

# One *Learning* Community



# Budget Advisory Committee

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**Date:** January 18, 2022  
**Presented to:** Budget Advisory Committee Meeting 3  
**Presented by:** Kim Morris, Secretary-Treasurer

# Terms of Reference

- Indigenous Education Department provided a resource/definition for cultural safety
- Appendix A
- ToFR will go on January board meeting or Feb Operations Committee for final approval/recommendation to the Board

# Budget Orientation Continued

# 2022-2023 Budget: Infrastructure

January 18, 2022

Budget Advisory Committee

Meeting #3

# Infrastructure

- **Facilities:**
  - Operations
  - Maintenance
  - Capital
  - Energy Management
- **Human Resources**
- **Information Technology for Learning**
- **Finance**
  - Financial Services
  - Purchasing



# School District No. 61 (Greater Victoria)

Schedule 2C

Annual Budget - Operating Expense by Function, Program and Object

Year Ended June 30, 2022

	Total Salaries \$	Employee Benefits \$	Total Salaries and Benefits \$	Services and Supplies \$	2022 Annual Budget \$	2021 Annual Budget \$
<b>5 Operations and Maintenance</b>						
5.41 Operations and Maintenance Administration	1,395,651	287,408	1,683,059	633,333	2,316,392	2,192,661
5.50 Maintenance Operations	10,923,347	2,265,374	13,188,721	2,965,113	16,153,834	15,814,167
5.52 Maintenance of Grounds	1,072,188	222,641	1,294,829	356,086	1,650,915	1,628,867
5.56 Utilities	-	-	-	4,644,564	4,644,564	4,515,284
<b>Total Function 5</b>	<b>13,391,186</b>	<b>2,775,423</b>	<b>16,166,609</b>	<b>8,599,096</b>	<b>24,765,705</b>	<b>24,150,979</b>
<b>7 Transportation and Housing</b>						
7.41 Transportation and Housing Administration	135,022	27,151	162,173	3,307	165,480	157,670
7.70 Student Transportation	46,398	11,136	57,534	1,068,801	1,126,335	999,960
<b>Total Function 7</b>	<b>181,420</b>	<b>38,287</b>	<b>219,707</b>	<b>1,072,108</b>	<b>1,291,815</b>	<b>1,157,630</b>

One *Learning* Community



School District No. 61 (Greater Victoria)

Schedule 3A

Annual Budget - Changes in Special Purpose Funds  
Year Ended June 30, 2022

Annual Facility Grant	Learning Improvement Fund	Scholarships and Bursaries	Special Education Technology	School Generated Funds	Strong Start	Ready, Set, Learn	OLEP	CommunityLINK
\$	\$	\$	\$	\$	\$		\$	\$
↑				↑				

School District No. 61 (Greater Victoria)

Schedule 4

Annual Budget - Capital Revenue and Expense  
Year Ended June 30, 2022

2022 Annual Budget				2021
→	Invested in Tangible Capital Assets	Local Capital	Fund Balance	Annual Budget
	\$	\$	\$	\$



# Facilities Services

## Chuck Morris

### Budget FY 2021-2022

Summary includes Construction, Maintenance, Operations, Transportation, Utilities, Central Receiving, and Rentals

						<u>\$000</u>
<b>STAFF:</b>		<b>204.8 FTE</b>				
Exempt	14.0	Trades - Mechanical	8.0	Clerical - Sr Building Tech	1.0	
Exempt Recovery	-4.6	Trades - Audio Visual	2.0	Clerical - Bus Drivers	1.1	
Trades - Carpentry*	12.0	Trades - Instr Equip	2.0	Clerical - A/V Tech/Coord	5.0	
Trades - Electrical*	5.0	Trades - Cartage	4.0	Clerical - Office	4.0	
Trades - Painting*	10.0	Trades - Central Receiving	1.0	Clerical - Rentals	2.0	
Trades - Grounds*	18.0	Trades - Fleet	2.0	Clerical - Fleet	0.6	
Trades - Roofing	2.0	Custodial*	115.7			

\* Trades/Custodial includes 7 Foremen

**Total Salaries and Benefits**

**15,050**

**EXPENSES:**

Health & Safety	75
Utilities	4,406
<i>Hydro, gas, water, oil, sewer, network, land lines</i>	
Garbage Disposal/Waste Management	206
Vehicle Supplies, Maintenance, Licenses	200
<i>Fuel, oil, tires, repairs, parts</i>	
Vehicle Leases and Purchases	175
Maintenance Supplies	945
<i>Lighting, flooring, paint, wood, metal, glass, plumbing</i>	
Custodial Supplies	462
<i>Cleaning supplies, waxes, polishers, buffers, totes, mops, paper towels, toilet paper</i>	
Portable moves	60
Contracted Services	1,645
<i>Safety systems, elevator, alarms, environmental, blind cleaning, lifts, duct cleaning, transportation</i>	
Professional and Technical Services	90
<i>Asbestos testing, air quality, fleet telematics, computer software</i>	
Equipment Purchases	143
<i>Tools, lawn mowers, snow removal, leaf blowers, etc.</i>	
Insurance	42
Membership Fees	2
Mileage	19
Professional Development and Training	91
Cell Phones	119
Office Expenses	33
<i>Office supplies, computer, bank service charges for rentals, etc.</i>	

