

SCHOOL DISTRICT 63 (SAANICH)

FINANCE, FACILITIES AND TECHNOLOGY COMMITTEE

**Agenda**

Committee Members: Trustee Martin, Chair  
Trustee McMurphy  
Trustee VanWell  
  
Jason Reid, Secretary Treasurer  
Dave Eberwein, Superintendent of Schools  
Rob Lumb, Director of Facilities  
Megan Cimaglia, Director of Finance  
Cody Henschel, Director of Information Technology

February 9, 2021  
10:30 am

**A. PRESENTATIONS AND QUESTIONS**

No Items.

**B. ITEMS FOR DISCUSSION**

No Items.

**C. ITEMS FOR RECOMMENDATION**

1. 2020/21 Amended Annual Budget

**Staff Recommendation:**

That the Board approve the 2020/21 Amended Annual Budget as presented.

(i) First Reading of Amended Annual Budget Bylaw for fiscal year 2020/21

That the Board approve the first reading of the Amended Annual Budget Bylaw for fiscal year 2020/21 in the total amount of \$105,752,163.

(ii) Second Reading of Amended Annual Budget Bylaw for fiscal year 2020/21

That the Board approve the second reading of the Amended Annual Budget Bylaw for fiscal year 2020/21 in the total amount of \$105,752,163.

(iii) Motion to Read for a Third Time

That the Board approve the reading of the Amended Annual Budget Bylaw for fiscal year 2020/21 in the total amount of \$105,752,163 at this Board Meeting for a third time.

(iv) Third and Final Reading of Amended Annual Budget Bylaw for fiscal year 2020/21

That the Board approve the third reading, pass and adopt the Amended Annual Budget Bylaw for fiscal year 2020/21 in the total amount of \$105,752,163.

2. Report from Budget Advisory Committee – [BAC Agenda](#)
  - (i) Budget Advisory Committee Terms of Reference  
**Staff Recommendation:**  
That the Budget Advisory Committee Terms of Reference be approved.
  - (ii) Committee of the Whole/Special School Board Public Budget Meeting  
**Staff Recommendation:**  
That the date of the Committee of the Whole /Special School Board Public Budget Meeting be changed from May 6, 2021 to May 5, 2021.
  - (iii) Budget Process Consultation Plan  
**Staff Recommendation:**  
That the 2021/22 Budget Process Consultation Plan be approved.
  
3. Federal Safe Return to School Grant – briefing note to follow  
  
**Staff Recommendation:**  
That the Board approve the amended Federal Safe Return to Class Fund Allocation Plan as presented.

**D. ITEMS FOR INFORMATION**

1. Fiscal Forecast – attachment

**E. FUTURE AGENDA ITEMS**

1. Risk Report (March)

Amended Annual Budget

## **School District No. 63 (Saanich)**

June 30, 2021

# School District No. 63 (Saanich)

June 30, 2021

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\*NOTE - Statement 1, Statement 3, Statement 5 and Schedules 4A - 4D are used for Financial Statement reporting only.

## AMENDED ANNUAL BUDGET BYLAW

A Bylaw of THE BOARD OF EDUCATION OF SCHOOL DISTRICT NO. 63 (SAANICH) (called the "Board") to adopt the Amended Annual Budget of the Board for the fiscal year 2020/2021 pursuant to section 113 of the *School Act*, R.S.B.C., 1996, c. 412 as amended from time to time (called the "Act").

1. Board has complied with the provisions of the Act respecting the Amended Annual Budget adopted by this bylaw.
2. This bylaw may be cited as School District No. 63 (Saanich) Amended Annual Budget Bylaw for fiscal year 2020/2021.
3. The attached Statement 2 showing the estimated revenue and expense for the 2020/2021 fiscal year and the total budget bylaw amount of \$105,752,163 for the 2020/2021 fiscal year was prepared in accordance with the *Act*.
4. Statement 2, 4 and Schedules 1 to 4 are adopted as the Amended Annual Budget of the Board for the fiscal year 2020/2021.

READ A FIRST TIME THE 17th DAY OF FEBRUARY, 2021;

READ A SECOND TIME THE 17th DAY OF FEBRUARY, 2021;

READ A THIRD TIME, PASSED AND ADOPTED THE 17th DAY OF FEBRUARY, 2021;

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**Chairperson of the Board**

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**Secretary Treasurer**

I HEREBY CERTIFY this to be a true original of School District No. 63 (Saanich) Amended Annual Budget Bylaw 2020/2021, adopted by the Board the 9th DAY OF FEBRUARY, 2021.

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**Secretary Treasurer**

# School District No. 63 (Saanich)

Statement 2

Amended Annual Budget - Revenue and Expense  
Year Ended June 30, 2021

	2021 Amended Annual Budget	2021 Annual Budget
<b>Ministry Operating Grant Funded FTE's</b>		
School-Age	7,695,000	7,454,000
Adult	81,438	62,625
<b>Total Ministry Operating Grant Funded FTE's</b>	<b>7,776,438</b>	<b>7,516,625</b>
<b>Revenues</b>	\$	\$
Provincial Grants		
Ministry of Education	84,504,479	78,405,348
Other	41,200	
Tuition	1,627,500	2,235,000
Other Revenue	6,798,103	8,832,690
Rentals and Leases	390,000	400,000
Investment Income	235,975	378,000
Amortization of Deferred Capital Revenue	4,784,792	4,450,000
<b>Total Revenue</b>	<b>98,382,049</b>	<b>94,701,038</b>
<b>Expenses</b>		
Instruction	83,190,365	78,654,923
District Administration	3,405,111	3,232,749
Operations and Maintenance	16,657,241	15,001,887
Transportation and Housing	1,877,095	1,669,296
<b>Total Expense</b>	<b>105,129,812</b>	<b>98,558,855</b>
<b>Net Revenue (Expense)</b>	<b>(6,747,763)</b>	<b>(3,857,817)</b>
<b>Budgeted Allocation (Retirement) of Surplus (Deficit)</b>	<b>5,954,376</b>	<b>2,803,958</b>
<b>Budgeted Surplus (Deficit), for the year</b>	<b>(793,387)</b>	<b>(1,053,859)</b>
<b>Budgeted Surplus (Deficit), for the year comprised of:</b>		
Operating Fund Surplus (Deficit)		
Special Purpose Fund Surplus (Deficit)		
Capital Fund Surplus (Deficit)	(793,387)	(1,053,859)
<b>Budgeted Surplus (Deficit), for the year</b>	<b>(793,387)</b>	<b>(1,053,859)</b>

# School District No. 63 (Saanich)

Amended Annual Budget - Revenue and Expense  
Year Ended June 30, 2021

	2021 Amended Annual Budget	2021 Annual Budget
<b>Budget Bylaw Amount</b>		
Operating - Total Expense	84,686,392	81,384,181
Operating - Tangible Capital Assets Purchased	396,003	396,003
Special Purpose Funds - Total Expense	14,141,752	11,164,674
Special Purpose Funds - Tangible Capital Assets Purchased	226,348	
Capital Fund - Total Expense	6,301,668	6,010,000
<b>Total Budget Bylaw Amount</b>	<b>105,752,163</b>	<b>98,954,858</b>

## Approved by the Board

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Signature of the Chairperson of the Board of Education

Date Signed

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Signature of the Superintendent

Date Signed

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Signature of the Secretary Treasurer

Date Signed

# School District No. 63 (Saanich)

Amended Annual Budget - Changes in Net Financial Assets (Debt)  
Year Ended June 30, 2021

