

**Notice of Meeting**

A Meeting of the **Plenary/Education and Student Services Committee and Finance & Legal Committee (Joint Committee III/V)** will be held in room 180, VSB Education Centre, 1580 West Broadway, Vancouver, British Columbia, on

**Thursday, April 6, 2017 at 5:00 pm**

Dianne Turner, Official Trustee  
Student Trustee: Isabella Preite

Scott Robinson, Superintendent of Schools  
Guy Bonnefoy, Interim Secretary-Treasurer

|               |  |   |   |   |
|---------------|--|---|---|---|
| Senior Staff: | Nancy Brennan<br>Murray Doucette<br>Catherine Jamieson | Magdalena Kassis<br>Adrian Keough<br>Brian Kuhn | Lisa Landry<br>Jim Meschino<br>David Nelson | Julie Pearce<br>Ellen Roberts<br>Rob Schindel |
|---------------|--|---|---|---|

|               |   |   |
|---------------|---|---|
| Comm III Reps | Trish Mugford, VSTA<br>Heather Allison, VESTA<br>Alison Ogden, VASSA<br>Janis Myers, VEPVPA<br>Cheryl Douglas, PASA<br>Farah Shroff, DPAC<br>Perveen Engineer, CUPE Loc 15<br>Tim Chester, IUOE<br>Ken Chohanik, Trades<br>Brent Boyd, CUPE 407<br>Kaitlin Wong, VDSC | Alt:<br>Laura Rudland, VESTA<br>Iqbal Gill, VASSA<br>Darren Mitzel, VEPVPA<br>Audrey Van Alstyne, PASA<br>Amanda Hillis or Erin Arnold, DPAC<br>Tammy Yazdanyar, CUPE 15<br>Tim DeVivo, IUOE<br>Raymond Szczecinski, Trades |
|---------------|---|---|

|             |  |  |
|-------------|--|--|
| Comm V Reps | Terry Stanway, VSTA<br>Heather Allison, VESTA<br>Annette Vey-Chilton, VASSA<br>Jonathan Weresch, VEPVPA<br>Harjit Khangura, IUOE<br>Olecia Walker, DPAC<br>Maureen Cowin, PASA<br>Warren Williams, CUPE 15<br>Charleen Ann Derzak, CUPE 407<br>Eugene Jeoung, VDSC | Rory Brown, VSTA<br>Allan Haley, VESTA<br>David Bach, VASSA<br>Janis Myers, VEPVPA<br>Tim DeVivo, IUOE<br>Shaun Kalley or Alex Dow, DPAC |
|-------------|--|--|

|             |   |  |
|-------------|---|--|
| Other Reps: | Kevin Land, VASSA<br>Susan Nichols, VEPVPA<br>Chloe McKnight, VESTA<br>John Pesa, Trades<br>Vince Bacarac and Micealla Koan, VDSC | Tim Chester, IUOE<br>Sung Wong, CUPE National<br>Marisol Petersen, PASA<br>Nathan Wilkes, DPAC |
|-------------|---|--|

|         |  |  |
|---------|--|--|
| Others: | Secretary-Treasurer's Office<br>Maisie Louie, Learning Services<br>Communications<br>Chris Allen<br>Lynda Bonvillain | District Parents<br>Ed Centre Building Engineer<br>Rentals<br>Cafeteria<br>Kathie Currie, CUPE 15<br>Gail Johnson, CUPE 15 |
|---------|--|--|

# COMMITTEE MEETING

**PLENARY COMMITTEE III/V – FINANCE & LEGAL  
EDUCATION & STUDENT SERVICES**

**Thursday, April 6, 2017 at 5:00 pm**  
**Room 180, VSB Education Centre**

## REVISED AGENDA

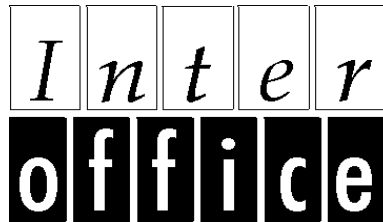
**A. Reports for Trustee Information**

1. Abridged Five-Year Business Plan 2017-2022  
(Information to be provided at the meeting.)

**B. New Business**

**C. Date and Time of Next Meeting**

Plenary Committee III/V on Monday, April 10, 2017 at 5:00 pm in Room 180



# Memorandum

vancouver school board



April 6, 2017

ITEM 1

To: Plenary Committee III/V

FROM: Senior Management Team

RE: **Abridged Five-Year Business Plan 2017 - 2022**

## INTRODUCTION:

Attached is an abridged version of the Five-Year Business Plan for the Vancouver Board of Education (VBE) for 2017 - 2022. The budget proposals in the document have been developed by the Senior Management Team to achieve a balanced 2017/2018 budget as required under section 111 of the *School Act*.

This document is provided as a starting point to the consultation process. Revisions, additions or deletions may be made by the Board following the consultation process.

### **New for this year, an online survey**

The consultation process for 2017/2018 follows what has been undertaken in the past, and also provides a new avenue of consultation for this year. For 2017/2018, the VBE is undertaking an online survey. This survey is intended to become our primary consultation method, and offers the following benefits:

- An online survey permits input from a larger number and broader range of people. In contrast, public meetings with speaking slots inherently limit the amount of input that can be received.
- Many busy families cannot make the evening meetings. An online survey provides more convenience and flexibility to the public.
- Survey results can be compiled and shared broadly, which is more difficult to do with a scheduled meeting.

The survey will be live from 12:00 noon on April 6 to April 18 at 5:00 pm, at <http://govsb.ca/budgetsurvey>.

As in years past, a series of budget consultation meetings have been scheduled:

On the preliminary budget proposals:

- April 10, 2017 at 5:00 pm at the Education Centre (for VBE Stakeholders); and
- April 11, 2017 at 5:00 pm at the Education Centre (for the public).

On the revised budget proposals (if any):

- April 24, 2017 at 7:00 pm at the Education Centre (for VBE Stakeholders and the public).

Stakeholders and members of the public who wish to present at these meetings must register by sending an email to [budget2017-2018@vsb.bc.ca](mailto:budget2017-2018@vsb.bc.ca).

Final deliberations and adoption by the Board in principle will take place on April 26, 2017.

This report is provided for information.



# **VANCOUVER BOARD OF EDUCATION ABRIDGED FIVE-YEAR BUSINESS PLAN 2017/2018 – 2021/2022**



*Senior Management Team*

April 6, 2017



# VANCOUVER BOARD OF EDUCATION

## FIVE-YEAR BUSINESS PLAN

### 2017/2018 – 2021/2022

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## 1.0 Executive Summary

The Vancouver School Board (VSB) has been facing financial pressures for several years. As student enrolment has declined, the impact on revenue, expenditures and operations in general has led to budget pressures, and has created long-term issues for the district's budget.

This past year, VSB adopted a five-year [Strategic Plan](#), developed in consultation with students, families, staff and stakeholders. It sets out a clear and shared vision for the future of public education in Vancouver. In order to ensure our budgeting process aligns with the priorities identified in this Strategic Plan, VSB is updating how it sets budgets.

### Five-year business planning

Starting this year, VSB is preparing a five-year business plan to determine spending priorities that align with the Strategic Plan. The five-year outlook will allow the district to be more forward looking in tackling its long-term financial pressures and create more stability for VSB. It will provide a framework for future budget planning and discussions.

The process and the documents for this year's budget will look familiar in many ways, but will also have some key differences.

The district's budget must comply with provincial legislation, and must align with VSB's policies. It must also be in alignment with the collective agreements VSB has with its unions. None of that is changing.

This year, discussions about the budget will include five-year spending priorities, as outlined in the business plan and in alignment with the Strategic Plan. There will also be budget proposals to address this year's shortfall.

### Public consultation

The VSB will consult with its stakeholders and the public about the budget as in every year. Meetings are scheduled with stakeholder groups, for public committee meetings, public meetings of the Committee-of-the-Whole where public input can be heard, and public board meetings dealing with the budget.

New this year is an online survey to gather broad feedback on the five-year business plan and this year's budget proposals. The survey will be online at [govsb.ca/budgetsurvey](https://govsb.ca/budgetsurvey) from noon on April 6 to 5 pm on April 18. It will be the primary method used to gather public input, as it allows the greatest number of people to participate. In addition, online surveys have been shown to be a strong tool to enable those uncomfortable speaking in public or those wanting to share less popular viewpoints to become more involved. By gathering input via the survey, VSB will be able to analyze the input to determine the top themes and priorities presented, and report that information to the Board.

### VSB's structural deficit

A structural deficit is when an organization's ongoing expenditures are continually more than its income, including government funding and other revenues. If income does not cover expenses over years, the structural deficit will have a cumulative effect. VSB has a structural deficit which must be addressed to prevent ongoing deficits. The five-year business plan is a first step to doing that.

The majority of VSB's revenues come from provincial and federal grants, which are tied to enrolment. As enrolment declines in Vancouver, grants have declined. About 8% of revenues come from fees, rentals and other sources. Fixed costs however have not declined in step with declining revenues.

VSB has significant fixed costs, and too much space, and space in the wrong spots. Collective agreements determine staffing levels, but there are some clauses in these agreements that do not reflect current circumstances or advances in technology.

To address the structural deficit, VSB must make structural change. This will include long-term changes, modernization, rethinking and restructuring of costs and operations.

Taking a longer-term perspective, in the form of a five-year plan, is the first step to tackle the structural deficit and support the longer perspective decision-making that will create lasting change for the better.

### **Unique circumstances this year**

In January 2017, the provincial government created the temporary Priority Measures funding to allow districts to begin hiring teachers and specialized staff, in response to the Supreme Court of Canada decision to restore contract language on class size and composition. In March 2017, the government announced the Classroom Enhancement Fund (CEF), which will fund restoration of the contract language for the next three years. The CEF will replace budget items funded through the Priority Measures funding and the Education Fund (which was part of the Learning Improvement Fund).

VSB's portion of the CEF is \$57.6 million. Of this amount, \$3.4 million is for emergent small scale facility modifications that may be necessary to make available the additional classroom space now required to meet the restored class size limits. The remainder of VSB's CEF funds will be used to continue the teaching and support staff put in place since January and for additional staffing to implement the provisions of the restored language.

The introduction of the CEF has meant a significant change to VSB's staffing component of the budget. Previously, VSB had forecast a budget shortfall for 2017/2018 of \$14.9 million.

Over the past decade, VSB has strived to keep some services in place despite continued budget reductions. VSB has attempted to preserve ratios for non-enrolling staff to students, but did so by reducing in other areas of the budget. With the CEF this year, the VSB is able to realign all costs related to the implementation of the Supreme Court of Canada decision from the fall of 2016, reducing the need for further reductions in 2017-2018.

Given this situation, the forecasted deficit for this year is now at \$2.13 million. The budget proposals for 2017-2018 propose reductions for that amount to balance the district's budget for 2017-2018.

### **Next Steps**

In accordance with sections 111 and 113 of the *School Act*, school districts must present a balanced annual budget for the next school year by June 30, 2017. Appendix B of this document includes preliminary budget proposals in order to achieve a balanced budget for 2017/2018. Consultation is scheduled for the month of April as outlined in Appendix C.

Final deliberations and adoption by the Board in principle will take place on April 26, 2017.

### **Going forward**

In future years, VSB will continue to have deficits, and they will continue to accumulate and grow, unless we address the structural deficit and make structural changes. This five-year plan is just the beginning.



## 2.0 K-12 School Districts in British Columbia

The provincial government and BC's 60 elected boards of education co-manage the education system in British Columbia. The province establishes the amount of grant funding for public education annually, and uses a funding formula to allocate these funds to boards of education who, in turn, manage and allocate their operating funding based on local spending priorities. The province also provides capital funding, as well as funding for special programs through supplemental government funds. School districts also receive federal funding under specific grants.

The provincial government states in its operating grants manual that the Ministry of Education will be providing a total of \$4.999 billion in operating grants to boards of education in the 2017/2018 school year. The funding picture for the next three years is as follows:

| School Year | Operating Grant<br>(\$ billions) |
|-------------|----------------------------------|
| 2016/17     | \$4.924                          |
| 2017/18     | \$4.999                          |
| 2018/19     | \$4.999*                         |
| 2019/20     | \$4.999*                         |

\*Future years will vary with student enrolment.

The province's funding formula is based on student enrolment which is calculated by adding up all student registrations, and converting those registrations to full-time equivalents (FTE). This forms the student FTE enrolment (student FTE) upon which funding is calculated.

### Funding formula for Operating Funding

The funding formula for operating funding is comprised of a basic allocation plus supplementary grants.

Every student FTE is eligible for the basic allocation. The basic allocation is an amount of funding that calculated for every FTE student, by type, as outlined in the following table:

|   |  |  |
|---|--|--|
| <b>Provincial Totals</b><br><br><b>79%</b><br>allocated<br>through the<br>Basic<br>Allocation | <b>Basic Allocation</b><br>Common per student amount for every FTE student enrolled by school type |  |
|   | <b>Standard School:</b><br>\$7,301 per school age FTE  | <b>Continuing Education:</b><br>\$7,301 per school age FTE |
|   | <b>Alternate School:</b><br>\$7,301 per school age FTE   | <b>Distributed Learning:</b><br>\$6,100 per school age FTE |
|   |  |  |

This **basic allocation** accounts for the largest portion of funding for our District, amounting to \$447 million in 2017/2018.

In addition to the basic allocation, the province provides supplementary grant funds in the following areas:

- **Unique student funding** includes Special Needs, English Language Learning, Aboriginal Education, and Adult Education programs. There are also further grants for groups of students with particular needs, or to address particular student circumstances, including CommunityLINK funding, the Classroom Enhancement Fund, depending upon class size, composition language in collective agreements.

The following table shows the distribution of unique student funding:

|   |  |   |  |
|---|--|---|--|
| <b>13%</b><br>allocated to recognize unique student enrolment | <b>Unique Student</b><br>Additional per student funding to address uniqueness of district enrolment and support additional programming |   |  |
|   | <b>Level 1 Special Needs:</b><br>\$38,140 per student  | <b>Level 2 Special Needs:</b><br>\$19,070 per student | <b>Level 3 Special Needs:</b><br>\$9,610 per student |
|   | <b>English/French Language Learning:</b><br>\$1,395 per student  | <b>Aboriginal Education:</b><br>\$1,210 per student   | <b>Adult Education:</b><br>\$4,618 per FTE           |
|   | <b>Vulnerable Students:</b> in addition to CommunityLINK   |   |  |

- **Unique district funding** addresses unique cost pressures of unique aspects of districts, particularly those that are rural districts. VSB receives funding for Salary Differential, as our educators tend to have higher tenure than those in other parts of BC and therefore earn higher salaries, resulting in a need for salary differential funding.

The following table shows the distribution of unique district funding:

|   |   |   |   |   |  |
|---|---|---|---|---|--|
| 7.5% allocated to recognize unique district factors | Unique District   |   |   |   |  |
|   | Additional funding to address uniqueness of district factors                                      |   |   |   |  |
|   | <b>Small Community:</b><br>for small schools located a distance away from the next nearest school | <b>Low Enrolment:</b><br>for districts with low total enrolment | <b>Rural Factor:</b><br>located some distance from Vancouver and the nearest large regional population centre | <b>Climate Factor:</b><br>operate schools in colder/ warmer climates additional heating or cooling requirements | <b>Sparseness Factor:</b><br>operate schools that are spread over a wide geographic area |
|   | <b>Student Location Factor:</b> based on population density of school communities                 |   | <b>Supplemental Student Location:</b> Level 1 and 2 special needs enrolment                                   |   |  |
|   | <b>Salary Differential:</b><br>Funding to districts that have higher average educator salaries    |   |   |   |  |

- **Funding protection and enrolment decline funding** address districts where trends are in decline. Funding is allocated based on enrolment, but district costs have both a fixed and a variable component. Since funding fixed costs using a variable funding model can have funding impacts on districts with declining enrolment, additional funding is provided if enrolment or overall funding decreases by more than one to 1.5 per cent in a year. This gives districts the time needed to plan and react to decreases in funding. While BC as a whole has seen enrolment increases in the past two years, VSB's trend differs. VSB has experienced enrolment decline for the past number of years.