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**23,764**

# Introduction: Chuck Morris, Director

# Operations Department

# School District No. 61 (Greater Victoria)

Schedule 2C

Annual Budget - Operating Expense by Function, Program and Object

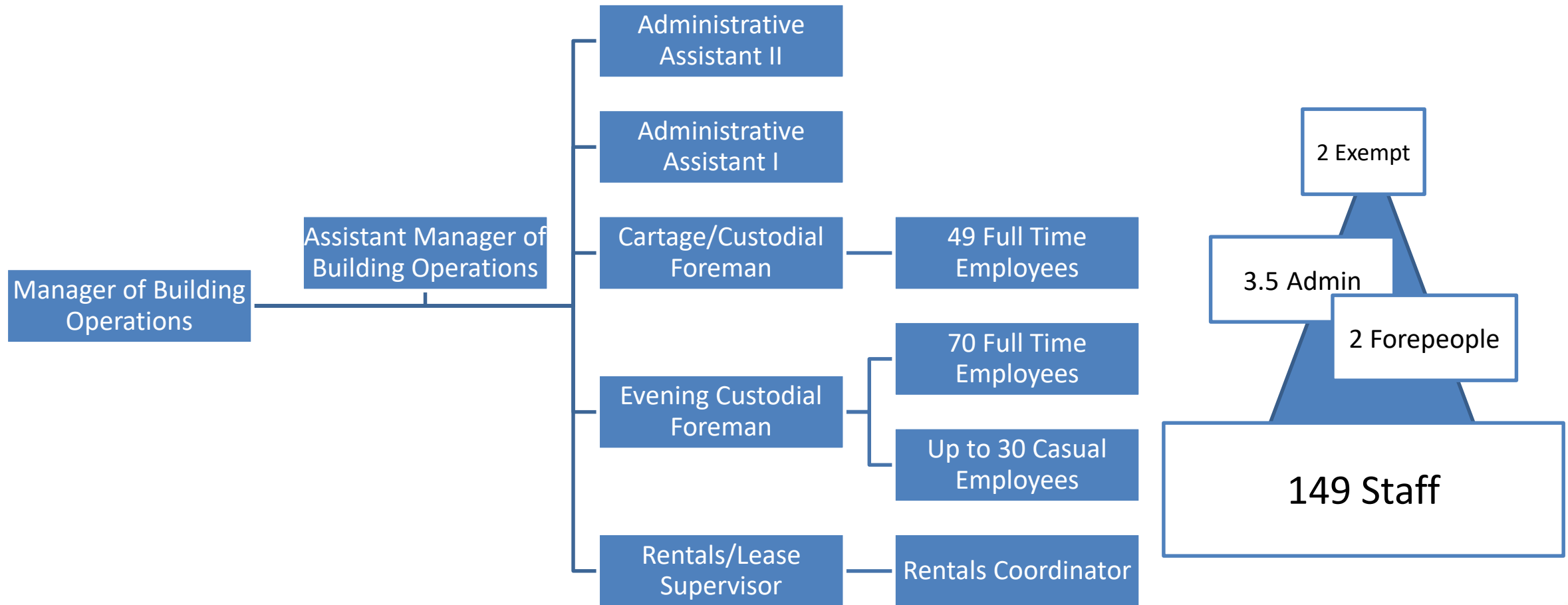
Year Ended June 30, 2022

	Total Salaries \$	Employee Benefits \$	Total Salaries and Benefits \$	Services and Supplies \$	2022 Annual Budget \$	2021 Annual Budget \$
<b>5 Operations and Maintenance</b>						
5.41 Operations and Maintenance Administration	1,395,651	287,408	1,683,059	633,333	2,316,392	2,192,661
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One *Learning* Community



# Operations Employees





# Operations Scope of Work

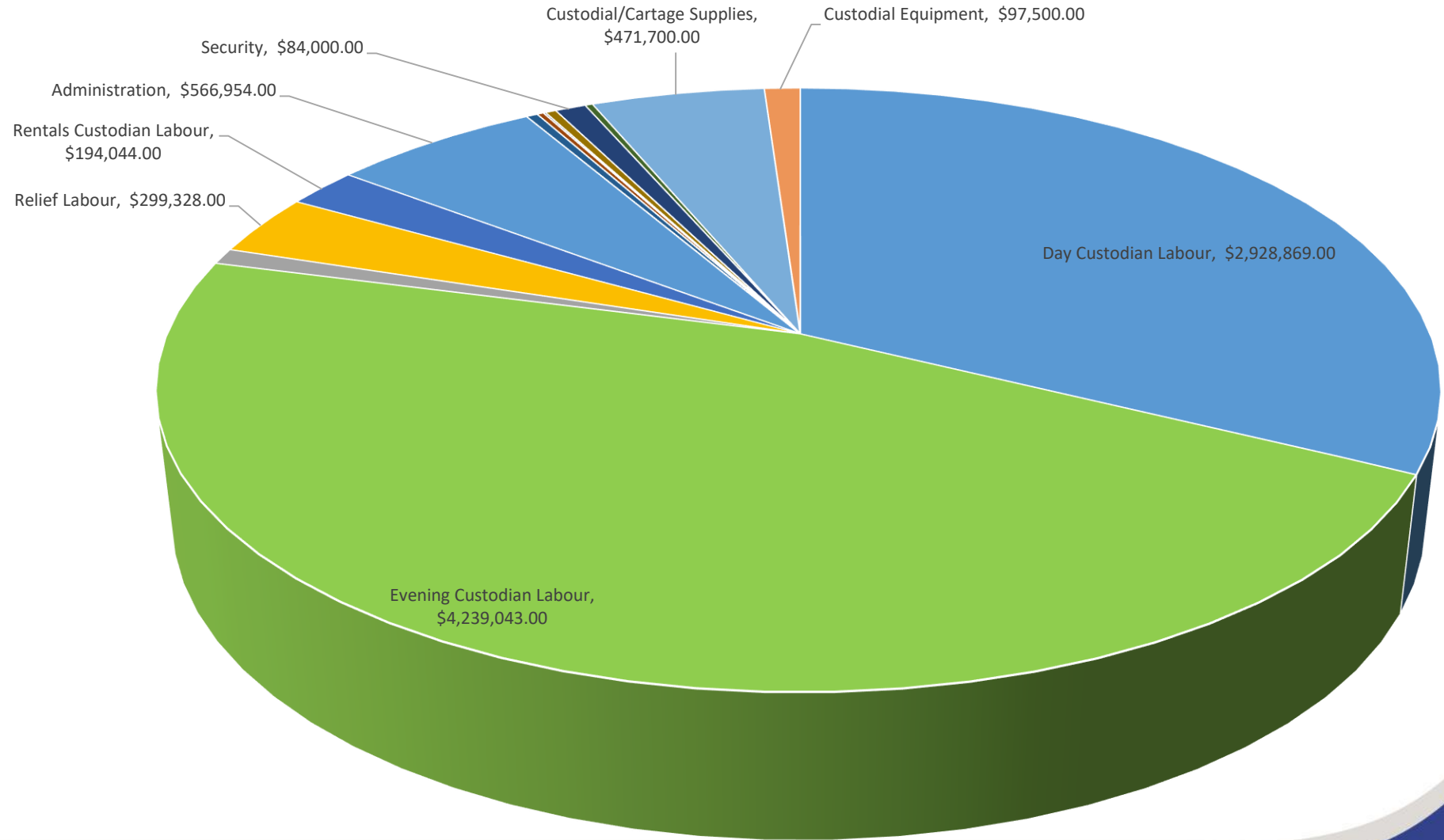
- Administration, Custodial, Cartage and Community Use of Facilities (Rentals)
- Safety, cleanliness, and security of 55 sites
- Delivery of all mail/furniture/teaching aides between all sites
- Overnight security monitoring and fire protection of all sites – 24/7/365
- Support of community use of schools, including booking, security, and ensuring sites are prepared for student usage
- Maintenance of Lease and License Agreements