	2021 Amended Annual Budget	2021 Annual Budget
	\$	\$
<b>Surplus (Deficit) for the year</b>	<u>(6,747,763)</u>	<u>(3,857,817)</u>
<b>Effect of change in Tangible Capital Assets</b>		
Acquisition of Tangible Capital Assets		
From Operating and Special Purpose Funds	<u>(622,351)</u>	<u>(396,003)</u>
<b>Total Acquisition of Tangible Capital Assets</b>	<u>(622,351)</u>	<u>(396,003)</u>
Amortization of Tangible Capital Assets	<u>6,301,668</u>	<u>6,010,000</u>
<b>Total Effect of change in Tangible Capital Assets</b>	<u>5,679,317</u>	<u>5,613,997</u>
Acquisitions of Prepaid Expenses	<u>(250,000)</u>	-
Use of Prepaid Expenses	<u>213,349</u>	-
	<u>(36,651)</u>	-
<b>(Increase) Decrease in Net Financial Assets (Debt)</b>	<u><u>(1,105,097)</u></u>	<u>1,756,180</u>



**School District No. 63 (Saanich)**

Amended Annual Budget - Schedule of Changes in Accumulated Surplus (Deficit) by Fund  
 Year Ended June 30, 2021

	<b>Operating Fund</b>	<b>Special Purpose Fund</b>	<b>Capital Fund</b>	<b>2021 Amended Annual Budget</b>
	\$	\$	\$	\$
<b>Accumulated Surplus (Deficit), beginning of year</b>	6,678,078	-	27,785,801	<b>34,463,879</b>
<b>Changes for the year</b>				
Net Revenue (Expense) for the year	(5,457,235)	226,348	(1,516,876)	<b>(6,747,763)</b>
Interfund Transfers				
Tangible Capital Assets Purchased	(396,003)	(226,348)	622,351	-
Local Capital	(101,138)		101,138	-
<b>Net Changes for the year</b>	<b>(5,954,376)</b>	<b>-</b>	<b>(793,387)</b>	<b>(6,747,763)</b>
<b>Budgeted Accumulated Surplus (Deficit), end of year</b>	<b>723,702</b>	<b>-</b>	<b>26,992,414</b>	<b>27,716,116</b>

# School District No. 63 (Saanich)

Schedule 2

Amended Annual Budget - Operating Revenue and Expense  
Year Ended June 30, 2021

	2021 Amended Annual Budget	2021 Annual Budget
	\$	\$
<b>Revenues</b>		
Provincial Grants		
Ministry of Education	72,999,992	70,893,674
Other	41,200	
Tuition	1,627,500	2,235,000
Other Revenue	3,970,465	5,207,690
Rentals and Leases	390,000	400,000
Investment Income	200,000	350,000
<b>Total Revenue</b>	<b>79,229,157</b>	<b>79,086,364</b>
<b>Expenses</b>		
Instruction	70,772,816	68,041,533
District Administration	3,268,476	2,987,279
Operations and Maintenance	9,250,391	8,896,073
Transportation and Housing	1,394,709	1,459,296
<b>Total Expense</b>	<b>84,686,392</b>	<b>81,384,181</b>
<b>Net Revenue (Expense)</b>	<b>(5,457,235)</b>	<b>(2,297,817)</b>
<b>Budgeted Prior Year Surplus Appropriation</b>	<b>5,954,376</b>	<b>2,803,958</b>
<b>Net Transfers (to) from other funds</b>		
Tangible Capital Assets Purchased	(396,003)	(396,003)
Local Capital	(101,138)	(110,138)
<b>Total Net Transfers</b>	<b>(497,141)</b>	<b>(506,141)</b>
<b>Budgeted Surplus (Deficit), for the year</b>	<b>-</b>	<b>-</b>

# School District No. 63 (Saanich)

Schedule 2A

Amended Annual Budget - Schedule of Operating Revenue by Source  
Year Ended June 30, 2021

	2021 Amended Annual Budget	2021 Annual Budget
	\$	\$
<b>Provincial Grants - Ministry of Education</b>		
Operating Grant, Ministry of Education	72,902,887	71,265,993
ISC/LEA Recovery	(3,048,231)	(3,238,836)
Other Ministry of Education Grants		
Pay Equity	377,315	377,315
Funding for Graduated Adults	428,000	250,000
Transportation Supplement	280,000	280,000
Teachers' Labour Settlement Funding	2,031,443	2,031,443
Early Career Mentorship Funding	155,000	
FSA Marking	13,769	13,769
Operating Grant Enrolment Adjustment	(142,322)	(86,010)
Early Learning Framework	2,131	-
<b>Total Provincial Grants - Ministry of Education</b>	<u>72,999,992</u>	<u>70,893,674</u>
<b>Provincial Grants - Other</b>	<u>41,200</u>	<u>-</u>
<b>Tuition</b>		
International and Out of Province Students	1,627,500	2,235,000
<b>Total Tuition</b>	<u>1,627,500</u>	<u>2,235,000</u>
<b>Other Revenues</b>		
Funding from First Nations	3,048,231	3,238,836
Miscellaneous		
Miscellaneous and School Generated	115,973	149,000
Cafeteria	68,000	68,000
Reading Recovery	52,261	81,854
Textbook Deposit and Distance Ed Fees	75,000	75,000
International and Out of Province Homestay	611,000	1,560,000
Community Use	-	35,000
<b>Total Other Revenue</b>	<u>3,970,465</u>	<u>5,207,690</u>
<b>Rentals and Leases</b>	<u>390,000</u>	<u>400,000</u>
<b>Investment Income</b>	<u>200,000</u>	<u>350,000</u>
<b>Total Operating Revenue</b>	<u><u>79,229,157</u></u>	<u><u>79,086,364</u></u>

# School District No. 63 (Saanich)

Schedule 2B

Amended Annual Budget - Schedule of Operating Expense by Object  
Year Ended June 30, 2021

	2021 Amended Annual Budget	2021 Annual Budget
	\$	\$
<b>Salaries</b>		
Teachers	35,211,960	33,466,555
Principals and Vice Principals	4,523,136	4,385,008
Educational Assistants	5,488,364	5,280,899
Support Staff	8,674,131	8,328,123
Other Professionals	3,122,822	3,041,416
Substitutes	2,933,843	2,439,800
<b>Total Salaries</b>	<b>59,954,256</b>	<b>56,941,801</b>
<b>Employee Benefits</b>	<b>15,167,502</b>	<b>14,051,027</b>
<b>Total Salaries and Benefits</b>	<b>75,121,758</b>	<b>70,992,828</b>
<b>Services and Supplies</b>		
Services	2,979,979	3,419,765
Professional Development and Travel	745,260	744,450
Rentals and Leases	125,012	130,000
Dues and Fees	342,400	313,150
Insurance	172,000	177,000
Supplies	3,600,403	3,990,408
Utilities	1,599,580	1,616,580
<b>Total Services and Supplies</b>	<b>9,564,634</b>	<b>10,391,353</b>
<b>Total Operating Expense</b>	<b>84,686,392</b>	<b>81,384,181</b>

# School District No. 63 (Saanich)

Amended Annual Budget - Operating Expense by Function, Program and Object  
Year Ended June 30, 2021