The following table outlines the distribution of funding protection and enrolment decline funding.

|   |   |   |
|---|---|---|
| <b>0.5%</b><br>allocated to buffer the effects of declining enrolment | <b>Funding Protection / Enrolment Decline</b>   |   |
|   | <b>Enrolment Decline:</b> funding to districts experiencing enrolment decline of at least 1% when compared to the previous year | <b>Funding Protection:</b> funding to ensure that no district experiences a decline in operating grants greater than 1.5% when compared to the previous September |

### 3.0 VSB Vision/Mission Statement & Goals

***We inspire student success by providing an innovative, caring and responsive learning environment.***

**Goal 1 - Engage our learners through innovative teaching and learning practices.**

- Provide increased opportunities to connect students to their learning
- Enhance support for students with specific needs
- Ensure Aboriginal students achieve increased academic success in Vancouver schools and participate fully and successfully from kindergarten through completion of Grade 12
- Support the implementation of the curriculum
- Enhance assessment and reporting strategies to support teaching and learning

**Goal 2 - Build capacity in our community through strengthening collective leadership.**

- Support professional networking opportunities and collaborative practices for our staff
- Support professional development, in-service and training opportunities for staff in the implementation of the curriculum
- Enhance and support opportunities for student voice
- Enhance and support opportunities for parent engagement
- Encourage and appreciate the contributions made by our students, families, employee groups and community partners

**Goal 3 - Create a culture of care and shared social responsibility.**

- Encourage and enhance practices that support cultural, social-emotional, physical and mental well-being
- Support effective, thoughtful transitions for all students at each stage of their development
- Increase Aboriginal students' sense of pride, self-esteem, belonging, place, acceptance and caring in their schools
- Increase knowledge, awareness, appreciation of and respect for Aboriginal histories, traditions, cultures and contributions by all students through eliminating institutional, cultural and individual racism within the Vancouver school district's learning communities
- Respect and celebrate all forms of diversity
- Support collaborative relationships with community partners that enhance student learning and well-being

**Goal 4 - Provide effective leadership, governance and stewardship.**

- Develop and implement a long term financial planning model
- Implement the recommendations of the Long Range Facilities Plan
- Advocate for public education
- Effectively use school district resources and facilities
- Support effective communication, engagement and community partnerships
- Develop a Sustainability Action Plan enabling the school district to be the greenest school district in North America

## 4.0 Overview

In April 2016, an initial funding shortfall of approximately \$14.90 million was estimated for 2017/2018. Significant developments have taken place since that estimate.

### The Supreme Court Decision

On November 10, 2016, the Supreme Court of Canada issued its decision in favor of restoring the 2002 contract language related to class size and composition. In January 2017, the Ministry of Education announced the Priority Measures funding (PM) for school districts in response to the Supreme Court of Canada decision. The PM is funding designated to support the interim restoration of class size language for the January-June 2017 period while a final agreement was negotiated.

In the early part of March 2017, the Ministry announced a funding commitment for the 2017/18 fiscal year in the form of a new fund, the Classroom Enhancement Fund (CEF). On March 10, 2017, the Ministry of Education (MoE), the BC Public Schools Employers Association (BCPSEA) and the BC Teachers Federation (BCTF) ratified a Memorandum of Agreement (MoA).

### 4.1 The Classroom Enhancement Fund (CEF)

The intent of the new CEF fund is to fund the restoration of the 2002 contract language and will continue as a Special Grant for 2017/18 and for the next three years. CEF funds would also be available for overhead capital requirements for portables and classroom reconfiguration, in order to accommodate the additional classrooms formed under the new agreement.

On March 23, 2017, the Ministry announced the notional CEF allocations as well as the requirements for the CEF. Boards of education are responsible for ensuring funding is spent in a manner that aligns with the MoA, and optimal classroom organization to ensure the most efficient use of resources is expected.

As per the March 23<sup>rd</sup> Ministry letter to school districts, the Classroom Enhancement Fund (CEF) *“...is ongoing. It consists of:*

- *\$80M from the former Education Fund (the teacher portion of the Learning Improvement Fund (LIF));*
  - *\$100M from the Priority Measures funding (PM) announced in January 2017;*
  - *\$180M in additional new funding - \$150M for teacher compensation and \$30M towards overhead and operating expenses.*
- *In addition, the \$20M component of LIF targeted for school Support Staff unions will continue for the 2017/18 school year...*
- *Notional allocations have been made according to Ministry of Education estimates of school district need to implement the Memorandum of Agreement. No school district will receive less than the Teacher Education Fund (TEF), plus the annualized amount of the PM funding – when taking the overhead funding into account, every school district is expected to receive more funding in 2017/18 than in 2016/17...*

The Vancouver School District's portion of the Classroom Enhancement Fund is \$57.6 million. Of this amount, \$3.4 million is allocated to support emergent smaller scale facility modifications that may be necessary in order to make available the additional classroom space now required to meet the restored class size limits. This leaves approximately \$54 million available to:

- A. continue the teaching and support staff already in place from Ed Fund / LIF and PM funding;

- B. help implement the provisions of the restored Collective Agreement Language;
- C. supply districts with the financial resources necessary to provide any remedies to classrooms where the restored language cannot be fully met for the 2017-18 school year.

When considering how to comply with the parameters through the CEF fund, it is important to consider which positions are required as a result of the restored Collective Agreement language, as well as which had previously been funded through the Education Fund or the Priority Measures Fund. There are several clauses in the restored Collective Agreement that outline specific staffing requirements, such as support for students with special needs, Inner City (now Enhanced Services) budgets, and Urgent Intervention Process (UIP) support.

Examples of teaching and support staff positions funded through the CEF include:

- Enhanced Services Literacy Teachers
- Enhanced Services Transition Teachers
- Other non-enrolling (school and district-based) teaching positions
- SSA supports for students with Special Needs (i.e. UIP)

By April 28, 2017, districts are required to submit their preliminary staffing plans, based on their projected student enrolment, for September 2017. Submissions will be reviewed by Ministry staff and the notional allocations may be adjusted accordingly. Districts will be required to prepare a further report in October 2018 and a final report in June 2018 outlining how the funds were used for staff hiring and cost of remedies, together with a final financial submission that can be compared against district audited financial statements.

The District will use CEF funds to achieve compliance with the restored class size and composition language.

### **Impact on VSB's budget**

Prior to the March 23<sup>rd</sup> Ministry of Education release of 2017-18 (CEF) to all school districts, it was anticipated that the Vancouver School District would again be facing a potential shortfall of \$14.9 million for the coming school year. Senior Staff prepared several budget proposals many of which were put forward during the 2016-17 budget deliberations and were later reversed when additional funding was found.

The introduction of the restored Collective Agreement language and the CEF have meant a significant change to VSB's staffing levels and a review of expenditure classifications.

### **Other Provincial Funding**

The Province has announced the continuation of other funding sources that will be available to the VBE for 2017/2018:

- Additional funding of \$0.99 million for the VBE for the Education Plan Supplement. The purpose of this funding is to help districts implement initiatives related to the B.C. Education Plan with a focus on supports for early learning and the development of trades' skills, as announced by the Ministry of Education on March 15, 2016.

## 4.2 Base Budget Projections

The Base Budget projections reflect the estimated costs for 2017/2018. The Base Budget is developed based on the 2016/2017 Amended Annual Budget adjusted for projected changes in 2017/2018 including enrolment, enrolment driven revenue, staffing changes, estimated salary and employee benefit increases, inflation and other factors for 2017/2018.

All school districts in BC have one thing in common: their operations are primarily driven by enrolment. Student enrolment is the main driver of both operations and funding, as described in section 2.0. Further, student enrolment drives expenditures. The number of educators and support staff, as well as the facilities needed, are all a function of student enrolment.

In April 2016, the base budget shortfall was projected to be \$14.9 million.

|  | <b>\$ Millions</b>       |
|--|--------------------------|
| <b>Annual Inflationary Increases</b>           |                          |
| Salary Increments                              | \$ (1.26)                |
| Employee Benefits Increase                     | (0.42)                   |
| Inflation (on Utilities only)                  | (0.19)                   |
| Enrolment Change (decline of 196 FTE)          | (1.51)                   |
|  | <u>\$ (3.38)</u>         |
| <b>One-Time Budget Solutions</b>               |                          |
| 2015/2016 Projected Surplus Carry forward      | \$ (1.23)                |
| Use of 2014/2015 Unrestricted Surplus          | (0.73)                   |
| Prior Year One-Time Revenue and Expenses       | 0.80                     |
| Reversal of One-Time Budget Proposals          | (8.29)                   |
| Pay back of Frozen School Flex Surplus         | (2.06)                   |
|  | <u>\$ (11.52)</u>        |
| <b>Initial Projected Surplus / (Shortfall)</b> | <u><b>\$ (14.90)</b></u> |

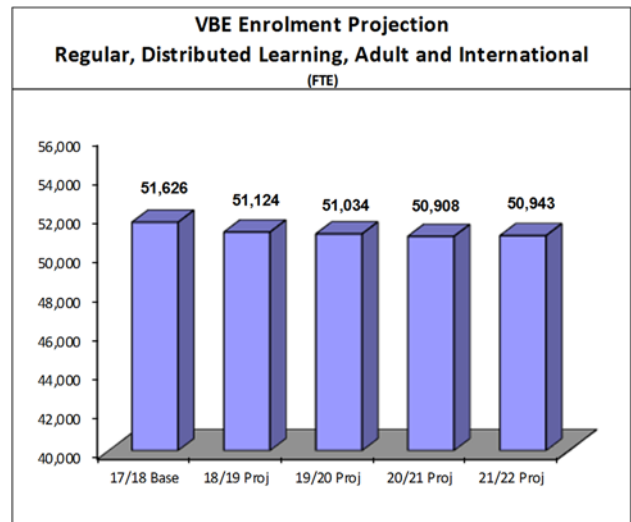
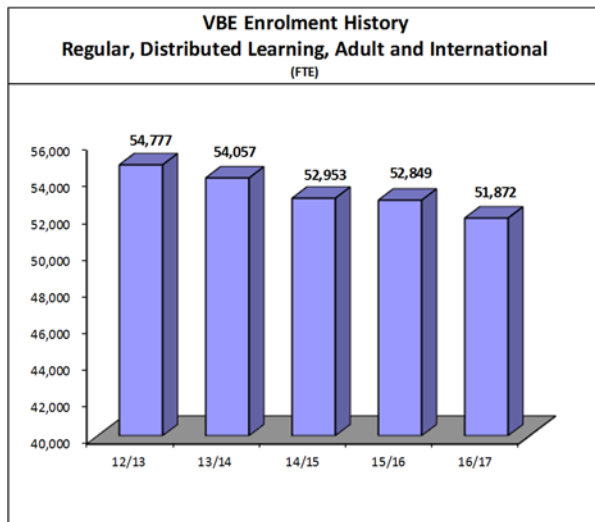
Subsequently, projections have been updated as more information has come in since April 2016. Therefore, the projected shortfall was updated to \$9.21 million as shown below:

|   | <b>\$ Millions</b> |
|---|--------------------|
| <b>Initial Projected Surplus / (Shortfall) \$</b> | <b>(14.90)</b>     |
| Average Salary & Benefits Updates                 | 1.06               |
| International Refunds                             | 1.03               |
| MOE Funding Announcement                          | 0.93               |
| Additional Lease Revenue                          | 0.75               |
| Summer School                                     | 0.71               |
| School Calendar                                   | 0.63               |
| Enrolment Update                                  | (0.44)             |
| Revised Britannia Agreement                       | 0.37               |
| Vice Principal Allocation                         | 0.12               |
| Other   | 0.54               |
| <b>Revised Surplus / (Shortfall) \$</b>           | <b>(9.21)</b>      |

### 4.2.1 Enrolment

As previously indicated, while student enrolment across BC has increased in recent years, VSB's trend uniquely differs. VSB has experienced enrolment decline for the past number of years and projects this declining trend to continue. Enrolment decline will impact on revenues, expenditures, and operations in general in the future.

This decline, both historical and projected, is illustrated in the following graphs:



### 4.2.2 Base Budget Revenues

The majority of revenues (92.6%) are funded from provincial grants from the Ministry of Education (including CEF).

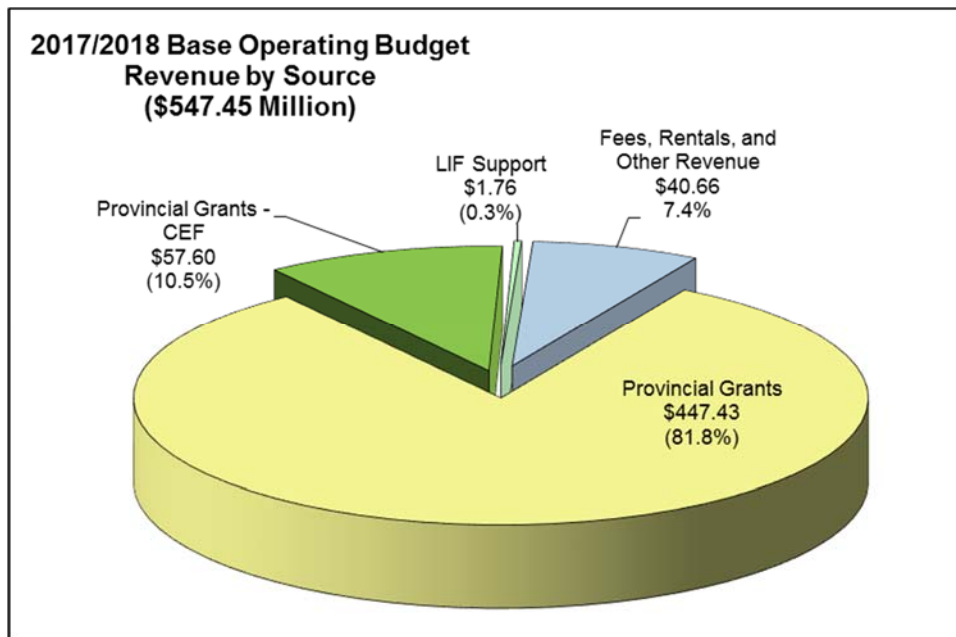


The operating grant received from the Ministry of Education is calculated based on enrolment therefore changes in enrolment will significantly impact the grant funding to the school district.

Projected revenues and other funding sources for 2017/2018 total \$547.45 million.

VBE generated revenues represent 7.4% of total operating revenues, primarily from international education student tuition, rentals, leases and investment income.

The following graph outlines the operating revenues by source for 2017/2018.



