ensure all members of WCMS and the school community are treated with respect and dignity, especially persons in positions of authority;
- Promote responsible citizenship by accepting the responsibility for protecting their rights and the rights of others;
- Ensure that conflicts are resolved in a non-violent, mature and responsible manner;
- Promote safety of oneself and others;

- Work cooperatively with police, drug and alcohol agencies to, where necessary, respond to school members who are in possession of, or under the influence of, alcohol or illegal drugs.
- Ensure conflict between the WCMS Community, and the general public are reconciled and that appropriate methods of dealing with any such conflicts are provided for;
- Ensure that sensitive and confidential discussions held in confidence remain so;
- Ensure that WCMS Community uses the school property and opportunities in an appropriate fashion and not for personal benefit.

In accordance with WCMS policy, the *Criminal Code* and the *Human Rights Code* the following behaviours will not be tolerated at or by any person of the WCMS Community:

- • Physical and/or verbal abuse.
- • Possession or use of weapons.
- • Sexual harassment.
- • Threats and/or intimidation.
- • Harassment and/or abuse of a racial nature.

3.12.1 Conflict Resolution:

Definitions:

Application for Conflict Resolution: means an application under s. 3.12.1.A or s. 3.12.1.B;

Detrimental Behaviors: Are those acts that cause, by intent or form, a conflict with the *Code of Conduct*.

Serious Detrimental Behaviors: would include, but not limited to, acts such as unproductive criticism, hurtful comments, discussing issues outside the appropriate venues, and other behaviors that are detrimental to the school community, related to the WCMS Society or Board operation;

Power of Decision: means a power or right conferred by this policy to make a decision deciding or prescribing;

Decision: includes a determination, consequence or levy.

WCMS Board of Directors: elected members consisting of Directors, Ex-officio members and an Executive;

Director: is an elected member to the WCMS Board of Directors who does not form part of the WCMS Executive;

WCMS Executive: consists of the President, Vice-President, Secretary and Treasurer;

PAC President: elected President of the Parent Advisory Council and an ex-officio member of the WCMS Board of Directors.

Application:

- A. If a detrimental behavior has occurred the incident will be expressed in an application, either verbally or in writing, to the party(s) involved, the Principal and a Member of the WCMS Board of Directors for determination.

As such the following resolution guidelines will be adhered to:

- I. the Principal will provide an initial evaluation of the matter;
 - II. the Principal has the power of decision to levy consequences, directly or indirectly, that may include a verbal or a written apology, removal from or limited access to the school property, or other actions that are deemed appropriate. Consequences will be outlined in written form and provided to the parties involved in a timely manner. The Principal will report any actions to the Executive of the Board;
 - III. A resolution under s. 3.12.1.A is final and binding on all parties.
- B. If a serious detrimental behavior has occurred the incident will be expressed in an application, either verbally or in writing, to the party(s) involved, the Principal and a Director for resolution.

As such the following resolution guidelines will be adhered to:

- I. The Principal will provide an initial evaluation of the matter;
- II. Upon receipt of the application, the Principal will inform the WCMS Board of the incident;
- III. Upon notice of the incident the WCMS Board will designate an investigative Committee that may include Director(s), the PAC President, and/or other persons that are agreed upon by the parties involved to

investigate the incident, to a maximum of 5, here in referred to as the “Committee”.

- IV. The Committee will discuss the issues at stake directly with the person(s) involved, recording their concerns and comments regarding the incident;
- V. The Committee shall provide to the affected parties and the Principal a written summary of the investigation along with recommendations;
- VI. The Committee and the Principal will discuss and consult on the recommendation of the Committee;
- VII. The Principal has the power of decision to levy consequences, directly or indirectly, that may include a verbal or a written apology, removal from or limited access to the school property or other actions that are deemed appropriate. Consequences will be outlined in written form and provided to the parties involved in a timely manner

Appeal -

A person(s) seeking to bring an appeal for matters pertaining to a determination under s.3.12.1.B must, within 14 days of receipt of the written determination:

- I. Provide, in writing, to the WCMS Executive notice of the appeal;
- II. Provide, in writing, to the WCMS Executive an outline of the reason(s) for the appeal;
- III. Upon receipt of the notice and outline of the appeal; the WCMS Executive will review the record, the decision and recommendation of the Committee and provide, within 30 days, written reasons of the appeal to the parties involved.

