



BUDGET ADVISORY COMMITTEE MEETING

Thursday, April 11, 2024 3:00 pm,
Board Room

Committee Members:

Keven Elder, Chair
Susan Hickman, Trustee
Elsie McMurphy, Trustee
Dave Eberwein, Superintendent of Schools
Paul McKenzie, Assistant Superintendent
Peter Westhaver, Director of Instruction
Carly Hunter, Director of Instruction
Jason Reid, Secretary Treasurer
Megan Cimaglia, Director of Finance

Don Peterson, STA
Elaine Ting, STA
Candace Whitney, CUPE
Laura Mackie, CUPE
Mel Paas, SAA
Tassie Harris, SAA
Spencer Gray, SISP
Megan Misovic, COPACS

AGENDA

1. Welcome
2. Review BAC Committee February 21, 2024 Meeting Notes
3. Advocacy Update
4. Review April Facts Package
5. Community Engagement Plan
6. Next meeting: **Thursday, May 2, 2024, 3:00-5:00pm**



BUDGET ADVISORY COMMITTEE MEETING

Wednesday, Feb 21, 2024 3:00 pm,
Board Room

Committee Members:

Keven Elder, Chair, regrets
Susan Hickman, Trustee
Elsie McMurphy, Trustee
Dave Eberwein, Superintendent of Schools
Paul McKenzie, Assistant Superintendent
Peter Westhaver, Director of Instruction
Carly Hunter, Director of Instruction
Jason Reid, Secretary Treasurer
Megan Cimaglia, Director of Finance

Don Peterson, STA
Elaine Ting, STA, regrets
Candace Whitney, CUPE
Laura Mackie, CUPE, regrets
Mel Paas, SAA
Tassie Harris, SAA
Spencer Gray, SISP,
regrets
Megan Misovic, COPACS, regrets

Meeting Notes

- Trustee McMurphy acknowledged the meeting was being held on the territory of the W̱SÁNEĆ people and welcomed committee members and guests.
- The committee reviewed the meeting notes from the January 25, 2024 BAC committee meeting.
- The committee reviewed and discussed the February Facts Package including enrolment projections, February fiscal forecast, and historical budget information
- The committee discussed the letter from Saanich Teachers' Association regarding Budget Priorities
- The committee discussed strategies to increase involvement in the consultation process, including attendance at the community budget meeting. Committee members agreed to increase the distribution of invitations (including background information and the survey link) to include all parents and all staff.
- The committee agreed to recommend to the Board rescheduling of the School Communities and Public Budget Meeting from April 18 to April 17.
 - Committee Recommendation: That the Board approve rescheduling of the School Communities and Public Budget Meeting from April 18 to April 17
- Trustee McMurphy adjourned the meeting at 4:27pm.

Next meeting: **Thursday, April 11, 2024, 3:00-5:00pm**



School District No. 63 (Saanich)

2024/25 Annual Budget Facts Package

April 2024

Prepared by:
Jason Reid, Secretary Treasurer

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Section 1

Briefing Note – April Facts Package

To: Budget Advisory Committee

Prepared By: Jason Reid
Secretary Treasurer

Subject: April 2024 Budget Facts Package

Date: April 8, 2024

The purpose of this briefing note is to provide additional information to supplement the documents included in sections 2 to 5 of the April Facts Package.

Enrolment and Operating Grant Projections (Section 2)

Enrolment Projections

The enrolment projections presented at the February BAC meeting have been adjusted to reflect actual registration data to date. The updated forecast is included in section 2. Regular program forecasted enrolment in 2024/25 has increased by 3 FTE (from 6,740 to 6,743), and forecasted online learning enrolment has increased by 75 FTE (from 425 to 500). We will continue to review enrolment as registration unfolds and further adjustments may be made for the next BAC meeting.

The 2024/25 forecast for International Program enrolment is 270 FTE. In 2023/24 forecasted international program enrolment was 250 FTE and actual enrolment is approximately 265 FTE.

Overall, forecasted enrolment is conservative with a greater likelihood that actual enrolment will exceed forecast. However, as secondary and online enrolment are subject to greater fluctuation, actual enrolment may also fall short of forecast.

Operating Grant Projections

The ministry announced operating grant rates for 2024/25 on March 15th, and the updated funding tables are now available on the [ministry's website](#). The Ministry also prepared a summary of preliminary operating grants for 2024/25, which is included in section 2.

Most funding rates are increasing by 3.4% in 2024/25; however, this percentage increase also reflects rolling in 2023/24 labour settlement funding into the funding rates for 2024/25 (in 2023/24 the labour settlement funding was provided as a separate special grant). The funding rate adjustments reflect 2% wage increases for teachers, support staff and non-educator exempt positions, and support staff local table allocations.

Implementation and funding of the COLA was recently announced increasing wage adjustments to 3%. Wage adjustment funding for all exempt staff (3% adjustment) was also recently announced. These additional adjustments will be funded by a special grant. As the

special grant amount has not yet been confirmed, it has been estimated for the calculation of budget pressure (in section 3).

The ministry has announced new funding in 2024/25 to support the implementation of Indigenous Education Councils (IECs). The funding allocation for Saanich will be \$88,617. As this funding is targeted for a specific purpose, it is not reflected in the calculation of operating fund budget pressure in section 3.

The analysis of 2024/25 operating grants based on the updated enrolment forecast is included in section 2.

Estimated Operating Fund Budget Pressure (Section 3)

A detailed budget pressure schedule is included in section 3 of the facts package, and projects budget pressure in 2024/25 budget pressure of \$0.9 million. The summary table below separates budget pressure into the following three categories to better understand the drivers of cost pressure: Wage Adjustments (Funding versus Cost), Enrolment Changes (Funding versus Cost), and Other Budget Changes.

Budget Pressure by Category	
<u>Wage Adjustments - Funding versus Cost</u>	
Funding Rate Increase	1,391,466
Estimated special grant	902,520
International Fee Increase attributable to SISP wage increase	65,000
CUPE Wage Inflation	(637,841)
Teacher Wage Inflation	(1,578,492)
Exempt Wager Inflation	(270,358)
Surplus / (Deficit)	(127,706)
<u>Enrolment Change - Funding versus Cost</u>	
Enrolment Funding Increase	1,582,614
SISP enrolment increase	66,937
Enrolling Teacher Staffing Increase	(670,895)
Inclusion Support Staffing Increase	(265,000)
Surplus / (Deficit)	713,656
<u>Other Budget Changes</u>	
Allocation of accumulated surplus less forecasted annual surplus	17,024
International fee increase	160,250
Medical/Dental plan premium escalation	(585,168)
CPP enhancement	(141,023)
Forecasted increase to average Teacher wage (step placement)	(300,000)
Service and supply inflation (unavoidable)	(160,000)
Fund technology plan inflation	(500,000)
Surplus / (Deficit)	(1,508,917)
Total Surplus / (Deficit)	(922,967)

Wage Adjustments – Funding versus Cost

Funding for wage adjustments is forecasted to fall short of actual cost by approximately \$0.1 million. This is attributable to lower funding of incremental benefits (those that vary with wage) relative to our estimated cost.

Enrolment Change – Funding versus Cost

Enrolment growth is estimated to increase revenues by about \$1.6 million and generate net funding from growth of \$0.7 million.

Other Budget Changes

Other budget changes include the following:

- Allocation of accumulated surplus less forecasted annual surplus – the 2023/24 Budget (current year) was balanced by allocating \$582,976 in accumulated surplus to fund continuing expenditures. As this is one-time funding, the amount is presented as a cost pressure in 2024/25 but is offset by \$600,000 in projected 2023/24 annual surplus.
- International fee increase – this presents the budgetary impact of increasing the tuition fee by \$1,000 in 2024/25, net of the cost of increased wages for international program staff.
- Medical/Dental plan premium escalation – benefit premium increases attributable to increased usage of benefits, particularly the use of recently bargained benefit enhancements. Significant increases to benefit premiums have occurred provincially in the K-12 sector.
- CPP Enhancement – the 2024/25 cost of phased in enhancements to the CPP.
- Forecasted increase to average Teacher wage (step placement) – estimated cost of increasing average teacher step placement in the salary grid (reflects a continuing trend).
- Service and Supply Inflation – this budget pressure reflects service and supply inflation considered to be unavoidable. This includes transportation supplies, maintenance/custodial supplies, software licenses, property lease rates (ILC Broadmead), insurance, utilities, and fuel.
- Fund technology plan inflation – the annual cost to fully fund the technology plan. This does not include a further \$0.5 million needed on a one-time basis to catch up on technology replacement deferred in recent years due to budgetary constraints.

Note that this unfunded inflationary pressure of \$0.9 million does not include a further reduction in the purchasing power of school and program budgets (as most service and supply budgets are not being adjusted annually for inflation). This annual reduction in purchasing power is impacting the district's ability to fund learning resources, enhanced educational opportunities, school equipment/supplies, and maintain and enhance school facilities.

Balancing Budget 2024/25

Considerations for balancing budget 2024/25 are outlined in the budget background document (attachment 1 to community engagement plan).

Strategic Budget Priorities (Section 4)

The Board of Education's strategic plan focuses on the following four priority areas:

- Literacy
- Indigenous Learner Success
- Mental Health and Wellness
- Global Citizenship

Implementation of these priorities is driving change to operational plans and the deployment of existing resources. This includes the deployment of district and teacher leadership capacity, curriculum and professional development, and deployment of instructional program resources. An overview of the budget implications of implementing the strategic plan is included in section 4.

Risk Management Report (Section 5)

In March, the FF&T Committee reviewed the 2024 Risk Report (see section 5), and, in particular, the high-risk assessments for program budget sustainability and information systems (risks A and B), both the result of significant unfunded inflationary cost pressure. A significant concern is that it is no longer possible to implement the district Technology Plan without either additional funding or significant adjustments to the plan. Without additional funding, the cycle of renewal for IT resources and devices will increase, and the number of devices that are deployed and supported in the future will need to decrease significantly with there likely being no deployment of student devices within 5 years.