	Teachers Salaries	Principals and Vice Principals Salaries	Educational Assistants Salaries	Support Staff Salaries	Other Professionals Salaries	Substitutes Salaries	Total Salaries
	\$	\$	\$	\$	\$	\$	\$
<b>1 Instruction</b>							
1.02 Regular Instruction	27,407,219	667,147	182,926	590,242		2,454,169	31,301,703
1.03 Career Programs	322,667		123,776	51,725		1,117	499,285
1.07 Library Services	729,746			353,040		3,725	1,086,511
1.08 Counselling	888,818	40,239					929,057
1.10 Special Education	4,080,954	399,372	4,908,970	240,092	789,767	196,000	10,615,155
1.30 English Language Learning	640,373						640,373
1.31 Indigenous Education	371,001	156,872	272,692	33,383	65,504	14,622	914,074
1.41 School Administration		3,128,524		1,644,339		24,210	4,797,073
1.62 International and Out of Province Students	687,811	130,982		312,118	163,345	3,000	1,297,256
<b>Total Function 1</b>	<b>35,128,589</b>	<b>4,523,136</b>	<b>5,488,364</b>	<b>3,224,939</b>	<b>1,018,616</b>	<b>2,696,843</b>	<b>52,080,487</b>
<b>4 District Administration</b>							
4.11 Educational Administration				38,999	757,411		796,410
4.40 School District Governance					121,006		121,006
4.41 Business Administration				412,226	692,902		1,105,128
<b>Total Function 4</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>451,225</b>	<b>1,571,319</b>	<b>-</b>	<b>2,022,544</b>
<b>5 Operations and Maintenance</b>							
5.41 Operations and Maintenance Administration	83,371			113,442	437,463	57,000	691,276
5.50 Maintenance Operations				3,831,961		95,000	3,926,961
5.52 Maintenance of Grounds				460,659			460,659
5.56 Utilities							-
<b>Total Function 5</b>	<b>83,371</b>	<b>-</b>	<b>-</b>	<b>4,406,062</b>	<b>437,463</b>	<b>152,000</b>	<b>5,078,896</b>
<b>7 Transportation and Housing</b>							
7.41 Transportation and Housing Administration				63,150	95,424		158,574
7.70 Student Transportation				528,755		85,000	613,755
<b>Total Function 7</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>591,905</b>	<b>95,424</b>	<b>85,000</b>	<b>772,329</b>
<b>9 Debt Services</b>							
<b>Total Function 9</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Functions 1 - 9</b>	<b>35,211,960</b>	<b>4,523,136</b>	<b>5,488,364</b>	<b>8,674,131</b>	<b>3,122,822</b>	<b>2,933,843</b>	<b>59,954,256</b>

# School District No. 63 (Saanich)

Amended Annual Budget - Operating Expense by Function, Program and Object  
Year Ended June 30, 2021

	Total Salaries	Employee Benefits	Total Salaries and Benefits	Services and Supplies	2021 Amended Annual Budget	2021 Annual Budget
	\$	\$	\$	\$	\$	\$
<b>1 Instruction</b>						
1.02 Regular Instruction	31,301,703	7,737,205	39,038,908	3,086,404	42,125,312	37,411,938
1.03 Career Programs	499,285	128,547	627,832	455,869	1,083,701	815,406
1.07 Library Services	1,086,511	283,794	1,370,305	57,745	1,428,050	1,574,595
1.08 Counselling	929,057	230,679	1,159,736	1,000	1,160,736	1,138,336
1.10 Special Education	10,615,155	2,780,755	13,395,910	716,352	14,112,262	15,411,280
1.30 English Language Learning	640,373	160,093	800,466	4,500	804,966	819,437
1.31 Indigenous Education	914,074	206,596	1,120,670	154,165	1,274,835	1,272,623
1.41 School Administration	4,797,073	1,130,957	5,928,030	127,527	6,055,557	5,923,712
1.62 International and Out of Province Students	1,297,256	324,147	1,621,403	1,105,994	2,727,397	3,674,206
<b>Total Function 1</b>	<b>52,080,487</b>	<b>12,982,773</b>	<b>65,063,260</b>	<b>5,709,556</b>	<b>70,772,816</b>	<b>68,041,533</b>
<b>4 District Administration</b>						
4.11 Educational Administration	796,410	170,707	967,117	138,381	1,105,498	1,040,216
4.40 School District Governance	121,006	5,760	126,766	71,354	198,120	198,120
4.41 Business Administration	1,105,128	404,276	1,509,404	455,454	1,964,858	1,748,943
<b>Total Function 4</b>	<b>2,022,544</b>	<b>580,743</b>	<b>2,603,287</b>	<b>665,189</b>	<b>3,268,476</b>	<b>2,987,279</b>
<b>5 Operations and Maintenance</b>						
5.41 Operations and Maintenance Administration	691,276	145,542	836,818	616,410	1,453,228	1,330,217
5.50 Maintenance Operations	3,926,961	1,119,156	5,046,117	587,052	5,633,169	5,355,772
5.52 Maintenance of Grounds	460,659	132,255	592,914	191,500	784,414	807,504
5.56 Utilities	-	-	-	1,379,580	1,379,580	1,402,580
<b>Total Function 5</b>	<b>5,078,896</b>	<b>1,396,953</b>	<b>6,475,849</b>	<b>2,774,542</b>	<b>9,250,391</b>	<b>8,896,073</b>
<b>7 Transportation and Housing</b>						
7.41 Transportation and Housing Administration	158,574	38,227	196,801	4,850	201,651	199,449
7.70 Student Transportation	613,755	168,806	782,561	410,497	1,193,058	1,259,847
<b>Total Function 7</b>	<b>772,329</b>	<b>207,033</b>	<b>979,362</b>	<b>415,347</b>	<b>1,394,709</b>	<b>1,459,296</b>
<b>9 Debt Services</b>						
<b>Total Function 9</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Functions 1 - 9</b>	<b>59,954,256</b>	<b>15,167,502</b>	<b>75,121,758</b>	<b>9,564,634</b>	<b>84,686,392</b>	<b>81,384,181</b>

# School District No. 63 (Saanich)

Schedule 3

Amended Annual Budget - Special Purpose Revenue and Expense  
Year Ended June 30, 2021

	<u>2021 Amended Annual Budget</u>	<u>2021 Annual Budget</u>
	\$	\$
<b>Revenues</b>		
Provincial Grants		
Ministry of Education	11,504,487	7,511,674
Other Revenue	2,827,638	3,625,000
Investment Income	35,975	28,000
<b>Total Revenue</b>	<u>14,368,100</u>	<u>11,164,674</u>
<b>Expenses</b>		
Instruction	12,417,549	10,613,390
District Administration	136,635	245,470
Operations and Maintenance	1,326,367	305,814
Transportation and Housing	261,201	
<b>Total Expense</b>	<u>14,141,752</u>	<u>11,164,674</u>
<b>Net Revenue (Expense)</b>	<u>226,348</u>	-
<b>Net Transfers (to) from other funds</b>		
Tangible Capital Assets Purchased	(226,348)	
<b>Total Net Transfers</b>	<u>(226,348)</u>	-
<b>Budgeted Surplus (Deficit), for the year</b>	<u>-</u>	<u>-</u>

# School District No. 63 (Saanich)

Amended Annual Budget - Changes in Special Purpose Funds  
Year Ended June 30, 2021