Annex R – Email Policy:

Purpose:

The purpose of this policy is to ensure the proper use of email exchange for the Board and WCMS Membership, and make users aware of what the WCMS deems as acceptable and unacceptable email practices.

Legal Risks:

Email is a business communication tool and users are obliged to use this tool for WCMS business in a responsible, effective and lawful manner. The same laws apply to email as they do for written correspondence; therefore it is important that the users of this medium be aware of the legal risks:

- if you send emails with any libelous, defamatory, offensive, racist or obscene remarks, you may be held liable;
- if you forward email with any libelous, defamatory, offensive, racist or obscene remarks, you may be held liable;
- if you lawfully forward confidential information, you may be held liable;
- if you lawfully forward or copy messages without permission, you can be held liable for copyright and intellectual property infringement;
- if you send an attachment that contains a virus, you may be held liable.

Best Practices:

- Keep messages brief and to the point;
- Who, what, when, why, where:
- Write when you have something to say and a reason to say it:
- Write to confirm understanding:
- Write to create documentation:
- Consider using the telephone or a face-to-face meeting for handling; Sensitive, difficult, complex, or emotional issues, emergency situations or requests that are time-sensitive; issues that have gone through too many rounds of e-mails without resolution; overly long messages
- Format messages for ease of reading.
- Use short paragraphs
- Keep line length under 75 characters
- Keep messages under 25 lines
- Use plain text
- Keep the content professional. - write with the same respectful tone you use in verbal communications. Exhibit a courteous, conscientious, and generally businesslike manner in the content

- Use terms that are consistent with other forms of business communications
- Check spelling, grammar, and re-read for context before sending
- Be careful with humor and sarcasm; the reader cannot hear the tone of your voice nor see the expression on your face
- Understand your audience and their preferences for receiving e-mail. If you don't know the receiver's preferences or are unsure, ask before sending. Readers: be sure to communicate your preferences to senders clearly.
- Does the receiver want to see everything you send?
- Does the receiver have criteria for what e-mails are wanted?

Confidential Information:

Be aware of who is on the email string and whether it is appropriate for all the intended recipients to be privy to the information communicated. If you are unsure, you must secure the information by an electronic means or another means of communication, for instance the telephone.

Annex S – School Operations Manual:

See manual attached

Annex T – West-Mont School Policy Manual:

See Manual attached

Annex U – WCMS Constitution and Bylaws:

See Manual attached

Annex V - PAC Constitution and Bylaws:

West-Mont School Parent Advisory Council

Constitution and Bylaws

Section I – NAME

a) The name of this organization is West-Mont School Parent Advisory Council (to be referred to as “PAC” in this document) and it will operate as a non-profit organization.

Section II – PURPOSES & OBJECTIVES OF THE PARENT ADVISORY COUNCIL

a) The purpose of the PAC will be to enrich the learning environment for the students, staff and parent/guardians of West-Mont School through the provision of financial, social and spiritual support.

b) Objectives of the PAC are:

1. To provide cultural and recreational events for the school
2. To provide funding for projects beneficial to the student body
3. To promote the safety and well being of our children in a healthy learning environment.
4. To promote active parent participation in the PAC and West-Mont School and in the operation of the PAC and its activities.
5. To facilitate and encourage communication amongst parents and between staff and parents so that there can be an exchange of ideas and experiences relating to the PAC and West-Mont School.
6. To provide financial support for the goals of the PAC, as determined by the membership
7. To work with the WCMS Board on capital projects approved by both WCMS Members and the Board, and the PAC.

Section III – MEMBERSHIP

a) All parents/guardians of students registered at West-Mont School and who are members in good standing of the WCMS are members of the PAC. Principal of the school will be an ex- officio member of the PAC.

b) The executive of the PAC consists of the president, vice-president, secretary and treasurer.

a) General Meetings

The PAC meets on a regular basis, generally monthly.

