

# NOTICE OF MEETING

## FINANCE AND PERSONNEL COMMITTEE

Secretary Treasurer's Office  
Wednesday, May 14, 2025  
Public viewing via live broadcast

Janet Fraser (Chair)  
Alfred Chien (Vice Chair)  
Preeti Faridkot  
Joshua Zhang

Helen McGregor, Superintendent of Schools  
Flavia Coughlan, Secretary Treasurer

### Notice of Meeting

A Meeting of the Finance and Personnel Committee will be held in room 180 of the VSB Education Centre (1580 West Broadway, Vancouver BC) for participating trustees, staff, inherent rights holder representatives and stakeholder representatives on Wednesday, May 14, 2025 at 5:00 pm. The meeting will be live broadcast for the public.

Trustees:	Lois Chan-Pedley (Alternate) Victoria Jung Suzie Mah	Jennifer Reddy (Alternate) Christopher Richardson
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Student Trustee:	Athena Yu
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Other Senior Team Staff:	Daniel Blue Pedro da Silva Michael Gray Jessie Gresley-Jones	Maureen McRae-Stanger Pete Nuij Alison Ogden
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Inherent Rights Holder Representatives:	Faye Mitchell, xʷməθkʷəy̓əm (Musqueam) Kirsten Baker-Williams, Skwxwú7mesh Úxwumixw (Squamish Nation) Kirsten Touring, səliłwətał (Tsleil-Waututh Nation)
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Representatives:	Warren Williams, CUPE 15 Henry Munns, CUPE 407 David Schaub, DPAC Tim De Vivo, IUOE Tyson Shmyr, PASA Justin Chapman, BCVSBCMTU Benita Kwon, VASSA Kai Nishimura, VDSC	Alternates:	Suzette Magri, CUPE 15 Adam Crawford, CUPE 407  Tim Chester, IUOE Kerry Chuah, PASA  Jason Lauzon, VASSA  Vanessa Lefebvre, VEAES Greg Canning, VEAES Stephen Leung, VEPVPA Carmen Schaedeli, VSTA
Other Staff:	Paul Rosberg Cherry Mak		Hans Loeffelholz Michael Rossi

# FINANCE AND PERSONNEL COMMITTEE MEETING AGENDA

Wednesday, May 14, 2025, 5:00 to 6:30 pm  
Room 180, VSB Education Centre

With deep gratitude and respect, we are honoured to be learning and unlearning on the ancestral and unceded lands of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh Úxwumixw (Squamish Nation) & səlilwətaʔ (Tsleil-Waututh Nation).

The meeting is currently being broadcasted live, and both the audio and video recordings will be accessible to the public for viewing even after the meeting ends. Footage from this meeting may be viewed from Canada or anywhere else in the world.

## Meeting Decorum:

The Board has a strong commitment to ethical conduct. This includes the responsibility of committee members to conduct themselves with appropriate decorum and professionalism. As Chair of the Committee, it is my responsibility to see that decorum is maintained. To do that I ask that:

- i. All committee participants request to speak through the chair.
- ii. Civility towards others is maintained as committee participants share perspectives and participate in discussion.
- iii. Staff are able to submit objective reports without influence or pressure as their work is acknowledged and appreciated.
- iv. Committee participants refrain from personal inflammatory or accusatory language or action.
- v. Committee participants present themselves in a professional and courteous manner.

Please see reverse for the Purpose/Function and Power and Duties of this Committee.

### 1. Items for Approval

- 1.1 School Fee Schedules for 2025-2026

### Presenters

Aaron Davis, Director of Instruction

### 2. Information Items

- 2.1 2024-2025 Third Quarter Financial Update

Dan Blue, Executive Director, Finance

- 2.2 Recruitment Strategy

Michael Gray, Executive Director, Employee Svcs.  
Michael Rossi, Director of Instruction,

- 2.3 Wellness and Occupational Health & Safety Update

Michael Gray, Executive Director, Employee Svcs.  
Hans Loeffelholz, Director Enterprise Safety Mgmt.

### 3. Discussion Items

None

## Finance and Personnel Committee

### D. Responsibilities:

- D.1 Assist the Board in being fiscally responsible by managing its financial resources effectively and efficiently.
- D.2 Annually make recommendations to the Board regarding its submission to the Select Standing Committee on Finance and Government Services.
- D.3 Provide input regarding the budget development process, review budget assumptions and budget priorities that provide a framework for the preparation of the annual budget.
- D.4 Review quarterly financial statements and make recommendations for increasing value for money including reducing costs, increasing revenue, eliminating or reducing resource allocations where commensurate results are not being achieved, disposal of assets, and increasing benefits without increasing costs.
- D.5 Make recommendations to the Board regarding the approval of school fees and fees related to programs that charge fees.
- D.6 Review and provide input regarding ongoing, appropriate staff recognition, and acknowledgement.
- D.7 Review and monitor the school district's human resources management strategy to ensure that human resources plans and initiatives will enable the school district to achieve its strategic objectives.
- D.8 Review matters referred to the Committee by the Board and make recommendations as requested.