With respect,

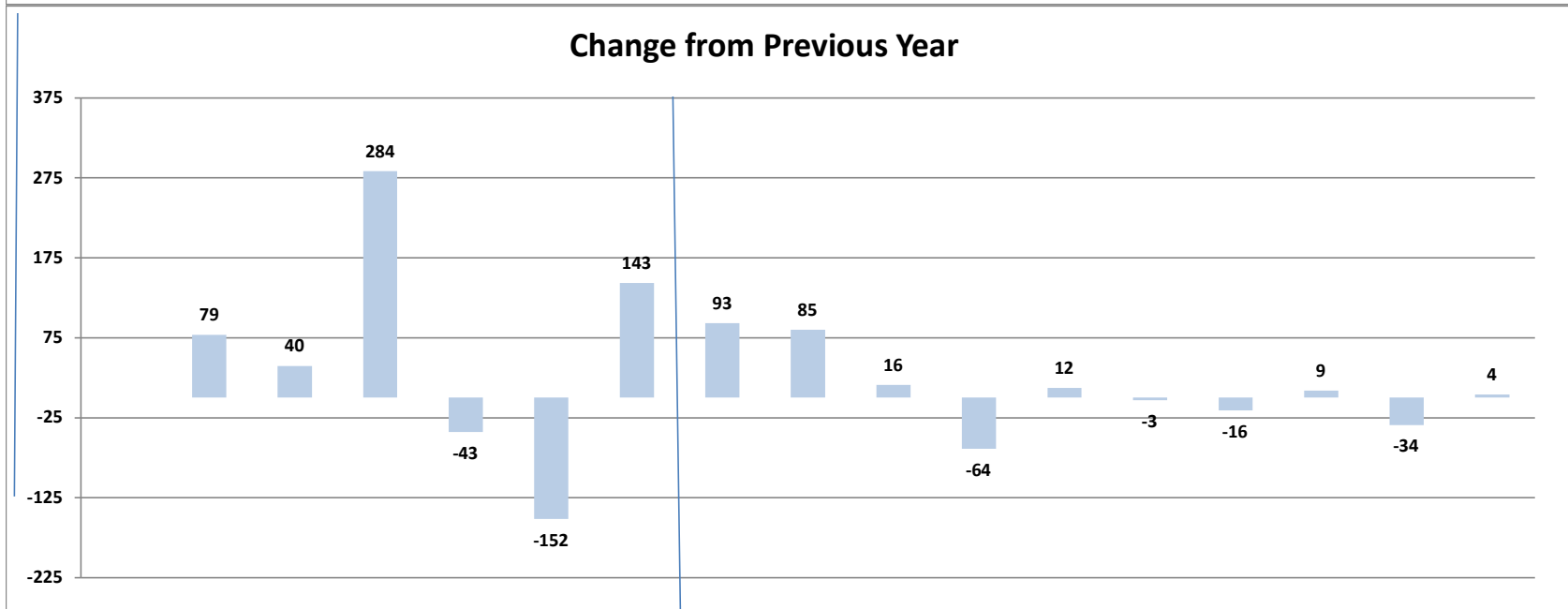
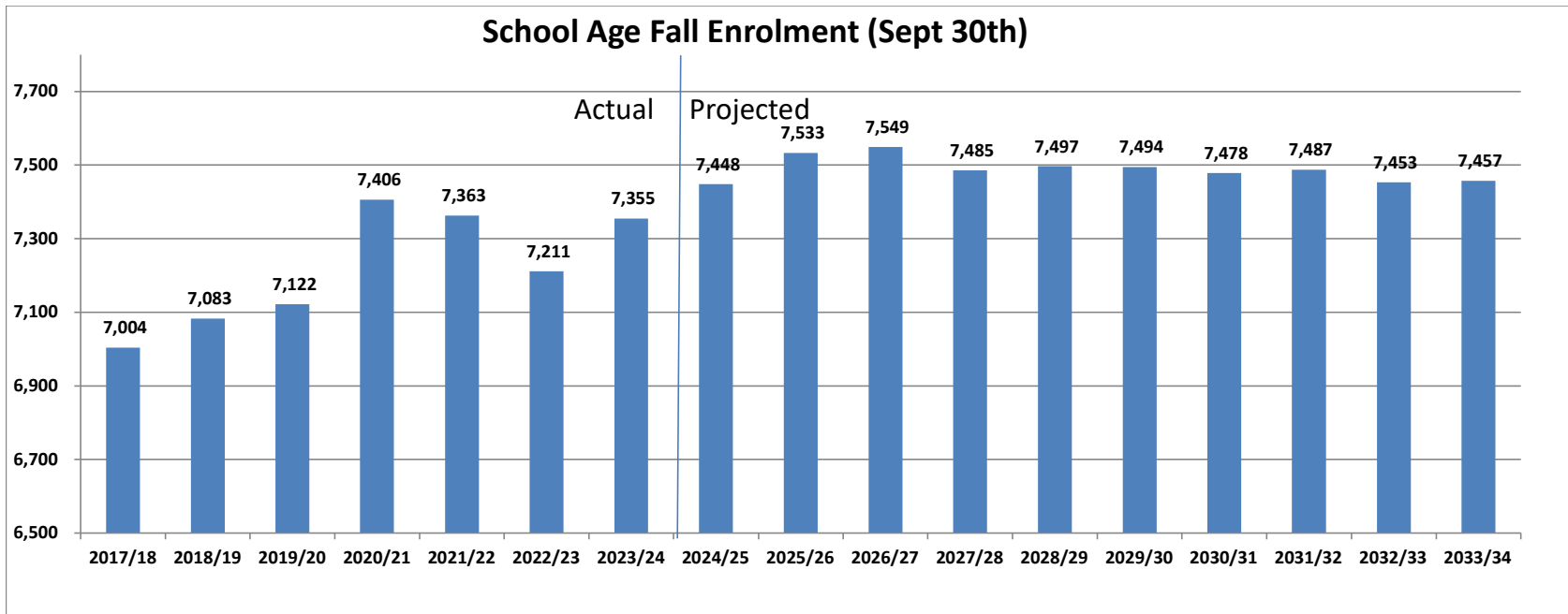
Jason Reid
Secretary Treasurer

Section 2

Enrolment and Operating Grant Projections

School District No. 63 (Saanich) Capacities and Projected FTE Enrolments

	Operating Capacity	← actual						forecast →										
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Current 2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
SEPTEMBER																		
Regular Enrolment																		
Brentwood Elementary	370	314	315	330	319	346	347	356	350	364	358	354	354	352	352	350	350	354
Cordova Bay Elementary	268	275	281	297	299	324	333	318	315	323	315	294	297	298	293	294	294	301
Deep Cove Elementary	328	321	315	311	305	310	320	346	360	355	344	319	315	315	317	318	318	322
Keating Elementary	509	411	431	451	451	475	494	489	469	458	458	442	434	433	428	425	423	430
KELSEY Elementary	351	394	396	391	378	371	364	367	360	375	395	388	390	394	388	401	381	388
Lochside Elementary	396	422	425	429	420	430	435	421	435	426	420	417	407	414	407	408	407	417
Prospect Lake Elementary	196	230	247	259	266	273	275	248	245	228	216	211	213	212	209	209	209	214
Sidney Elementary	328	310	338	345	345	378	394	392	390	357	351	332	322	307	304	305	307	315
Bayside Middle School	775	590	547	570	553	567	594	585	610	640	663	647	641	636	628	622	620	598
North Saanich Middle School	475	366	380	378	338	368	371	384	390	420	430	459	452	451	428	411	416	398
Royal Oak Middle School	600	632	639	632	588	600	567	620	630	631	608	614	613	596	601	605	608	606
Claremont Secondary	1,075	1,044	1,088	1,060	986	998	1,002	1,004	991	1,029	1,035	1,003	1,011	1,003	986	1,015	1,013	1,015
Parkland Secondary	725	440	414	412	433	425	427	428	438	456	474	484	510	528	555	562	557	552
Stellys Secondary	925	752	782	765	731	732	722	740	760	766	777	816	833	850	877	857	845	842
Total Regular Enrolment	7,321	6,500	6,598	6,630	6,412	6,597	6,644	6,697	6,743	6,828	6,844	6,780	6,792	6,789	6,773	6,782	6,748	6,752
Continuing Education		27	21	23	12	16	11	16	15	15	15	15	15	15	15	15	15	15
Alternate Programs		167	181	182	182	178	198	189	190	190	190	190	190	190	190	190	190	190
Online Learning		310	282	287	800	573	358	453	500	500	500	500	500	500	500	500	500	500
Total for Enrolment Based Funding		7,004	7,083	7,122	7,406	7,363	7,211	7,355	7,448	7,533	7,549	7,485	7,497	7,494	7,478	7,487	7,453	7,457
Change from PY			79	40	284	-43	-152	143	93	85	16	-64	12	-3	-16	9	-34	4
Other Enrolment (September)																		
Special Needs - Level 1		6	6	8	8	9	10	12	12	12	11							
Special Needs - Level 2		276	277	298	318	320	352	398	421	455	500							
Special Needs - Level 3		225	224	243	232	246	251	243	241	245	250							
English as a Second Language		410	475	542	531	529	520	541	585	565	580							
Indigenous Education		542	537	559	601	621	600	594	600	610	622							
Adult - Non-Graduated		37	21	26	44	31	27	29	25	25	25							
Adult - Graduated		21	39	48	90	66	53	59	55	55	55							
FEBRUARY COUNT																		
Continuing Ed - School Age		22.625	27.125	15.063	8.063	15.125	10.625	10.625	12.000									
Continuing Ed - Adult		1.000	0.250	0.183	0.125	0.125	0.250	0.125	0.250									
OL Learning - School Age K-9		51.375	52.875	40.500	9.875	22.625	34.625	55.750	70.000									
OL Learning - School Age 10-12		131.875	125.688	105.125	174.313	126.813	110.563	142.000	135.000									
OL Learning - Non-Grad Adult		24.750	25.750	31.125	41.625	30.875	22.250	29.625	30.000									
MAY COUNT																		
Continuing Ed - School Age		28.375	19.063	26.000	14.875	23.563	17.875	15.000	12.000									
Continuing Ed - Adult		0.500	-	1.500	0.125	-	0.125	1.000	0.250									
OL Learning - School Age K-9		6.250	2.625	6.000	5.125	3.375	11.813	5.000	5.000									
OL Learning - School Age 10-12		76.375	63.813	75.000	99.438	86.375	82.063	75.000	85.000									
OL Learning - Non-Grad Adult		10.125	11.750	12.000	22.250	17.250	14.125	15.000	17.000									



Summary of 2024/25 Preliminary Operating Grant Announcement

The operating grant block is projected to grow by \$344 million to over \$7.0 billion in 2024/25. The increase is the result of the addition of \$219 million to fully fund wage increases for teachers, support staff and non-educator exempt positions plus estimated enrolment growth totalling \$125 million.