# Operations Funding Overview

2021-22 Budget

\$9.363M

- Custodial \$8.243M
- Cartage \$0.310M
- Ops. Adm \$0.464M
- Rentals \$0.346M



# Operations Expense Breakdown

OPERATIONS ADMINISTRATION					
	2020-21	2021-22	2022-23	2023-24	2024-25
Description	Budget	Budget	Proposed	Projected	Projected
Exempt Salary	\$ 269,766.00	\$ 281,146.00	\$ 286,769.00	\$ 292,505.00	\$ 298,356.00
Clerical Salary	\$ 76,378.00	\$ 77,903.00	\$ 79,461.00	\$ 81,051.00	\$ 82,673.00
Casual Clerical Salary	\$ 930.00	\$ 949.00	\$ 968.00	\$ 988.00	\$ 1,008.00
Exempt Benefits	\$ 53,016.00	\$ 53,980.00	\$ 55,060.00	\$ 56,161.00	\$ 57,285.00
Clerical Benefits	\$ 19,000.00	\$ 18,697.00	\$ 19,071.00	\$ 19,453.00	\$ 19,842.00
Casual Clerical Benefits	\$ 156.00	\$ 130.00	\$ 133.00	\$ 136.00	\$ 139.00
Pro-D and Travel	\$ 4,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00	\$ 24,000.00
Local Mileage	\$ 1,750.00	\$ 350.00	\$ 1,650.00	\$ 1,650.00	\$ 1,650.00
Membership Fees	\$ 250.00	\$ 363.00	\$ 363.00	\$ 363.00	\$ 363.00
Cell Phones	\$ 800.00	\$ 800.00	\$ 2,189.12	\$ 2,190.00	\$ 2,190.00
Photocopying	\$ 1,100.00	\$ 1,900.00	\$ 2,600.00	\$ 2,600.00	\$ 2,600.00
CONTRACT SERVICES	\$ 10,150.00	\$ -	\$ -	\$ -	\$ -
Admin Supplies	\$ 1,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
INSTRUCTIONAL SUPPLIES	\$ -	\$ -	\$ -	\$ -	\$ -
FURNITURE & EQUIPMENT	\$ -	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
Computer Purchases	\$ -	\$ -	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
TOTAL:	\$ 438,296.00	\$ 463,718.00	\$ 478,764.12	\$ 487,597.00	\$ 496,606.00
		5.80%	3.24%	1.84%	1.85%

\* Internal department document – not reviewed by finance

# Operations Expense Breakdown

CUSTODIAL					
	2020-21	2021-22	2022-23	2023-24	2024-25
Description	Budget	Budget	Proposed	Projected	Projected
Salaries - Custodians	\$ 2,389,098.00	\$ 2,412,577.00	\$ 2,447,761.00	\$ 2,496,717.00	\$ 2,546,652.00
Salaries - Janitors	\$ 3,321,385.00	\$ 3,491,798.00	\$ 3,758,242.00	\$ 3,833,407.00	\$ 3,910,076.00
Salaries - Foremen	\$ 62,995.00	\$ 64,248.00	\$ 65,533.00	\$ 66,844.00	\$ 68,181.00
Salaries - Relief Labour	\$ 263,308.00	\$ 266,543.00	\$ 269,480.00	\$ 274,870.00	\$ 280,368.00
Recoveries	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits - Custodian	\$ 557,380.00	\$ 516,292.00	\$ 523,821.00	\$ 534,298.00	\$ 544,984.00
Benefits - Janitor	\$ 795,385.00	\$ 747,245.00	\$ 798,503.00	\$ 820,350.00	\$ 836,757.00
Benefits - Foremen	\$ 14,791.00	\$ 13,749.00	\$ 14,024.00	\$ 14,305.00	\$ 14,591.00
Benefits - Relief Labour	\$ 38,813.00	\$ 32,785.00	\$ 33,146.00	\$ 58,823.00	\$ 59,999.00
Local Mileage	\$ 5,000.00	\$ 6,400.00	\$ 6,400.00	\$ 6,400.00	\$ 6,400.00
Cell Phones	\$ 23,000.00	\$ 27,043.00	\$ 26,908.08	\$ 26,909.00	\$ 26,909.00
Security	\$ 100,434.00	\$ 84,000.00	\$ 91,934.52	\$ 100,941.19	\$ 103,370.07
Contract Services	\$ 23,000.00	\$ 20,500.00	\$ 20,500.00	\$ 20,500.00	\$ 20,500.00
Janitorial Supplies	\$ 402,983.00	\$ 462,000.00	\$ 464,500.00	\$ 464,500.00	\$ 464,500.00
Furniture & Equipment	\$ 32,000.00	\$ 97,500.00	\$ 97,500.00	\$ 97,500.00	\$ 97,500.00
TOTAL:	\$ 8,029,572.00	\$ 8,242,680.00	\$ 8,618,252.60	\$ 8,816,364.19	\$ 8,980,787.07
		2.65%	4.56%	2.30%	1.86%