Meetings:

- i. are open to all WCMS members
- ii. should be well advertised at West-Mont School
- iii. dates and times are established to encourage the broadest range of participation opportunities for parents and guardians

b) Annual General Meeting

There shall be an Annual General Meeting for the purpose of election of officers held in May or June of each year. The PAC executive will provide a written annual report at the Annual General Meeting. Voting at AGM must be done in person on all matters. Voting by proxy will not be permitted.

a) The members present at any duly called General Meeting shall constitute a quorum. A minimum number attending to conduct a meeting would be 2 executive members and 3 regular members.

b) All matters requiring a vote will be decided by a simple majority of the votes cast (50% plus 1). Voting will be done by a show of hands unless a secret ballot is requested.

c) The President will refrain from voting. However, in the case of a tie vote, the President will have the deciding vote.

d) PAC members must vote in person on all matters. Voting by proxy will not be permitted.

a) Role of Executive

The executive will manage the PAC's affairs between general meetings.

b) Executive defined

The executive will include the President, Vice-President, Secretary, and Treasurer.

c) Eligibility

Any member of the PAC is eligible to serve on the executive unless they are a contracted employee or an executive member of the WCMS Board.

d) Election of Executive

The executive will be elected at each Annual General Meeting. A posting for nominations will be made broadly within West-Mont School, at least two weeks prior to the Annual General Meeting. The PAC nomination posting will be made by the PAC Secretary.

e) Term of office

The executive will hold office for a term of two years from July 1st to June 30th. From the conclusion of the election to June 30th will be a transition /orientation period for the incoming executive. In the first vote of newly formed PAC, 2 executive positions will be voted in for a 2 year term and 2 will be voted in for a 1 year term to provide over-lapping and continuity of executive members. Any elected member may serve on the executive for as many years as they are elected to a position. Any executive member not fulfilling the duties of the position can be asked to resign by a two-thirds majority vote of the remaining executive. Any member of the executive may upon giving one month's notice in writing resign his/her office or appointment.

f) Vacancy

If an executive member resigns or ceases to hold office for any other reason, the remaining executive members may appoint an eligible member of the PAC to fill the vacancy until the next Annual General Meeting.

g) Remuneration

No executive member may be remunerated for serving on the executive, but may be reimbursed for expenses reasonably and necessarily incurred while engaged in the Council's affairs.

a) Meetings

Executive meetings will be held at the call of the president. At least one meeting may be held before each general meeting. The school principal will be asked to attend executive meetings as required.

b) Quorum

A quorum for executive meetings will be a minimum of three executive members.

c) Notice

Executive members will be given reasonable notice of executive meetings.

d) Voting

All matters requiring a vote at executive meetings will be decided by a simple majority of the votes cast (50% plus 1). In the case of a tie vote the motion is defeated.

Section VIII – DUTIES OF COUNCIL, EXECUTIVE AND REPRESENTATIVES

Within its mandate, and in close cooperation and communication with the principal, the PAC will carry out the following duties and activities:

- (a) orient new parents/guardians to the school community
- (b) undertake fundraising activities
- (c) organize and/or help organize social events
- (d) coordinate emergency preparedness supplies
- (e) help organize parent/guardian education opportunities that support the curriculum and values of the school
- (f) lead the development of parent/guardian volunteer participation and promote community spirit
- (g) select a suitable recipient for the Liz Koolman Annual Volunteer Award, based on a fair and open process and criteria

The PAC president is the leader of the PAC. He or she will:

- (a) speak on behalf of the Council
- (b) consult with Council members

- (c) preside at membership and executive meetings and ensure they are run in an orderly fashion and with a positive tone.
- (d) ensure that an agenda is prepared and posted to the PAC 1 week in advance of meeting
- (e) coordinate committees where authorized by the membership or executive
- (f) ensure that the Council is represented in school activities
- (g) ensure that Council activities are aimed at achieving the purposes set out in the constitution
- (h) be a signing officer
- (i) submit an annual report in writing at the Annual General Meeting
- (j) oversee the PAC activities undertaken by PAC members
- (k) ensure that there are written procedures regarding PAC events and activities
- (l) liaise with the principal to ensure communication and coordination between PAC activities and those of the principal and staff
- (m) ensure that the selection for the Liz Koolman Annual Volunteer Award is done fairly and according to written criteria
- (n) president or designate is a Director on the WCMS Board. He/she will report to the WCMS Board on PAC activities at each regular Board meeting, act as the key link between the Board and the PAC and advise the Board of any controversial issues. He/she will provide a written report for the WCMS Annual General Meeting**
- (o) act as the budget authority for approval of PAC expenditures
- (p) act as the only signatory or approver for all correspondence and solicitation of donations by PAC from outside of the school community
- (q) ensure there are regular updates on PAC activities for inclusion in the school newsletter and website

- (a) support the president
- (b) assume the duties of the president in the president's absence or upon request
- (c) assist the president in the performance of his or her duties
- (d) accept extra duties as required
- (e) be a signing officer

- (a) ensure that members are notified of meetings
- (b) record and file minutes of all meetings
- (c) keep an accurate copy of the constitution and bylaws, and make copies available to members upon request
- (d) prepare and maintain other documentation as requested by the membership or executive

- (e) issue and receive correspondence on behalf of the Council
- (f) ensure safekeeping of all records of the Council

- (a) be a signing officer
- (b) ensure all funds of the Council are properly accounted for
- (c) disburse funds as authorized by the membership or executive
- (d) ensure that proper financial records and books of account are maintained
- (e) report on all receipts and disbursements at general meetings
- (f) make financial records and books of account available to members upon request
- (g) have the financial records and books of account ready for inspection annually by the West-Mont School accountant and principal.
- (h) with the assistance of the executive, draft an annual budget
- (i) ensure that another signing officer has access to the financial records and books of account in the treasurer's absence
- (j) submit written annual financial statement at the annual general meeting

Section IX – COMMITTEES

- a) The executive may appoint committees to further the Council's purposes and carry on its affairs.
- b) The terms of reference of each committee will be specified by the executive at the time the committee is established, or by the committee at its first meeting, as the executive decides.
- c) Committees will report to the membership and executive as required.

Section X – FINANCIAL MATTERS

a) Financial year

The financial year of the Council will be July 1 to June 30.

b) Power to raise money

The Council may raise money in any manner approved by membership to further its objectives.

c) Bank accounts

All funds of the Council must be kept on deposit in the name of the Council in a bank or financial institution registered under the Bank Act.

d) Signing authority

The executive will name at least three signing officers for banking and legal documents. Two signatures will be required on all of these documents.

e) Annual budget

The executive will prepare a budget and present it to the membership for approval.

f) Expenditures not considered

The PAC will not provide funding for West-Mont School operating expenses.

g) Non-budgeted expenditures

The executive will present all proposed expenditures beyond the current budget for approval at the next general meeting.

h) Treasurer's report

A treasurer's report will be presented at each general meeting.

i) Annual Review

The West-Mont School accountant and principal will have the financial records of the PAC presented to them annually for review. If a need for an external audit is identified, the members will vote on this matter at any general meeting.

Section XI – CONSTITUTION AND BYLAW AMENDMENTS

a) The members may, by a majority of 50% +1 of the votes cast, amend the Council's constitution and bylaws.

b) Only the executive may propose constitution and bylaw amendments. Written notice specifying the proposed amendments must be posted in a conspicuous place in the school or made accessible to all members not less than 14 days before the meeting.

Section XII – PROPERTY OF DOCUMENTS

a) All documents, records, minutes, correspondence, or other papers kept by a member, executive member, representative, or committee member in connection with the Council shall be deemed to be property of the Council and shall be turned over to the president

when the member, executive member, representative, or committee member ceases to perform the task to which the papers relate.

Section XIII – DISSOLUTION

a) In the event of winding up or dissolution of the Council, and after payment of all debts and costs of winding up or dissolution:

- all unused Gaming funds and assets purchased with Gaming funds will be distributed as per BC Gaming Policy and Enforcement Branch guidelines -all remaining assets and funds of the Council shall be distributed to the WCMS.

b) In the event of winding up or dissolution, all records of the Council shall be given to the WCMS.