May 14, 2025

**TO:** Finance and Personnel Committee

**FROM:** Aaron Davis, Director of Instruction

**RE:** School Fee Schedules for 2025-2026

*Reference to  
Education Plan*

**GOAL:** The Vancouver School Board will increase equity by...

**OBJECTIVE:** Improving stewardship of the District's resources by focusing on effectiveness, efficiency, and sustainability.

## BACKGROUND

Under Section 82 of the *School Act*, "a board must publish a schedule of the fees to be charged, and deposits required and must make the schedule available to students and to children under section 13 and to the parents of those students and children before the beginning of the school year."

This report provides the fee schedule for each elementary and secondary school in the Vancouver School District for the 2025-2026 school year.

The following are attached:

- [Elementary School Fees](#)
- [Secondary School Fees](#)

All elementary and secondary school fee schedules align with the standardized school fee schedules and comply with legislation and Administrative Procedure 505. There are no registration fees associated with enrolling in district choice programs in elementary schools.

All fee schedules contain the Vancouver School District's Financial Hardship clause.

## RECOMMENDATION

**The Finance and Personnel Committee recommends:**

*That the Board approve the school fee schedules for the 2025-2026 school year.*

**May 14, 2025****TO: Finance and Personnel Committee****FROM: Daniel Blue, Executive Director of Finance****RE: 2024-2025 Third Quarter Financial Update**[\*Reference to  
Education Plan\*](#)**GOALS AND  
OBJECTIVES:**

Goal 1: The Vancouver School Board will improve student achievement, physical and mental well-being, and belonging by ...

- Ensuring the alignment among school district, and provincial education plans.

Goal 2: The Vancouver School Board will increase equity by ...

- Improving stewardship of the District's resources by focusing on effectiveness, efficiency, and sustainability.

**INTRODUCTION**

This report provides the financial results of the operating fund for the nine months ended March 31, 2025.

The report is provided for information.

**BACKGROUND**

The School District's financial activities are accounted for in accordance with Section 23.1 of the *Budget Transparency and Accountability Act of the Province of British Columbia* supplemented by Regulations 257/2010 and 198/2011 issued by the Province of British Columbia Treasury Board. As required by the Ministry of Education and Child Care (MECC) and Public Sector Accounting (PSA) Standards, VSB tracks and reports revenue and expenditures under three separate funds: the operating fund, the special purpose fund and the capital fund.

**Operating Fund:** Includes operating grants and other revenue used to fund instructional programs, school and District administration, facilities operations, maintenance and transportation.

**Special Purpose Fund (SPF):** Is comprised of separate funds established to track revenue and expenditures received from the Ministry and other external funding sources that have restrictions on how they may be applied (e.g. Classroom Enhancement Fund, Annual Facilities Grant, Feeding Futures Fund, CommunityLINK and School Generated Funds).

**Capital Fund:** Includes capital expenditures related to facilities (purchases and enhancements) and equipment (purchases) that are funded by Ministry capital grants, operating funds and special purpose funds. An annual deficit in the capital fund that is a result of amortization expense and budgeted capital assets purchased from operating and special purpose funds exceeding the amortization of deferred capital revenue, plus budgeted local capital revenue is permitted under the MECC Accounting Practices Order.

Together they form a consolidated Statement of Revenue and Expense for the District. This year-to-date financial report compares the financial results for the nine months ended March 31, 2025, to the 2024-2025 Amended Annual Budget.

## ANALYSIS

The following table compares the financial results for all funds for the nine months ended March 31, 2025, to the 2024-2025 Amended Annual Budget. The actual deficit for this period is \$11.66 million. Additional information is provided under the operating fund analysis.

*Figure 1 – All Funds*

(\$ millions)	2024-25 Budget	2024-25 Actual	Budget Remaining
<b>Revenue</b>			
Provincial Grants - MECC	\$ 681.57	\$ 469.44	\$ 212.13
Provincial Grants - Other	8.87	7.70	1.17
Federal Grants	3.41	2.69	0.72
Tuition	24.84	20.26	4.58
Other Revenue	25.51	21.14	4.37
Rentals and Leases	7.73	6.43	1.30
Investment Income	6.25	5.90	0.35
Amortization of Deferred Capital Revenue	30.16	22.55	7.61
<b>Total Revenue</b>	<b>788.34</b>	<b>556.11</b>	<b>232.23</b>
<b>Expense</b>			
Salaries and Benefits	667.54	470.42	197.12
Services and Supplies	97.93	68.42	29.51
Amortization of Tangible Capital Assets	38.67	28.93	9.74
<b>Total Expense</b>	<b>804.14</b>	<b>567.77</b>	<b>236.37</b>
<b>Net Revenue (Expense)</b>	<b>(15.80)</b>	<b>(11.66)</b>	<b>(4.14)</b>
Capital Assets Purchased	(4.58)	(4.74)	0.16
Net Transfers (to) from other funds	4.58	4.74	(0.16)
<b>Surplus (Deficit) for the Year</b>	<b>\$ (15.80)</b>	<b>\$ (11.66)</b>	<b>\$ (4.14)</b>