\* Internal department document – not reviewed by finance

# Custodial Square Footage

## SOME FACTS

- Per 8 hour work shift, Custodians clean:
  - Elementary 23,300 sqft
  - Middle 29,100 sqft
  - Secondary 29,700 sqft

## PUTTING IT IN PERSPECTIVE

- The average residential home is 3000 sqft
- With over 22,000 students/staff in SD61 in 224,000 sqft of area, it's like having **294 people in and out of that house every day**. *Without taking their shoes off!*
- Elementary Custodians clean the equivalent of **8 houses per shift**. That's one every hour!
- Middle and Secondary Custodians clean the equivalent of **10 houses per shift**. That's one every 48 minutes!

Custodial Sq Ft / FTE  
Ministry Data:

SD61 = 28,600

Regional Average = 23,300

Provincial Average = 21,700

# Custodial

- Daytime and afternoon shift workforce at each school
- Historical daytime custodial staffing, not COVID related
- BC School Districts: March 2021 Daytime Custodial survey /20 of 60 District responses\*:
  - Daytime workforce in the district: 15 districts
  - Daytime workforce in elementary: 7 districts
  - Daytime workforce in middle: 5 districts
  - Daytime workforce in secondary: 14 districts
- \* SD61 is one of the respondents



# Daytime Custodial Survey Cont.

- Comments:
- At our larger secondary Schools. 600 population+; not our smaller (400 FTE) Secondary Schools.
- Removed because provided less than 50% actual cleaning with the rest of the time being spent on fixing small things like broken face plates, delivery person within the school.
- Daytime custodian is on call to multiple schools.
- Day porter to any school over 200 students.
- Two 4-hour positions at our two big secondary schools. This evolved into daytime custodial staffing at all of our sites at considerable staffing expense (~18%).
- Always kept daytime custodians - huge importance to schools, whenever it's come up in budget conversations it's been as an area to preserve.
- Only in our largest secondary school (around 600) identified.
- FTE at secondary dependent basically on size and therefore daytime demand.

# Day Custodian – Staffing Scenario

- Considerations to eliminate day custodian:
  - 4 out of every 8 hours transferred to evening runs
  - Lead custodian introduced in the evening (\$ uplift)
  - Addition evening sub-foreperson
  - New mobile crews for emergent issues
  - Additional vehicle(s)
  - School administrators take on additional duties:

- opening school
- opening daycare/OSC
- morning grounds check for graffiti and needles
- liaison for tradespeople
- fire safety inspections
- fire drills
- fire & security alarm panel troubleshooting
- school safety checklist
- represent CUPE 382 on JOHS committee
- pest control management
- receipt of deliveries

Level	Day positions deleted	Day positions added to supplement	Evening positions added	Net Savings
Elementary	28	4	15	\$249,000
Middle & Elem.	39	6	21	\$448,000
ALL	46	6	25	\$637,000

# Operations Expense Breakdown

CARTAGE					
	2020-21	2021-22	2022-23	2023-24	2024-25
Description	Budget	Budget	Proposed	Projected	Projected
Salaries - Trades / Labourers	\$ 210,782.00	\$ 215,044.00	\$ 232,011.00	\$ 236,652.00	\$ 241,386.00
Salaries - Relief Labour	\$ 51,689.00	\$ 33,432.00	\$ -	\$ -	\$ -
Benefits - Trades / Labourers	\$ 47,950.00	\$ 46,019.00	\$ 48,498.00	\$ 49,468.00	\$ 50,458.00
Benefits - Relief Labour	\$ 7,619.00	\$ 4,112.00	\$ -	\$ -	\$ -
Cell Phones	\$ 1,750.00	\$ 2,000.00	\$ 2,158.80	\$ 2,158.80	\$ 2,158.80
Freight and Cartage	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00
Instructional Supplies	\$ 5,500.00	\$ 9,500.00	\$ 9,500.00	\$ 9,500.00	\$ 9,500.00
TOTAL:	\$ 325,490.00	\$ 310,307.00	\$ 292,367.80	\$ 297,978.80	\$ 303,702.80
		-4.66%	-5.78%	1.92%	1.92%