Per student funding rates have increased by an average of 3.4% as detailed in the table below.

Supplement	2024/25 Rates	2023/24 Rates	\$ Change	% Change
Basic Allocation (Standard, Continuing Education and Alternate schools)	\$8,915	\$8,625	\$290	3.4%
Basic Allocation (Online Learning)	\$7,200	\$6,960	\$240	3.4%
Inclusive Education – Level 1	\$50,730	\$49,070	\$1,660	3.4%
Inclusive Education – Level 2	\$24,070	\$23,280	\$790	3.4%
Inclusive Education – Level 3	\$12,160	\$11,760	\$400	3.4%
English/French Language Learning	\$1,795	\$1,735	\$60	3.5%
Indigenous Education	\$1,770	\$1,710	\$60	3.5%
Adult Education	\$5,690	\$5,505	\$185	3.4%
Summer Learning (Grades 1-9)	\$255	\$245	\$10	4.1%
Summer Learning (Grades 10-12)	\$505	\$490	\$15	3.1%

Supplements that are provided based on a formula have also increased:

Supplement	2024/25	2023/24	\$ Change	% Change
Equity of Opportunity Supplement	\$27.5M	\$26.5M	\$1.0M	3.8%
Small Community Supplement	\$103.0M	\$100.4M	\$2.5M	2.5%
Low Enrolment Factor	\$63.9M	\$63.7M	\$0.2M	0.4%
Student Location Factor	\$104.8M	\$103.7M	\$1.1M	1.0%

Approved Labour Settlement Funding

The 2024/25 school year will be the third and final year of the 2022 Shared Recovery Mandate. Labour settlement funding that has been confirmed by the Public Sector Employers' Council Secretariat (PSEC-S) prior to March 2024 has been allocated through the operating grant rates. This includes wage increases for teachers, support staff and non-educator exempt positions, and support staff local table allocations. Portions have also been allocated to the Classroom Enhancement Fund, CommunityLINK, and Provincial Resource Programs.

The \$114.1 million in labour settlement funding that was allocated as a special grant in 2023/24 and published in the May 2023 Summary of Grants tables, including the Cost-of-Living Adjustment (COLA) for teachers and support staff, has also been rolled into the 2024/25 operating grant rates.

Future Labour Settlement Funding

- **COLA for Teachers and Support Staff**

Labour settlement funding related to the 2024/25 COLA will be allocated as a special grant following confirmation of this funding, which is expected in April 2024.

To ensure that districts budget for COLA appropriately, the Ministry will provide the estimated breakdown of this funding between the Operating fund and CEF. These estimates will be adjusted based on actual CEF costs submitted by districts in Fall 2024. Any CEF portion not required to cover actuals will be put back into the Operating portion of the COLA funding in the 2024/25 recalculated operating grants announced in December 2024.

- **Salary Increases for Exempt Positions**

Bargaining mandates and exempt compensation are coordinated by PSEC-S and the Ministry can only announce funding as it is provided by Treasury Board on the direction of PSEC-S.

Irrespective of the funding provided, 2024 salary increases for exempt staff must be approved by BCPSEA.

Exempt positions include the following employee groups:

- **Administrators in leadership roles:** These positions are coded as EN in the Employment Data and Analysis System (EDAS) (see table below). This group includes staff reported in the Principal and Vice-Principal Salaries expense category. Funding for salary increases (if approved by Treasury Board) will be allocated as a special grant pending direction from PSEC-S.
- **Non-educator exempt:** This group includes exempt staff reported in the Other Professionals Salaries expense category and are coded as EX in EDAS. Funding for these salary increases has been allocated through the operating grant rates.

Sample of positions that are coded as EN in EDAS Administrators in Leadership Roles	Sample of positions that are coded as EX in EDAS Non-educator Exempt
Director of Instruction	Human Resources
Supervisor of Instruction	Payroll
Principal	Finance (all except Secretary Treasurer)
Vice-Principal	Secretary Treasurer
Assistant Superintendent	Information Technology
Assistant Superintendent - Education Programs	Occupational Health and Safety
Assistant Superintendent - Human Resources	Transportation
Assistant Superintendent - Student Support Services	Custodian
Associate Superintendent	Facilities/Maintenance
Associate Superintendent, Human Resources	Executive Assistant
Deputy Superintendent	Education Support Counsellors
Superintendent of Schools	Education Support Physiotherapist
District Vice-Principal	Education Support Psychologists
District Principal	Education Support Language (oral or sign)
	Education Other School Support (Program Administrator, Continuing Ed, other School programs)
	Education Support Board Office (Communications, Corporate Service, International Education, etc)

Enrolment Changes

School districts are estimating they will enrol 589,067 school-age FTE in September 2024, an increase of more than 7,500 FTE (or 1.3%) over the September 2023 total. Thirty-six (36) districts are estimating they will have increased enrolment in September 2024.

School districts are also estimating there will be substantial enrolment growth across the Unique Student Needs funding categories, including increases of 1,080 Level 2 and 269 Level 3 students, as well as an additional 4,574 ELL students. There is only a slight increase of 27 Indigenous Education students.

Operating Grant Changes

All 60 districts are estimated to have increases to their operating grants for the upcoming school year. The per student average, including all special grants, is an estimated \$13,229 for 2024/25, a 40.3% increase from 2016/17.

Funding for students with L1, L2 & L3 disabilities and diverse abilities is projected to grow by \$58.3 million, or 6.7%, from \$873 million to \$932 million, as enrolment continues to grow and labour settlement funding is added.

Funding will be recalculated when actual enrolment is known in the September 2024 enrolment count.

Funding Protection/Enrolment Decline

A total of seven districts are receiving an estimated total of \$5.6 million in Funding Protection; this is an increase of \$1.9 million or 54% more compared to 2023/24.

In 2024/25 it is estimated that 11 districts will receive \$2.2 million from the Supplement for Enrolment Decline, up from 9 districts and \$0.9 million in 2023/24.

Special Purpose Grants

In addition to the operating grant block, the following amounts are being provided for school district operations:

- Preliminary Classroom Enhancement Fund: \$676.5 million
- Learning Improvement Fund: \$25.0 million, unchanged
- CommunityLINK: \$60.0 million, a \$0.8 million increase from 2023/24
- Pay Equity: \$50.9 million, unchanged
- Student Transportation Fund: \$15.4 million, unchanged
- Feeding Futures Fund: \$71.5 million, unchanged

Classroom Enhancement Fund (CEF)

The Ministry is announcing CEF staffing funding at 100% of the amounts for the current school year plus additional labour settlement funding for the 2% general wage increase for teachers to facilitate budgeting and planning for the next school year. The same methodology has been used to determine the overhead allocations for 2024/25.

Thus, the preliminary Classroom Enhancement Fund is set at \$676.5 million:

- \$630.7 million for CEF staffing
- \$45.8 million for CEF overhead

As in previous years, the Ministry is not announcing CEF remedy funding at this time. CEF remedies will be allocated based on school district reporting of actual remedies incurred in October 2024.

The process for applying for any additional funding for the 2024/25 CEF staffing allocations will be the same as this year.

Indigenous Education Councils

New to the operating grants for 2024/25 is funding to support the implementation of Indigenous Education Councils (IECs). The funding envelope as provided by Treasury Board has been allocated to each district based on:

- A \$50,000 base grant per district
- \$9,250 per First Nation located (estimated) within the district's boundaries
- A Rural Factor adjustment (see Table 6c for the Rural Index)

The principles of the funding allocation are:

- Each district will require a base level of funding;
- The complexity of the operations of an IEC may be affected by the number of First Nations a school district is interacting with; and
- Travel to provincial meetings, if necessary, will be more costly for rural districts.

IEC allocations are detailed in Table 14 of the [2024/25 Estimated Operating Grants](#).