## Operating Fund

The following table compares the financial results for the operating fund for the nine months ended March 31, 2025, to the 2024-2025 Amended Annual Budget. The actual operating deficit for this period is \$10.46 million.

*Figure 2 – Operating Fund*

(\$ millions)	2024-25 Budget	2024-25 Actual	Budget Remaining
<b>Revenue</b>			
Provincial Grants - MECC	\$ 593.18	\$ 410.77	\$ 182.41
Provincial Grants - Other	0.08	0.07	0.01
Federal Grants	3.41	2.69	0.72
Tuition	24.84	20.26	4.58
Other Revenue	18.01	16.39	1.62
Rentals and Leases	5.63	4.57	1.06
Investment Income	5.58	4.79	0.79
<b>Total Revenue</b>	<b>650.73</b>	<b>459.54</b>	<b>191.19</b>
<b>Expense</b>			
Salaries and Benefits	588.39	416.53	171.86
Services and Supplies	72.25	50.60	21.65
<b>Total Expense</b>	<b>660.64</b>	<b>467.13</b>	<b>193.51</b>
<b>Net Revenue (Expense)</b>	<b>(9.91)</b>	<b>(7.59)</b>	<b>(2.32)</b>
Capital Assets Purchased	(3.91)	(2.87)	(1.04)
<b>Surplus (Deficit) for the Period</b>	<b>\$ (13.82)</b>	<b>\$ (10.46)</b>	<b>\$ (3.36)</b>

The following table compares the financial results for the operating fund for the nine months ended March 31, 2025, to the 2024-2025 Amended Annual Budget for the nine months ended March 31, 2025.

*Figure 3 – Operating Revenue and Expense for the period ended March 31, 2025*

Nine Months Ended March 31, 2025 (\$ millions)	Actual	Budget	Variance \$	Variance %
<b>Operating Revenue by Source</b>				
Grants				
Ministry of Education and Child Care	\$ 410.77	\$ 415.23	\$ (4.46)	(1.07)%
Provincial Grants – Other	0.07	0.06	0.01	16.67%
Federal Grants	2.69	2.39	0.30	12.55%
Total Grants	413.53	417.68	(4.15)	(0.99)%
Tuition	20.26	19.87	0.39	1.96%
Other Revenue	16.39	13.51	2.88	21.32%
Rentals & Leases	4.57	4.22	0.35	8.29%
Investment Income	4.79	4.19	0.60	14.32%
Total Other Revenue	46.01	41.79	4.22	10.10%
<b>Total Operating Revenue</b>	459.54	459.47	0.07	0.02%
<b>Operating Expense by Type</b>				
Salaries				
Teachers	194.32	192.71	(1.61)	(0.84)%
Principals and Vice Principals	22.73	21.92	(0.81)	(3.70)%
Educational Assistants	37.72	38.73	1.01	2.61%
Support Staff	48.72	50.67	1.95	3.85%
Other Professionals	10.64	11.02	0.38	3.45%
Substitutes	12.40	12.51	0.11	0.88%
Total Salaries	326.53	327.56	1.03	0.31%
Employee Benefits	90.00	88.62	(1.38)	(1.56)%
Total Salaries and Benefits	416.53	416.18	(0.35)	(0.08)%
Services and Supplies				
Services	17.08	17.96	0.88	4.90%
Student Transportation	2.89	3.13	0.24	7.67%
Professional Development	1.00	1.55	0.55	35.48%
Rentals and Leases	0.56	0.71	0.15	21.13%
Dues and Fees	1.06	0.78	(0.28)	(35.90)%
Insurance	1.27	1.32	0.05	3.79%
Supplies	18.30	15.82	(2.48)	(15.68)%
Utilities	8.44	8.04	(0.40)	(4.98)%
Total Services and Supplies	50.60	49.31	(1.29)	(2.62)%
<b>Total Operating Expenses</b>	467.13	465.49	(1.64)	(0.35)%
<b>Net Revenue (Expenses)</b>	(7.59)	(6.02)	(1.57)	26.08%
<b>Net Transfers (to) from other funds</b>				
Tangible Capital Assets Purchased	(1.10)	(1.62)	0.52	(32.10)%
Other – Transfers for Capital Lease Payments	(1.77)	(1.59)	(0.18)	11.32%
<b>Total Net Transfers</b>	(2.87)	(3.21)	0.34	(10.59)%
<b>Surplus (Deficit)</b>	\$ (10.46)	\$ (9.23)	\$ (1.23)	13.33%

There are no changes to anticipated funding and staffing levels for the 2024-2025 forecast that are expected to have a material impact on the 2024-2025 operating fund forecast.