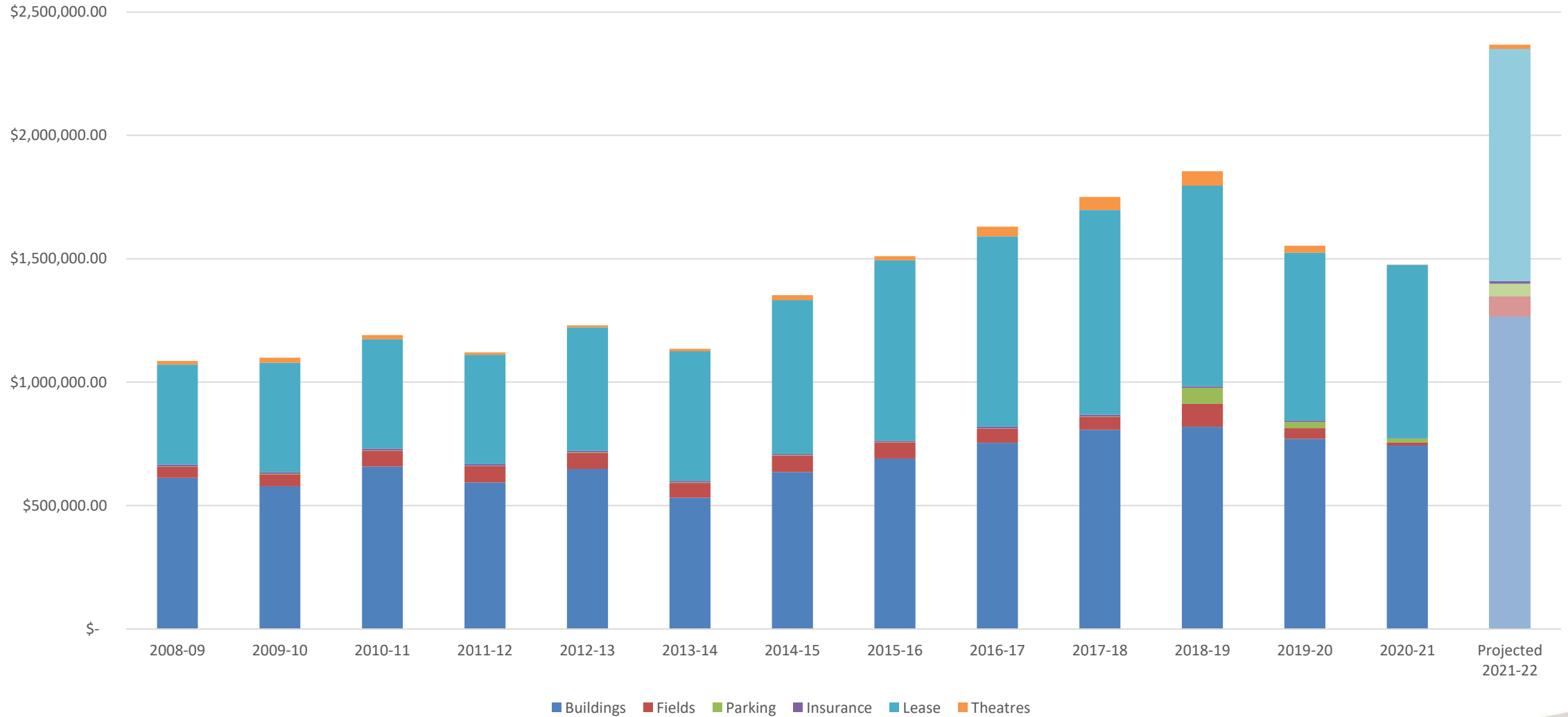
\* Internal department document – not reviewed by finance

# Operations Expense Breakdown

COMMUNITY RENTALS					
	2020-21	2021-22	2022-23	2023-24	2024-25
Description	Budget	Budget	Proposed	Projected	Projected
Salaries - Janitors	\$ 152,164.00	\$ 157,772.00	\$ 179,060.00	\$ 182,642.00	\$ 186,295.00
Salaries - Clerical	\$ 105,728.00	\$ 107,848.00	\$ 110,004.96	\$ 112,206.00	\$ 114,451.00
Salaries - Casual Clerical	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits - Janitors	\$ 36,272.00	\$ 36,272.00	\$ 22,024.00	\$ 22,465.00	\$ 22,915.00
Benefits - Clerical	\$ 26,301.00	\$ 26,301.00	\$ 26,827.02	\$ 27,364.00	\$ 27,912.00
Benefits - Casual Clerical	\$ -	\$ -	\$ -	\$ -	\$ -
Premiums	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00
Bank Service Charges	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00
Contract Services	\$ 500.00	\$ 500.00	\$ -	\$ -	\$ -
Janitorial Supplies	\$ 400.00	\$ 400.00	\$ -	\$ -	\$ -
Instructional Supplies	\$ (4,000.00)	\$ (2,000.00)	\$ (2,000.00)	\$ (2,000.00)	\$ (2,000.00)
Furniture & Equipment	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Supplies Recoveries	\$ (2,000.00)	\$ (2,000.00)	\$ (2,000.00)	\$ (2,000.00)	\$ (2,000.00)
TOTAL:	\$ 336,365.00	\$ 346,093.00	\$ 354,915.98	\$ 361,677.00	\$ 368,573.00
		2.89%	2.55%	1.90%	1.91%

\* Internal department document – not reviewed by finance

# Community Use – Revenue



# Next Two Years

- Standardization / Setting Expectations
  - Creating standard cleaning methodologies
  - Ensuring cleaning equipment and supplies are defined for each site
- Recruitment & Training
  - Encourage current staff to become certified trainers
  - Develop recruitment strategy to ensure best candidates apply
- Clean Evolution
  - Color-coded micro-fibre cloths for every school
  - Reduction in waste of cotton-based cleaning supplies
- Support Community Use
  - Continue to focus custodians on supporting external clients



# Maintenance Department

# School District No. 61 (Greater Victoria)

Schedule 2C

Annual Budget - Operating Expense by Function, Program and Object

Year Ended June 30, 2022

	Total Salaries	Employee Benefits	Total Salaries and Benefits	Services and Supplies	2022 Annual Budget	2021 Annual Budget
	\$	\$	\$	\$	\$	\$
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<b>Total Function 5</b>	<b>13,391,186</b>	<b>2,775,423</b>	<b>16,166,609</b>	<b>8,599,096</b>	<b>24,765,705</b>	<b>24,150,979</b>