	Annual Facility Grant	Learning Improvement Fund	Special Education Equipment	Scholarships and Bursaries	School Generated Funds	Strong Start	Ready, Set, Learn	OLEP	CommunityLINK
	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Deferred Revenue, beginning of year</b>	-	36,670	5,509	-	1,604,346	-	12,613	-	-
<b>Add:</b> Restricted Grants									
Provincial Grants - Ministry of Education	305,814	257,923				96,000	19,600	153,792	412,568
Other				78,714	2,748,924				
Investment Income				4,920	31,055				
	305,814	257,923	-	83,634	2,779,979	96,000	19,600	153,792	412,568
<b>Less:</b> Allocated to Revenue	305,814	294,593	5,509	83,634	2,779,979	96,000	32,213	153,792	412,568
Recovered									
<b>Deferred Revenue, end of year</b>	-	-	-	-	<b>1,604,346</b>	-	-	-	-
<b>Revenues</b>									
Provincial Grants - Ministry of Education	305,814	294,593	5,509			96,000	32,213	153,792	412,568
Other Revenue				78,714	2,748,924				
Investment Income				4,920	31,055				
	305,814	294,593	5,509	83,634	2,779,979	96,000	32,213	153,792	412,568
<b>Expenses</b>									
Salaries									
Teachers								20,453	
Principals and Vice Principals									56,460
Educational Assistants		237,880						43,761	
Support Staff						52,644			259,636
Other Professionals									
Substitutes								8,207	
	-	237,880	-	-	-	52,644	-	72,421	316,096
Employee Benefits		54,713				15,114		14,205	86,433
Services and Supplies	305,814	2,000	5,509	83,634	2,779,979	28,242	32,213	67,166	10,039
	305,814	294,593	5,509	83,634	2,779,979	96,000	32,213	153,792	412,568
<b>Net Revenue (Expense) before Interfund Transfers</b>	-	-	-	-	-	-	-	-	-
<b>Interfund Transfers</b>									
Tangible Capital Assets Purchased	-	-	-	-	-	-	-	-	-
<b>Net Revenue (Expense)</b>	-	-	-	-	-	-	-	-	-



# School District No. 63 (Saanich)

Amended Annual Budget - Changes in Special Purpose Funds  
Year Ended June 30, 2021

	Classroom Enhancement Fund - Overhead	Classroom Enhancement Fund - Staffing	Classroom Enhancement Fund - Remedies	First Nation Student Transportation	Mental Health in Schools	Changing Results for Young Children	Safe Return to School Grant	Federal Safe Return to Class Fund	Service Delivery Transformation
	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Deferred Revenue, beginning of year</b>	-	42,557	-	215,619	28,500	21,615	-	-	41,969
<b>Add:</b> Restricted Grants									
Provincial Grants - Ministry of Education	848,635	6,021,288	827,473		52,000	25,000	562,652	1,559,247	
Other									
Investment Income									
	848,635	6,021,288	827,473	-	52,000	25,000	562,652	1,559,247	-
<b>Less:</b> Allocated to Revenue	848,635	6,021,288	827,473	215,619	80,500	46,615	562,652	1,559,247	41,969
Recovered		42,557							
<b>Deferred Revenue, end of year</b>	-	-	-	-	-	-	-	-	-
<b>Revenues</b>									
Provincial Grants - Ministry of Education	848,635	6,021,288	827,473	215,619	80,500	46,615	562,652	1,559,247	41,969
Other Revenue									
Investment Income									
	848,635	6,021,288	827,473	215,619	80,500	46,615	562,652	1,559,247	41,969
<b>Expenses</b>									
Salaries									
Teachers		4,817,030						438,000	
Principals and Vice Principals	144,556								
Educational Assistants	194,235							7,428	
Support Staff	77,694			132,857			235,236	305,493	
Other Professionals	71,564								
Substitutes	190,000		689,561					54,167	
	678,049	4,817,030	689,561	132,857	-	-	235,236	805,088	-
Employee Benefits	158,586	1,204,258	137,912	38,143			67,536	237,013	
Services and Supplies	12,000			2,000	80,500	46,615	216,151	377,146	41,969
	848,635	6,021,288	827,473	173,000	80,500	46,615	518,923	1,419,247	41,969
<b>Net Revenue (Expense) before Interfund Transfers</b>	-	-	-	42,619	-	-	43,729	140,000	-
<b>Interfund Transfers</b>									
Tangible Capital Assets Purchased				(42,619)			(43,729)	(140,000)	
	-	-	-	(42,619)	-	-	(43,729)	(140,000)	-
<b>Net Revenue (Expense)</b>	-	-	-	-	-	-	-	-	-

**School District No. 63 (Saanich)**

Amended Annual Budget - Changes in Special Purpose Funds

Year Ended June 30, 2021

	<u>TOTAL</u>
	\$
<b>Deferred Revenue, beginning of year</b>	<b>2,009,398</b>
<b>Add:</b> Restricted Grants	
Provincial Grants - Ministry of Education	11,141,992
Other	2,827,638
Investment Income	35,975
	<u>14,005,605</u>
<b>Less:</b> Allocated to Revenue	<b>14,368,100</b>
Recovered	42,557
<b>Deferred Revenue, end of year</b>	<b><u>1,604,346</u></b>
<b>Revenues</b>	
Provincial Grants - Ministry of Education	11,504,487
Other Revenue	2,827,638
Investment Income	35,975
	<u>14,368,100</u>
<b>Expenses</b>	
Salaries	
Teachers	5,275,483
Principals and Vice Principals	201,016
Educational Assistants	483,304
Support Staff	1,063,560
Other Professionals	71,564
Substitutes	941,935
	<u>8,036,862</u>
Employee Benefits	2,013,913
Services and Supplies	4,090,977
	<u>14,141,752</u>
<b>Net Revenue (Expense) before Interfund Transfers</b>	<b><u>226,348</u></b>
<b>Interfund Transfers</b>	
Tangible Capital Assets Purchased	(226,348)
	<u>(226,348)</u>
<b>Net Revenue (Expense)</b>	<b><u><u>-</u></u></b>

# School District No. 63 (Saanich)

Amended Annual Budget - Capital Revenue and Expense  
Year Ended June 30, 2021

	2021 Amended Annual Budget			2021 Annual Budget
	Invested in Tangible Capital Assets	Local Capital	Fund Balance	
	\$	\$	\$	\$
<b>Revenues</b>				
Amortization of Deferred Capital Revenue	4,784,792		4,784,792	4,450,000
<b>Total Revenue</b>	<b>4,784,792</b>	<b>-</b>	<b>4,784,792</b>	<b>4,450,000</b>
<b>Expenses</b>				
Amortization of Tangible Capital Assets				
Operations and Maintenance	6,080,483		6,080,483	5,800,000
Transportation and Housing	221,185		221,185	210,000
<b>Total Expense</b>	<b>6,301,668</b>	<b>-</b>	<b>6,301,668</b>	<b>6,010,000</b>
<b>Net Revenue (Expense)</b>	<b>(1,516,876)</b>	<b>-</b>	<b>(1,516,876)</b>	<b>(1,560,000)</b>
<b>Net Transfers (to) from other funds</b>				
Tangible Capital Assets Purchased	622,351		622,351	396,003
Local Capital		101,138	101,138	110,138
<b>Total Net Transfers</b>	<b>622,351</b>	<b>101,138</b>	<b>723,489</b>	<b>506,141</b>
<b>Other Adjustments to Fund Balances</b>				
<b>Total Other Adjustments to Fund Balances</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Budgeted Surplus (Deficit), for the year</b>	<b>(894,525)</b>	<b>101,138</b>	<b>(793,387)</b>	<b>(1,053,859)</b>

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### TERMS OF REFERENCE

#### Purpose:

1. To advise the Board of Education on the allocation of the operating budget to various programs and services to best meet our student needs within variable revenues;
2. To provide the Board with representative advice on budget issues and implications of proposed changes;
3. To provide advice on new priorities and emerging opportunities;
4. To provide a forum for open communication and understanding of the budget;
5. To provide advice on and assist in the effective communication of financial issues and decisions throughout the district, and beyond.