The timing of recognition of revenues and expenditures during the fiscal year is based on school district activities. Most expenditures are incurred during the school year which runs from September to June, including teacher salaries, principal and vice-principal and educational assistant salaries and operating supplies. The implication is that approximately 30% of salary expenditures are incurred in the fourth quarter of the year. The operating grant is recognized on the same basis as school-based expenditures.

Key variances between the year-to-date results and budget include:

**Ministry grants:** Revenue from Ministry grants including the operating grant was \$4.46 million less than the budgeted for the period. This is due to differences in the timing of when pay equity funding is received as approximately \$5.63 million of the total funding under this grant of \$7.29 million is scheduled to be received by the VSB in the fourth quarter.

**Other Income:** Other Income exceeded budget by \$2.88 million during the period. As of March 31, 2025, school-generated funds exceeded budget by \$1.36 million. Other ancillary revenues, which includes miscellaneous service fees, and grants from funders other than the federal and provincial government, were \$1.52 million ahead of budget. The ancillary revenues vary month-to-month, and most of this positive variance is expected to reverse by year-end.

**Investment Income:** Investment income exceeded budget by \$0.60 million for the period ended March 31, 2025. The Bank of Canada has held its target rate at 2.75 per cent since March 12, 2025, and the VSB's forecast anticipated that the target rate would be between 2.25 and 2.50 per cent through to the end of the fiscal year.

**Teacher salaries:** Teacher salaries exceeded budget by \$1.61 million at the end of the third quarter due to timing differences. Minimal variance from budget is expected by the end of the year.

**Principal and Vice Principal salaries:** Principal and vice principal salaries exceeded budget by \$0.81 million due to timing differences. This variance is anticipated to decrease by the end of the fiscal year.

**Educational Assistant salaries:** Educational assistant salaries were \$1.01 million less than budgeted due to unpaid leaves and vacancies. This variance may decline if positions are filled and leaves patterns change.

**Support staff salaries:** Support staff salaries were \$1.95 million less than budgeted. Support staff salaries vary month-to-month and overtime for custodial and maintenance staff is expected to be higher in the last few months of the year.

**Other Professionals:** Other Professionals salaries were \$0.38 million less than budgeted due to vacancies.

**Services:** Services costs were \$0.88 million less than budgeted. The VSB is expecting to incur additional expenditures related to contingent liabilities during the remainder of the year which may cause this variance to reverse by year-end.

**Supplies:** Supplies costs exceeded budget by \$2.48 million, in part due to the increase in school generated revenues of \$1.36 million above what was expected. Custodial and maintenance supplies exceeded budget by \$0.71 million in preparation for end-of-year maintenance activities. Higher than anticipated donations have led to increased supplies costs.

## Special Purpose Fund

Forecasted revenue and expenditures for the special purpose fund are summarized in Figure 4. Special purpose fund revenues were \$58.67 million during the period. Revenues in the special purpose fund are recognized when qualifying expenditures are incurred. Spending in special funds is generally incurred during the school year from September to June.

Investment income of \$0.77 million has been recognized during period, compared to a budgeted amount for the year of \$0.12 million as funders for Assistive Technology AT-BC and CAYA approved expenditures totalling \$0.69 million from investment revenue earned in prior years that had been included in deferred revenue.



Figure 4 – Special Purpose Fund

(\$ millions)	2024-25 Budget	2024-25 Actual	Budget Remaining
<b>Revenue</b>			
Provincial Grants - MECC	\$ 88.39	\$ 58.67	\$ 29.72
Provincial Grants - Other	8.79	7.63	1.16
Other Revenue	7.06	4.41	2.65
Investment Income	0.12	0.77	(0.65)
<b>Total Revenue</b>	<b>104.36</b>	<b>71.48</b>	<b>32.88</b>
<b>Expense</b>			
Salaries and Benefits	79.15	53.89	25.26
Services and Supplies	24.54	17.43	7.11
<b>Total Expense</b>	<b>103.69</b>	<b>71.32</b>	<b>32.37</b>
<b>Net Revenue (Expense)</b>	<b>0.67</b>	<b>0.16</b>	<b>0.51</b>
Capital Assets Purchased	(0.67)	(0.16)	(0.51)
<b>Surplus (Deficit) for the Year</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Capital Fund

Forecasted revenue and expenditures for the capital fund are summarized in Figure 5. A permitted budget deficit of \$1.98 million is forecasted for the capital fund. Per Ministerial Order 033/09 "Accounting Practices Order," a capital fund deficit is permitted for the amount that amortization of tangible capital assets exceeds amortization of deferred capital revenue.