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# Maintenance Department

2 Exempt

1 Admin

6 Forepeople

59 Staff

Assistant Manager of  
Building Maintenance

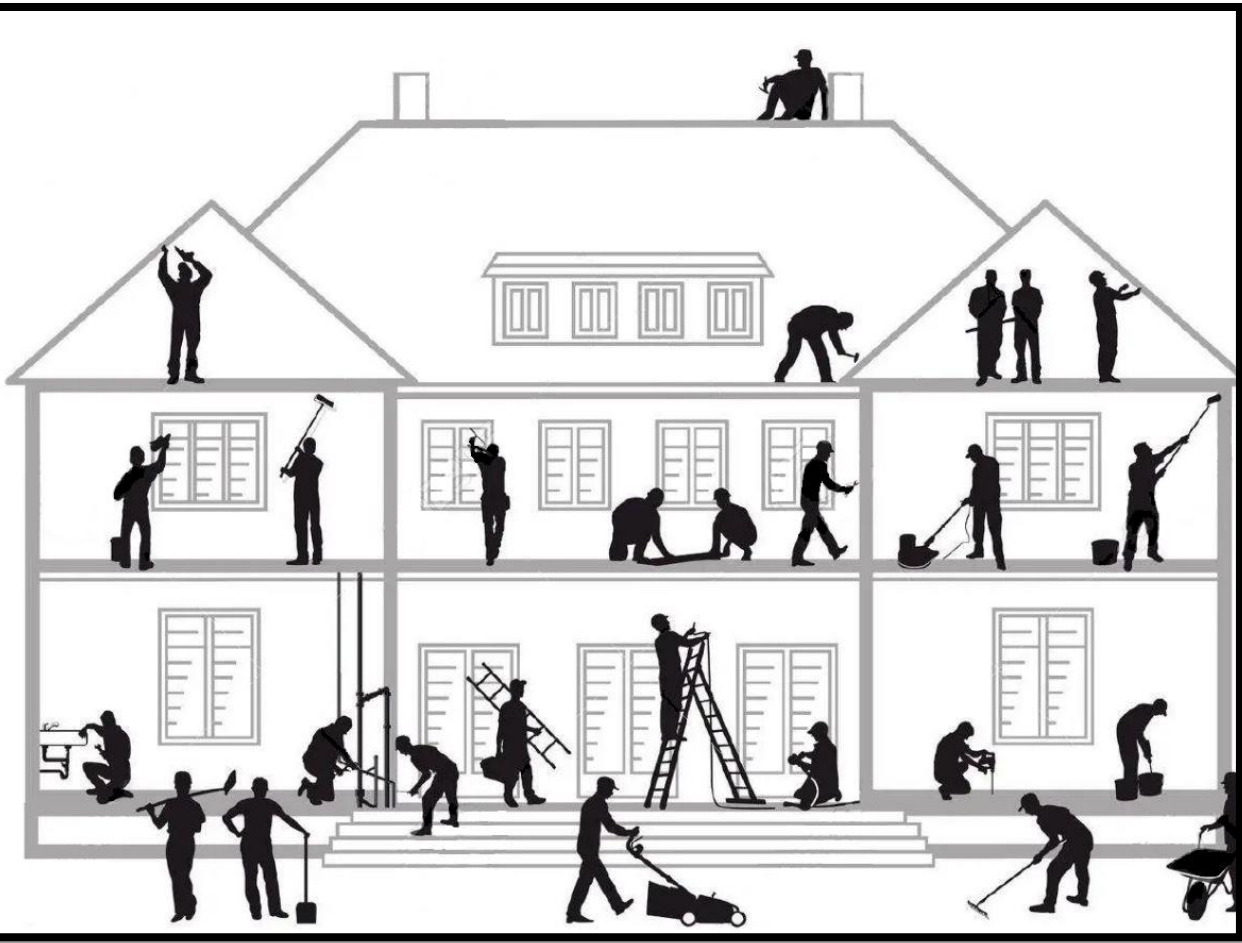
Administrative Assistant II

Manager of Building  
Maintenance

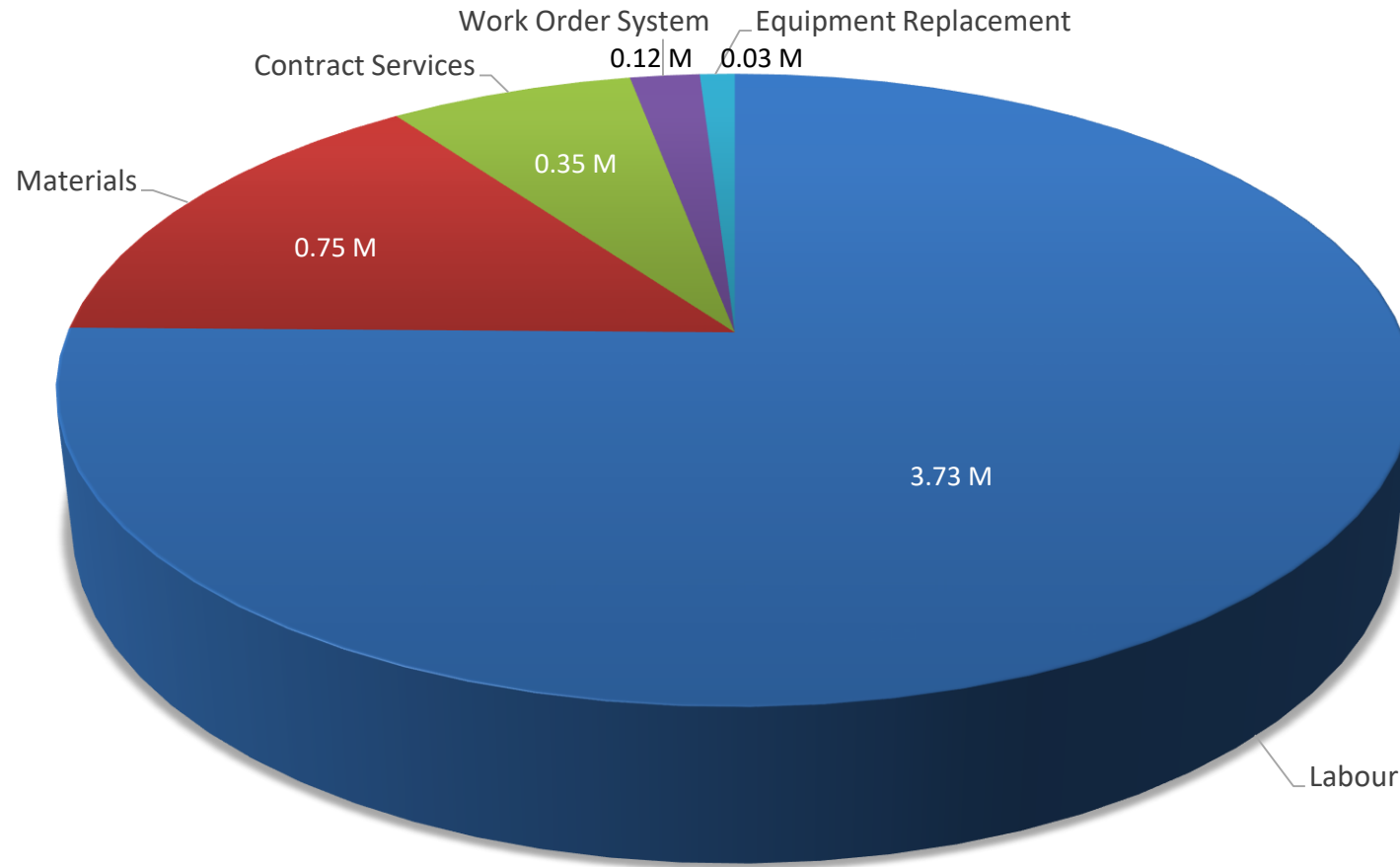


## Building Maintenance Responsibilities

- ✓ Provide safe and functional learning environments.
- ✓ Repair all aspects of District buildings.
- ✓ Maintain District sites for school and community use.
- ✓ Perform annual preventative maintenance on all required District assets.
- ✓ Work with the Capital Department to identify potential end of life/replacement projects.



# Maintenance Budget Overview



Total Budget Shown: 5.0 M

■ Labour ■ Materials ■ Contract Services ■ Work Order System ■ Equipment Replacement

# Maintenance Budget Breakdown

(Internal Department Document – Requires Finance Department Review)

MAINTENANCE ADMINISTRATION					
	2020-21	2021-22	2022-23	2023-24	2024-25
Description	Budget	Budget	Proposed	Projected	Projected
Exempt Salary	\$ 277,728.00	\$ 358,277.00	\$ 365,442.54	\$ 372,752.00	\$ 380,208.00
Clerical Salary	\$ 68,204.00	\$ 75,638.00	\$ 77,150.76	\$ 78,694.00	\$ 80,268.00
Exempt Benefits	\$ 54,581.00	\$ 70,411.04	\$ 71,819.26	\$ 73,256.00	\$ 74,722.00
Clerical Benefits	\$ 16,967.00	\$ 18,816.34	\$ 19,192.67	\$ 19,577.00	\$ 19,969.00
Pro-D and Travel	\$ 3,151.00	\$ 2,900.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Local Mileage	\$ 8,000.00	\$ 7,500.00	\$ 8,000.00	\$ 7,500.00	\$ 7,500.00