SCHOOL DISTRICT NO. 63 (SAANICH)
ANALYSIS OF THE MINISTRY OPERATING GRANTS

	2023/24			2024/25			Overall Change	Rate Change	Enrolment Change
	Amended Budget			Amended Budget					
	FTE	Grant	Total	FTE	Grant	Total			
Enrolment based funding									
Standard schools	6697.3125	8,625	57,764,320	6743.0000	8,915	60,113,845	2,349,525	1,942,221	407,304
Continuing education	15.6875	8,625	135,305	15.0000	8,915	133,725	(1,580)	4,549	(6,129)
Alternate schools	189.0000	8,625	1,630,125	190.0000	8,915	1,693,850	63,725	54,810	8,915
Online learning	452.8125	6,960	3,151,575	500.0000	7,200	3,600,000	448,425	108,675	339,750
	<u>7354.8125</u>			<u>7448.0000</u>					
Course challenges	55.000	270	14,850	55.000	279	15,345	495	495	0
Home school students	14.000	250	3,500	14.000	250	3,500	0		
Total September enrolment based funding			62,699,675			65,560,265	2,860,590	2,110,750	749,840
Supplement for Enrolment Decline			0			0	0	0	0
Unique student needs									
Special education - level 1	12.0000	49,070	588,840	12.0000	50,730	608,760	19,920	19,920	0
Special education - level 2	398.0000	23,280	9,265,440	421.0000	24,070	10,133,470	868,030	314,420	553,610
Special education - level 3	243.0000	11,760	2,857,680	241.0000	12,160	2,930,560	72,880	97,200	(24,320)
English as a second language	541.0000	1,735	938,635	585.0000	1,795	1,050,075	111,440	32,460	78,980
Indigenous education	594.0000	1,710	1,015,740	600.0000	1,770	1,062,000	46,260	35,640	10,620
Adult education	29.1250	5,505	160,333	25.0000	5,690	142,250	(18,083)	5,388	(23,471)
Equity of Opportunity Supplement			435,771			455,522	19,751	19,751	0
Total Unique Needs Funding			15,262,439			16,382,637	1,120,198	524,779	595,419
Salary differential			1,624,441			1,628,107	3,666	3,666	0
Unique geographic factors			3,676,782			3,810,992	134,210	134,210	0
Funding Protection			0			0	0	0	0
Curriculum and Learning Support Fund			64,902			66,193	1,291	1,291	0
Total September operating grant			83,328,239			87,448,194	4,119,955	2,774,696	1,345,259
Estimated enrolment based funding - July			69,580			71,710	2,130	2,130	0
Estimated enrolment based funding - February			1,449,470			1,684,094	234,624	49,636	184,988
Estimated enrolment based funding - May			751,055			829,133	78,078	25,710	52,368
Total aggregate funding			85,598,344			90,033,130	4,434,786	2,852,172	1,582,614

SCHOOL DISTRICT NO. 63 (SAANICH)
ANALYSIS OF THE MINISTRY OPERATING GRANTS
DETAILS OF FEBRUARY AND MAY ENROLMENT

	2023/24 Amended Budget			2024/25 Preliminary			Overall Change	Rate Change	Enrolment Change
	FTE	Grant	Total	FTE	Grant	Total			
Estimated enrolment based funding - February									
School Age FTE - Continuing Education	15.000	8,625	129,375	12.000	8,915	106,980	(22,395)	4,350	(26,745)
Adult FTE - Continuing Education	1.000	5,505	5,505	0.250	5,690	1,423	(4,083)	185	(4,268)
K - 9 School Age FTE - Distributed Learning	40.000	3,480	139,200	70.000	3,600	252,000	112,800	4,800	108,000
Gr 10 - 12 School Age FTE - Distributed Learning	120.000	6,960	835,200	135.000	7,200	972,000	136,800	28,800	108,000
Adult FTE - Distributed Learning	30.000	5,505	165,150	30.000	5,690	170,700	5,550	5,550	0
Designation Funding			175,040			180,991	5,951	5,951	0
Total February Enrolment Funding	206.000		1,449,470	247.250		1,684,094	234,624	49,636	184,988
Estimated enrolment based funding - May									
School Age FTE - Continuing Education	15.000	8,625	129,375	12.000	8,915	106,980	(22,395)	4,350	(26,745)
Adult FTE - Continuing Education	1.000	5,505	5,505	0.250	5,690	1,423	(4,083)	185	(4,268)
K - 9 School Age FTE - Distributed Learning	5.000	2,320	11,600	5.000	2,400	12,000	400	400	0
Gr 10 - 12 School Age FTE - Distributed Learning	75.000	6,960	522,000	85.000	7,200	612,000	90,000	18,000	72,000
Adult FTE - Distributed Learning	15.000	5,505	82,575	17.000	5,690	96,730	14,155	2,775	11,380
Total May Enrolment Funding	111.000		751,055	119.250		829,133	78,078	25,710	52,368

Section 3

Operating Fund Budget Pressure



**Operating Fund Budget Pressure
For the 2024/25 Fiscal Year**

**April 11, 2024
Estimated Budget
Pressure**

Decrease (Increase) in Revenues:

Continuing expenses funded by accumulated surplus	582,976
Deficit (Surplus) emerging from forecast	(600,000)
Operating grant increase	(4,434,786)
23/24 labour settlement funding rolled into 24/25 operating grant	1,460,706
Estimated compensation funding outside operating grant	(902,520)
International program enrolment and fee increase	(292,188)
	<hr/>
	(4,185,811)

Increase (Decrease) in Expenses:

CUPE wage inflation (3% plus local table allocations)	637,841
Teacher wage inflation (3.0% plus additional 0.11% at top step)	1,578,492
Exempt Staff salary inflation (3%)	270,358
Medical/Dental plan premium escalation	585,168
CPP enhancement	141,023
Forecasted increase to average Teacher wage (step placement)	300,000
Enrolling Teacher change (5.5 FTE for projected student FTE)	670,895
Inclusion Support budget (for projected unique needs)	265,000
Service and supply inflation (unavoidable)	160,000
	<hr/>
	4,608,778

Net Budget Pressure before proposed changes

422,967

Proposed Budget Changes:

Allocation of contingency reserve	-
Fund technology plan inflation	500,000
	<hr/>
	500,000
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Total Operating Fund Pressure

922,967

Section 4

Strategic Budget Priorities

To: Budget Advisory Committee

Prepared By: Jason Reid
Secretary Treasurer

Subject: Budget Strategic Priorities

Date: April 8, 2024

The purpose of this briefing note is to outline how strategic priorities are being operationalized and how they will be supported through Budget 2024/25.

The Board of Education's 2022 - 2027 Strategic Plan focuses on the following four strategic priority areas:

- Literacy
- Indigenous Learner Success
- Mental Health and Wellness
- Global Citizenship

In considering how budget planning supports strategic priorities, the focus is to first review and adjust the deployment of existing budgets in support of strategic plan priorities. This is because the greatest opportunity for change resides in the more than \$115 million already being invested into programs annually. Through this review proposed budget changes may also be identified, including transfer of budget between programs or additional budget where significant value will result in relation to cost.

Given the significant inflationary costs facing the school district in 2024/25, increased program budgets are not being recommended at this time. However, budget consultation feedback will inform how existing resources are being deployed to operationalize priorities, and will inform future budget decisions.

Key strategies common to the implementation of all four strategic priorities, as described below, are an increased focus on school planning and student voice:

- **Focused School Planning:** Following our rebuild of the School Plans, the work going forward will be to engage in the tracking of our goals and inquiries. To that end, school plans will continue to trace the narrative of learning over the course of a year, focused on the goals, strategies and tracking mechanisms to answer the questions: 'What does a year's worth of learning look like in our school?' and 'How will we know?' Funding for professional growth opportunities is a limitation to school planning, as these opportunities are necessary for school teams to articulate, track progress and learn from the targeted, evidence-based priorities at the school level. As a result, we will look to provide support to our school teams on monitoring our progress.

- Student Voice – We plan to continue engaging and activating student voice in our district, to inform and empower the implementation of identified strategic priorities.

Strategic Budget Priorities

Literacy

The following initiatives are in-progress or are planned in support of the Literacy priority:

- The completion of a K-12 Literacy Plan for Saanich with an initial focus on Early Learning.
- Use of Fall and Spring District Literacy Assessment for all students in grades 1 to 8 to determine directions and guide practice.
- Staffing allocation changed to more equitably support all students in the district
- Implementation of a comprehensive plan to consistently employ tier one and two supports for early literacy that embeds ongoing professional development which has resulted in 3 times many students receiving intervention support.
- Implementation of Heggarty, UFLI and other resources along with a balanced reading comprehension program to support literacy for all students.
- Continue to prioritize the purchase of resources that reflect diversity and inclusion.
- Continue to build a data dashboard to track student progress and inform educational progress.
- Regularly share student learning data in a variety of structures and formats to ensure it guides practice.

Implementation of these initiatives will involve continued engagement with teachers and parents, and regular review and sharing of literacy data.

In order to implement these initiatives, it is recommended that current budget allocations be maintained for learning assistance teachers, professional development, and learning resources. The allocation of existing budgets will change in support of the planned Literacy initiatives, including the following changes:

- focusing district and teacher leadership time and professional development budget on this priority, and
- revising current early learning supports to meet the needs of all learners, including possible reallocation of resources to a broader early intervention program with an equity lens.

Indigenous Learner Success

The following initiatives are in-progress or are planned in support of the Indigenous Learner Success priority:

- Focus on Early Literacy and Social Emotional Learning for Indigenous students - significant focus on supporting primary students with literacy
- SENĆOTEN language instruction for students at Brentwood and KÉLSET
- Focus on ensuring that we offer ongoing support to secondary teachers in offering a variety of culturally responsive courses to meet the graduation requirement
- Continue to review data to look for barriers with a particular emphasis on student voice
- Maintain Family Advocate Indigenous Support Liaison position

Implementation of these initiatives will involve continued engagement with teachers, extensive ongoing community engagement available in a variety of formats, and student focus groups with ongoing feedback.

In order to implement these initiatives, it is recommended that current budget allocations be maintained in Indigenous Education, professional development, and learning resources.

The allocation of existing budgets will change in support of the planned Indigenous Learner Success initiatives, including the following:

- Focus district and teacher leadership time and professional development budget on this priority
- Allocation of curriculum budget to support implementation of mandatory Indigenous course
- Use of literacy intervention budget to support targeted early literacy for Indigenous students
- Use of grant money to support language and curricular programs

Mental Health and Wellness

The following initiatives are in-progress or are planned in support of the Mental Health and Wellness priority:

- Develop Social Emotional Learning and Health Resource guide for schools that highlights and clarifies what is available across all levels within district. Zones of regulation, Mind Up and Second Step are a few examples.
- Mental Health Literacy for students at the middle school level is ongoing and is at early stages for implementation at elementary and secondary.
- Secondary Physical Health Education 9 & 10 curriculum embedding mental health & wellness within curriculum is on-going.