### 4.2.3 Base Budget Expenses

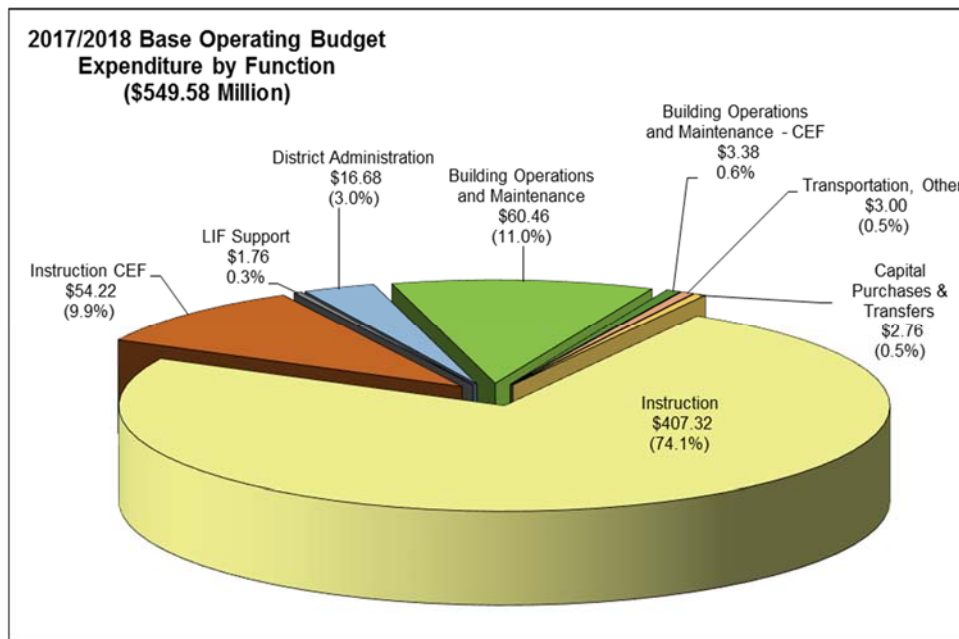
Projected expenditures for the 2017/2018 base budget total \$549.58 million (\$2.13 million higher than projected revenues).

Approximately 84% of the operating budget is budgeted for instruction related. This includes teachers, educational assistants, school administrators and support staff and school based supplies and services.

Building operations and maintenance accounts for 11% of expenditures, district administration for 3% and student transportation for 0.5%. Capital purchases, provisions for the reduction in the unfunded liability for employee future benefits and interfund transfers also represent 0.5% of expenditures.

The following graph outlines the operating expenditures by function for 2017/2018.





Approximately 93% of the \$549.58 million operating budget is budgeted to be spent on salaries and employee benefits.

Services, supplies, utilities, and other minor expenditures account for approximately 7% of the budget.

#### 4.2.4 Summary of Projected Funding Shortfall

VSB was projected to have a preliminary funding shortfall of \$9.21m for 2017/2018.

CEF provides approximately \$57.6 million in notional allocations. Priority Measures staffing and associated costs are interim in nature but do become ongoing costs as part of the CEF funds. CEF funds will be needed to address further staff needs in order to achieve compliance with the restored class size and composition language.

CEF must be spent in a manner that aligns with the MoA. The Ministry provided guidelines for the CEF, and requires optimal classroom organization to ensure the most efficient use of resources.

While CEF deals with some of the VSB budgetary challenges related to the implementation of the restored contract language, the VSB has a remaining shortfall totalling \$2.13 million in its operating budget. Appendix B lists the budget proposals in addressing this shortfall.

|   | 2016/17<br>Amended<br>Budget | 2017/18<br>Base<br>Budget | 2017/18<br>CEF<br>Impact | 2017/18<br>Budget<br>Proposals | 2017/18<br>Proposed<br>Prelim |
|---|------------------------------|---------------------------|--------------------------|--------------------------------|-------------------------------|
| <b>Revenues</b>                         |                              |                           |                          |                                |                               |
| Grants (MOE, Fed, other)                | \$ 449.36                    | 449.69                    |                          |                                | 449.69                        |
| Tuition (Int'l, Summer)                 | 28.18                        | 28.25                     |                          |                                | 28.25                         |
| Other Revenues                          | 11.19                        | 10.15                     |                          | 0.09                           | 10.24                         |
| Appropriated Surplus                    | 8.83                         |                           |                          |                                |                               |
| LIF, PM --> CEF                         | 11.65                        |                           | 57.60                    |                                | 57.60                         |
| LIF Support                             | 1.80                         | 1.76                      |                          |                                | 1.76                          |
|   | <b>\$ 511.01</b>             | <b>489.85</b>             | <b>57.60</b>             | <b>0.09</b>                    | <b>547.54</b>                 |
| <b>Expenditures</b>                     |                              |                           |                          |                                |                               |
| Instruction                             | 410.14                       | 414.40                    | (7.08)                   | (0.97)                         | 406.35                        |
| + LIF, PM --> CEF                       | 11.65                        |                           | 54.22                    |                                | 54.22                         |
| + LIF Support                           | 1.80                         | 1.76                      |                          |                                | 1.76                          |
| Operations and Maintenance              | 62.63                        | 60.46                     |                          | (0.62)                         | 59.84                         |
| + CEF Overhead                          |                              |                           | 3.38                     |                                | 3.38                          |
| District Administration                 | 17.99                        | 16.68                     |                          | (0.09)                         | 16.59                         |
| Transportation, other                   | 2.84                         | 3.00                      |                          |                                | 3.00                          |
| Capital Purchases & Interfund Transfers | 2.93                         | 2.76                      |                          | (0.35)                         | 2.41                          |
|   | <b>\$ 509.97</b>             | <b>499.06</b>             | <b>50.52</b>             | <b>(2.04)</b>                  | <b>547.54</b>                 |
| <b>Net</b>                              | <b>\$ 1.04</b>               | <b>(9.21)</b>             | <b>7.08</b>              | <b>2.13</b>                    | <b>-</b>                      |

## 4.2.5 Base Budget Staffing

The Preliminary Budget Proposals will result in a net decrease of 18.78 FTEs.

The following table provides a summary of the staff adjustments by employee group.

| 2017/2018 Budget Proposals - Staffing (FTE) by Type |                   |                    |                        |                     |
|---|-------------------|--------------------|------------------------|---------------------|
|   | 2017/2018<br>Base | Transfer to<br>CEF | 2017/2018<br>Proposals | 2017/18<br>Proposed |
| CUPE 15   | 1,194.55          | (65.89)            | (8.55)                 | 1,120.11            |
| CUPE 407  | 101.00            |                    |                        | 101.00              |
| IUOE  | 707.67            |                    | (0.23)                 | 707.44              |
| PASA / Excluded / District Principals / Trustee     | 106.50            |                    | (3.00)                 | 103.50              |
| School Administrators - Admin Time                  | 144.67            |                    | (1.00)                 | 143.67              |
| School Administrators - Teaching Time               | 43.96             |                    |                        | 43.96               |
| Teachers  | 2,846.16          | (31.70)            | (1.00)                 | 2,813.46            |
| Adult Learning Centre Instructors                   | 30.37             |                    |                        | 30.37               |
| Trades  | 50.00             |                    | (5.00)                 | 45.00               |
|   | <b>5,224.88</b>   | <b>(97.59)</b>     | <b>(18.78)</b>         | <b>5,108.51</b>     |

Details of the adjustments to staffing are provided in Appendix B.

## 5.0 Five-Year Financial Projection

The following table presents a preliminary operating budget projection for the VBE for 2016/17 Amended, 2017/2018 and the four years following 2017/2018.

It should be noted that these are preliminary high-level estimates based on assumptions as to the major budget factors. Accordingly, this projection must be considered as an estimate that will be subject to change.

|  | 2016/17<br>Amended<br>Budget | 2017/18<br>Proposed<br>Prelim | 2018/19<br>Projection | 2019/20<br>Projection | 2020/21<br>Projection | 2021/22<br>Projection |
|--|------------------------------|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>Revenues</b>                            |                              |                               |                       |                       |                       |                       |
| Grants (MOE, Fed, other)                   | \$ 449.36                    | 449.69                        | 448.49                | 447.70                | 446.66                | 444.95                |
| Tuition (Int'l, Summer)                    | 28.18                        | 28.25                         | 28.25                 | 28.25                 | 28.25                 | 28.25                 |
| Other Revenues                             | 11.19                        | 10.24                         | 10.15                 | 10.15                 | 10.15                 | 10.15                 |
| Appropriated Surplus                       | 8.83                         |                               |                       |                       |                       |                       |
| LIF, PM → CEF                              | 11.65                        | 57.60                         | 54.22                 | 54.22                 | 54.22                 | 54.22                 |
| LIF Support                                | 1.80                         | 1.76                          | 1.76                  | 1.76                  | 1.76                  | 1.76                  |
|  | <b>\$ 511.01</b>             | <b>547.54</b>                 | <b>542.86</b>         | <b>542.06</b>         | <b>541.03</b>         | <b>539.32</b>         |
| <b>Expenditures</b>                        |                              |                               |                       |                       |                       |                       |
| Instruction                                | 410.14                       | 406.35                        | 409.14                | 410.42                | 410.94                | 410.67                |
| + LIF, PM → CEF                            | 11.65                        | 54.22                         | 54.22                 | 54.22                 | 54.22                 | 54.22                 |
| + LIF Support                              | 1.80                         | 1.76                          | 1.76                  | 1.76                  | 1.76                  | 1.76                  |
| Operations and Maintenance                 | 62.63                        | 59.84                         | 60.81                 | 61.20                 | 61.60                 | 62.01                 |
| + CEF Overhead                             |                              | 3.38                          | TBD                   | TBD                   | TBD                   | TBD                   |
| District Administration                    | 17.99                        | 16.59                         | 16.84                 | 16.94                 | 17.03                 | 17.12                 |
| Transportation, other                      | 2.84                         | 3.00                          | 3.00                  | 3.00                  | 3.00                  | 3.00                  |
| Capital Purchases & Interfund Transfers    | 2.93                         | 2.41                          | 2.76                  | 2.76                  | 2.76                  | 2.76                  |
|  | <b>\$ 509.97</b>             | <b>547.54</b>                 | <b>548.53</b>         | <b>550.28</b>         | <b>551.29</b>         | <b>551.54</b>         |
| <b>Net</b>                                 | <b>\$ 1.04</b>               | <b>-</b>                      | <b>(5.67)</b>         | <b>(8.22)</b>         | <b>(10.26)</b>        | <b>(12.22)</b>        |
| <b>Ongoing Impact of 2017/18 Proposals</b> |                              |                               | <b>2.21</b>           | <b>2.21</b>           | <b>2.21</b>           | <b>2.21</b>           |
| <b>Net Projected Surplus/(Shortfall)</b>   | <b>\$</b>                    |                               | <b>(3.46)</b>         | <b>(6.01)</b>         | <b>(8.05)</b>         | <b>(10.01)</b>        |

### Revenues

Enrolment decline is evident in the five-year projections. Grants decline from the current \$449 million to \$445 million in the five year period, due to the projected reduction in the number of students.

Classroom Enhancement fund is introduced in 2017/2018, and is set at the notional funding amount indicated by the Ministry of Education on March 23, 2017. There is a \$3.4 million portion of CEF in 2017/2018 which is one-time, for the purposes of smaller scale facility modifications for the additional classroom space now required to met the restored class size limits.

### Expenditures

[While enrolment decline does lead to decreases in related costs for instruction, overall costs are increasing due to salary increments, employee benefits increases and inflation on utilities costs. Fixed costs do change with reductions in enrolment as they are tied to physical space.

# **Appendix A**

## **Five-Year Departmental Plans**

## Appendix A: Five-Year Departmental Plans

[detailed departmental plans to come]

### A.1 Superintendent's office

#### I. Executive Summary

#### II. Department Description

- A. Department link to the mission statement*
- B. Brief description of the student population this department serves*
- C. Brief description of the department*
- D. Where does the department report to the public (Committee X, Board, website)*
- E. Where does the department report to the Ministry, government agencies*

#### III. Link to the Strategic Plan

#### IV. Critical Path Timeline

- A. Major initiatives to be undertaken in the next 5 years*
- B. Upcoming changes and challenges*

#### V. Human Resources

- A. Organization Chart*
- B. Description of each area/workgroup within the department*
- C. Collective agreement considerations*
- D. Performance Measures (how do we measure success)*

#### VI. Financial Forecasting

- A. 5 year projections of Revenue and Expenditures (including FTE counts)*

| Five Year Operating Budget                                 |                              |                               |                       |                       |                       |                       |
|--|------------------------------|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Superintendent's Office (includes International Education) |                              |                               |                       |                       |                       |                       |
|  | 2016/17<br>Amended<br>Budget | 2017/18<br>Proposed<br>Prelim | 2018/19<br>Projection | 2019/20<br>Projection | 2020/21<br>Projection | 2021/22<br>Projection |
| <b>Revenues</b>  |                              |                               |                       |                       |                       |                       |
| Revenue & Prior Year Surplus                               | \$ 25,724,793                | 25,833,155                    | 25,833,155            | 25,833,155            | 25,833,155            | 25,833,155            |
|  | <b>\$ 25,724,793</b>         | <b>25,833,155</b>             | <b>25,833,155</b>     | <b>25,833,155</b>     | <b>25,833,155</b>     | <b>25,833,155</b>     |
| <b>Expenditures</b>  |                              |                               |                       |                       |                       |                       |
| <b>Payroll</b>   |                              |                               |                       |                       |                       |                       |
| FTE  | 31.70                        | 29.70                         | 29.70                 | 29.70                 | 29.70                 | 29.70                 |
| Salaries   | 3,066,649                    | 2,721,369                     | 2,748,546             | 2,757,286             | 2,766,067             | 2,774,888             |
| Benefits   | 787,206                      | 670,556                       | 677,030               | 679,006               | 680,991               | 682,986               |
| <b>Total Payroll</b>                                       | <b>3,853,855</b>             | <b>3,391,925</b>              | <b>3,425,576</b>      | <b>3,436,292</b>      | <b>3,447,058</b>      | <b>3,457,874</b>      |
| <b>Services &amp; Supplies</b>                             | <b>2,068,443</b>             | <b>1,919,966</b>              | <b>1,919,966</b>      | <b>1,919,966</b>      | <b>1,919,966</b>      | <b>1,919,966</b>      |
| <b>Total Expenditures</b>                                  | <b>\$ 5,922,298</b>          | <b>5,311,891</b>              | <b>5,345,542</b>      | <b>5,356,258</b>      | <b>5,367,024</b>      | <b>5,377,840</b>      |

## A.2 Field Services

### I. Executive Summary

### II. Department Description

- A. Department link to the mission statement*
- B. Brief description of the student population this department serves*
- C. Brief description of the department*
- D. Where does the department report to the public (Committee X, Board, website)*
- E. Where does the department report to the Ministry, government agencies*

### III. Link to the Strategic Plan

### IV. Critical Path Timeline

- A. Major initiatives to be undertaken in the next 5 years*
- B. Upcoming changes and challenges*

### V. Human Resources

- A. Organization Chart*
- B. Description of each area/workgroup within the department*
- C. Collective agreement considerations*
- D. Performance Measures (how do we measure success)*