Figure 5 – Capital Fund

(\$ millions)	2024-25 Budget	2024-25 Actual	Budget Remaining
<b>Revenue</b>			
Other Revenue	\$ 0.44	\$ 0.34	\$ 0.10
Rentals and Leases	2.10	1.86	0.24
Investment Income	0.55	0.34	0.21
Amortization of Deferred Capital Revenue	30.16	22.55	7.61
<b>Total Revenue</b>	<b>33.25</b>	<b>25.09</b>	<b>8.16</b>
<b>Expense</b>			
Services and Supplies	1.14	0.39	0.75
Amortization of Tangible Capital Assets	38.67	28.93	9.74
<b>Total Expense</b>	<b>39.81</b>	<b>29.32</b>	<b>10.49</b>
<b>Net Revenue (Expense)</b>	<b>(6.56)</b>	<b>(4.23)</b>	<b>(2.33)</b>
Net Transfers (to) from other funds	4.58	3.03	1.55
<b>Surplus (Deficit) for the Period</b>	<b>\$ (1.98)</b>	<b>\$ (1.20)</b>	<b>\$ (0.78)</b>

## Capital Fund Revenue

Rentals and leases revenue includes funds collected for the lease of VSB owned buildings and land and parking revenue.

In November 2024, VSB, with Ministry approval, finalized a 99-year ground lease with Vittori Developments Ltd. for the southern portion of Sir Sandford Fleming Elementary (Fleming). The key terms of the lease include:

- A 99-year pre-paid ground lease for \$8.52M, with no provision for overholding.
- Exclusive use for residential rental housing with optional ground-floor retail, as approved by the City of Vancouver and in compliance with VSB policies and administrative procedures, particularly [Administrative Procedure 313](#).
- Priority access to vacant units for Vancouver School Board staff.

In alignment with PSAB revenue recognition principles, the VSB will recognize the lease proceeds over the term of the ground lease. This means that the VSB will recognize lease revenue in Local Capital of approximately \$86,000 per year over the 99-year period.

The contributions received from government for capital assets are not recognized as revenue immediately but are spread out over the period during which the asset is amortized and reported as amortization of deferred capital revenue. This approach matches the revenue recognition with the expense of the asset's depreciation.

### ***Capital Fund Expense***

Capital assets are amortized on a straight-line basis and the annual amount is reported as Amortization of Tangible Capital Assets. The Ministry's amortization rates for capital assets are as follows: buildings - 40 years, furniture, equipment, vehicles - 10 years; Computer Hardware, Computer Software - 5 years.

Net transfers from other funds reflect capital lease payments and tangible capital assets purchased from operating or special purpose funds.

## **RISK FACTORS**

There are several risk factors that may have a financial impact on VSB, ranging from enrolment changes, unexpected cost pressures and lost revenues. The two most significant areas of risk are the financial pressure associated with the budget's structural deficit and those identified in the Enterprise Risk Management review.

### **Revenue**

The majority of VSB's funding comes from the provincial government and there may be changes to the forecasted operating grant due to changes in actual funded enrolment in May 2025, or as a result of funding announcements that may occur prior the end of the year.

Investment income is impacted by changes in interest rates as interest earned on cash balances is based on the Bank of Canada's target overnight rate. Unanticipated changes in interest rates could result in investment income varying from the amounts include in the projections.

### **Expense**

Salary and benefits expenses are based on average salaries and benefit rates for teachers and specific salaries for other employee groups. Variances in average teacher salaries will impact forecasted results and actual costs of substitutes may vary significantly from historical trends may vary significantly from historical trends which are reflected in the financial projections.

### **Contingent Assets**

In January 2022, VSB received an arbitration award regarding the annual ground lease rent for the site on which Kingsgate Mall occupies. The District has been invoicing the tenant annual rent based on the arbitration ruling, and the tenant has been paying a lower rent amount. Beedie Development LP challenged the arbitration award determining the market value of Kingsgate Mall for setting rent for the next lease renewal period. On December 20, 2024, the court set aside the 2022 award and determined the market value based on the 1.0 FSR outright use, setting the rent for the third renewal period at \$1,650,000 per annum.

The VSB is appealing this decision. The collectability of the amount invoiced depends on the outcome of the appeal. Contingent assets are not recorded in the amended annual budget.

## Contingent Liabilities

In the ordinary course of operations, VSB has legal proceedings brought against it. It is the opinion of management that final determination of these claims will not have a material effect on the financial position or operations of VSB.

The District is involved in ongoing legal proceedings initiated by Conseil Scolaire Francophone de la Colombie-Britannique (the Conseil) against His Majesty the King in Right of the Province of British Columbia, the MECC and the District. The proceedings are related, in part, to the Conseil's claim that it is entitled to the transfer of specific school sites from the District to the Conseil.