#### Membership:

- Finance Facilities and Technology Committee Chair is Chair of the Budget Advisory Committee
- Other Finance Facilities and Technology Committee Trustees
- Executive Staff
- Director of Finance
- Two representatives from school administration (Saanich Administrators' Association)
- Two representatives from Saanich Teachers' Association
- Two representatives from CUPE 441
- Two representatives from COPACS
- One representative from SISP

Meetings are public and open to non-members.

#### Meetings:

To meet at least three times between January and May

#### Report to:

Finance, Facilities and Technology Committee of the Board

#### Indicators of Success:

- All members are aware of the contents of the operating budget and communicate positively about that understanding;
- All members understand the budget issues and work together to solve them;
- There is a good level of trust, openness and sharing on the committee among all members;
- All employees and partners in the district are receiving effective communication about the budget;
- Committee provided useful advice to the Board of Education.

**School District No. 63 (Saanich)**  
**2021/22 PRELIMINARY OPERATING BUDGET**  
**TIMELINES / PROCESS**

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January	Management develops 2021/22 enrolment projections
January 28	Budget Advisory Committee meeting, 3:00 – 5:00pm <i>Review timeline, guiding principles, committee terms of reference, and budget process consultation plan.</i>
February 9	Finance, Facilities and Technology Committee meeting <i>Report on work to date</i>
February 17	School Board Meeting, 7:00pm
February 25	Budget Advisory Committee meeting, 3:00 – 5:00pm
March 2	Finance, Facilities and Technology Committee meeting
March 10	School Board Meeting, 7:00 pm
March 15	<i>2021/22 District funding allocations from government</i>
April 6	Finance, Facilities and Technology Committee meeting
April 8	Budget Advisory Committee meeting, 3:00 – 5:00pm
April 14	School Board Meeting, 7:00pm
April 15	School Communities and Public Budget Meeting, location TBD, 7:00pm
<b>April 20</b>	<b><i>Provincial Budget 2021 released</i></b>
April 22	Management Team working session, 2:00 – 4:00pm
April 29	Budget Advisory Committee meeting, 3:00 – 5:00pm
<b>May 5</b>	<b>Committee of the Whole/Special School Board Public Budget Meeting, 7:00pm</b>
May 11	Finance, Facilities and Technology Committee meeting
May 19	School Board Meeting, 7:00pm <i>Approval of budget and submission to Ministry of Education by June 30, 2021</i>



## **2021/22 Budget Process Consultation Plan**

**Prepared by: Jason Reid**

**Date: January 26, 2021**

## District Overview

The Saanich School District serves more than 7,700 student FTE in: 14 neighborhood schools (8 elementary schools, 3 middle schools, and 3 secondary schools); the Children’s Development Centre; the South Island Distance Education School (SIDES); the Individual Learning Centre (ILC); the Continuing Education program; and the Saanich International Student Program.

Strategic Plan 2020 guides the Board of Education and its employees and partners in delivering educational programs through the period 2017/18 to 2021/22. The Strategic Plan is organized around the following four themes under which detailed goals with measurable objectives have been developed:

- Student Success;
- Diversity and Inclusion;
- Relationships and Partnerships; and
- Operational Excellence.

## Budget Cycle – Planning, Implementation, Monitoring, and Reporting

The focus of the budget planning process is development of the preliminary budget for the following fiscal year. However, this is only part of an annual budget cycle comprised of a series of inter-related processes. School districts are also unique in adopting both a preliminary budget and an amended budget following confirmation of fall enrolment and funding.

The key components of the annual budget cycle are summarized in the table below. The school district’s fiscal year ends on June 30<sup>th</sup> (i.e. fiscal year 2021/22 begins July 1, 2021 and ends June 30, 2022).

Jan to June, 2021 (in 2020/21 fiscal year)	<ul style="list-style-type: none"><li>• January to May – Budget planning process leading to adoption of 2021/22 Preliminary Budget (as described in this plan).</li><li>• February - Adoption of the 2020/21 Amended Budget reflecting adjustments to the 2020/21 preliminary budget following confirmation of 2019/20 actual results, 2020 fall enrolment/staffing, and other changes.</li><li>• January to May – Monthly forecasting of actual results in relation to the 2020/21 amended budget. Projected 2020/21 surplus/(deficit) informs the 2021/22 budget planning process by estimating both the current budgetary structural balance and the projected accumulated operating surplus available for the 2021/22 budget year.</li></ul>
July to Sept, 2021 (in 2021/22 fiscal year)	<ul style="list-style-type: none"><li>• July to September – Completion and audit of 2020/21 financial statements confirming actual results including accumulated operating surplus available for the 2021/22 budget year.</li></ul>

	<ul style="list-style-type: none"> <li>• August to September – leading to school start-up actual enrolment figures (while not yet final) become more apparent necessitating adjustments to staffing and related funding estimates.</li> </ul>
Oct to Dec, 2021 (in 2021/22 fiscal year)	<ul style="list-style-type: none"> <li>• October to December - Confirmation of final Sept 30<sup>th</sup> enrolment and related staffing changes and Board approval for allocation of net enrolment growth funding (these changes are reflected in the 2021/22 Amended Budget adopted by the Board February 2022).</li> <li>• December - Board approval of 2022/23 Budget Timelines/Process and Guiding Principles.</li> </ul>

### 2021/22 Budget Timelines/Process and Guiding Principles

In December 2020, the Board approved the Timelines/Process and Guiding Principles. These documents have been posted to the budget consultation site at the following link:

<https://www.sd63.bc.ca/leadership-governance/budget-and-finance/2021-2022-budget-documents>

Through out the process, information relevant to the consultation will be posted to this site including agenda packages and meeting notes of the Budget Advisory Committee.

### Enrolment and Funding

Over 80% of operating fund revenues are determined by per student funding allocations. In 2020/21, budgeted operating revenues (preliminary budget) were \$79.0 million and included:

- \$53.9 million – per pupil fall enrolment funding (Sept 30<sup>th</sup>),
- \$10.4 million - funding for unique need designations (Sept 30<sup>th</sup>), and
- \$1.8 million – February and May enrolment funding.

The preliminary budget is prepared based on forecasted Sept 30<sup>th</sup> enrolment, and the amended budget reflects actual Sept 30<sup>th</sup> enrolment.

Given the significance of enrolment in determining funding, forecasting enrolment is an important part of the budget process. Enrolment forecasting is also important for informing facilities planning work. Each year, preliminary enrolment projections are prepared by Baragar Systems reflecting available demographic data. These projections are reviewed and modified by the district to reflect local knowledge including known local factors impacting enrolment such as residential development or changes to programs or the capacity of a school. For budget planning purposes, enrolment projections are appropriately conservative to reduce the risk of deploying resources in excess of available funding.



From 2016/17 to 2019/20 school age enrolment grew modestly from 6,909 to 7,122 and was forecasted to continue growing modestly in 2020/21. This growth has been occurring primarily in neighbourhood elementary schools, with growth forecasted to move through middle and secondary in the years to come.

Last spring we forecasted 2020/21 school age fall enrolment would grow by 55 FTE from 7,122 to 7,177, driven primarily by forecasted growth in neighbourhood elementary schools. We expected that the pandemic would have an impact on enrolment, but without knowing how the pandemic would proceed or how education would be delivered in the fall, we did not modify these forecasts for budget planning. We did revise enrolment forecasts for international student enrolment reflecting the expected impact of travel restrictions.