Adopted by West-Mont Parent Advisory Council at Victoria, British Columbia, on December 12, 2005

Annex W – Facilities Rental Agreement:

Draft –

West Mont School Facility Rental Regulations

1. General Conditions

- a. West Mont School (“WMS”), its directors, employees and/or parents shall not be responsible for any loss, damage or destruction of any property whatsoever, or personal injury or death to anyone, howsoever arising whether within or outside the rented facility except to the extent that such loss, damage, destruction of property or personal injury is caused by the negligence of WMS or its employees.
- b. The Renter agrees to indemnify and hold harmless WMS and its governors, employees and students against all claims, demands, damages cost, expenses including all legal fees and disbursements, in respect of death, injury, loss or damage to person or property, howsoever arising due to the Renter’s use of the facility.
- c. The Renter shall show proof to WMS, prior to the commencement of the rental period, that it has purchased a general liability insurance policy covering bodily injury, including death, and property damage in an amount of not less than 2 million dollars. Such policy shall name WMS, its governors, employees and students and all others for who it may be in law responsible as additional insurers, and shall contain a cross liability clause.
- d. The Renter agrees they will ensure that all individuals shall conduct themselves in an orderly manner and that the facility shall be left undamaged and in a reasonably clean and tidy condition. The Renter agrees to pay the total cost of damages to the buildings, furnishings, equipment and fields resulting from their rental. A damage deposit may be requested by WMS and the Renter expressly agrees that WMS may apply such deposit to remedy damage. If the damage exceeds the amount of damage deposit, the Renter agrees to pay WMS such additional amount.

- e. This Rental Agreement is not binding on WMS and cannot be enforced against WMS unless, within ten days of the Booking Date, it is approved in writing by its authorized signing officers or on behalf of the Board of Governors of WMS.

2. Cancellations

Rental payment is refundable except for non-refundable deposit if the School, in writing from the Renter, receives a request for cancellation at least 4 weeks prior to the event. A User who cancels in less than 4 weeks before the rental date must pay rental amount. A User who persists in canceling bookings or who persists in not putting the facility to reasonable use may have some or all of its bookings canceled.

3. Cancellation (by WMS)

The School may cancel a booking for reasons beyond its control at any time. From time to time, the Facility may cancel a booking for a special event. Reasonable notice will be given to the renter.

4. Changes

Changes, cancellations, additions, etc. must be in writing and will only be accepted during office hours, Monday to Friday 8:30am to 4:30pm.

5. Field Use

In order to protect the turf for all users, the field may not be used for any purpose other than that authorized under “booking Information.” No vehicles are permitted on the field without prior written authorization by the School. Fields subject to closure due to weather and field conditions twenty-four hours in advance of booking time.

6. Multi-Purpose Building Use

No street shoes (including runners that have been worn outside) or black-soled shoes permitted on gymnasium floors at any time. For some events the floor will be protected at cost to the Renter.

7. Set-up

The Renter is responsible for set-up and takedown of benches, tables and other non-fixed equipment. The Facility Supervisor is provided to assist with set-up and takedown of

gymnasium equipment when availability allows. Extra charges will be levied for carpet, table and chair requirements, and against groups who fail to properly takedown and return equipment to designated areas. Additional charges will be levied to cover costs for damage or lost equipment of any kind that the facility has provided.

8. Supervision and First Aid

Groups are responsible for providing supervision and security of event participants and spectators as well as providing first aid supplies and qualified attendant and are totally responsible for any claims arising out of their failure to do so. Facility Management has the right to set the number and level of security and first aid personnel that will be required depending on the type of event.

9. Parking

Parking is available but not guaranteed at the various School parking facilities. Access for emergency vehicles must be kept clear at all times. Cars parked in restricted areas or in special permit areas will be towed immediately.

10. Alcohol

The consumption of alcoholic beverages anywhere on or in WMS facilities is prohibited. If difficulties arise, the RCMP will be called and the event immediately cancelled. Future requests for rental will be denied.