### VI. Financial Forecasting

- A. 5 year projections of Revenue and Expenditures (including FTE counts)*

| Five Year Operating Budget                                  |                              |                               |                       |                       |                       |                       |
|---|------------------------------|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Field Services (includes Schools Flexible Purchasing & VLN) |                              |                               |                       |                       |                       |                       |
|   | 2016/17<br>Amended<br>Budget | 2017/18<br>Proposed<br>Prelim | 2018/19<br>Projection | 2019/20<br>Projection | 2020/21<br>Projection | 2021/22<br>Projection |
| <b>Revenues</b>   |                              |                               |                       |                       |                       |                       |
| Revenue & Prior Year Surplus                                | \$ 455,874                   | 433,268                       | 433,268               | 433,268               | 433,268               | 433,268               |
|   | <b>\$ 455,874</b>            | <b>433,268</b>                | <b>433,268</b>        | <b>433,268</b>        | <b>433,268</b>        | <b>433,268</b>        |
| <b>Expenditures</b>   |                              |                               |                       |                       |                       |                       |
| <b>Payroll</b>  |                              |                               |                       |                       |                       |                       |
| FTE   | 40.30                        | 40.20                         | 40.20                 | 40.20                 | 40.20                 | 40.20                 |
| Salaries  | 3,283,584                    | 3,123,241                     | 3,144,139             | 3,144,155             | 3,144,176             | 3,144,204             |
| Benefits  | 860,046                      | 827,094                       | 832,535               | 832,492               | 832,451               | 832,410               |
| <b>Total Payroll</b>  | <b>4,143,630</b>             | <b>3,950,335</b>              | <b>3,976,674</b>      | <b>3,976,647</b>      | <b>3,976,627</b>      | <b>3,976,614</b>      |
| <b>Services &amp; Supplies</b>                              | <b>5,170,573</b>             | <b>7,014,064</b>              | <b>5,256,491</b>      | <b>5,256,491</b>      | <b>5,256,491</b>      | <b>5,256,491</b>      |
| <b>Total Expenditures</b>                                   | <b>\$ 9,314,203</b>          | <b>10,964,399</b>             | <b>9,233,165</b>      | <b>9,233,138</b>      | <b>9,233,118</b>      | <b>9,233,105</b>      |

## A.3.1. District Learning Services

### I. Executive Summary

### II. Department Description

- A. Department link to the mission statement*
- B. Brief description of the student population this department serves*
- C. Brief description of the department*
- D. Where does the department report to the public (Committee X, Board, website)*
- E. Where does the department report to the Ministry, government agencies*

### III. Link to the Strategic Plan

### IV. Critical Path Timeline

- A. Major initiatives to be undertaken in the next 5 years*
- B. Upcoming changes and challenges*

### V. Human Resources

- A. Organization Chart*
- B. Description of each area/workgroup within the department*
- C. Collective agreement considerations*
- D. Performance Measures (how do we measure success)*

### VI. Financial Forecasting

- A. 5 year projections of Revenue and Expenditures (including FTE counts)*

| Five Year Operating Budget<br>District Learning Services (includes LIF Support) |                              |                               |                       |                       |                       |                       |
|---|------------------------------|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|   | 2016/17<br>Amended<br>Budget | 2017/18<br>Proposed<br>Prelim | 2018/19<br>Projection | 2019/20<br>Projection | 2020/21<br>Projection | 2021/22<br>Projection |
| <b>Revenues</b>   |                              |                               |                       |                       |                       |                       |
| Revenue & Prior Year Surplus  | \$ 4,169,321                 | 4,761,637                     | 4,761,637             | 4,649,033             | 4,542,117             | 2,525,145             |
|   | <b>\$ 4,169,321</b>          | <b>4,761,637</b>              | <b>4,761,637</b>      | <b>4,649,033</b>      | <b>4,542,117</b>      | <b>2,525,145</b>      |
| <b>Expenditures</b>   |                              |                               |                       |                       |                       |                       |
| <b>Payroll</b>  |                              |                               |                       |                       |                       |                       |
| FTE   | 1,076.62                     | 1,005.99                      | 1,005.99              | 1,005.99              | 1,005.99              | 1,005.99              |
| Salaries  | 56,517,077                   | 52,946,497                    | 53,094,278            | 53,009,409            | 52,935,065            | 51,507,071            |
| Benefits  | 15,232,525                   | 14,557,831                    | 14,660,618            | 14,636,857            | 14,615,910            | 14,221,570            |
| <b>Total Payroll</b>  | <b>71,749,602</b>            | <b>67,504,328</b>             | <b>67,754,896</b>     | <b>67,646,266</b>     | <b>67,550,975</b>     | <b>65,728,641</b>     |
| <b>Services &amp; Supplies</b>  | <b>6,101,748</b>             | <b>6,085,023</b>              | <b>6,064,847</b>      | <b>6,054,013</b>      | <b>6,043,740</b>      | <b>5,849,804</b>      |
| + LIF Support   | 1,801,281                    | 1,758,948                     | 1,758,948             | 1,758,948             | 1,758,948             | 1,758,948             |
| <b>Total Expenditures</b>   | <b>\$ 79,652,631</b>         | <b>75,348,299</b>             | <b>75,578,691</b>     | <b>75,459,227</b>     | <b>75,353,663</b>     | <b>73,337,393</b>     |

## A.3.2 Learning Information Technology

### I. Executive Summary

### II. Department Description

- A. Department link to the mission statement*
- B. Brief description of the student population this department serves*
- C. Brief description of the department*
- D. Where does the department report to the public (Committee X, Board, website)*
- E. Where does the department report to the Ministry, government agencies*

### III. Link to the Strategic Plan

### IV. Critical Path Timeline

- A. Major initiatives to be undertaken in the next 5 years*
- B. Upcoming changes and challenges*

### V. Human Resources

- A. Organization Chart*
- B. Description of each area/workgroup within the department*
- C. Collective agreement considerations*
- D. Performance Measures (how do we measure success)*

### VI. Financial Forecasting

- A. 5 year projections of Revenue and Expenditures (including FTE counts)*

| Five Year Operating Budget<br>Learning Information Technology |                              |                               |                       |                       |                       |                       |
|---|------------------------------|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|   | 2016/17<br>Amended<br>Budget | 2017/18<br>Proposed<br>Prelim | 2018/19<br>Projection | 2019/20<br>Projection | 2020/21<br>Projection | 2021/22<br>Projection |
| <b>Expenditures</b>   |                              |                               |                       |                       |                       |                       |
| <b>Payroll</b>  |                              |                               |                       |                       |                       |                       |
| FTE   | 46.00                        | 46.00                         | 46.00                 | 46.00                 | 46.00                 | 46.00                 |
| Salaries  | 2,795,746                    | 2,723,750                     | 2,741,770             | 2,744,124             | 2,746,489             | 2,748,865             |
| Benefits  | 800,364                      | 827,242                       | 832,093               | 832,634               | 833,178               | 833,725               |
| <b>Total Payroll</b>  | <b>3,596,110</b>             | <b>3,550,992</b>              | <b>3,573,863</b>      | <b>3,576,758</b>      | <b>3,579,667</b>      | <b>3,582,590</b>      |
| <b>Services &amp; Supplies</b>                                | <b>7,525,366</b>             | <b>5,610,724</b>              | <b>5,610,724</b>      | <b>5,610,724</b>      | <b>5,610,724</b>      | <b>5,610,724</b>      |
| <b>Total Expenditures</b>                                     | <b>\$ 11,121,476</b>         | <b>9,161,716</b>              | <b>9,184,587</b>      | <b>9,187,482</b>      | <b>9,190,391</b>      | <b>9,193,314</b>      |



## A.4.1 Employee Services

### I. Executive Summary

### II. Department Description

- A. Department link to the mission statement*
- B. Brief description of the student population this department serves*
- C. Brief description of the department*
- D. Where does the department report to the public (Committee X, Board, website)*
- E. Where does the department report to the Ministry, government agencies*

### III. Link to the Strategic Plan

### IV. Critical Path Timeline

- A. Major initiatives to be undertaken in the next 5 years*
- B. Upcoming changes and challenges*

### V. Human Resources

- A. Organization Chart*
- B. Description of each area/workgroup within the department*
- C. Collective agreement considerations*
- D. Performance Measures (how do we measure success)*

### VI. Financial Forecasting

- A. 5 year projections of Revenue and Expenditures (including FTE counts)*

| Five Year Operating Budget<br>Employee Services |                              |                               |                       |                       |                       |                       |
|---|------------------------------|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|   | 2016/17<br>Amended<br>Budget | 2017/18<br>Proposed<br>Prelim | 2018/19<br>Projection | 2019/20<br>Projection | 2020/21<br>Projection | 2021/22<br>Projection |
| <b>Revenues</b>                                 |                              |                               |                       |                       |                       |                       |
| Revenue & Prior Year Surplus                    | \$ 101,494                   | 106,879                       | 106,879               | 106,879               | 106,879               | 106,879               |
|   | <b>\$ 101,494</b>            | <b>106,879</b>                | <b>106,879</b>        | <b>106,879</b>        | <b>106,879</b>        | <b>106,879</b>        |
| <b>Expenditures</b>                             |                              |                               |                       |                       |                       |                       |
| <b>Payroll</b>                                  |                              |                               |                       |                       |                       |                       |
| FTE   | 64.90                        | 64.15                         | 64.15                 | 64.15                 | 64.15                 | 64.15                 |
| Salaries  | 4,931,428                    | 4,886,203                     | 4,933,431             | 4,948,195             | 4,963,029             | 4,977,931             |
| Benefits  | 1,250,622                    | 1,188,331                     | 1,199,717             | 1,203,109             | 1,206,517             | 1,209,940             |
| <b>Total Payroll</b>                            | <b>6,182,050</b>             | <b>6,074,534</b>              | <b>6,133,148</b>      | <b>6,151,304</b>      | <b>6,169,546</b>      | <b>6,187,871</b>      |
| <b>Services &amp; Supplies</b>                  | <b>1,013,923</b>             | <b>775,622</b>                | <b>775,622</b>        | <b>775,622</b>        | <b>775,622</b>        | <b>775,622</b>        |
| <b>Total Expenditures</b>                       | <b>\$ 7,195,973</b>          | <b>6,850,156</b>              | <b>6,908,770</b>      | <b>6,926,926</b>      | <b>6,945,168</b>      | <b>6,963,493</b>      |

## A.4.2 School Based Staffing

### I. Executive Summary

### II. Department Description

- A. Department link to the mission statement*
- B. Brief description of the student population this department serves*
- C. Brief description of the department*
- D. Where does the department report to the public (Committee X, Board, website)*
- E. Where does the department report to the Ministry, government agencies*

### III. Link to the Strategic Plan

### IV. Critical Path Timeline

- A. Major initiatives to be undertaken in the next 5 years*
- B. Upcoming changes and challenges*

### V. Human Resources

- A. Organization Chart*
- B. Description of each area/workgroup within the department*
- C. Collective agreement considerations*
- D. Performance Measures (how do we measure success)*

### VI. Financial Forecasting

- A. 5 year projections of Revenue and Expenditures (including FTE counts)*

| Five Year Operating Budget<br>School-Based Staffing |                              |                               |                       |                       |                       |                       |
|---|------------------------------|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|   | 2016/17<br>Amended<br>Budget | 2017/18<br>Proposed<br>Prelim | 2018/19<br>Projection | 2019/20<br>Projection | 2020/21<br>Projection | 2021/22<br>Projection |
| <b>Expenditures</b>                                 |                              |                               |                       |                       |                       |                       |
| <b>Payroll</b>                                      |                              |                               |                       |                       |                       |                       |
| FTE   | 3,295.85                     | 3,234.79                      | 3,212.22              | 3,208.61              | 3,193.68              | 3,195.04              |
| Salaries  | 250,514,172                  | 250,836,502                   | 251,766,243           | 251,522,036           | 250,622,996           | 250,667,014           |
| Benefits  | 63,790,710                   | 64,516,967                    | 64,728,840            | 64,660,657            | 64,420,237            | 64,427,821            |
| <b>Total Payroll</b>                                | <b>314,304,882</b>           | <b>315,353,469</b>            | <b>316,495,083</b>    | <b>316,182,693</b>    | <b>315,043,233</b>    | <b>315,094,835</b>    |
| <b>Services &amp; Supplies</b>                      | <b>129,378</b>               | <b>165,512</b>                | <b>165,512</b>        | <b>165,512</b>        | <b>165,512</b>        | <b>165,512</b>        |
| + LIF, PM → CEF                                     | 11,648,724                   | 54,215,740                    | 54,215,740            | 54,215,740            | 54,215,740            | 54,215,740            |
| <b>Total Expenditures</b>                           | <b>\$ 326,082,984</b>        | <b>369,734,721</b>            | <b>370,876,335</b>    | <b>370,563,945</b>    | <b>369,424,485</b>    | <b>369,476,087</b>    |

## A.5.1 Secretary Treasurer's Office

### VII. Executive Summary

### VIII. Department Description

- F. Department link to the mission statement*
- G. Brief description of the student population this department serves*
- H. Brief description of the department*
- I. Where does the department report to the public (Committee X, Board, website)*
- J. Where does the department report to the Ministry, government agencies*

### IX. Link to the Strategic Plan

### X. Critical Path Timeline

- C. Major initiatives to be undertaken in the next 5 years*
- D. Upcoming changes and challenges*

### XI. Human Resources

- E. Organization Chart*
- F. Description of each area/workgroup within the department*
- G. Collective agreement considerations*
- H. Performance Measures (how do we measure success)*

### XII. Financial Forecasting

- B. 5 year projections of Revenue and Expenditures (including FTE counts)*

| Five Year Operating Budget<br>Secretary Treasurer's Office |                              |                               |                       |                       |                       |                       |
|--|------------------------------|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|  | 2016/17<br>Amended<br>Budget | 2017/18<br>Proposed<br>Prelim | 2018/19<br>Projection | 2019/20<br>Projection | 2020/21<br>Projection | 2021/22<br>Projection |
| <b>Revenues</b>  |                              |                               |                       |                       |                       |                       |
| Revenue & Prior Year Surplus                               | \$ 1,335                     | 1,904                         | 1,904                 | 1,904                 | 1,904                 | 1,904                 |
|  | <b>\$ 1,335</b>              | <b>1,904</b>                  | <b>1,904</b>          | <b>1,904</b>          | <b>1,904</b>          | <b>1,904</b>          |
| <b>Expenditures</b>  |                              |                               |                       |                       |                       |                       |
| <b>Payroll</b>   |                              |                               |                       |                       |                       |                       |
| FTE  | 14.00                        | 14.00                         | 14.00                 | 14.00                 | 14.00                 | 14.00                 |
| Salaries   | 594,467                      | 651,392                       | 659,638               | 665,345               | 671,118               | 676,957               |
| Benefits   | 91,117                       | 103,847                       | 104,987               | 105,532               | 106,081               | 106,634               |
| <b>Total Payroll</b>                                       | <b>685,584</b>               | <b>755,239</b>                | <b>764,625</b>        | <b>770,877</b>        | <b>777,199</b>        | <b>783,591</b>        |
| <b>Services &amp; Supplies</b>                             | <b>2,097,879</b>             | <b>1,790,921</b>              | <b>1,790,921</b>      | <b>1,790,921</b>      | <b>1,790,921</b>      | <b>1,790,921</b>      |
| <b>Total Expenditures</b>                                  | <b>\$ 2,783,463</b>          | <b>2,546,160</b>              | <b>2,555,546</b>      | <b>2,561,798</b>      | <b>2,568,120</b>      | <b>2,574,512</b>      |

## A.5.2 Finance

### I. Executive Summary

### II. Department Description

- A. Department link to the mission statement*
- B. Brief description of the student population this department serves*
- C. Brief description of the department*
- D. Where does the department report to the public (Committee X, Board, website)*
- E. Where does the department report to the Ministry, government agencies*