Following the Province’s announcement mid-August 2020 that students would return to in-person instruction, the district experienced significant enrolment fluctuation prior to and following school start up (late August and September), and by September 30th enrolment had declined in neighbourhood schools and had grown significantly at SIDES (distance education). Some students leaving neighbourhood schools enrolled at SIDES, and others opted for homeschool or left the school district. Most of the growth at SIDES was driven by students enrolling from outside the school district. Overall school age enrolment grew by 229 FTE relative to forecast. This was comprised of growth at SIDES of 515 FTE and was offset by enrolment decline of 286 FTE relative to forecast at other schools.

	2019/20 Actual	2020/21 Preliminary Budget	2020/21 Actual	Variance Increase / (Decrease)
<b>School Age Enrolment</b>				
Elementary	2,813	2,877	2,783	-94
Middle	1,580	1,556	1,479	-77
Secondary	2,237	2,259	2,150	-109
Continuing Education	23	15	12	-3
Alternate Programs	182	185	182	-3
Distributed Learning	287	285	800	515
<b>Total School Age Enrolment</b>	<b>7,122</b>	<b>7,177</b>	<b>7,406</b>	<b>229</b>
<b>Adult Enrolment (Primarily SIDES)</b>				
Adult - Non-Graduated	26	35	44	9
Adult - Graduated	48	45	90	45
<b>Total Adult Enrolment</b>	<b>74</b>	<b>80</b>	<b>133</b>	<b>53</b>

It is likely, with the development and rollout of vaccines, that life will return close to “normal” by next fall. However, what will be more difficult to predict is to what degree students/families will continue in their new learning environment (distance education, independent school, etc.). During this period of “recovery” from the pandemic, our ability to accurately forecast enrolment

will be challenged. This uncertainty will mean that for budget planning, it will likely be necessary to be more conservative earlier on (i.e. preliminary budget) and plan to adjust as registration unfolds and enrolment numbers solidify.

The district is still reviewing the updated the enrolment forecast for 2021/22 to 2030/31, which will be available for the February BAC meeting.

Components of the Budget

The school district’s budget is comprised of three separate funds: Operating Fund, Special Purpose Fund and Capital Fund. Each of these funds differs with respect to the methods of accounting used, the legislative and other constraints, and relevance to the budget planning process. The table below describes each of the funds and their relevance to the budget planning.

<p><b>Operating Fund</b></p> <p>2020/21 Budgeted Revenues: \$79.1 million</p>	<p>Annual program revenues and expenditures are reported within the operating fund and special purpose fund (see below). Grants from the Ministry of Education accounted for \$70.9 million (90%) of budgeted operating revenues in the preliminary 2020/21 budget. The budget process focuses primarily on the operating fund.</p> <p>Annual and accumulated surplus within the operating fund are important indicators of financial performance and financial health for school districts. This is because school districts are not permitted to budget for or incur an <u>accumulated</u> deficit position in the operating fund. This means when a school district has accumulated operating surplus available it can be used to budget for future expenditures and to reduce financial risk associated with unforeseen expenditures.</p>
<p><b>Special Purpose Fund</b></p> <p>2019/20 Actual Revenues: \$11.6 million</p>	<p>The special purpose fund includes grants and school generated funds that are restricted for a specific purpose. The largest component of the special purpose fund is the classroom enhancement fund (2019/20 Actual Revenues: \$7.5 million), which beginning in fiscal 2017/18 funds the cost of restored class size and composition language. Because special purpose funds are restricted for a specific purpose, they are generally not a focus of the budget planning process except as contextual information.</p> <p>If expenditures for a program within the special purpose fund exceed available revenues, the resulting deficit is transferred to the operating fund reducing accumulated operating surplus. Annual and accumulated surplus in the special purpose fund is always zero.</p>
<p><b>Capital Fund</b></p> <p>2019/20 Actual Capital Funding: \$6.3 million</p>	<p>The capital fund budget is determined through the Board of Education’s approval of the annual capital plan and other funding applications, and by subsequent Ministry approval. As the capital fund budget is determined through a separate process, it is generally outside the scope of the budget planning process.</p>

## Contingency Reserve

Pursuant to policy 19 (Accumulated Operating Surplus), the budget must include a contingency reserve that is sufficient to reduce, to an appropriate level, financial risk that results from financial forecasting uncertainty and/or unforeseen circumstances. The contingency reserve is formed through allocation of accumulated operating surplus and/or allocation of annual budget room. The contingency reserve is to be used only to fund additional cost pressures that result from circumstances beyond the School District's control or, with the Board of Education's approval, in response to unforeseen circumstances.

The 2020/21 preliminary budget reflected a reduction to the contingency reserve from \$1.7 million to \$0.7 million in order to offset the financial impact of the pandemic. This is discussed further below in relation to the budget context for 2021/22.

## 2020/21 Budget Context

### ***Returning to Budget Sustainability***

The impact of the pandemic on the finances and operations of the school district has resulted in a budget for 2020/21 that is not sustainable long term. The financial implications include a decrease in forecasted international program revenues by \$3.0 million in 2020/21, and \$1.1 million in additional cost pressure resulting from fluctuations in domestic enrolment relative to forecast. In order to balance the 2020/21 budget, the Board appropriated \$4.2 million in accumulated surplus<sup>1</sup>, an increase of \$3.0 million over the 2019/20 budget. If this full appropriation were depleted during the year, the district's accumulated surplus balance (excluding program carry-forwards) would decline from \$4.9 million at the beginning of the year to \$0.7 million at the end of the year.

The Provincial Safe Return to School Grant (PSRG) (\$562,652) and the Federal Safe Return to School Grant (FSRG) (est. \$3.0 million) announced last August funded the implementation enhanced health and safety measures, the delivery of a remote learning program, and other pandemic related costs. As participation in remote learning has declined and costs have decreased, the district has been able to re-allocate some FSRG to fund staffing in excess of funded enrolment in neighbourhood schools. As these costs were funded originally through appropriation of accumulated surplus (as described above), these "savings" will reduce the amount of accumulated operating surplus consumed during the year increasing financial flexibility in 2021/22. As the year progresses, monthly fiscal forecasts will be an important part of forecasting budget pressure in 2021/22.

BC's COVID-19 immunization plan is occurring in 4 phases prioritizing sequence based on risk, with those in phase 4 receiving the vaccine last. Under the plan timeline, it is expected that all

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<sup>1</sup> The \$4.2 million appropriation included a \$1.0 million allocation of the contingency reserve and \$0.8 million recovery of carry-forward balances that had grown during the early stages of the pandemic when in-class instruction was suspended.

those in phase 4 will have received at least the first dose by September 2021. Based on this planned roll-out, the expectation is that schools will likely return at stage 1 (“Learning as Usual”) next fall. While progression can deviate from this plan, for budget planning purposes it is assumed that pandemic related funding (PSRG and FSRG) and costs will not continue beyond the current school year.

### ***Revenue Uncertainty***

The revenue forecast reflected in the preliminary budget is dependant on our ability to accurately forecast both international and domestic enrolment. In the years prior to the pandemic, the district was able to forecast both international and domestic enrolment with a high degree of accuracy. In both 2018/19 and 2019/20, actual school age fall enrolment was within 0.5% of projected enrolment. With greater confidence in revenue projections, the district is able to hire more staff and deploy more resources in the spring prior to enrolment being confirmed.

Following the significant enrolment fluctuations experienced this year<sup>2</sup>, 2021/22 will also be a period of fluctuation as families settle into a new post-pandemic normal. We do expect international enrolment will recover, but that it will not likely recover to historical levels next year. In 2020/21, many families made the significant change of leaving their school – many registered in SIDES and many choose private school. It will be difficult to predict to what extent families will decide to continue in their new school after now completing a full year.