The Conseil has also claimed that there should be court orders overriding the District's school closure and surplus disposal policies and compelling MECC to exercise powers under the *School Act* to require the transfer of such school sites.

The Conseil filed a Notice of Civil Claim on December 22, 2020, initiating the lawsuit and seeking the transfer of Queen Elizabeth Annex (QEA) to the Conseil. The Conseil filed its Third Amended Notice of Civil Claim on August 26, 2022, expanding the relief sought to include additional sites in Vancouver and other communities. On July 28, 2023, the Conseil filed its Fourth Amended Notice of Civil Claim, seeking the transfer of the QEA site, the Laurier Annex site, and the A.R. Lord site.

An estimate of the one-time court costs to defend the legal case was included in services budgets for 2024-2025 and reported in the Financial Statements for the year ended June 30, 2024 as Unfunded Litigation Expenses. The outcome of these legal proceedings is uncertain, and the financial impact on the District cannot be determined at this time. The District continues to defend against the Conseil's claims.

According to a directive from MECC, funding remedies through the CEF require an agreement with the school district's teachers' association. As of May 9, 2025, VSB had not finalized agreements with the teachers' associations, making both the amount and likelihood of payment indeterminable.

## Capital Projects

Due to their magnitude, capital projects have the potential to significantly impact the financial position of the District. There is no process to assess the risk of the entire capital program; individual project risk assessments must be done on a continuous basis. Project agreements with the Ministry of Education and Child Care contain contingencies to mitigate financial risk. Smaller projects consider contingency requirements when building the overall project budget and are managed internally.

## Structural Deficit

A structural deficit occurs when an organization's ongoing expenditure is continually greater than its income, including government funding and other sources of revenue. If income does not cover expenses over time, the structural deficit will have a cumulative effect. Necessary infrastructure investments, maintenance and upgrades are not funded as part of the ongoing budget, which means VSB has a structural deficit which must be addressed.

Most of VSB's revenues come from provincial grants, which are tied to enrolment. In the past, fixed costs have not decreased in step with declining revenues and necessary items remain underfunded.

To address the structural deficit, VSB must make structural changes. This will include long-term changes, rethinking and restructuring operations and related costs. Taking a multi-year approach is necessary to tackle the structural deficit and support the longer-term perspective on decision-making that can create lasting change.

Some factors contributing to the District's structural deficit are:

- ongoing budgeted spending funded from one-time savings or revenue;
- higher costs associated with maintaining many old buildings and operating more sites and programs than are required to meet the current educational needs of students;
- continued impacts of past enrolment decline experienced over more than a decade;
- creation of programs that do not have a funding source or that rely on surplus funds;
- provision of services that do not have a funding source;
- collective agreement wage lifts and exempt staff wage lifts not fully funded over time;
- maintaining a higher than collective agreement required level of non-enrolling teacher staffing
- provincial funding not covering the cost of inflation; and
- increasing need for support for students with disabilities or diverse abilities.

VSB has contractual and operating obligations that give rise to expenditures that cannot be offset by corresponding revenues. The expenditures required to satisfy these obligations can vary from year-to-year, and in some cases the amount and timing of these expenditures is impacted by factors that are outside of the control of the District. This makes it difficult to quantify the impact of the structural deficit on each fiscal period. Addressing the structural deficit is critical to ensure the long-term financial stability of the VSB. Without sufficient funding and revenue to cover all expenses, the VSB risks ongoing financial challenges that could impact its ability to provide quality education and services

## Enterprise Risk Management

As part of the District's Enterprise Risk Management initiative, a comprehensive enterprise-wide risk assessment was updated in 2021.

The risk assessment identified 20 key areas of risk. Some of the major areas of risk for VSB are outlined below.

**Organizational Capacity** – The most significant risk factor identified was organizational capacity. The risk that VSB may not effectively allocate resources, develop necessary skills and competencies, or maintain uninterrupted operations to meet its strategic objectives and adapt to changing educational demands.

**Facility Maintenance** – The District operates 77 elementary schools, 18 secondary schools, 12 annexes, eight District Schools (leased or District program sites), six District Support Facilities and three properties on which businesses operate for a total of 124 active facilities. The Long-Range Facilities Plan identified the District has many older buildings with significant seismic safety concerns and deferred maintenance requirements. The capital approval process takes time and resources to get new capital projects up and running, and the Ministry continues to request that school districts contribute more local funds toward capital projects.

**Supporting Students with Disabilities or Diverse Abilities, and Mental Health Challenges** – The risk that the District, due to limited funds and a sector-wide labour shortage, is challenged to fully support with resources and staffing, the learning experience of students with special academic, behavioral or physical needs (including accessibility).

**Key Employee Recruitment/Retention** – The risk that the District is unable to recruit and retain enough qualified teachers and staff in key positions to meet its needs.