### III. Link to the Strategic Plan

### IV. Critical Path Timeline

- A. Major initiatives to be undertaken in the next 5 years*
- B. Upcoming changes and challenges*

### V. Human Resources

- A. Organization Chart*
- B. Description of each area/workgroup within the department*
- C. Collective agreement considerations*
- D. Performance Measures (how do we measure success)*

### VI. Financial Forecasting

- A. 5 year projections of Revenue and Expenditures (including FTE counts)*

| Five Year Operating Budget<br>Finance |                              |                               |                       |                       |                       |                       |
|---------------------------------------|------------------------------|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                                       | 2016/17<br>Amended<br>Budget | 2017/18<br>Proposed<br>Prelim | 2018/19<br>Projection | 2019/20<br>Projection | 2020/21<br>Projection | 2021/22<br>Projection |
| <b>Expenditures</b>                   |                              |                               |                       |                       |                       |                       |
| <b>Payroll</b>                        |                              |                               |                       |                       |                       |                       |
| FTE                                   | 22.00                        | 21.00                         | 21.00                 | 21.00                 | 21.00                 | 21.00                 |
| Salaries                              | 1,401,858                    | 1,404,370                     | 1,414,882             | 1,416,891             | 1,418,909             | 1,420,936             |
| Benefits                              | 351,464                      | 381,660                       | 384,404               | 384,866               | 385,330               | 385,796               |
| <b>Total Payroll</b>                  | <b>1,753,322</b>             | <b>1,786,030</b>              | <b>1,799,286</b>      | <b>1,801,757</b>      | <b>1,804,239</b>      | <b>1,806,732</b>      |
| <b>Services &amp; Supplies</b>        | <b>169,314</b>               | <b>190,546</b>                | <b>190,546</b>        | <b>190,546</b>        | <b>190,546</b>        | <b>190,546</b>        |
| <b>Total Expenditures</b>             | <b>\$ 1,922,636</b>          | <b>1,976,576</b>              | <b>1,989,832</b>      | <b>1,992,303</b>      | <b>1,994,785</b>      | <b>1,997,278</b>      |

## A.5.3 Purchasing & Administrative Services

### I. Executive Summary

### II. Department Description

- F. Department link to the mission statement*
- G. Brief description of the student population this department serves*
- H. Brief description of the department*
- I. Where does the department report to the public (Committee X, Board, website)*
- J. Where does the department report to the Ministry, government agencies*

### III. Link to the Strategic Plan

### IV. Critical Path Timeline

- C. Major initiatives to be undertaken in the next 5 years*
- D. Upcoming changes and challenges*

### V. Human Resources

- E. Organization Chart*
- F. Description of each area/workgroup within the department*
- G. Collective agreement considerations*
- H. Performance Measures (how do we measure success)*

### VI. Financial Forecasting

- B. 5 year projections of Revenue and Expenditures (including FTE counts)*

| <b>Five Year Operating Budget</b><br><b>Purchasing &amp; Administrative Services</b><br><b>(Includes Material Services, Printing &amp; Cafeterias)</b> |                              |                               |                       |                       |                       |                       |
|--|------------------------------|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|  | 2016/17<br>Amended<br>Budget | 2017/18<br>Proposed<br>Prelim | 2018/19<br>Projection | 2019/20<br>Projection | 2020/21<br>Projection | 2021/22<br>Projection |
| <b>Revenues</b>  |                              |                               |                       |                       |                       |                       |
| Revenue & Prior Year Surplus   | \$ 2,958,782                 | 1,960,940                     | 1,960,940             | 1,960,940             | 1,960,940             | 1,960,940             |
|  | <b>\$ 2,958,782</b>          | <b>1,960,940</b>              | <b>1,960,940</b>      | <b>1,960,940</b>      | <b>1,960,940</b>      | <b>1,960,940</b>      |
| <b>Expenditures</b>  |                              |                               |                       |                       |                       |                       |
| <b>Payroll</b>   |                              |                               |                       |                       |                       |                       |
| FTE  | 89.40                        | 88.40                         | 88.40                 | 88.40                 | 88.40                 | 88.40                 |
| Salaries   | 4,027,302                    | 4,245,882                     | 4,274,067             | 4,275,939             | 4,277,820             | 4,279,707             |
| Benefits   | 999,782                      | 1,035,668                     | 1,042,648             | 1,043,080             | 1,043,513             | 1,043,947             |
| <b>Total Payroll</b>   | <b>5,027,084</b>             | <b>5,281,550</b>              | <b>5,316,715</b>      | <b>5,319,019</b>      | <b>5,321,333</b>      | <b>5,323,654</b>      |
| <b>Services &amp; Supplies</b>   | <b>6,208,262</b>             | <b>4,175,307</b>              | <b>4,175,307</b>      | <b>4,175,307</b>      | <b>4,175,307</b>      | <b>4,175,307</b>      |
| <b>Total Expenditures</b>  | <b>\$ 11,235,346</b>         | <b>9,456,857</b>              | <b>9,492,022</b>      | <b>9,494,326</b>      | <b>9,496,640</b>      | <b>9,498,961</b>      |

## A.5.4 Facilities

### I. Executive Summary

### II. Department Description

- A. Department link to the mission statement*
- B. Brief description of the student population this department serves*
- C. Brief description of the department*
- D. Where does the department report to the public (Committee X, Board, website)*
- E. Where does the department report to the Ministry, government agencies*

### III. Link to the Strategic Plan

### IV. Critical Path Timeline

- A. Major initiatives to be undertaken in the next 5 years*
- B. Upcoming changes and challenges*

### V. Human Resources

- A. Organization Chart*
- B. Description of each area/workgroup within the department*
- C. Collective agreement considerations*
- D. Performance Measures (how do we measure success)*

### VI. Financial Forecasting

- A. 5 year projections of Revenue and Expenditures (including FTE counts)*

| Five Year Operating Budget<br>Facilities |                              |                               |                       |                       |                       |                       |
|--|------------------------------|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|  | 2016/17<br>Amended<br>Budget | 2017/18<br>Proposed<br>Prelim | 2018/19<br>Projection | 2019/20<br>Projection | 2020/21<br>Projection | 2021/22<br>Projection |
| <b>Revenues</b>                          |                              |                               |                       |                       |                       |                       |
| Revenue & Prior Year Surplus             | \$ 5,229,414                 | 5,733,298                     | 5,733,298             | 5,733,298             | 5,733,298             | 5,733,298             |
|  | <b>\$ 5,229,414</b>          | <b>5,733,298</b>              | <b>5,733,298</b>      | <b>5,733,298</b>      | <b>5,733,298</b>      | <b>5,733,298</b>      |
| <b>Expenditures</b>                      |                              |                               |                       |                       |                       |                       |
| <b>Payroll</b>                           |                              |                               |                       |                       |                       |                       |
| FTE                                      | 566.33                       | 560.73                        | 560.73                | 560.73                | 560.73                | 560.73                |
| Salaries                                 | 30,669,104                   | 30,016,875                    | 30,204,184            | 30,211,426            | 30,218,700            | 30,226,007            |
| Benefits                                 | 7,334,554                    | 7,467,496                     | 7,510,595             | 7,512,261             | 7,513,935             | 7,515,616             |
| <b>Total Payroll</b>                     | <b>38,003,658</b>            | <b>37,484,371</b>             | <b>37,714,779</b>     | <b>37,723,687</b>     | <b>37,732,635</b>     | <b>37,741,623</b>     |
| <b>Services &amp; Supplies</b>           | <b>13,282,091</b>            | <b>12,845,387</b>             | <b>12,933,765</b>     | <b>13,131,534</b>     | <b>13,337,635</b>     | <b>13,558,343</b>     |
| + CEF Overhead                           | -                            | 3,384,744                     | TBD                   | TBD                   | TBD                   | TBD                   |
| <b>Total Expenditures</b>                | <b>\$ 51,285,749</b>         | <b>53,714,502</b>             | <b>50,648,544</b>     | <b>50,855,221</b>     | <b>51,070,270</b>     | <b>51,299,966</b>     |

## A.5.5 Sustainability

### I. Executive Summary

### II. Department Description

- A. Department link to the mission statement*
- B. Brief description of the student population this department serves*
- C. Brief description of the department*
- D. Where does the department report to the public (Committee X, Board, website)*
- E. Where does the department report to the Ministry, government agencies*

### III. Link to the Strategic Plan

### IV. Critical Path Timeline

- A. Major initiatives to be undertaken in the next 5 years*
- B. Upcoming changes and challenges*

### V. Human Resources

- A. Organization Chart*
- B. Description of each area/workgroup within the department*
- C. Collective agreement considerations*
- D. Performance Measures (how do we measure success)*

### VI. Financial Forecasting

- A. 5 year projections of Revenue and Expenditures (including FTE counts)*

| Five Year Operating Budget<br>Sustainability |                              |                               |                       |                       |                       |                       |
|--|------------------------------|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|  | 2016/17<br>Amended<br>Budget | 2017/18<br>Proposed<br>Prelim | 2018/19<br>Projection | 2019/20<br>Projection | 2020/21<br>Projection | 2021/22<br>Projection |
| <b>Revenues</b>                              |                              |                               |                       |                       |                       |                       |
| Revenue & Prior Year Surplus                 | \$ 161,530                   | -                             | -                     | -                     | -                     | -                     |
|  | <b>\$ 161,530</b>            | <b>-</b>                      | <b>-</b>              | <b>-</b>              | <b>-</b>              | <b>-</b>              |
| <b>Expenditures</b>                          |                              |                               |                       |                       |                       |                       |
| <b>Payroll</b>                               |                              |                               |                       |                       |                       |                       |
| FTE  | 1.90                         | 1.90                          | 1.90                  | 1.90                  | 1.90                  | 1.90                  |
| Salaries                                     | 143,354                      | 154,695                       | 156,284               | 156,900               | 157,519               | 158,140               |
| Benefits                                     | 34,808                       | 36,790                        | 37,162                | 37,303                | 37,445                | 37,588                |
| <b>Total Payroll</b>                         | <b>178,162</b>               | <b>191,485</b>                | <b>193,446</b>        | <b>194,203</b>        | <b>194,964</b>        | <b>195,728</b>        |
| <b>Services &amp; Supplies</b>               | <b>132,985</b>               |                               |                       |                       |                       |                       |
| <b>Total Expenditures</b>                    | <b>\$ 311,147</b>            | <b>191,485</b>                | <b>193,446</b>        | <b>194,203</b>        | <b>194,964</b>        | <b>195,728</b>        |

## A.5.6 Corporate

### VII. Executive Summary

### VIII. Department Description

- F. Department link to the mission statement*
- G. Brief description of the student population this department serves*
- H. Brief description of the department*
- I. Where does the department report to the public (Committee X, Board, website)*
- J. Where does the department report to the Ministry, government agencies*

### IX. Link to the Strategic Plan

### X. Critical Path Timeline

- C. Major initiatives to be undertaken in the next 5 years*
- D. Upcoming changes and challenges*

### XI. Human Resources

- E. Organization Chart*
- F. Description of each area/workgroup within the department*
- G. Collective agreement considerations*
- H. Performance Measures (how do we measure success)*

### XII. Financial Forecasting

- B. 5 year projections of Revenue and Expenditures (including FTE counts)*

| Five Year Operating Budget<br>Corporate |                              |                               |                       |                       |                       |                       |
|---|------------------------------|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|   | 2016/17<br>Amended<br>Budget | 2017/18<br>Proposed<br>Prelim | 2018/19<br>Projection | 2019/20<br>Projection | 2020/21<br>Projection | 2021/22<br>Projection |
| <b>Revenues</b>                         |                              |                               |                       |                       |                       |                       |
| Revenue & Prior Year Surplus            | \$ 458,609,690               | 449,364,942                   | 448,007,869           | 447,328,869           | 446,404,203           | 446,703,637           |
| LIF, PM -> CEF                          | 11,648,724                   | 57,600,484                    | 54,215,740            | 54,215,740            | 54,215,740            | 54,215,740            |
| LIF Support                             | 1,801,281                    | 1,758,948                     | 1,758,948             | 1,758,948             | 1,758,948             | 1,758,948             |
|   | <b>\$ 472,059,695</b>        | <b>508,724,374</b>            | <b>503,982,557</b>    | <b>503,303,557</b>    | <b>502,378,891</b>    | <b>502,678,325</b>    |
| <b>Expenditures</b>                     |                              |                               |                       |                       |                       |                       |
| <b>Payroll</b>                          |                              |                               |                       |                       |                       |                       |
| FTE                                     | -                            | -                             | -                     | -                     | -                     | -                     |
| Salaries                                | 216,806                      | (258,067)                     | (258,295)             | (257,939)             | (257,582)             | (257,222)             |
| Benefits                                | 2,965,842                    | 2,915,647                     | 4,884,976             | 6,824,196             | 8,819,717             | 10,751,440            |
| <b>Total Payroll</b>                    | <b>3,182,648</b>             | <b>2,657,580</b>              | <b>4,626,681</b>      | <b>6,566,257</b>      | <b>8,562,135</b>      | <b>10,494,218</b>     |
| <b>Services &amp; Supplies</b>          | <b>(181,722)</b>             | <b>(358,887)</b>              | <b>(358,887)</b>      | <b>(358,887)</b>      | <b>(358,887)</b>      | <b>(358,887)</b>      |
| <b>Total Expenditures</b>               | <b>\$ 3,000,926</b>          | <b>2,298,693</b>              | <b>4,267,794</b>      | <b>6,207,370</b>      | <b>8,203,248</b>      | <b>10,135,331</b>     |





# **Appendix B**

## **2017/2018 Preliminary Budget Proposals**

## Appendix B: 2017/2018 Preliminary Budget Proposals

An operating budget shortfall of \$2.13 million is projected for 2017/2018. The following table provides a summary of the preliminary proposals to achieve a balanced budget for 2017/2018.

| Budget Proposals By Level, Type and Nature |             |             |             |            |                  |
|--|-------------|-------------|-------------|------------|------------------|
| Level -->                                  |             |             |             |            |                  |
| \$ Millions                                | 1           | 2           | 3           | 4          | Total            |
| One-Time                                   | 0.15        | -           | -           | N/A        | \$ 0.15          |
| Ongoing                                    | 0.29        | 0.10        | -           | N/A        | 0.39             |
| <b>Administrative</b>                      | <b>0.44</b> | <b>0.10</b> | -           | <b>N/A</b> | <b>0.54</b>      |
| One-Time                                   | -           | -           | N/A         | N/A        | -                |
| Ongoing                                    | -           | 0.62        | N/A         | N/A        | 0.62             |
| <b>Facilities</b>                          | -           | <b>0.62</b> | <b>N/A</b>  | <b>N/A</b> | <b>0.62</b>      |
| One-Time                                   | -           | -           | -           | -          | -                |
| Ongoing                                    | -           | 0.15        | 0.81        | -          | 0.96             |
| <b>Educational</b>                         | -           | <b>0.15</b> | <b>0.81</b> | -          | <b>0.96</b>      |
| One-Time Total                             | 0.15        | -           | -           | -          | 0.15             |
| Ongoing Total                              | 0.29        | 0.87        | 0.81        | -          | 1.98             |
| <b>Total</b>                               | <b>0.44</b> | <b>0.87</b> | <b>0.81</b> | -          | <b>2.13</b>      |
| <b>Estimated Shortfall</b>                 |             |             |             |            | <b>\$ (2.13)</b> |
| <b>Deficit Remaining</b>                   |             |             |             |            | <b>\$ -</b>      |