11. Equipment

Groups are advised to ensure that all facility equipment is suitable to their needs, or to arrange their own, and WMS takes no responsibility for equipment not being suitable.

12. Additional Charges

In consideration of the basic rental fee, the School agrees to provide change rooms, lighting, goal posts, gymnasium marking as is in place, and available equipment. There are additional charges for all special services, equipment requested, additional staff, and late out.

15. Clean-up

It is the sole responsibility of the Renter to ensure that any mess or garbage that is generated as a result of their event is cleaned up by them and all garbage removed from

the facility. Any facility that requires extra cleaning (as determined by _____) will be an additional charge paid for by the Renter.

16. Limitation of Liability

In the event that WMS should breach any of all obligations under this Rental Agreement in any manner, the maximum liability of WMS is limited to the Rental Amount or \$500 whichever is the lesser amount.

Annex X – Cabin Tenancy Policy:

Cabin Rental Policy

The cabin is on school property and within a sensitive / protected area. Because of these unique situations, it is required that additional requirements be met by the tenant to ensure the safety and protection of the school. Therefore, in addition, to the standard rental agreement, the following items are to be included as part of the rental agreement.

- All residents must not have a criminal record and show evidence of such via a criminal record check administered by the RCMP at their expense.
- Rental credit negotiable for groundskeeping and home maintenance activities mutually agreed upon in advance.
- First months' rent and damage deposit, equivalent to one months' rent, due upon first date of tenancy.
- To facilitate the collection of funds, rent will be paid by post-dated cheques.
- Tenant is responsible for all utilities (BC Hydro, water, cable, telephone) WM makes its garbage service available.
- The home is situated in the Garry Oak preserve that is protected by a legal covenant registered by the District of Metchosin. Any proposed disturbances of the surrounding area must first be approved by the Principal (i.e. mowing of grasses, garden art, birdhouses.)
- Consumption of alcohol allowed only inside the house.
- No open fires; including debris burning and small campfires are allowed on school property.
- Limit of two registered motor vehicles and no unlicensed vehicles on school grounds.
- Maximum 2 tenants.
- Non-Smoking in the House or on Campus.
- No pets.

Residential Tenancy Agreement Addendum Cabin Rental Policy

The cabin is on school property and within a sensitive / protected area. Because of these unique situations, it is required that additional requirements be met by the Tenant to ensure the safety and protection of the school. Therefore, attached hereto and forming part of the Residential Tenancy Agreement are the following rules to be strictly adhered to.

- * All Tenants must provide at their own expense, a recent criminal record check provided by the RCMP. No applications will be accepted for consideration if there is an existing criminal record.
- * A rental credit, mutually agreed to in writing in the Tenancy Agreement, will be negotiated with the prospective Tenant for grounds keeping and home maintenance activities.
- * The first months rent and damage deposit (equivalent to one months rent) is due and payable upon signing of the Residential Tenancy Agreement.
- * The Tenant agrees to provide to the Landlord, upon signing of the Residential Tenancy Agreement, post-dated cheques for the 1st of every month, for the full rental amount, for the term of the Tenancy Agreement.
- * The Tenant is responsible for all utilities (BC Hydro, water, cable, telephone). West-Mont will make its garbage pick-up service available to the Tenant.
- * The cabin is situated in the Garry Oak preserve and is protected by a legal Covenant registered by the District of Metchosin. The Tenant will be responsible for regular yard maintenance and upkeep of the cabin but must request, in writing, approval from the Landlord for any and all other purposes including but not limited to projects and/or disturbances of the surrounding area.
- * During school hours, school functions, and at all times during which the school grounds are in use, any consumption of alcohol will only be permitted inside the cabin.

- * No fires whatsoever, including debris burning, barrel burning and/or small campfires, are allowed on school property at any time.
- * Limit of two registered motor vehicles. No unlicensed vehicles will be permitted on school grounds.
- * Maximum 2 Tenants. All legal Tenants will be party to the Residential Tenancy Agreement.

- * Non-Smoking in the Cabin or on School grounds at any time.
- * No pets.

DATED at the City of Victoria, this day of , 2007.

Tenant

Tenant

Witness

Witness

Landlord

Witness