**Labour Disruption** – With all collective agreements set to expire on June 30, 2025, there is a potential risk of failing to reach new agreements with employee groups, which could result in labour disruptions.

**Tariff Risk** – Tariffs on imported goods can significantly impact budget and operations due to increased costs and financial uncertainty. Tariffs can raise the prices of essential materials such as technology, furniture, and educational supplies. Increased costs of materials like steel and lumber can affect construction and maintenance expenses for school facilities. Tariffs on vehicles and parts can lead to higher costs for the school board's fleet and maintenance. Fluctuating tariffs create challenges in budgeting and financial planning, making it difficult to forecast expenses accurately. Managing these risks involves pro-active budgeting, exploring alternative suppliers, and staying informed about changes in trade policies to anticipate and mitigate cost increases.

**Climate Risk** - Climate risk for the school board can have significant implications for both the physical infrastructure and the overall operations of schools.

Increased frequency of storms, floods and heatwaves can damage school buildings, disrupt classes and pose safety risks to students and staff. Severe weather can lead to costly repairs and maintenance for school facilities, including roofs, windows and HVAC systems. Higher temperatures can increase the need for air conditioning or fan use, leading to higher energy costs.

**Technology Requirements** – The rapid advancement of technology necessitates the integration of modern hardware, software, and systems into the school board's educational framework, requiring increased financial resources to ensure effective service provision and information security. Utilizing technology enhances student learning by enabling immediate reporting on progress, facilitating timely interventions, and offering personalized learning experiences. The integration of artificial intelligence (AI) in education can automate administrative tasks, allowing educators to focus more on teaching and student engagement, though ongoing resources are needed to support AI integration. Strong cybersecurity measures are critical to protect the District's data and infrastructure from unauthorized access and breaches. As technology becomes more integral to education, promoting digital literacy among students and staff is essential for developing critical thinking and problem-solving skills.

**International Education** –The District relies on enrolment in the International Education Program to supplement Ministry funding. However, changing federal immigration policies, including tighter restrictions on international student permits and visa eligibility, make it difficult to estimate if international students will want to come and study in Canada or if they can secure a visa. Many of the students who enroll in the program do not come to the province until just before the start of the school year, adding to the uncertainty. Managing these risks involves pro-active budgeting, exploring alternative recruitment strategies, and staying informed about changes in immigration policies to anticipate and mitigate potential impacts.

## RECOMMENDATION

This report is provided for information.

## Appendix A – Assumptions used to create year-to-date budget

Budget Category	Assumption
Operating Grant	Ministry of Education and Child Care disbursement schedule <ul style="list-style-type: none"> <li>July and August – 3% each month</li> <li>September – 5.35%</li> <li>October – March – 9.775% each month</li> <li>April - June – 10% each month</li> </ul>
Other Provincial Grants Federal Grants Other Revenue Rentals and Leases (Revenue) Investment Income	Historical trend analysis
Tuition	Combination of equal monthly income over 10 months and historical trend analysis
Salaries – Teachers Salaries – Principals and Vice-Principals	Equal monthly recognition over 10 months of the school year
Salaries - Educational Assistants Salaries – Support Staff Salaries – Other Professionals	Historical trend analysis
Benefits	Budgeted salary cost multiplied by budgeted benefit costs adjusted to reflect maximum contribution limits for CPP and EI
Professional Development and Travel Rentals and Leases (Expense) Insurance	Equal monthly recognition over 10 or 12 months
Services Student Transportation Dues and Fees Supplies Utilities Capital Assets Purchased	Historical trend analysis

May 14, 2025

**TO:** Finance and Personnel Committee

**FROM:** Michael Gray, Executive Director, Employee Services  
Michael Rossi, Director of Instruction, Recruitment and Staffing

**RE:** **Recruitment Strategy**

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*[Reference to  
Education Plan](#)*

**GOALS AND  
OBJECTIVES:**

- Goal 1: The Vancouver School Board will improve student achievement, physical and mental well-being, and belonging by...
- Improving school environments to ensure they are safe, caring, welcoming, and inclusive places for students and families.
- Goal 2: The Vancouver School Board will increase equity by ...
- Improving stewardship of the district's resources by focusing on effectiveness, efficiency, and sustainability.
- Goal 3: The Vancouver School Board will continue its Reconciliation journey with First Nations, Métis and Inuit by...
- Aligning its policies and practices in a manner consistent with the United Nations Declaration on the Rights of Indigenous Peoples and the calls to action of the Truth and Reconciliation Commission.

## INTRODUCTION

This report provides an update regarding VSB's recruitment strategy review. This report is provided for information.

## BACKGROUND

The British Columbia Public School Employers' Association (BCPSEA) was engaged by VSB to review current recruitment practices, identify potential gaps, and recommend process improvements.