The following proposals are presented in order to achieve a balanced operating budget for 2017/2018. Detailed descriptions of these proposals are provided, starting on the next page.

| Administrative Proposals                  | Type     | FTE          | Est \$M        |
|---|----------|--------------|----------------|
| LIT Hardware and Software Budget          | Ongoing  | -            | \$ 0.20        |
| Finance Admin Support                     | Ongoing  | 1.00         | 0.07           |
| Purchasing Reorganization                 | Ongoing  | 1.00         | 0.03           |
| Increase Rentals Revenue                  | Ongoing  | -            | 0.09           |
| BCSTA                                     | Ongoing  | -            | (0.09)         |
| Payroll Timesheet Reduction               | Ongoing  | 0.75         | 0.05           |
| Payroll Timesheet Reduction               | One-Time | -            | 0.15           |
| Printing Job Posting                      | Ongoing  | -            | 0.05           |
| <b>Total Administrative Proposals</b>     |          | <b>2.75</b>  | <b>0.54</b>    |
| Facilities                                | Type     | FTE          | Est \$M        |
| Maintenance Reductions                    | Ongoing  | 5.00         | 0.50           |
| Assistant Manager of Operations           | Ongoing  | 1.00         | 0.12           |
| <b>Total Facilities Proposals</b>         |          | <b>6.00</b>  | <b>0.62</b>    |
| Educational                               | Type     | FTE          | Est \$M        |
| Adult Education                           | Ongoing  | 6.23         | 0.55           |
| Removing Additional Staffing Entitlements | Ongoing  | 1.00         | 0.10           |
| Aboriginal Education Budget               | Ongoing  | -            | 0.15           |
| Career Information Advisors               | Ongoing  | 2.80         | 0.17           |
| <b>Total Educational Proposals</b>        |          | <b>10.03</b> | <b>0.96</b>    |
| <b>Total Proposals</b>                    |          | <b>18.78</b> | <b>\$ 2.13</b> |
| <b>Surplus/(Deficit)</b>                  |          |              | <b>\$ -</b>    |

# A1 – Reduce LIT Hardware and Software Support Budget

## Background & Analysis

The LIT department supports all technology hardware and software infrastructure, computers, tablets, mobile devices, and software applications. Centralized software and hardware components require periodic updates, replacement, expansion, and new versions. The LIT department periodically needs to rapidly address emergent issues due to component failures or increased demand for resources and to improve processes for deploying, maintaining, securing, and supporting technology. This work involves acquiring new hardware, new software management systems, and external technical assistance.

Current budgets for hardware and software support have funding built-in to address these needs.

VSF 2021 Linkage:

Goal 4 - Objective e – Activity 5 – Investigate options to implement an Enterprise Risk Management strategy across the district. *This proposal introduces increased risk to the District by limiting the LIT department's resources available to effectively manage District IT assets, manage resource demands, and respond to emergency situations.*

## Recommendations

It is recommended that \$75,000 be reduced from the LIT hardware budget and \$125,000 from the software budget.

## Budget Implications

| Staffing Impact (FTE) |           |                |
|-----------------------|-----------|----------------|
| Base                  | Reduction | Employee Group |
|                       |           |                |

| Budget Impact (\$)  |          |         |         |
|---------------------|----------|---------|---------|
| Salaries & Benefits | Supplies | Revenue | Total   |
|                     | 200,000  |         | 200,000 |

## A2 - Finance Admin Support

### Background & Analysis

The district receives donations in the range of \$3 million annually. The current procedure of collecting donations and remitting tax-deductible receipts at the district is a manual process, and is outdated, time consuming and cumbersome.

The district currently has software for fee collection, which also has functionality to collect donations online and automatically remit donation receipts electronically. A number of schools have indicated that online donation is something they would like to offer. Offering this functionality online would provide better service to parents and the public, as well as offering an additional way to donate (by credit card), which is common in other organizations.

In implementing this module of the software, the administrative position responsible in the finance department for this function would not be needed. Given its manual and cumbersome nature, this work accounts for the majority of the workload for this particular position, which would no longer be required.

### Recommendations

That one administrative Office Support D position be eliminated in the district finance department.

### Budget Implications

| Staffing Impact (FTE) |           |                | Budget Impact (\$)  |          |         |                 |
|-----------------------|-----------|----------------|---------------------|----------|---------|-----------------|
| Base                  | Reduction | Employee Group | Salaries & Benefits | Supplies | Revenue | Total           |
| 18.0                  | 1.0       | CUPE 15        | \$69,070            |          |         | <b>\$69,070</b> |

## A3 – Purchasing Reorganization

### Background & Analysis

Based on the data analysis provided from both the Price Waterhouse report and the Ernst Young report, areas of cost savings were identified that will enhance the Purchasing departments capacity to reduce the overall spend and create additional efficiencies.

The change in the current structure would allow for an increased level of technically skilled support and service to the organization as well as the support we provide for SETBC, CAYA, ATBC and ERAC.

By reorganizing, these changes would focus on providing stronger technical skills that will allow for efficiencies focusing on the value added efforts required to leverage the current systems. The changes will also provide the additional technical skills to reduce costs and focus on more complex contractual negotiations and arrangements.

By enhancing, the knowledge and skill level within the Purchasing department there will be an increased ability to provide more support to our clients and help guide them to understand the legislative and legal requirements outlined by the provincial government, Trade Agreements as well as our VSB policies.

### Recommendation

It is recommended that a total of three (3.0) OSB -Clerks be reduced and a total of two (2.0) TRC – Buyers be added.

### Budget Implications

| Staffing Impact (FTE) |           |                | Budget Impact (\$)  |          |         |               |
|-----------------------|-----------|----------------|---------------------|----------|---------|---------------|
| Base                  | Reduction | Employee Group | Salaries & Benefits | Supplies | Revenue | Total         |
| 10                    | 1.0       | CUPE 15        | 31,140              |          |         | <b>31,140</b> |

## A4 – Increase Rentals Revenue

### Background & Analysis

Facility rentals have generated modest but steady increases in revenue for the past few years. VSB facilities are expected to continue to be desirable locations for filming, resulting in an increase in revenue.

### Recommendations

It is recommended that rental revenues be increased by \$90,000.

### Budget Implications

| Staffing Impact (FTE) |           |                | Budget Impact (\$)  |          |         |               |
|-----------------------|-----------|----------------|---------------------|----------|---------|---------------|
| Base                  | Reduction | Employee Group | Salaries & Benefits | Supplies | Revenue | Total         |
|                       |           |                |                     |          | 90,000  | <b>90,000</b> |

## A5 – BCSTA

### Background & Analysis

The British Columbia School Trustees Association (BCSTA) serves and supports its members, BC's Boards of Education, in their key work of improving student achievement. At the local level BCSTA provides professional development, legal counsel and communications. Provincially, its non-profit Association acts as Boards' strong, unified voice in advocating to government, other education partners, and the public on matters affecting public education.

BCSTA members set the directions for advocacy and all other aspects of BCSTA's work on their behalf. Members do this via resolutions at our annual general meeting in the spring, and at smaller Provincial Council governance meetings over the year.

A cost benefit analysis of membership with the BCSTA would be of benefit. The BCSTA is regarded as the official voice of Boards of Education in relation with the Ministry of Education, serving a key advocacy function for Public Education in BC. Shifting a good portion of advocacy to the Provincial level will assist the Board in focusing its efforts on educational outcomes at the local level.

### Recommendations

That the Board of Education rejoin the BCSTA with effect July 1, 2017.

### Budget Implications

| Staffing Impact (FTE) |           |                | Budget Impact (\$)  |          |         |        |
|-----------------------|-----------|----------------|---------------------|----------|---------|--------|
| Base                  | Reduction | Employee Group | Salaries & Benefits | Supplies | Revenue | Total  |
|                       |           |                |                     | 85,000   |         | 85,000 |



## A6 - Payroll Timesheet Reduction

### Background & Analysis

Approximately 600 casual (on call) CUPE 15 and IUOE 963 employees are dispatched by Smart Find Express (SFE) to replace absent permanent employees or fill vacancies each week. SFE produces an electronic file with all the necessary information to “pay” these on call employees who currently complete a paper timesheet. Principals, Vice Principals and exempt supervisors are required to sign the paper timesheets prior to scanning them to payroll. Every week payroll prints off the scanned timesheets and then manually data enters into PeopleSoft, which is a duplication of effort and paper. VBE has successfully used this electronic file to pay Teachers Teaching on Call for years.

In addition, there are approximately 450 employees who are not dispatched or registered on SFE who must complete paper timesheets in order to be paid. The non-SFE group is made up of 101 CUPE 407, approximately 175 Trades and 175 community school employees and on-call exempt staff.

### Recommendations

We recommend that we configure the interface to include the SFE pay information for all casual (on call) support employees so that they can be paid without the requirement of completing a paper timesheet. This will reduce the manual data entry and save approximately 1200 sheets of paper per week.

We recommend that we configure PeopleSoft Self Service to allow 175 Community Schools staff and casual exempt employees to report their hours worked directly in PeopleSoft's electronic timesheet. Their supervisors will be trained to approve the reported time electronically through PeopleSoft Manager self-service application.

Alternatives for the 101 CUPE 407 and approximately 175 Trades employees will be explored in a future project.

This recommendation aligns with the Strategic Plan's Goal 4: “Provide effective leadership, governance and stewardship. By effectively using school district resources and supporting the school district to be the greenest school district in North America by reducing its paper consumption.

There had been \$150,000 set aside in the 2016/2017 Amended Budget to fund this project. This was outside of our means so we approached the Ministry of Education and PSAC to ask for their support. This was granted so we no longer need to use the money for this purpose and it was put aside. We will need this in the future for ongoing PeopleSoft costs. Consequently, as a one-time offering we can utilize this amount to offset the overall district deficits for 2017-18.

## Budget Implications

| Staffing Impact (FTE) |           |                | Budget Impact (\$)  |          |                       |                |
|-----------------------|-----------|----------------|---------------------|----------|-----------------------|----------------|
| Base                  | Reduction | Employee Group | Salaries & Benefits | Supplies | Revenue               | Total          |
|                       | 0.75      | CUPE 15        | 41,250              | 5,000    | 150,000<br>(one-time) | <b>196,250</b> |

## A7 – Printing Job Postings

### Background & Analysis

Past practice in the District requires that we provide print copies of all postings and communications for all schools and stakeholders in the District for several of our partner groups and employees. In order to apply for these positions employees are required to do so online. It would appear to be an unnecessary task to post printed copies as a contemporary practice to continue with given our technological capabilities.

### Recommendations

We currently spend approximately \$50,000/ year on printing costs. We are recommending that all postings and future communications be provided online and through PDF. The choice to print these to paper would be that of the employee. This change in practice would be in line with our strategic plan under sustainability - to be the greenest District in North America.

### Budget Implications

| Staffing Impact (FTE) |           |                |
|-----------------------|-----------|----------------|
| Base                  | Reduction | Employee Group |
|                       |           |                |

| Budget Impact (\$)  |          |         |        |
|---------------------|----------|---------|--------|
| Salaries & Benefits | Supplies | Revenue | Total  |
|                     | 50,000   |         | 50,000 |

## F1 – Maintenance Reductions

### Background & Analysis

In last year's budget, the following proposal was introduced and adopted. The \$500,000 was proposed as a one-time reduction, and is currently in place the 16/17 fiscal year.

*"The 2016/17 Operating Budget included a "one-time" cut of \$500,000 to the Trades staffing, which increased pressures to maintaining acceptable support level to schools.*

*It is being proposed that the 16/17 one-time cut become continuing with effect in 17/18. The planned reductions will further challenge maintenance's ability to maintain schools at reasonable levels, and impacting negatively on the \$700,000,000 deferred maintenance. Facility maintenance staffing expenditures are not constrained by legislative or collective agreement requirements. Accordingly, there is some flexibility to vary the level of maintenance work performed each year.*

*As a means of assisting the VSB in achieving the district wide required operating budget reductions, it is proposed to reduce maintenance support to VSB schools through reductions to maintenance trades staff and minor reductions to grounds support. The specific trades proposed for reductions are based on minimizing the impact on the continued safe operation of our schools and facilities.*

*It is recommended to reduce the trades workforce by 2 painters, 2 sheet metal and 1 machinist for a total \$500,000 reduction for 2017/18. The staffing complement to achieve the further \$500,000 one-time reduction will be finalized over the coming months, and will depend on anticipated preventative maintenance work and submitted workorders.*

### Recommendations

It is recommended that the one-time budget reduction currently in place in the current year 2016/2017, be continued as an ongoing permanent reduction.

### Budget Implications

| Staffing Impact (FTE) |           |                | Budget Impact (\$)  |          |         |         |
|-----------------------|-----------|----------------|---------------------|----------|---------|---------|
| Base                  | Reduction | Employee Group | Salaries & Benefits | Supplies | Revenue | Total   |
| 57 FTE                | 5 FTE     | Trades         | 432,183             | 67,817   |         | 500,000 |

## F2 – Assistant Manager of Operations

### Background & Analysis

The Assistant Manager of Operations is responsible for planning and managing the engineer-custodial services for all district facilities. Through three excluded supervisors the position is responsible for the delivery of, cleaning, heating and ventilation, site security, regular testing and inspection of life-safety systems, and minor repairs of facilities and equipment.

The position manages site staffing allotments, relief staffing requirements and the associated budgets. Through the excluded supervisors, this position manages contracts and budgets for elevator maintenance, intruder alarm and fire alarm monitoring, security services, fire suppression systems, custodial supplies, carpet cleaning, waste removal, and recycling.

The Operations Department has a workforce of 400+ FTE's working day/afternoon/evening shifts and the reduction of this position may place a greater load on the three excluded supervisors. The increased workload may impact the ability of the supervisors to provide consistent, timely response to school concerns.

### Recommendations

It is recommended that the position of Assistant Manager of Operations be eliminated.

### Budget Implications

| Staffing Impact (FTE) |           |                | Budget Impact (\$)  |          |         |         |
|-----------------------|-----------|----------------|---------------------|----------|---------|---------|
| Base                  | Reduction | Employee Group | Salaries & Benefits | Supplies | Revenue | Total   |
| 1.0                   | 1.0       | PASA           | 120,863             |          |         | 120,863 |

## E1 – Adult Education

### Background & Analysis

Adult Education provides courses towards the graduation program (grades 10, 11 and 12) as well as 26 Literacy Foundations courses in English, Math, Science, Social Studies and Information and Communications Technology. Courses are offered as self-paced, structured or in one of the two youth programs. Adult Education has seen a decline in enrollment in most categories: MOE funded school aged students, MOE funded adults who have not graduated, MOE funded Graduated Adults, fee paying International students, and students enrolled in youth programs. There has been a slight increase in the number of Graduated Adult fee paying students.

In this past year, the two centres offering structured courses are operating at about 55% capacity; with the physical classroom space that can offer 80 courses per quarter term, only about 47 are currently running. Adult Education operated at a loss in the 2015-16 school year and further losses are projected for the 2016-17 school year.

### Recommendation

It is recommended that the Adult Education program be consolidated to the South Hill Centre while the Gathering Place Centre (youth and adult programs) and the Main Street Education Centre be closed effective June 2017.