Membership Fees	\$ 969.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Cell Phones	\$ 3,470.00	\$ 1,950.00	\$ 1,500.00	\$ 2,500.00	\$ 2,500.00
Admin Supplies	\$ 2,000.00	\$ 2,500.00	\$ 2,500.00	\$ 2,000.00	\$ 2,000.00
FURNITURE & EQUIPMENT	\$ 1,484.00	\$ -	\$ 500.00	\$ 500.00	\$ 500.00
Computer Purchases	\$ 3,497.00	\$ -	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
<b>TOTAL:</b>	<b>\$ 438,296.00</b>	<b>\$ 538,992.38</b>	<b>\$ 552,605.23</b>	<b>\$ 563,279.00</b>	<b>\$ 574,167.00</b>
		22.97%	2.53%	1.93%	1.93%

# Maintenance Budget Breakdown

(Internal Department Document – Requires Finance Department Review)

CARPENTRY					
	2020-21	2021-22	2022-23	2023-24	2024-25
Description	Budget	Budget	Proposed	Projected	Projected
Salaries - Foremen	\$ 147,246.00	\$ 150,211.00	\$ 153,215.22	\$ 156,279.52	\$ 159,405.11
Salaries - Trades / Labourers	\$ 672,638.00	\$ 686,578.00	\$ 840,641.50	\$ 857,454.33	\$ 874,603.42
Salaries - Relief Labour	\$ 24,553.00	\$ 25,045.00	\$ -	\$ -	\$ -
Benefits - Foremen	\$ 34,522.00	\$ 35,217.15	\$ 35,921.49	\$ 36,639.92	\$ 37,372.72
Benefits - Trades / Labourers	\$ 153,016.00	\$ 165,187.16	\$ 191,245.94	\$ 195,070.86	\$ 198,972.28
Benefits - Relief Labour	\$ 3,620.00	\$ 3,692.54	\$ -	\$ -	\$ -
Cell Phones	\$ 8,436.00	\$ 8,436.00	\$ 9,000.00	\$ 9,180.00	\$ 9,363.60
Contract Services	\$ 19,564.00	\$ 19,564.00	\$ 26,529.55	\$ 27,060.14	\$ 27,601.34
General Supplies	\$ 234,000.00	\$ 234,000.00	\$ 276,839.98	\$ 282,376.78	\$ 288,024.32
Equipment Purchases	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,200.00	\$ 10,404.00
TOTAL:	\$ 1,307,595.00	\$ 1,337,930.85	\$ 1,543,393.68	\$ 1,574,261.55	\$ 1,605,746.78
		2.32%	15.36%	2.00%	2.00%