- EASE (Everyday Anxiety Strategies for Educators) training at each level - in progress at Elementary and Middle, and planned at Secondary.
- Digital Literacy at the elementary and middle school level - initial implementation completed at elementary and middle level. Under consideration for secondary.
- Comprehensive Counselling Approach with monthly district-wide focus is in progress, exploring themes such as healthy relationships, learning through loss, and supporting students through trauma informed lenses.
- Anti-racism initiatives are underway. Steering Committee of staff from across levels are using the K-12 Anti-Racism Action Plan as a guide identifying a vision, direction, and curricular resources for this important work.
- Indigenous Student Mentorship Program – Year three in partnership with Human Nature Counseling. This initiative is funded by grants.

In order to implement these initiatives, it is recommended that current budget allocations be maintained in counselling, student advocacy, social emotional learning, teacher leadership, professional development, learning resources, and other inclusive education budgets.

The allocation of existing budgets will change in support of the planned Mental Health and Wellness initiatives, including focusing district and teacher leadership time and professional development budget on this priority.

Global Citizenship

This goal is to provide opportunities and experiences that inspire learners to be knowledgeable, curious and active global citizens who support the well-being of oneself, family community and our environment.

Many of the initiatives described for the preceding three priority areas also support the Global Citizenship priority. Examples include digital literacy, mental health literacy, social emotional learning, and Indigenous Education initiatives. This priority area is also being supported through the following initiatives:

- Focusing teacher leadership and professional development budget on this priority and the advancement of learning experiences that focus on the role of citizens in broader global and societal issues;
- Data informed practice with a focus on equity of student success. This will align to the work on our schools as they monitor the progress of their school plans;
- A continued focus on student voice to understand how to achieve this goal for students, and a commitment to engage our students beyond their voices, to the actioning of these goals by student leaders;
- Phased implementation of Brightspace: Over the 2023-24 year, our aim is to strategically onboard Brightspace into the School district. Key features of Brightspace include the use of a teacher dashboard, which helps capture evidence of student learning: digital report cards, core competency self-reflection, student assessment feedback, student gradebook and portfolios. Additionally, Brightspace will provide the

platform for parent and student portals for ongoing communication of student learning, through the features available in the teacher dashboard. This will be a continued priority in year two of the implementation of Brightspace.

The allocation of existing budgets will change in support of the planned Global Citizenship initiatives, including the following changes:

- Focus district and teacher leadership time and professional development budget on this priority; This will continue into the following year.
- Allocation of curriculum budget to support development and implementation of learning experiences that focus on broader global and societal issues. This will be operationalized through inquiry-based learning opportunities that address these broader global / societal issues.
- Included in this coming year will be an additional component focused on digital literacy and citizenship in the Saanich school district. This aligns with our belief that technology, properly applied, will serve to amplify learning and engagement in our classrooms.

With respect,

Jason Reid
Secretary Treasurer

Section 5

Risk Management Report

SD63 (Saanich) Risk Report – February 27, 2024

	Category / Risk Event	Cause	Consequence	Existing Mitigations	Residual Risk Ranking	Risk Response
A	<p>Financial:</p> <p>Program budgets are not financially sustainable</p>	<ul style="list-style-type: none"> • Inflationary cost pressures are not fully reflected in annual funding rate adjustments • Moderate or no enrolment growth results in budget pressure (Ministry funding model). • Actual expenditures trend above budgeted expenditures due to circumstances/events beyond the school district's control • External event impacts domestic and/or international enrolment and revenues 	<ul style="list-style-type: none"> • Inflationary costs are not reflected in expenditure budgets or expenditure budget reductions are required to balance budget. • Educational program outcomes are negatively impacted. • Increased operational risk as the district is unable to fully fund risk mitigation strategies. • Non-compliance with legislative budgetary requirements. • Reputational damage and reduced confidence. 	<ul style="list-style-type: none"> • Financial forecasting and monitoring processes • Long Range Financial Plan developed • Investment in innovative and engaging programs including online learning • Maintain sufficient contingency reserve in order to avoid the need for sudden and disruptive budget adjustments 	<p>HIGH (Increased from MEDIUM-HIGH)</p>	<ul style="list-style-type: none"> • Monitor forecasted financial results relative to budget, and more closely monitor revenue/expenditure budgets with a higher risk of variability including online learning enrolment (revenues), employee benefit costs, and staff replacement costs due to illness. • Review and analyze the underlying causes of cost pressure escalations and develop mitigating strategies where possible. • Advocacy for funding for inflationary cost pressures • Develop Preliminary 2024/25 Budget (including contingency reserve) that is appropriately conservative with the objective of maintaining long-term program stability. <p>Residual Risk remains high because funding rates have not historically fully funded inflation, and enrolment is forecasted to remain stable or only grow modestly in the years ahead.</p>

SD63 (Saanich) Risk Report – February 27, 2024

	Category / Risk Event	Cause	Consequence	Existing Mitigations	Residual Risk Ranking	Risk Response
B	<p>Information Systems: Information System performance is not sustained or does not keep pace with evolving user needs</p>	<ul style="list-style-type: none"> Information System planned refresh cycle cannot be maintained because of inflationary cost pressure increasing reliance on aging and potentially unsupported infrastructure and devices (Many devices and infrastructure refreshed 5 years ago are now due for replacement). Classroom technology such as projectors are aging quicker than they can be replaced and are required for program delivery. Infrastructure such as wireless and power redundancy has not been addressed increasing risk of failure. 	<ul style="list-style-type: none"> Reduced access to technology and system performance is negatively impacting educational programs and operational functions. The number of supported devices (including projectors) and access to online learning resources is reduced. Educational innovation is constrained by obsolete information technology Reduced investment in infrastructure increases risk of information system failure and damage Increased risk related to data security and protection of privacy Reputational damage and reduced confidence. 	<ul style="list-style-type: none"> Replaced most pivotal infrastructure and user devices over the last 5 years through a RefreshEd plan (cannot be sustained with current budget). Developed immutable and offsite backups to address business continuity and ransomware resilience. Have replaced as many projectors as possible with the projectors carrying the longest life and return on investment. Upgraded district phone systems to replace obsolete hardware and end reliance on aging copper phone infrastructure. 	<p>HIGH</p>	<ul style="list-style-type: none"> Review and adjust RefreshED Plan in response to significant inflationary cost increases. Consider adjustments to plan and/or budget implications. Advocacy for funding for inflationary cost pressures Review opportunities to improve procurement through increased central coordination Implement new processes to assess new software solutions balancing program requirements with risks related to support, data security and privacy. <p>Residual Risk remains high as the planned refresh cycle can no longer be maintained due to significant inflationary cost pressures impacting technology.</p>

SD63 (Saanich) Risk Report – February 27, 2024

	Category / Risk Event	Cause	Consequence	Existing Mitigations	Residual Risk Ranking	Risk Response
		<ul style="list-style-type: none"> Software license costs are growing beyond the rate of inflation. 				
C	<p>Information Systems / Operations:</p> <p>A significant privacy breach and/or cyber security attack occurs</p>	<ul style="list-style-type: none"> Inadequate staff education regarding responsibilities and roles in protecting information Services used by staff are not approved or implemented by the district and exposes data to unknown risk. Financial controls are not sufficient to prevent fraud resulting from unauthorized access. Aging devices are being used without security updates from the manufacturers. User credentials are reused and easy to compromise via 	<ul style="list-style-type: none"> Harm to students and staff due to breach of sensitive information. Financial loss to district Reputational damage and reduced community confidence. Legal liability. Loss of access to district systems impacting business and educational outcomes. Significant impact to communications, including cloud services which use local authentication sources. 	<ul style="list-style-type: none"> Engaged with Fortinet to implement a staff security awareness training module. Engaged external cybersecurity firm to work with district team. Includes a security platform monitoring district systems as well as remote teams to address breaches. RefreshEd plan which ensures devices can be patched (cannot be sustained with current budget) Increased adoption of MyEdBC services in Learning Services. Building portal tools for communicating sensitive information instead of emailing. 	<p>MEDIUM – HIGH</p>	<ul style="list-style-type: none"> Enhance risk-based privacy management program as required. Engage staff through awareness campaigns and messaging through staff meetings. Deliver staff training regarding protection of privacy and data security Further deployment of conditional multifactor authentication. Enhanced survivability for phone systems at sites. Classifying data and addressing retention times and access. Implementation of new processes to assess new and existing software requirements with risks related to support, data security and privacy.

SD63 (Saanich) Risk Report – February 27, 2024

	Category / Risk Event	Cause	Consequence	Existing Mitigations	Residual Risk Ranking	Risk Response
		unsophisticated attacks.				
D	Human Resources: Organizational capacity is insufficient to mitigate key risks and meet key strategic objectives.	<ul style="list-style-type: none"> Not enough qualified candidates entering the market to meet the needs of the district Increasing expectations and compliance requirements Salaries/wages/benefits are not as competitive 	<ul style="list-style-type: none"> Programs and services are affected negatively impacting student outcomes Inadequate mitigation of key risks Increased staff workload and staff turnover 	<ul style="list-style-type: none"> Continual review of organizational structure Prioritization of service delivery needs Substantiate the use of Inclusion Support Workers to maintain supervision and high incidence support services where there are short-term absences of continuing staff. 	MEDIUM – HIGH	<ul style="list-style-type: none"> Continual review of staffing and organizational structure in relation to assessed risks and strategic priorities. Building internal capacity with on-call Inclusion Support Worker training and development program. Identify and investigate other options to mitigate program impacts where staff shortages are ongoing.
E	Facilities: Facilities are not sufficiently maintained and renewed (deferred maintenance)	<ul style="list-style-type: none"> Limited capital funding Construction cost escalation (inflation) A building condition issue is not identified Changing building codes 	<ul style="list-style-type: none"> Sub-optimal teaching environment Increasing long term cost Climate action goals impeded Increased Health & Safety risk Non-compliance with building code, WorkSafe 	<ul style="list-style-type: none"> Facility planning reflects relevant information including assessment of facility condition and building component lifespan Current Long Range Facilities Plan and Energy Sustainability Plan Regular inspection of facilities 	MEDIUM – HIGH	<ul style="list-style-type: none"> Continued facilities assessment and planning to identify the district's greatest priorities for the annual capital plan and allocation of maintenance funding. Prioritization of structural (seismic), building envelope, and energy/GHG reduction projects Long Range Facilities Plan and Energy Sustainability Plan are reviewed and updated annually.