BCPSEA's analysis of recruitment processes for all employee groups was based on meetings with and process documentation provided by Employee Services staff. In their review, BCPSEA noted that the VSB faces a high-volume recruitment environment and currently engages in several strong recruitment practices.

BCPSEA then conducted a gap analysis of current recruitment practices and have provided practical recommendations for process improvements. The recommendations flowing from their analysis focus primarily on recruitment for high volume positions (e.g. SSAs) but are also easily adaptable to positions in all employee groups. The recommendations are intended to support manageable changes that can mitigate administrative burdens and enhance process consistency over time.

In addition, at the March 3, 2025 Finance and Personnel Committee meeting participants engaged in small group discussion and provided feedback on the VSB Recruitment Strategy.

Participants noted that the District's recent initiatives have been impactful, particularly in promoting the diversity and opportunities at VSB schools. They highlighted the importance of selling Vancouver as a city, attending more recruitment fairs, and increasing post and fill opportunities during the spring transfer period. Moving the timeline for the Early Retirement Incentive Program (ERIP), earlier application deadlines, and timing recruitment with graduation have also been beneficial. Posting positions on LinkedIn, continuing contracts for hard-to-fill positions, and external postings after two internal rounds were also effective. Community events, video content, internal job fairs, and promoting varied teaching opportunities were emphasized as successful strategies. Participants stressed the need to consider SSAs and support staff in these efforts.

To enhance the District's processes and efficiency, participants suggested focusing on retention, improving support for staff, and enhancing the application experience. Forming a recruitment and retention working group, hiring locally, offering more part-time work, conducting exit interviews, and providing cash incentives were recommended. In-house training for SSAs, exploring different qualifications, and implementing recognition programs were also noted. Participants emphasized the importance of eliminating delays between application and hiring, supporting SSAs in academics, providing application support, building community through outreach and professional development, and creating support networks for new hires.

For motivating on-call staff to accept consistent contracts, participants proposed eliminating the 50% clause, introducing flexibility in work arrangements, and improving extended health benefits. They suggested allowing SSAs to work with childcares to increase hours, providing 4-hour SSA positions to cover breaks, and offering transit passes as incentives.

## NEXT STEPS

Based on the BCPSEA review and the feedback collected to date, the VSB Recruitment Strategy will be updated. Firstly, a standardized recruitment process with rolling application windows with fixed job posting closing dates. This will streamline operations and ensure uniformity in recruitment practices.

Secondly, we will develop a comprehensive visual recruitment process map tailored to various employee groups, with a particular focus on high-volume roles (e.g. SSAs, teachers). This will ensure clarity and consistency across the recruitment process.

Finally, we will also investigate potential technologies to streamline recruitment processes and develop metrics. This will enable us to leverage innovative solutions and data-driven insights to improve recruitment efficiency and effectiveness.



May 14, 2025

**ITEM 2.3**

**TO:** Finance and Personnel Committee

**FROM:** Michael Gray, Executive Director, Employee Services  
Hans Loeffelholz, Director, Enterprise Risk Management and  
Safety Compliance

**RE:** Wellness and Occupational Health and Safety Update

*Reference to  
[Education Plan](#)*

**GOAL:**

The Vancouver School Board will improve student achievement, physical and mental well-being, and belonging by...

**OBJECTIVE:**

- Improving school environments to ensure they are safe, caring, welcoming, and inclusive places for students and families.

## INTRODUCTION

This report provides a wellness and occupational health and safety update. The report is presented for information.

## WELLNESS UPDATE

For the fourth year in a row, on February 14, 2025, the VSB Employee Services' Wellness Team hosted the VSB Employee Health Fair at Kitsilano Secondary School. This was the biggest event we had hosted, with over 439 registered participants, 26 workshops, and 18 health expo service providers. Employees had the opportunity to participate in workshops on a wide range of wellness-related topics, including mental health, physical movement, nutrition, financial well-being, men's and women's health topics, communication, and more. Over the lunch period, participants had the opportunity to engage with District staff and community service providers in the wellness space, or to take a break and enjoy a 30-minute yoga class. In the afternoon, the group came together for a powerful keynote address, exploring emotional intelligence, connection, and the importance of genuine acknowledgement.

## AUTOMATED EXTERNAL DEFIBRILLATOR (AED) PROJECT UPDATE

On January 27, 2025, the Board approved a motion to direct staff to finalize a comprehensive plan for the installation of AEDs in VSB schools and district facilities. Since that time, a project team was established, an initial evaluation of the potential program was completed and the public procurement process for the AED Equipment Supply and Maintenance Services was initiated on March 10, 2025. Proponents had until April 4, 2025, to submit their responses and we are now working on finalizing the award of the contract.

The project is on schedule and on budget, and AED units are expected to be accessible to VSB employees and students at the beginning of the 2025/2026 school year.