Greater revenue uncertainty is compounded by having less contingency reserve available to absorb potential variations in actual enrolment relative to forecasted enrolment. This means the district will likely need to be more conservative when allocating resources in the spring, and then make adjustments over the summer as registration continues and enrolment figures solidify.

### ***Provincial Budget Delayed Release***

Government has announced the Provincial Budget release will be delayed to April 2021. The Ministry of Education has confirmed school districts will still receive confirmation of funding rates for 2021/22 before March 15, 2021. However, delay in the Provincial Budget release increases the risk that the funding rates announced on March 15<sup>th</sup> do not fully reflect the cost pressures districts will face in 2021/22.

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<sup>2</sup> International enrolment decreased by about 65%, and enrolment in neighbourhood schools decreased by 4-5%. Enrolment in distance education (SDES) grew by more than 150%.

### ***Strategic Plan***

Last November the Board extended the current strategic plan by one more year to June 2022. In January 2021, the Board approved the next steps in the strategic planning process including the formation of the Strategic Plan Advisory Committee (SPAC). In the spring of 2021, data sources will be identified and explored and SPAC will review the framework for Enhanced Student Learning (FESL). Community consultation will begin in the fall of 2021 and a new strategic plan will be adopted in 2022.

While the budget process will not be informed by a new strategic plan, to the extent possible planning for the new strategic plan (including review of achievement data) should inform the budget consultation process. The school district is also working with the Ministry led First Nations Educational Outcome Improvement Team (FNEOIT) to develop plans to improve outcomes for Indigenous students. This important work will inform both budget development and the development of the next strategic plan.

### ***Funding Formula Review***

Following almost 2 years of consultation and implementation work, last year the Ministry of Education implemented some of the recommendations from the funding model review panel. However, the most significant recommendations (prevalence model for funding unique needs and funding headcount at secondary versus course count) were deferred pending further consultation. As there has been very little discussion of implementing these recommendations following the onset of the pandemic, further changes to the funding model are not expected for 2021/22.

### ***Distance Education Review***

In conjunction with the funding formula review, the ministry completed a comprehensive review of distance education funding and program delivery. The changes being proposed include the choice of maintaining a district Online Learning school/program to serve only in-district students, or moving to a Provincial delivery model whereby approved Provincial service providers deliver on-line learning courses for students in districts where these courses are not available. The proposal indicates that Provincial service providers are to be selected through a RFP process, with the selected schools offering a prescribed provincial curriculum. This change, in combination with the funding model proposal to fund secondary students by headcount instead of by course, would effectively eliminate funding for cross-enrolment between public school districts and between public and independent schools. If the Saanich School District's distance education program, SIDES, were not selected as a Provincial service provider under this proposed model, a significant reduction to the program could result. With the Province and districts focused on managing the pandemic, a change to the delivery and funding of distance education is not expected to be implemented for the 2021/22 fiscal year.

### *Unfunded Inflationary Costs*

Historically school districts have not been directly funded for many inflationary cost pressures including those related to exempt compensation, employee benefits, utility costs and service and supply costs. Instead, the expectation has been that these cost pressures be funded from enrolment growth (as funding from enrolment growth generally exceeds the incremental cost of service). However, budget pressure can result to the extent that enrolment growth is insufficient.

### Community Consultation

Engagement with district staff, partners and the community informs the budget process through both formal planning meetings and continuous engagement. The process includes four Budget Advisory Committee (BAC) meetings, a community budget meeting, a management team meeting, and a community survey. As information and issues are considered and discussed, engagement will also occur continuously and informally. The information used to guide the consultation process is described further below.

The budget consultation approach was adjusted last year following the onset of the pandemic. These changes included: extending the timeline to provide more time to assess implications of the pandemic; and moving to a virtual instead of in-person community budget meeting.

The current timeline for the 2021/22 budget consultation plans for budget approval in May 2021<sup>3</sup>, and does not reflect an extended timeline as was used last year. Deferral of adoption is something the committee and Board could consider later in the process once more is known of the potential budget implications for 2021/22. The preliminary budget reflects information known at that time of approval, and following approval adjustments are made to staffing leading up to the fall as enrolment numbers change. Note that deferring adoption of the preliminary budget does not mean spring staffing decisions can be deferred, because the deadline for lay-off notices in the collective agreements is the end of May

Last year a Budget Consultation Background Document and a survey link were distributed along with the public notice of the virtual community budget meeting. This meant that community members who were unable to attend the community budget meeting, could still participate by reviewing the background document and completing the survey. While attendance at the virtual community budget meeting was lower, there were 60 responses to the survey resulting in more community feedback than has been received in the past.

Expanding the distribution of a community budget survey (with the accompanying background information) in conjunction with having a community budget meeting, is an opportunity to further increase participation in the budget consultation process and also to improve participation from certain stakeholder groups (including students) that have not historically been well

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<sup>3</sup> School districts are required by legislation to submit the preliminary budget before June 30<sup>th</sup>.

represented in the process. A plan considering how distribution and promotion of the survey can be enhanced will be prepared for the committee's review.

The Cowichan School District has used a broadly distributed community budget survey for several years and has reported receiving up to 400 responses in some years (last year they reported fewer responses attributed to the pandemic). In Cowichan, the survey is distributed on social media, school news letters, and is distributed to staff and partners. The survey is also shared with student councils who promote it within schools.

### Information Guiding the Budget Consultation Process

Typically, the Provincial Budget is released in February confirming the overall funding allocation for the K-12 sector and communicating new spending priorities for the sector. Following this, funding rates for the next fiscal year are published mid-March, and school districts are then able to estimate revenues using forecasted enrolment.

This year, the Provincial Budget will be released in April following the confirmation of funding rates (mid-March). As funding rates will still be released as scheduled, the district will be able to forecast revenue as in previous years. However, delay in the release of the Provincial budget increases the risk that the funding rates released do not address expected inflationary pressures or emerging issues facing the sector.

Following confirmation of funding rates (mid-March), forecasted revenue and budget pressure will be estimated using forecasted enrolment.

A key component of the process is the identification and evaluation strategic and operational priorities and the resources needed to implement or continue those priorities. Priorities are identified and evaluated in two ways:

1. Review of the status of goals and objectives in Strategic Plan 2020 considering where resourcing is impeding progress in critical areas or where opportunities exist to improve outcomes significantly in relation to cost. Identification of strategic priorities will also be informed by planning work this spring for the next strategic plan.
2. Review of the district's evaluation of operational risk identifying where further steps are needed to mitigate risk.

Assessment of operational risk answers the question "What could go wrong and what are the consequences?". Many operational risks are risks because the consequence of failure directly impede strategic priorities. However, other risks relate to basic obligations (legal and other) of the district that may not relate directly to priorities identified in the strategic plan. For this reason, it is important to consider both strategic priorities and assessment of operational risk.

During the budget consultation process the following information will be presented to the Budget Advisory Committee:

- Enrolment forecast and grant revenue estimate
- Monthly fiscal forecast including projected accumulated surplus
- Historical budget trends and budget changes
- Estimated 2021/22 budget pressure reflecting estimated changes to revenues and expenses
- Review of Provincial Budget 2021 (when available)
- Comparison of budget allocations with similar school districts
- Comparison of staffing allocations with similar school districts (where relevant<sup>4</sup>)
- Analysis of strategic priorities
- Assessment of operational risks
- Proposed adjustments to balance budget and/or address priorities identified and relevant analysis.

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<sup>4</sup> Comparisons are not meaningful when local circumstances (unique programs, local collective agreement language, etc.) differ significantly. Analysis will also focus on areas that relate to proposed priorities.