### Budget Implications

| Staffing Impact (FTE) |           |                          | Budget Impact (\$)  |          |         |           |
|-----------------------|-----------|--------------------------|---------------------|----------|---------|-----------|
| Base                  | Reduction | Employee Group           | Salaries & Benefits | Supplies | Revenue | Total     |
| 3.00                  | 1.00      | Instructional Assistants | 189,650*            |          |         |           |
| 8.52                  | 3.00      | VEPVPA                   | 150,593             |          |         |           |
| 4.30                  | 2.00      | CUPE 15                  | 180,481             |          |         |           |
|                       | 0.23      | PASA                     | 236,449             |          |         |           |
|                       |           | IUOE                     | 14,000              |          |         | 759,891   |
|                       |           | One-Time Transition      |                     |          |         | (230,000) |
|                       |           | Net                      |                     | 2,718    |         | 543,891   |

\*Realization of 2015 layoff language.

## E2 – Removing Additional Staffing Entitlements

### Background & Analysis

King George Secondary School has historically been allocated an additional staffing entitlement from the Learning Services Department due to its smaller size (443 students) in relation to other secondary schools in the district. This allocation was intended to help with timetabling challenges. During the 2016-2017 budget process, the allocation was decreased by 4 blocks from 1.5714 to 1.00 FTE.

There are other small secondary schools (Britannia: 517 students and University Hill: 566 students) in the district who do not receive this additional entitlement and yet are able to timetable the appropriate course offerings for their students.

### Recommendations

It is recommended that the “small school entitlement” previously allocated to King George Secondary be eliminated as of June 2017.

### Budget Implications

| Staffing Impact (FTE) |           |                | Budget Impact (\$)  |          |         |                 |
|-----------------------|-----------|----------------|---------------------|----------|---------|-----------------|
| Base                  | Reduction | Employee Group | Salaries & Benefits | Supplies | Revenue | Total           |
| 1.00                  | 1.00      | VTF            | \$99,791            |          |         | <b>\$99,791</b> |

## E3 – Aboriginal Education Budget

### Background & Analysis

The Vancouver School District has a self-identified Aboriginal Student population of approximately 2100 students (4% of its total student population). The Ministry of Education targeted Aboriginal Education funding for Vancouver is \$2,556,105. The District allocates an additional \$200,000 out of operating funds to supplement the department's targeted budget.

The Aboriginal Education department has had a consistent annual surplus of approximately \$200,000 over the last three years.

### Recommendations

It is recommended that the amount of operating funds allocated to the Aboriginal Education Department be reduced by \$150,000, thereby bringing it into alignment with actual expenditures and closer to targeted funding levels.

### Budget Implications

| Staffing Impact (FTE) |           |                | Budget Impact (\$)  |           |         |           |
|-----------------------|-----------|----------------|---------------------|-----------|---------|-----------|
| Base                  | Reduction | Employee Group | Salaries & Benefits | Supplies  | Revenue | Total     |
|                       |           |                |                     | \$150,000 |         | \$150,000 |



## E4 – Career Information Advisors

### Background & Analysis

Prior to this year, there were 10.0 FTE Career Information Advisors (CIAs) who worked in each of the district's secondary schools and 0.8 FTE assigned to an Alternate Education program. As a result of the anticipated 2016-2017 budget shortfall, the 10.0 FTE school-based positions were eliminated and 3.0 FTE district-based CIA positions were created. The functions of the district-based positions were to maintain a district electronic information sharing platform, promote ACE IT and other VSB Trades, Technology and Career programs, act as the main contact for all post-secondary updates, and assist with district events that promote student career exploration and educational decision-making.

2.80 FTE of the remaining positions are paid for through the district's operating funds and 1.0 FTE is funded through the Learning Improvement Fund (LIF).

If these positions were eliminated, their responsibilities would be reassigned.

### Recommendations

It is recommended that 2.80 FTE (operating) and 1.0 FTE (LIF) be eliminated as of June 2017.

### Budget Implications

| Staffing Impact (FTE) |           |                | Budget Impact (\$)  |          |         |                  |
|-----------------------|-----------|----------------|---------------------|----------|---------|------------------|
| Base                  | Reduction | Employee Group | Salaries & Benefits | Supplies | Revenue | Total            |
| 2.80                  | 2.80      | CUPE 15        | \$166,042           |          |         | <b>\$166,042</b> |

## **Appendix C**

### **Stakeholder and Public Consultation**

## Appendix C: Stakeholder and Public Consultation

The following Board approved 2017/2018 Budget Process/Timeline shows the schedule of budget meetings. Please refer to this schedule for the budget meeting dates and deadlines for submissions.

|  |   |
|--|---|
| Thursday, April 6, 2017<br>Education Centre<br>5:00 p.m.   | <b>Plenary Education &amp; Student Services/Finance &amp; Legal (Committee III/V)</b><br><b>Public Presentation</b> of Five Year Business Plan and Preliminary Budget Proposals |
| April 6 - 18   | <b>Public Survey</b> available online at:<br><br><a href="http://govsb.ca/budgetsurvey">http://govsb.ca/budgetsurvey</a>  |
| Monday, April 10, 2017<br>Education Centre<br>5:00 p.m.    | <b>Plenary Education &amp; Student Services/Finance &amp; Legal (Committee III/V)</b><br><b>Stakeholder Consultation</b> on 2017/2018 Preliminary Budget Proposals              |
| Tuesday, April 11, 2017<br>Education Centre<br>5:00 p.m.   | <b>Committee-of-the-Whole</b><br><b>Public Input</b> on 2017/2018 Preliminary Budget Proposals  |
| Monday, April 24, 2017<br>Education Centre<br>7:00 p.m.    | <b>Board Meeting / Committee-of-the-Whole</b><br><b>Presentation</b> of Report on the Public Survey<br><b>Stakeholder and Public Input</b> on 2017/2018 Budget Proposals        |
| Wednesday, April 26, 2017<br>Education Centre<br>7:00 p.m. | <b>Special Board Meeting</b><br><b>Final Deliberations and Adoption</b> of the 2017/2018 Preliminary Budget   |

Please send written submissions no later than two working days before the meeting to Vancouver Board of Education, Attention: Administrative Coordinator, Secretary-Treasurer's Office, 1580 West Broadway, Vancouver, BC V6J 5K8, or send by fax to 604-713-5049, or email to [budget2017\\_2018@vsb.bc.ca](mailto:budget2017_2018@vsb.bc.ca).

### New for this year, an online survey

The consultation process for 2017/2018 follows what has been undertaken in the past as well as a new addition for this year. New for 2017/2018, the VBE is undertaking an online survey. The survey is intended to become our primary consultation method, due to these benefits:

- An online survey permits input from the largest number of people as public meetings with speaking slots inherently limits the amount of input that can be received;
- An online survey makes providing input more accessible to a broader range of people;
- Many busy families cannot make the evening meetings and so an online survey provides the convenience and flexibility that a scheduled meeting cannot provide;

The survey will be live on April 6 to April 18, at <http://govsb.ca/budgetsurvey>.

Please note: all submissions to the Board are considered to be public documents. The Board may make any submissions available to the public and / or on the website.

# VSB Budget 2017/2018



Engaged Learners  
Inclusive Schools  
Caring Communities



April 6 2017

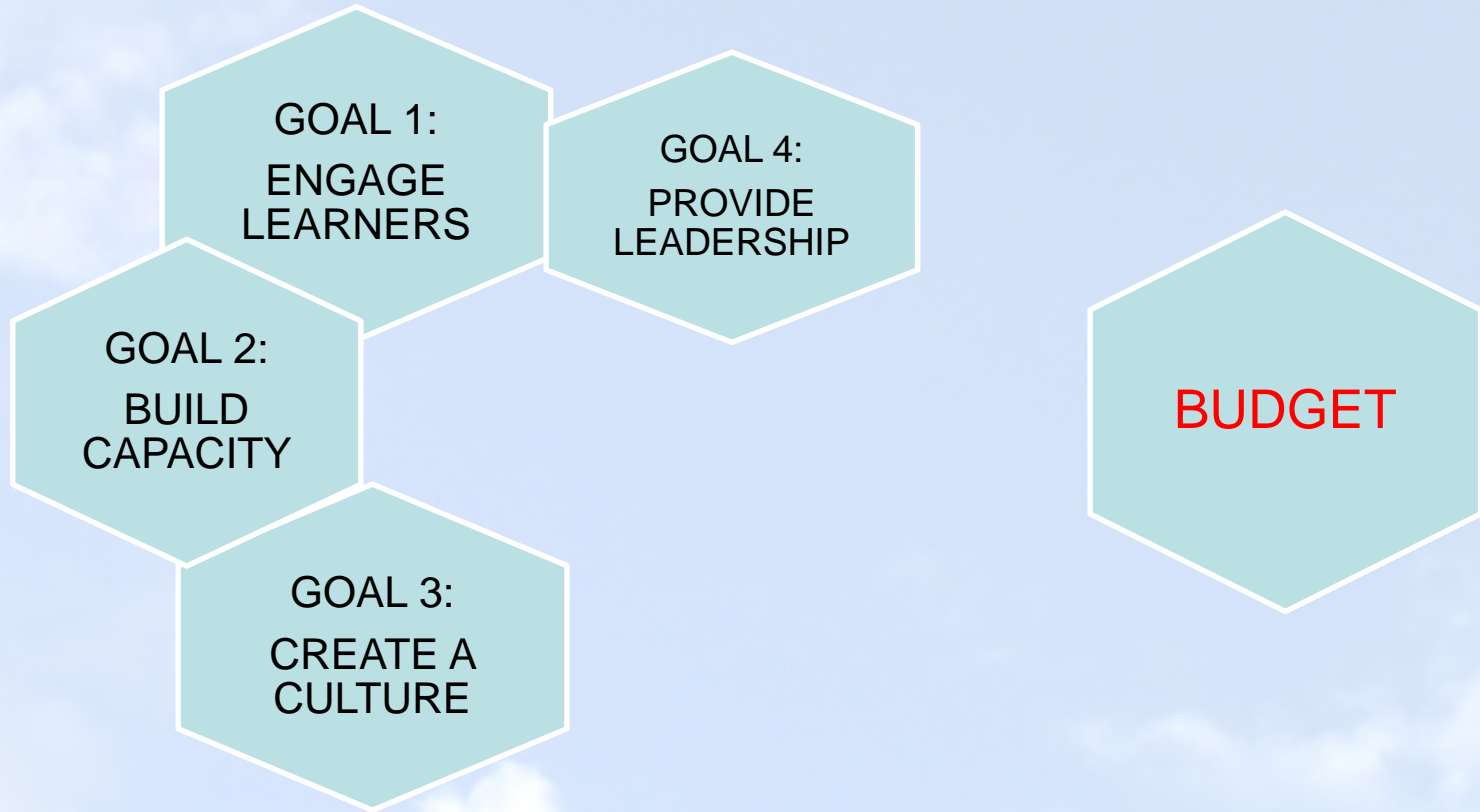
[www.vsb.bc.ca](http://www.vsb.bc.ca)



# Agenda

1. Aligning Strategic Plan to Financial Plan
2. 2017-2018 Budget Challenges
3. Specific budget issues in Vancouver
4. Classroom Enhancement Fund
5. VSB compared to other similar school districts
6. The budget proposal development process
7. Budget proposals tabled Board consideration
8. Stakeholder engagement in the budget process

# FUNDING DISTRICT PRIORITIES



# 2017/2018 Shortfall Update

|  | Millions          |
|--|-------------------|
| <b>Initial Projected Surplus / (Shortfall)</b> | <b>\$ (14.90)</b> |
| Average Salary & Benefits Updates              | 1.06              |
| International Refunds                          | 1.03              |
| MOE Funding Announcement                       | 0.93              |
| Additional Lease Revenue                       | 0.75              |
| Summer School                                  | 0.71              |
| School Calendar                                | 0.63              |
| Enrolment Update                               | (0.44)            |
| Revised Britannia Agreement                    | 0.37              |
| Vice Principal Allocation                      | 0.12              |
| Other  | 0.54              |
| <b>Revised Surplus / (Shortfall)</b>           | <b>\$ (9.21)</b>  |

# 2017/2018

## Funding Shortfall

| Revenues                                | Millions        |
|---|-----------------|
| Grants (MOE, Fed, other)                | \$ 449.7        |
| Tuition (int'l, Summer)                 | 28.2            |
| Other Revenues                          | 10.1            |
|   | <b>\$ 488.1</b> |
| <b>Expenditures</b>                     |                 |
| Instruction                             | 414.4           |
| Operations and Maintenance              | 60.5            |
| District Administration                 | 16.7            |
| Transportation, other                   | 3.0             |
| Capital Purchases & Interfund Transfers | 2.8             |
|   | <b>\$ 497.3</b> |
| <b>Net Surplus/(Shortfall)</b>          | <b>\$ (9.2)</b> |



# Sources of 2017/2018 Funding Shortfall

- Prior Year's One-Time Savings/Proposals
- Enrolment Decline
  - -218 FTE Regular K-12 (-492 FTE in 18/19)
  - -97 FTE Adult Education
  - -371 FTE ELL
- Salary Increments & Employee Benefits Cost Increases

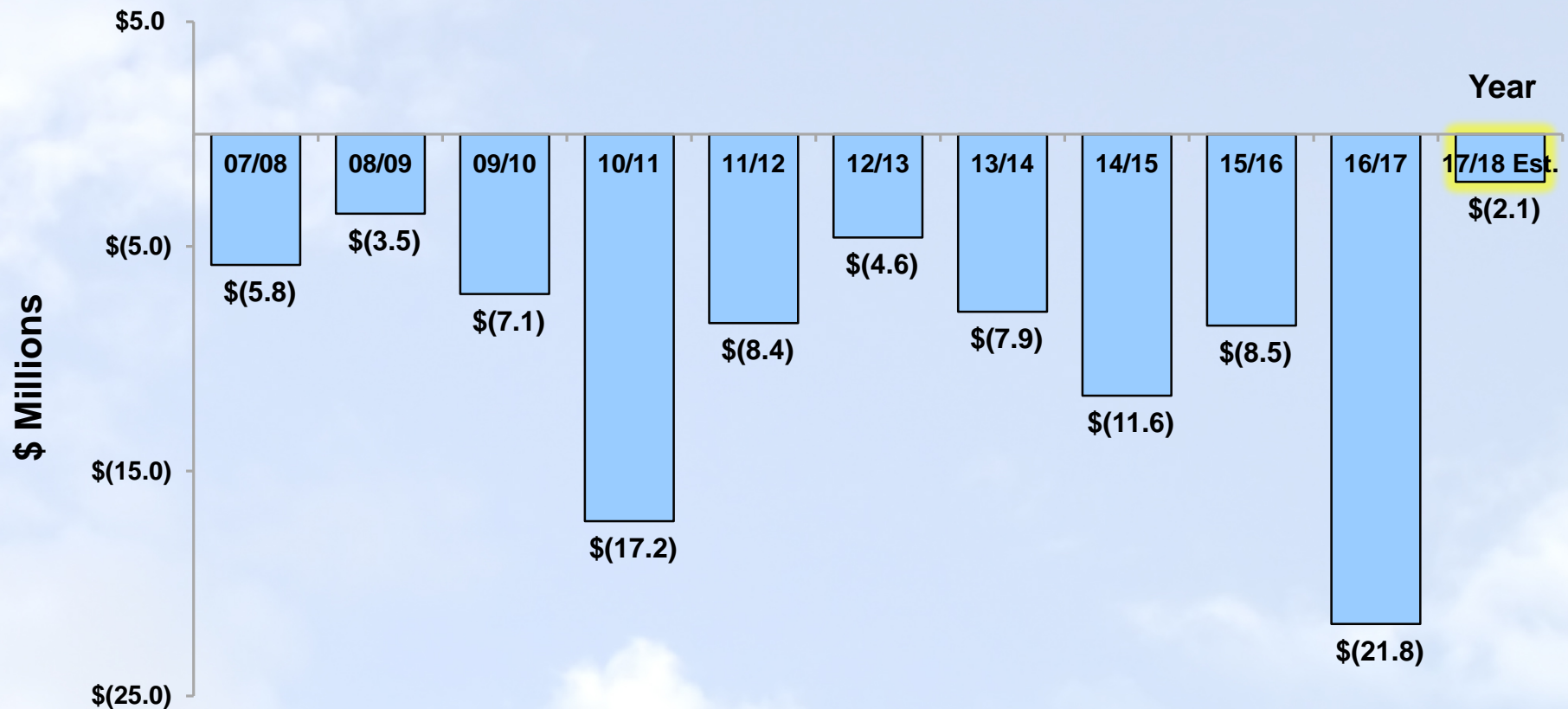
# Classroom Enhancement Fund

- \$57.6m notional allocation to VSB
  - \$54.2m – Teaching & Support Staffing
  - \$3.4m – Overhead Allocation
- Comprised of funding for:
  - Teacher's Education Fund (existing in 16/17)
  - Priority Measures (existing in 16/17)
  - Additional Funding for Restoration of CA Language (new for 17/18)
  - Additional funding for overhead costs (new for 17/18)