SD63 (Saanich) Risk Report – February 27, 2024

	Category / Risk Event	Cause	Consequence	Existing Mitigations	Residual Risk Ranking	Risk Response
			or other regulatory requirements • Reputational damage			
F	Strategic / Financial: Funding is not sufficient or is not allocated optimally through the budget process to adequately mitigate risk and best support educational outcomes.	<ul style="list-style-type: none"> Budget consultation process does not identify the highest priorities Funding pressure due to enrolment decline or other factors impacting program investment 	<ul style="list-style-type: none"> Significant risks are not properly mitigated Implementation of strategic priorities to improve student achievement impeded 	<ul style="list-style-type: none"> Evolving public budget consultation process Evolving processes to evaluate risk and strategic priorities. Oversight by the Budget Advisory Committee 	MEDIUM	<ul style="list-style-type: none"> Continued refinement of the budget process to increase the integration of budget planning with strategic planning and risk management processes. School plans and operational plans focusing on specific initiatives for improving performance (strategic priorities) and/or reducing operational risk inform budget decisions.
G	Health & Safety Operations: An event occurs (earthquake, tsunami, fire, pandemic, etc.) and the district is not able to maintain appropriate	<ul style="list-style-type: none"> Accountability is not clear and/or appropriate protocols/procedures not in place District staff are not able to communicate Information systems fail without timely return of service 	<ul style="list-style-type: none"> Harm results to students or staff Significant impact on educational outcomes for students Reputational damage and reduced confidence. 	<ul style="list-style-type: none"> Emergency preparedness planning Emergency drills compliance (fire, earthquake and lock-down) Improved backups (offsite and immutable) Seismic upgrade is a capital plan priority 	MEDIUM	<ul style="list-style-type: none"> Increased collaboration with partners (municipalities, island health, province, etc.) in planned response to events. Enhance Disaster Recovery and Business Continuity capability. Prioritization of seismic risk mitigation in capital plan

SD63 (Saanich) Risk Report – February 27, 2024

	Category / Risk Event	Cause	Consequence	Existing Mitigations	Residual Risk Ranking	Risk Response
	continuity of service or is not able to respond appropriately to an emergency.			<ul style="list-style-type: none"> Enhanced communications capability (emergency and non-emergency communications including new websites and implementation of School Messenger). 		
H	<p>Schools Operations:</p> <p>Student trauma, injury or fatality results from violence/suicide, overdose or other threats.</p>	<ul style="list-style-type: none"> Cyberbullying or violence Overdose Mental health risk External threat 	<ul style="list-style-type: none"> Harm results to students or staff Student outcomes negatively impacted Reputational damage and reduced confidence. 	<ul style="list-style-type: none"> Critical Incident Response Team (CIRT) Professional development focusing on trauma/trauma response, digital literacy/safety, Violence Threat Risk Assessment (VTRA), and critical incident response School safety protocols including lockdown and hold and secure procedures Safer Schools Together (SST), on request, monitors Worrisome online behaviour to inform threat/risk assessment Enhanced communications capability (emergency and 	MEDIUM	<ul style="list-style-type: none"> Tri-district partnership focusing on school safety. Continual refinement of safety and response protocols. SST has training 20 plus staff with latest protocol for responding to Violence Threat Risk Assessment. This includes training with a new reporting process with updated documents from ERASE BC. Training for more staff will continue. Director of Instruction for Safe Schools is trained to be a resource for school staff working through VTRA or Critical Incidents. Parent learning opportunities - social media, digital safety, and mental wellness have been provided by SST and will continue. New Community Outreach Coordinator position in place for the purpose of

SD63 (Saanich) Risk Report – February 27, 2024

	Category / Risk Event	Cause	Consequence	Existing Mitigations	Residual Risk Ranking	Risk Response
				non-emergency communications including new websites and implementation of School Messenger).		tracking and providing proactive support for students engaged in exploitation, serious crimes or gang affiliation.
I	<p>Health and Safety Operations / Human Resources:</p> <p>A workplace injury results from an accident or violence.</p> <p>Claims and Disability Management is ineffective.</p> <p>Non-compliance with WorksafeBC regulation</p>	<ul style="list-style-type: none"> Accountability is not clear or procedures / process inadequate Increased compliance focus (WorkSafe) and risk associated with violence in the workplace Increase in mental health and other complex workplace claims 	<ul style="list-style-type: none"> Harm to students or employees Increased claims and insurance premium cost Financial loss to District (fines for non-compliance and/or legal liability) Reputational damage and reduced confidence 	<ul style="list-style-type: none"> Workflow/forms renewal process completed increasing compliance Implemented online Safety Management System OH&S training courses Leverage SD23 expertise to manage claims Implementation of Violence Risk Assessment processes Practice drills are conducted annually for fire, lockdown, earthquake and shelter in place Inspection of facilities Implementation of Facilities/HS Administrator Training 	MEDIUM	<ul style="list-style-type: none"> Continue to implement preventative programs Continue to work towards COR certification Enhanced focus on Return to Work and Job Demand Analysis development Focused efforts on prevention associated with critical claims affecting insurance premiums Implementation of province initiatives and hazard mitigation techniques
J	Facilities / Operations:	<ul style="list-style-type: none"> Limited funding for capital upgrade and maintenance 	<ul style="list-style-type: none"> Harm results to students or staff 	<ul style="list-style-type: none"> Regular inspections of vehicles and facilities. 	MEDIUM	<ul style="list-style-type: none"> Seismic upgrade and facility safety continues to be a capital plan priority

SD63 (Saanich) Risk Report – February 27, 2024

	Category / Risk Event	Cause	Consequence	Existing Mitigations	Residual Risk Ranking	Risk Response
	Facilities or transportation system (bus and white fleet) are not safe for students, staff or community	<ul style="list-style-type: none"> • Cost escalation • Accountability is not clear • Potential risk not addressed by inspections or compliance procedures 	<ul style="list-style-type: none"> • Non-compliance with regulatory requirements (OH&S, fire code, building code, motor vehicle regs, etc.) • Financial loss including legal liability or penalty • Reputational damage and reduced confidence 	<ul style="list-style-type: none"> • Continued replacement of aging vehicles and equipment • Targeted audit of higher risk activities including shops. • Facility safety is a capital plan priority 		<ul style="list-style-type: none"> • Continue targeted audits of higher risk programs
K	Strategic / Facilities: Facilities do not accommodate changing demographics or program requirements	<ul style="list-style-type: none"> • Limited capital funding • Construction cost escalation • Enrolment growth exceeds forecast • Actions to manage growth are not implemented soon enough 	<ul style="list-style-type: none"> • Schools exceed capacity or students are unable to attend their catchment area school. • Expectations of families are not met • Educational programs negatively impacted • Reputational damage and reduced confidence. 	<ul style="list-style-type: none"> • Long range facilities planning work and continuous monitoring • Robust process to forecast future enrolment • Installation of portable classrooms when needed • Building renovations or replacements reflect today's program needs (ex. replacement of CDC). 	LOWER (reduced from MEDIUM)	<ul style="list-style-type: none"> • No specific risk response (risk lower due to existing mitigations)
L	School Operations: A student or staff member has an accident during a field trip, sports event,	<ul style="list-style-type: none"> • Non-compliance with procedures or risk not mitigated 	<ul style="list-style-type: none"> • Harm results to student or staff • Financial loss including legal liability or penalty • Reputational damage and reduced confidence 	<ul style="list-style-type: none"> • Field trip/event procedures including approval and supervision • Inspection of school learning environments. 	LOWER	<ul style="list-style-type: none"> • No specific risk response (risk lower due to existing mitigations)

SD63 (Saanich) Risk Report – February 27, 2024

	Category / Risk Event	Cause	Consequence	Existing Mitigations	Residual Risk Ranking	Risk Response
	shop class or other educational program.			<ul style="list-style-type: none"> Compliance with OH&S and other regulatory safety requirements 		
M	Financial / Operations / Human Resources / Educational Programs: Ethical breach or inappropriate action by staff member or volunteer	<ul style="list-style-type: none"> Fraud or perceived inappropriate use of funds Conflict of interest Harassment or other inappropriate behaviour 	<ul style="list-style-type: none"> Harm results to students or staff Financial loss including legal liability or penalty Reputational damage and reduced confidence 	<ul style="list-style-type: none"> Policy and administrative procedures requiring appropriate investigation of complaints/concerns. Financial controls Oversight and training Criminal record checks 	LOWER	<ul style="list-style-type: none"> No specific risk response (risk lower due to existing mitigations)

To: Budget Advisory Committee

Prepared By: Jason Reid
Secretary Treasurer

Subject: Community Engagement Plan

Date: April 8, 2024

The purpose of this briefing note is to outline a community engagement plan consistent with the 2024/25 Budget Timelines/Process, and the 2024/25 Budget Process Consultation Plan.

A foundation of the budget consultation process is community engagement on the development of a budget that reflects the budget context for 2024/25 and which aligns with and supports the strategic plan and, where necessary, mitigation of significant operational risk. To inform participants in the consultation, a background document (attachment 1) has been prepared outlining the budget context and strategic and operational priorities. This document will be distributed with the invitations and will be posted prominently on the website.