Saanich School District  
2020/21 Year-End Projection (Operating Fund w/CEF)

Actual and Forecasted Results

As at December 31, 2020

	Prior Year Actual 2019	Prior Year Actual 2020	Amended Budget	Current Budget	Revenue/ Expenditures to Date	Projected Revenue and Expenditure	Variance From Budget	Notes
<b>Revenue</b>								
621 Consolidated Revenue Grants	(68,251,286)	(69,978,199)		(72,760,565)	(29,049,742)	(72,760,565)	-	
627 Indig. Northern Affairs Canada (INAC) Recovery	2,984,092	3,281,144		3,048,231	1,312,400	3,048,231	-	
629 Other Ministry Of Ed Grants <i>includes Pay Equity, Ad hoc MOE grants, Grad adult funding</i>	(1,277,918)	346,623		(3,694,671)	(1,776,922)	(3,694,671)	-	
629 Classroom Enhancement Fund (CEF)	(7,832,734)	(7,617,267)		(7,697,396)	(1,812,280)	(7,697,396)	-	
630 Federal Grants <i>French Odyssey Grant, Jordan's Principle</i>	-	(52,923)		-	-	-	-	
645 Instructional Cafeteria Revenue	(158,687)	(111,259)		(68,000)	(42,461)	(68,000)	-	
646 Local Education Agreements/Direct Funding Indig.	(2,984,092)	(3,281,144)		(3,048,231)	(1,312,400)	(3,048,231)	-	
647 International and Out of Province Students	(7,445,332)	(7,086,493)		(2,238,500)	(3,135,033)	(2,238,500)	-	
649 Misc. Fees & Revenues <i>includes ad hoc grants received, recovery revenue from shared services, funding from municipalities, BC hydro energy saving grants</i>	(738,841)	(439,018)		(263,637)	(274,759)	(263,637)	-	
650 Text Book Deposit Receipts	-	-		-	-	-	-	
651 Community Use Of Facilities	(20,229)	(12,874)		-	(7,344)	-	-	
659 Other Rentals & Leases	(373,872)	(378,889)		(390,000)	(175,001)	(390,000)	-	
660 Exchange (Gain) Loss	(2,659)	15,273		-	10,050	-	-	
661 Interest On Short Term Deposits	(387,270)	(369,858)		(200,000)	(95,510)	(200,000)	-	
662 Appropriated Surplus (prior years carry forward amounts)	-	-		(5,954,376)	-	(5,954,376)	-	
672 Student Fees/Certifications	(64,207)	(101,790)		(75,000)	(39,400)	(75,000)	-	
<b>Total Revenue</b>	<b>(86,553,035)</b>	<b>(85,786,674)</b>	<b>-</b>	<b>(93,342,145)</b>	<b>(36,398,402)</b>	<b>(93,342,145)</b>	<b>-</b>	
<b>Expenses</b>								
105 Salaries - P/VP	4,535,583	4,548,388		4,683,763	2,417,550	4,712,015	(28,252)	
111 Salaries - Teachers (incl. POSR)	35,158,350	35,048,397		39,710,521	15,806,553	39,314,968	395,553	<b>Note 1</b>
307 - Teacher remedy	1,217,910	973,130		1,085,486	312,035	1,085,486	-	<b>Note 2</b>
Teacher remedy unspent	-	-		-	-	-	-	
122 Salaries - Support Staff (incl. In Service, WCB and First Aid)	8,335,824	8,034,024		9,281,856	4,402,137	9,159,506	122,350	
123 Salaries - Other Professionals	2,727,455	3,076,688		3,176,386	1,410,835	3,186,347	(9,961)	
131 Salaries - Educational Assistants	4,596,491	4,910,856		5,689,905	2,212,624	5,376,942	312,963	<b>Note 3</b>
143 Support Staff Replacement Costs	518,363	390,629		393,228	257,268	414,609	(21,381)	
146 Teacher Replacement Costs	2,576,226	2,242,596		2,687,461	1,156,426	2,599,478	87,983	
	59,666,202	59,224,708	-	66,708,606	27,975,428	65,849,351	859,255	
200 Benefits	14,687,466	14,261,495		16,700,717	6,126,841	16,442,520	258,197	<b>Note 4</b>
	14,687,466	14,261,495	-	16,700,717	6,126,841	16,442,520	258,197	
<b>Services &amp; Supplies</b>								
Services	4,696,799	4,650,249		2,890,998	1,331,020	2,890,998	-	
Pro-D & Travel	671,213	528,389		742,506	222,090	742,506	-	
Rentals & Leases	94,027	92,429		125,012	55,799	125,012	-	
Dues & Fees	272,919	336,159		364,400	281,323	364,400	-	
Insurance	168,378	167,891		174,000	158,102	174,000	-	

	Prior Year Actual 2019	Prior Year Actual 2020	Amended Budget	Current Budget	Revenue/ Expenditures to Date	Projected Revenue and Expenditure	Variance From Budget	Notes
Supplies	3,042,502	1,960,575		2,766,354	1,871,019	1,766,354	1,000,000	Note 5
Utilities	1,531,380	1,357,815		1,627,500	362,656	1,627,500	-	
	10,477,218	9,093,507	-	8,690,770	4,282,009	7,690,770	1,000,000	
Total Expenses	84,830,886	82,579,710	-	92,100,093	38,384,279	89,982,641	2,117,452	
Transfer from operating for purchase of capital assets	615,580	1,677,301		1,146,441	-	1,146,441	-	
Transfer from operating to support special purpose funds	6,947	-		3,474	-	3,474	-	
Transfer to local capital for asset replacement reserve	57,060	92,138		92,138	-	92,138		
(Surplus)/Deficit	(1,042,562)	(1,437,525)	-	0	1,985,877	(2,117,452)	2,117,452	
					Opening Unrestricted Surplus	(723,702)		
					Estimated School and District Carry Forwards	1,000,000		
					Estimated Closing Unrestricted (Surplus)/Deficit	(1,841,154)		

**Amended Budget** is the February *Amended Annual Budget*, which is being prepared currently and will be approved by the Board on February 17, 2021.

**Current Budget** is the current working budget.

*Certain comparative figures have been restated to conform with current year's presentation*

**Variance comments:**

**Note 1** - If any teacher salary savings occur, to the extent that these savings are attributable to the Classroom Enhancement Fund, it may result in claw back of funding.

Teacher salaries positive variance is due to current average teacher salary being lower than budgeted by about \$700. We have also deployed fewer teachers than budgeted due to hiring lag in filling positions. Teacher salary savings may be needed to offset higher teacher replacement costs.

**Note 2** - We currently assume that teachers will use all remedy they are entitled to during the year. This assumption may need to be adjusted as the year progresses based on elected usage by teachers and ability of the District to provide teachers on call to deliver the remedy. Funding for remedy is targeted and cannot be used for any other purpose.

**Note 3** - Education Assistant (EA) salaries positive variance is due to several factors:

- This budget is allocated across the 17 school budget centres and each centre maintains conservatism in deployment of resources to remain on budget.

- Schools fill as many full time EA positions as they can but inevitably, EAs take unpaid time off and are not replaced or are replaced with a lower cost temporary employee (when we budgeted the role to be filled by a full time permanent employee).

- Hiring lag in deployment of September EA funding.

**Note 4** - Benefits are currently expected to be under budget due to a number of small factors.

**Note 5** - Assumption made in preparing this forecast is that departments and schools will spend their services and supplies budgets as allocated, other than the following anticipated carry forward: (\$1,000,000) expected school and district carry forward.