# Classroom Enhancement Fund

- Provides ability to adjust existing operating budget
- Current operating budget realignment:
  - \$7.1m of operating costs eligible to transferred to CEF
- Full staffing impact to be determined and reported to the MOE at the end of April

# History of Operating\* Budget Projected Surplus / (Shortfall)



\*Operating does not include: targeted funding, SPF, capital



# Unique Budget Factors

- Lower facility capacity utilization rates than subset districts
- Restrictive non-teaching staffing ratios and staffing levels
- Average age of facility inventory

# Benchmarking

|             | Excess<br>Space | CA<br>language | Total FTEs |
|-------------|-----------------|----------------|------------|
| Operations  | (90)            | (51)           | (141)      |
| Maintenance | (27)            | 8              | (19)       |
| Grounds     | (8)             | (28)           | (36)       |
| Total FTEs  | (125)           | (71)           | (196)      |

*\*Staffing impact if Vancouver was to staff  
at the subset staffing ratios.*

# Benchmarking

VSB has significantly more space per student FTE than the Subset:

|                       | Vancouver | Subset SDs | (Over) |
|-----------------------|-----------|------------|--------|
| Square Foot / Student | 160       | 120        | (40)   |

40 sq ft means VSB has 30% more space per student than the Subset SDs

# ABILITY TO PROCESS FURTHER REDUCTIONS

Severe  
Direct  
Impact to  
Students

Ability to  
Make  
Reductions

High

Level 4 – Severe Impacts on Teaching and Learning

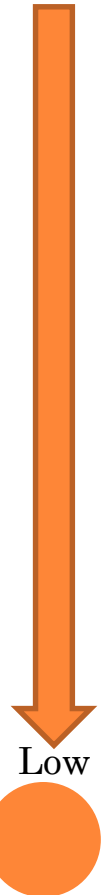
Level 3 – Impacts Large Numbers of Students

Level 2 – Some Impact on Students

Level 1 – Limited Direct Impact on Students

Low

Less  
Direct  
Impact





# Budget Proposals Summary

| Budget Proposals By Level, Type and Nature |             |             |             |            |                  |
|--|-------------|-------------|-------------|------------|------------------|
| Level -->                                  |             |             |             |            |                  |
| \$ Millions                                | 1           | 2           | 3           | 4          | Total            |
| One-Time                                   | 0.15        | -           | -           | N/A        | \$ 0.15          |
| Ongoing                                    | 0.29        | 0.10        | -           | N/A        | 0.39             |
| <b>Administrative</b>                      | <b>0.44</b> | <b>0.10</b> | -           | <b>N/A</b> | <b>0.54</b>      |
| One-Time                                   | -           | -           | N/A         | N/A        | -                |
| Ongoing                                    | -           | 0.62        | N/A         | N/A        | 0.62             |
| <b>Facilities</b>                          | -           | <b>0.62</b> | <b>N/A</b>  | <b>N/A</b> | <b>0.62</b>      |
| One-Time                                   | -           | -           | -           | -          | -                |
| Ongoing                                    | -           | 0.15        | 0.81        | -          | 0.96             |
| <b>Educational</b>                         | -           | <b>0.15</b> | <b>0.81</b> | -          | <b>0.96</b>      |
| One-Time Total                             | 0.15        | -           | -           | -          | 0.15             |
| Ongoing Total                              | 0.29        | 0.87        | 0.81        | -          | 1.98             |
| <b>Total</b>                               | <b>0.44</b> | <b>0.87</b> | <b>0.81</b> | -          | <b>2.13</b>      |
| <b>Estimated Shortfall</b>                 |             |             |             |            | <b>\$ (2.13)</b> |
| <b>Deficit Remaining</b>                   |             |             |             |            | <b>\$ -</b>      |

# ADMINISTRATIVE PROPOSALS

| Adminstrative Proposals               | Type     | FTE         | Est \$M     |
|---------------------------------------|----------|-------------|-------------|
| LIT Hardware and Software Budget      | Ongoing  | -           | 0.20        |
| Finance Admin Support                 | Ongoing  | 1.00        | 0.07        |
| Purchasing Reorganization             | Ongoing  | 1.00        | 0.03        |
| Increase Rentals Revenue              | Ongoing  | -           | 0.09        |
| BCSTA                                 | Ongoing  | -           | (0.09)      |
| Payroll Timesheet Reduction           | Ongoing  | 0.75        | 0.05        |
| Payroll Timesheet Reduction           | One-Time | -           | 0.15        |
| Printing Job Posting                  | Ongoing  | -           | 0.05        |
| <b>Total Administrative Proposals</b> |          | <b>2.75</b> | <b>0.54</b> |

cont'd...

# FACILITIES & EDUCATIONAL PROPOSALS

| <b>Facilities</b>                         | <b>Type</b> | <b>FTE</b>   | <b>Est \$M</b> |
|---|-------------|--------------|----------------|
| Maintenance Reductions                    | Ongoing     | 5.00         | 0.50           |
| Assistant Manager of Operations           | Ongoing     | 1.00         | 0.12           |
| <b>Total Facilities Proposals</b>         |             | <b>6.00</b>  | <b>0.62</b>    |
| <b>Educational</b>                        | <b>Type</b> | <b>FTE</b>   | <b>Est \$M</b> |
| Adult Education                           | Ongoing     | 6.23         | 0.55           |
| Removing Additional Staffing Entitlements | Ongoing     | 1.00         | 0.10           |
| Aboriginal Education Budget               | Ongoing     | -            | 0.15           |
| Career Information Advisors               | Ongoing     | 2.80         | 0.17           |
| <b>Total Educational Proposals</b>        |             | <b>10.03</b> | <b>0.96</b>    |
| <b>Total Proposals</b>                    |             | <b>18.78</b> | <b>\$ 2.13</b> |
| <b>Surplus/(Deficit)</b>                  |             |              | <b>\$ -</b>    |

# 5 Year Financial Outlook



\*Operating does not include: targeted funding, SPF, capital

# Future Areas to Consider

- Non K-12 Mandate items
- Areas that are subsidized by the operating budget
- Long Range Facilities Plan



# Online Survey April 6-18

- Primary consultation method
  - Receive input from the largest number of people
  - Ability to identify top themes and priorities
  - Method of engagement more convenient to the general public

# Online Survey April 6-18

- Introduce Budget process & 5-year plan
- Respondents will be asked to rank priorities for spending and reductions
- Final opportunity to provide open-ended comments
- <http://govsb.ca/budgetsurvey>

# CONSULTATION DATES

## VSB Public and Stakeholder Consultations

Thursday, April **6**, 2017  
Education Centre, 5:00 pm

**Plenary Education & Finance (Committee III/V)**  
**Presentation** of the Preliminary Budget Proposals

April **6 - 18**

**Public Survey Open**

Monday, April **10**, 2017  
Education Centre, 5:00 pm

**Plenary Education & Finance (Committee III/V)**  
**Stakeholder Consultation** on 2017/2018 Preliminary Budget Proposals

Tuesday, April **11**, 2017  
Education Centre, 5:00 pm

**Committee-of-the-Whole**  
**Public Input** on 2017/2018 Preliminary Budget Proposals

Monday, April **24**, 2017  
Education Centre, 7:00 pm

**Board Meeting / Committee-of-the-Whole**  
**Presentation** of Report on Public Survey  
**Stakeholder & Public Input** on the Revised 2017/2018 Budget Proposals

Wednesday, April **26**, 2017  
Education Centre, 7:00 pm

**Special Board Meeting**  
Final Deliberations on the 2017/2018 Preliminary Budget Proposals



# QUESTIONS



Engaged Learners  
Inclusive Schools  
Caring Communities



[www.vsb.bc.ca](http://www.vsb.bc.ca)

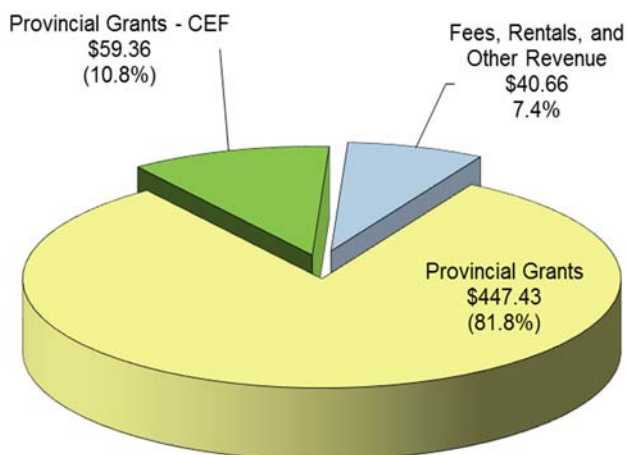
# VSB 2017/2018 Preliminary Budget

## THE VANCOUVER SCHOOL BOARD OPERATING BUDGET

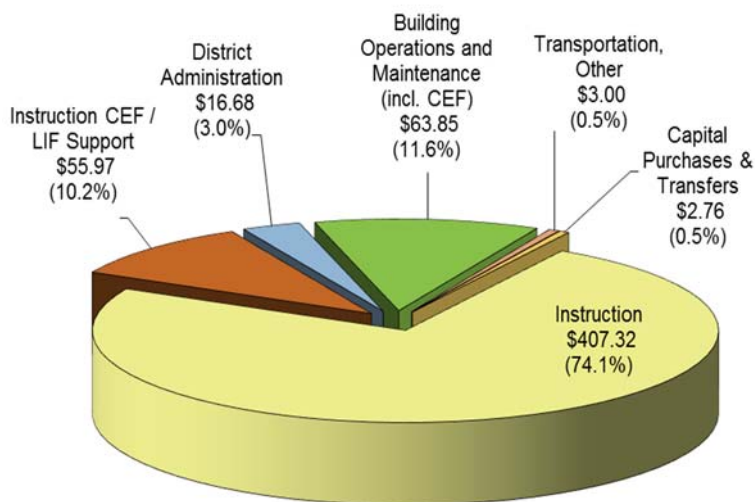
The current base operating budget (including the Classroom Enhancement Fund and the Learning Improvement Fund) of the Vancouver School Board for 2017/2018 is projected to include \$547.45 million in revenues and \$549.58 million in expenditures.

This will result in a projected funding shortfall of \$2.13 million.

### 93% of Revenue is Provided by the Ministry:



### 84% of Expenditures is Related to Instruction:



## CURRENT PROJECTED SHORTFALL

| 2017/2018 Estimated Shortfall (\$ millions) |                 |
|---|-----------------|
| <b>Revenue</b>                              |                 |
| Provincial Grants (MOE, Other)              | \$447.43        |
| CEF / LIF Support (Non-Teaching)            | 59.36           |
| Fees, Rentals and Other Revenues            | 40.66           |
|   | <b>547.45</b>   |
| <b>Expenditures</b>                         |                 |
| Instruction                                 | \$407.32        |
| Building Operations & Maint. (incl. CEF)    | 63.85           |
| Instruction CEF / LIF Support               | 55.97           |
| District Administration                     | 16.68           |
| Transportation, Other                       | 3.00            |
| Capital Purchases & Interfund Transfers     | 2.76            |
|   | <b>549.58</b>   |
| <b>Total Projected (Shortfall)</b>          | <b>\$(2.13)</b> |

### New for this year, an online survey

The consultation process for 2017/2018 follows what has been undertaken in the past as well as a new addition for this year. New for 2017/2018, the VBE is undertaking an online survey. The survey is intended to become our primary consultation method, due to these benefits:

- Largest number of people can participate;
- More accessible to a broader range of people;
- Many busy families cannot make the evening meetings and so an online survey provides the public convenience and flexibility that a scheduled meeting cannot provide;

The survey will be live on April 6 at noon to April 18 at 5pm, at <http://govsb.ca/budgetsurvey>.



# 2017/2018 Preliminary Budget

A number of budget proposals have been put forward to balance the budget, from a number of different areas as outlined below.

## Details of Budget Proposals

|                               |  |
|-------------------------------|--|
| Administration<br>\$0.54 m    | LIT Hardware and Software Budget / Finance Admin Support / Purchasing Reorganization / Rentals Revenue / BCSTA / Payroll Timesheet Reduction / Printing Job Postings |
| Facilities<br>\$0.37 m        | Maintenance Service Reductions / Assistant Manager of Operations   |
| Educational<br>\$0.96 million | Adult Education / Removing Additional Staffing Entitlements / Aboriginal Education Budget / Career Information Advisors  |

There are a number of opportunities for stakeholders to review the budget and provide their input and comments.

## VSB Public and Stakeholder Consultations

|  |  |
|--|--|
| Thursday April 6, 2017<br>Education Centre, 5:30 pm              | <b>Plenary Education &amp; Student Services/Finance &amp; Legal (Committee III/V) Presentation</b> of the Five Year Business Plan & Preliminary Budget Proposals |
| April 6 at noon to April 18 at 5:00pm<br>Online                  | <b>Public Survey available online</b>  |
| Monday, April 10, 2017<br>Education Centre, 5:00 pm – 6:30pm     | <b>Plenary Education &amp; Student Services/Finance and Legal (Committee III/V) Stakeholder Consultation</b> on the 2017/2018 Budget Proposals                   |
| Tuesday, April 11, 2017<br>Education Centre, 5:00 pm – 9:00 pm   | <b>Committee-of-the-Whole Public Input</b> on 2017/2018 Preliminary Budget Proposals   |
| Monday, April 24, 2017<br>Education Centre, 7:00 pm – 9:00 pm    | <b>Board Meeting / Committee-of-the-Whole Presentation</b> of Report on Public Survey<br><b>Stakeholder and Public Input</b> on 2017/2018 Budget Proposals       |
| Wednesday, April 26, 2017<br>Education Centre, 7:00 pm – 9:00 pm | <b>Special Board Meeting</b><br>Final Deliberations and Adoption of the 2017/2018 Five-Year Plan Resolution for Board Approval                                   |

**Take the online survey**

<http://govsb.ca/budgetsurvey>

Email us at [budget2017\\_2018@vsb.bc.ca](mailto:budget2017_2018@vsb.bc.ca)