The following steps in the consultation process are being planned.

- **April 12th** – Press release (attachment 4), and invitations sent to all staff, all parents, community contacts, and partner groups (attachment 3). The invitations and the website will include the background document (attachment 1) and instructions for participation in the community budget meeting and the survey (attachment 2). The distribution of background information in advance is intended to increase participation in the survey by those unable to attend the community budget meeting.
- **April 12th to April 17th** – promotion on district/school websites, and district and partner social media accounts.
- **April 17th** – In person community budget meeting at Bayside Middle School. The meeting will consist of a presentation, an opportunity to ask questions, and a table discussion session where participants will discuss and provide feedback on Budget 2024/25.

- **April 15th to 26st** – Student Voice meetings with secondary students to discuss the budget consultation process, the context for Budget 2024/25, and to seek student feedback on budget priorities. The following meetings times have been scheduled:
 - ILC (Broadmead): April 15th 1:30pm to 2:30pm
 - Claremont Secondary: April 24th 10:30am to 12:30pm
 - Parkland Secondary: April 25th 8:45am to 11:00am
 - Stelly's Secondary: April 26th 8:45am to 11:00pm
- **April 15th to 26st** – Consultation meetings with the WSÁNEĆ School Board, and other partners and stakeholders as requested.
- **April 29th** – The survey will close on April 29th (end of day) and the results will be compiled for review by the Budget Advisory Committee on May 2nd.

The presentation at the April 17th community meeting will be consistent with the budget context document (attachment 1) and other information in this briefing.

With respect,

Jason Reid
Secretary Treasurer

Attachment: 1 – Invitation and Background document
2 – Budget Survey
3 – Community Invitation List
4 – Press Release

Invitation and Background Document 2024/25 Budget Consultation



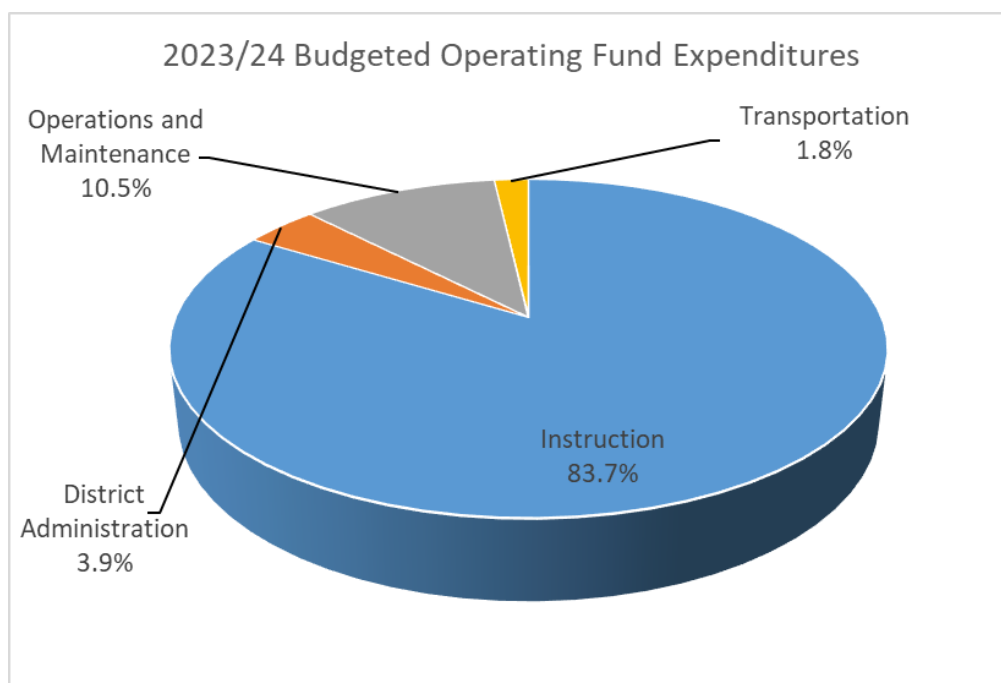
The Board of Education is seeking your input to inform development of the 2024/25 Budget (July 1, 2024 to June 30, 2025) and beyond, through completion of a survey and participation in a Community Budget Meeting on Wednesday, April 17th at 7pm at Bayside Middle School, 1101 Newton Place, Brentwood Bay. Public participation in this process is important for the Board's adoption of a budget that reflects the values, beliefs and priorities of the communities. To inform completion of the survey, this document provides further background on the Saanich School District, the budget consultation process, and budget context for 2024/25.

About the Saanich School District

The Saanich School District enrolls close to 8,000 students in fourteen neighbourhood and a number of special program schools. Neighbourhood schools include eight elementary schools, three middle schools, and three secondary schools. The district also provides educational programming at the Children's Development Centre, two Individual Learning Centres, a Kindergarten to Grade 12 online learning school called SIDES (South Island Distance Education School), and at SISP (Saanich International Student Program).

In 2023/24 (current year), the district budgeted for revenues of \$97.0 million in the operating fund¹. These revenues were comprised of provincial grants (\$84.4 million); direct funding from First Nations (\$3.9 million); international student tuition (\$4.3 million); international student homestay fees (\$2.6 million); and other revenues (\$1.8 million).

As shown below, in the 2023/24 budget the Saanich School District invested 83.7% of the operating fund budget into instructional programs.



¹ Additional targeted program funding/revenues are reported in the special purpose fund (\$18.3 million in the 2023/24 budget). Most special purpose funding is targeted for specific instructional program initiatives.

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Operations and Maintenance was 10.5% of 2023/24 budgeted expenditures and includes facilities/grounds maintenance, custodial, information technology, health and safety, and utilities. The district operates 20 facilities and approximately 960,000 square feet of space.

District administration was 3.9% of 2023/24 budgeted expenditures and includes Board governance, educational leadership, finance and payroll, human resources, and communications.

Transportation costs, including the operations of the school bus fleet, was 1.8% of 2023/24 budgeted expenditures.

2024/25 Budget Consultation Process

In November 2023, the Board approved the 2024/25 Budget Guiding Principles to guide the budget consultation process. These principles include that the Saanich Board of Education will keep support for students at the forefront of its decisions. As the Board recognizes public education is the responsibility of the whole community, community engagement is key to the decision making process.

School Boards adopt two budgets in each fiscal year:

- A preliminary budget is adopted before the end of June for the following fiscal year based on forecasted enrolment and revenues; and,
- An amended budget is adopted before February during the fiscal year reflecting actual fall enrolment and funding.

This budget consultation will inform decisions regarding the preliminary and amended budgets for 2024/25, and also planning for future budgets. The consultation process is overseen by the Budget Advisory Committee (BAC), which provides advice to the Board of Education. The budget guiding principles and other documents outlining in greater detail the 2024/25 budget context (as outlined in this background document) have been posted to the [budget planning site](#).

Context for Budget 2024/25

Unfunded Inflationary Cost Pressures

Funding rates in 2024/25 and historically have been adjusted only to reflect annual wage inflation, and not other annual inflationary cost pressures faced by school districts. These unfunded inflationary pressures include annual escalation in the cost of employee benefit plans, equipment purchases, and supplies and services. In BC, the K-12 funding formula is disproportionately leveraged to enrolment change and school districts growing fast enough are able to allocate “net funding” from enrolment growth (in excess of enrolment based program cost growth) to fund all other inflationary costs. This means the funding model effectively penalizes school districts that are not growing or are not growing fast enough.

As illustrated in the district’s [Long Range Facility Plan](#), because enrolment in Saanich is forecasted to remain stable or only grow slowly, program budgets cannot keep pace with inflation and a balanced budget can only be maintained longer term through continual program reductions. In recent years,

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while additional provincial funding has been targeted for a number of new initiatives (including meal programs and early years programs), as this funding is targeted it cannot be used to address the chronic underfunding of annual inflation impacting core K-12 programs. This issue has been compounded in recent years by slowing enrolment growth in Saanich and greater than historical annual inflation.

In advance of budget planning for 2024/25, in May 2023 the Board of Education carried the following motion *“That the district conduct a review of programs, early in 2023/24, considering where budget reductions are feasible to inform cost reduction measures to be implemented in future budgets as required, and that the Board advocate at all levels for funding of inflationary and other unfunded cost pressures.”*

Since then the Board has carried the following motions directing advocacy work related to funding of inflationary costs:

- January 2024 – *“That the Board seek an early meeting with the Minister of Education & Child Care to discuss, among other inflationary cost pressures, the inflationary cost pressures relating to Information Technology.”*
 - February 2024 – *“That the Board work with senior staff to:

 - Arrange for a larger delegation from the Saanich School District, including partner group representatives, to meet with the Ministry of Education and Child Care to discuss budgetary concerns relating to unfunded inflationary pressures.
 - Communicate to the Ministry specific examples of the impacts of inflation, particularly the negative impacts on student learning.
 - Connect with other school districts facing a similar scenario (low enrolment growth) to explore the possibility of a collective communication to the Minister of Education and Childcare.”*
- March 2024 - *“That the Board forward a letter to the Board of each of the eight school districts identified as being in a similar low enrolment growth position, explaining the February 14, 2024 advocacy motion, and requesting that they consider being a signatory to an enclosed draft letter to the Minister of Education and Child Care as a collective communication addressing unfunded inflationary costs. “*

The projected budget pressure in the 2024/25 Operating Budget due to unfunded inflationary cost is approximately \$0.9 million as outlined in the table below:

Net funding growth	(763,224)
Medical/Dental plan premium escalation	585,168
Canada Pension Plan (CPP) premium escalation	141,023
Forecasted increase to average Teacher wage	300,000
Technology plan budget shortfall (inflation)	500,000
Unavoidable service and supply inflation	160,000
Total Unfunded Inflationary Pressure	922,967

The impact of inflationary cost pressures on the technology plan is a particularly significant concern as discussed in the section below. Note that this unfunded inflationary pressure of \$0.9 million does not include a further reduction in the purchasing power of school and program budgets (as most service and supply budgets are not being adjusted annually for inflation). This annual reduction in purchasing power

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is impacting the district's ability to fund learning resources, enhanced educational opportunities, school equipment/supplies, and maintain and enhance school facilities.

Strategic Budget Priorities

The Saanich Board of Education's [Strategic Plan](#) focuses on the following four priority areas:

- Literacy
- Indigenous Learner Success
- Mental Health and Wellness
- Global Citizenship

Implementation of these priorities is driving change to operational plans and the deployment of existing resources. This includes the deployment of district and teacher leadership capacity, curriculum and professional development, and the deployment of instructional program resources. More information on how budget planning aligns with the Strategic Plan can be found in section 4 of the April 2024 Budget Facts Package (included in the April 11 BAC meeting package posted to the [budget planning site](#)).

In April, the committee reviewed the [2024 Risk Report](#), and, in particular, the high-risk assessments for program budget sustainability and information systems (risks A and B), both the result of significant unfunded inflationary cost pressure. A significant concern is that it is no longer possible to implement the district technology plan without either additional funding or significant adjustments to the plan. Without additional funding, the cycle of renewal for IT resources and devices will increase, and the number of devices that are deployed and supported in the future will need to decrease significantly with there likely being no deployment of student devices within 5 years.

The estimated cost to fully fund the technology plan on an annual basis is now \$500,000. Fully funding this plan is a recommended budget priority given its importance for both supporting educational program priorities and managing operational risk.

Given the significant inflationary costs facing the school district in 2024/25, other increased program budgets are not recommended at this time. However, your feedback on how the budget should support strategic priorities will inform how existing resources are being deployed to operationalize priorities, and will inform future budget decisions.

Options for Balancing Budget 2024/25

In January 2024, in order to identify potential areas of budgetary discretion, BAC reviewed Comparative Budget Analysis, Teacher Staffing Analysis, and Leave Cost Analysis (detailed analysis can be found in the January 25 BAC meeting package on the [budget planning site](#)). The following were key observations:

- Relative to the average of four comparable school districts (SD71, SD72, SD75, SD79), Saanich budgets a similar amount per student for Instruction programs and budgets less per student for District Administration, Operations and Maintenance, and Transportation.
- Relative to the average of four comparable school districts (SD71, SD72, SD75, SD79), Saanich budgets 31% more on substitute salaries. Over the past 5 years, escalation in the usage rates of sick and emergency leave in Saanich has increased annual replacement (substitute) costs by \$1.5 million significantly contributing to increased budgetary pressure.

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- Teacher staffing comprises 49% of the 2023/24 operating budget, and most teaching positions are contractually required by collective agreement language. There are only 17.2 full-time equivalent (FTE) non-enrolling teacher positions that are in excess of collective agreement requirements. However, where the Board has historically increased staffing beyond contract requirements, these were positions deemed necessary to support key strategic priorities relating to career programs, Indigenous learner programs, learning assistance, inclusion and behavioural support, and curriculum leadership.

In 2024/25, the district plans to implement a more formalized health and wellness program to better support the health and well-being of staff members while increasing continuity of student supports and decreasing cost associated with growing sick and emergency leaves. While implementation is expected to result in net cost savings, the program objectives are focused on improving health and wellness supports for staff members and not the achievement of cost savings. Therefore, at this time the implementation of this program is assumed to be budget neutral in 2024/25.

The district's budgetary flexibility continues to decline with inflationary costs significantly outpacing funding growth in recent years. As discussed above, the district is no longer able to fund its technology plan. And further budget reductions are likely necessary to balance the 2024/25 budget and future budgets. The district is reviewing individual department and school budgets for potential cost savings; however, after many years of finding savings to fund inflationary costs there are limited opportunities to find further cost savings (i.e. reductions that will not have program impacts).

Administration and Operations budgets in Saanich are below average when compared to similarly sized districts, and these budgets have been established only to the extent necessary to maintain legislative and regulatory compliance and to adequately manage significant operational risks. In many functions the existing administrative capacity is necessary to manage and contain potential cost escalation (examples include but are not limited to occupational health and safety (OHS) and employee benefits administration).

Where the Board has historically had discretion to increase program spending (when higher enrolment growth was experienced), these investments were generally made to support strategic priorities deemed most critical to student achievement. Unfortunately, many of these discretionary investments are also the areas where budget reductions are now possible, after considering the various restrictions in legislation, regulation, and collective agreements.

Program areas where budget reductions are possible include:

- non-enrolling teacher and other instruction function staff in excess of collective agreement requirements and/or targeted funding.
- daytime custodial support in elementary schools (first implemented during the COVID pandemic).
- technology plan deliverables (by not fully funding the plan).
- service and supply operating allocations to schools for enhanced program priorities.
- operating fund allocations to programs outside core K-12 Education mandate, including but not limited to:
 - crossing guard and transportation (bus) services (school districts are not required to provide crossing guards or transportation services). This could also include increased fees for transportation services.

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- strong start programs – targeted funding for these programs has remained frozen for many years with a growing cost differential (from annual inflation) being absorbed into the operating fund.

Budget Uncertainty and the Contingency Reserve

The 2024/25 estimated budget pressure of \$0.9 million reflects projected cost inflation and experienced cost escalation. While it is possible actual cost pressures could equal and even exceed this estimate, there are a number of factors that may also reduce cost pressure. These factors include greater than forecasted enrolment growth, and/or moderation of cost in areas recently experiencing escalation such as technology and staff replacement. The advocacy work being undertaken by the Board may also yield additional funding for inflationary costs.

The Board has established a contingency reserve of \$2.3 million, or approximately 2.1% of operating and special purpose revenues. At this time, the contingency reserve is forecasted to grow to approximately \$2.9 million by the end of this fiscal year. To the extent that actual budget pressure in 2024/25 may be less than what is forecasted, the Board could allocate contingency reserve to fund continuing expenditures in the preliminary budget (effectively deferring some reductions pending resolution of budget uncertainty). However, allocation of contingency reserve for this purpose must be balanced with the risk associated with both depleting the contingency reserve and increasing the structural shortfall in the annual budget. Having adequate contingency reserve in place is important because it allows the Board to adopt a budget reflecting assumption that are less conservative and more reflective of a most likely scenario. When the contingency reserve becomes depleted, future budget pressure can increase significantly as more conservative assumptions become necessary.

Next Steps in Budget Process

The Board of Education is seeking your input in the development of Budget 2024/25, through completion of a survey and participation in an in-person Community Budget Meeting on Wednesday, April 17, 2024 at 7:00pm at Bayside Middle School.

More information on the budget consultation process, including detailed documents supporting 2024/25 budget planning, are available on the district's [budget planning site](#). If you have questions about the budget consultation process, please contact the Office of the Secretary Treasurer at 250-652-7332.

Attachment 2: Budget Survey

2024/25 Budget Consultation Survey

Your participation in this survey will inform the Board of Education's development of the budget for the 2024/25 budget year and beyond. This survey closes on April 29, 2024 (end of day) and the results will be compiled and reviewed by the Budget Advisory Committee on May 2, 2024.

1. What best describes your connection to the Saanich School District?
 - a. Student
 - b. Staff
 - c. Parent/Guardian/Grandparent
 - d. Community member
 - e. Other (please specify)

2. Do you have advice regarding alignment of the budget with strategic priorities? [open ended – 250 word limit]

3. If necessary to balance Budget 2024/25 or future budgets, what budget reductions should be considered to offset inflationary cost pressures? [open ended – 250 word limit]

4. Do you have any further advice for the Board of Education regarding Budget 2024/25? [open ended – 250 word limit]

Attachment 3 – Invitation List for Community Budget Meeting

Invitations to Community Budget Meeting
All Parents
All Staff
All Local Media
Pauquachin First Nation
Tseycum First Nation
Tsartlip First Nation
Tsawout First Nation
WSANEC School Board
South Wellness Centre
Community Arts Council of the Saanich Peninsula
Mary Winspear Community Cultural Centre
North and South Saanich Agricultural Society
Beacon Community Services
Saanich Peninsula Chamber of Commerce
Sidney and North Saanich Memorial Park Society
Sidney Business Association
Sidney/North Saanich Library
Vancouver Island Regional Library

Attachment 3 – Invitation List for Community Budget Meeting

Brentwood Bay Rotary Club
Sidney Rotary Club
Central Saanich Senior Citizens Assoc
Central Saanich Lions Club
Sidney Lions Club
District of Saanich
District of Central Saanich
District of North Saanich
Town of Sidney
MP, Saanich and Gulf Islands
MLA Saanich South
MLA Saanich North and the Islands
COPACS
CUPE Local 441
Saanich Administrators' Association
Saanich Teachers' Association
Central Saanich Police Department

Attachment 3 – Invitation List for Community Budget Meeting

RCMP Sidney Detachment
Saanich Police Department
Peninsula Recreation Commission
Saanich Commonwealth Place
Blackline Marine Group
Saanich Peninsula Community Literacy
Beacon Community Services
Island Health
Peninsula Crossroads Restorative Justice
Camosun College
University of Victoria
Peninsula Co-Op
Saanich Fruit Growers
Canadian Federation of University Women
Local Community Associations

Attachment 4 - Press Release



PRESS RELEASE

The Board of Education for School District 63 (Saanich) is seeking community input in determining budget priorities for the 2024/25 budget year.

As part of the consultation process, the Board is asking the community to complete an online survey which closes at the end of day on April 29, 2024.

A budget meeting will be held on **Thursday, April 17, 2024 at 7:00pm at Bayside Middle School, 1101 Newton Place**. Information on how to complete the survey as well as contextual information relevant to Budget 2024/25 can be found at www.saanichschools.ca.

Public participation in this process is important for the Board's adoption of a budget that reflects the values, beliefs and priorities of the community.