# Maintenance Budget Breakdown

(Internal Department Document – Requires Finance Department Review)

ELECTRICAL					
	2020-21	2021-22	2022-23	2023-24	2024-25
Description	Budget	Budget	Proposed	Projected	Projected
Salaries - Foremen	\$ 75,878.00	\$ 77,402.00	\$ 78,950.04	\$ 80,529.04	\$ 82,139.62
Salaries - Trades / Labourers	\$ 281,309.00	\$ 287,087.00	\$ 292,828.74	\$ 298,685.31	\$ 304,659.02
Benefits - Foremen	\$ 17,785.00	\$ 18,127.55	\$ 18,490.10	\$ 18,859.90	\$ 19,237.10
Benefits - Trades / Labourers	\$ 63,990.00	\$ 65,312.29	\$ 66,618.54	\$ 67,950.91	\$ 69,309.92
Cell Phones	\$ 6,500.00	\$ 6,500.00	\$ 3,900.00	\$ 3,978.00	\$ 4,057.56
Contract Services	\$ 115,000.00	\$ 115,000.00	\$ 154,134.23	\$ 157,216.91	\$ 160,361.25
General Supplies	\$ 110,195.00	\$ 110,195.00	\$ 127,550.25	\$ 130,101.26	\$ 132,703.28
Equipment Purchases	\$ 6,300.00	\$ 6,300.00	\$ 7,423.67	\$ 7,572.14	\$ 7,723.59
TOTAL:	\$ 676,957.00	\$ 685,923.84	\$ 749,895.57	\$ 764,893.48	\$ 780,191.35
		1.32%	9.33%	2.00%	2.00%
INSTRUCATIONAL EQUIPMENT					
	2020-21	2021-22	2022-23	2023-24	2024-25
Description	Budget	Budget	Proposed	Projected	Projected
Salaries - Trades / Labourers	\$ 120,237.00	\$ 122,648.00	\$ 125,100.96	\$ 127,602.98	\$ 130,155.04
Benefits - Trades / Labourers	\$ 27,351.00	\$ 27,902.42	\$ 28,460.47	\$ 29,029.68	\$ 29,610.27
Contract Services	\$ 13,000.00	\$ 13,000.00	\$ 13,260.00	\$ 13,525.20	\$ 13,795.70
General Supplies	\$ 1,000.00	\$ 10,000.00	\$ 10,200.00	\$ 10,404.00	\$ 10,612.08
Equipment Purchases	\$ -	\$ -	\$ 1,500.00	\$ 1,530.00	\$ 1,560.60
TOTAL:	\$ 161,588.00	\$ 173,550.42	\$ 178,521.43	\$ 182,091.86	\$ 185,733.70
		7.40%	2.86%	2.00%	2.00%

# Maintenance Budget Breakdown

(Internal Department Document – Requires Finance Department Review)

MECHANICAL					
	2020-21	2021-22	2022-23	2023-24	2024-25
Description	Budget	Budget	Proposed	Projected	Projected
Salaries - Foremen	\$ 74,500.00	\$ 75,982.00	\$ 77,501.64	\$ 79,051.67	\$ 80,632.71
Salaries - Trades / Labourers	\$ 455,723.00	\$ 475,075.00	\$ 484,576.50	\$ 494,268.03	\$ 504,153.39
Benefits - Foremen	\$ 17,468.00	\$ 17,794.98	\$ 18,150.88	\$ 18,513.90	\$ 18,884.18
Benefits - Trades / Labourers	\$ 103,709.00	\$ 108,079.56	\$ 110,241.15	\$ 112,445.97	\$ 114,694.89
Software Maintenance	\$ -	\$ 55,000.00	\$ 70,000.00	\$ 70,000.00	\$ 70,000.00
Cell Phones	\$ 10,316.00	\$ 10,113.00	\$ 5,100.00	\$ 5,202.00	\$ 5,306.04
Contract Services	\$ 131,825.00	\$ 120,000.00	\$ 204,280.28	\$ 208,365.89	\$ 212,533.20
General Supplies	\$ 208,990.00	\$ 210,645.00	\$ 212,366.29	\$ 216,613.62	\$ 220,945.89
Equipment Purchases	\$ -	\$ -	\$ 54,484.25	\$ 55,573.94	\$ 56,685.41
<b>TOTAL:</b>	<b>\$ 1,002,531.00</b>	<b>\$ 1,072,689.54</b>	<b>\$ 1,236,700.99</b>	<b>\$ 1,260,035.01</b>	<b>\$ 1,283,835.71</b>
				1.89%	1.89%
ROOFING & SHEET METAL					
	2020-21	2021-22	2022-23	2023-24	2024-25
Description	Budget	Budget	Proposed	Projected	Projected
Salaries - Trades / Labourers	\$ 135,678.00	\$ 138,393.00	\$ 141,160.86	\$ 143,984.08	\$ 146,863.76
Benefits - Trades / Labourers	\$ 30,808.00	\$ 31,484.41	\$ 32,114.10	\$ 32,756.38	\$ 33,411.51
Contract Services	\$ 23,000.00	\$ 4,200.00	\$ 22,306.90	\$ 22,753.04	\$ 23,208.10
General Supplies	\$ 20,000.00	\$ 24,000.00	\$ 17,294.55	\$ 17,640.44	\$ 17,993.25
Equipment Purchases	\$ -	\$ -	\$ 500.00	\$ 510.00	\$ 520.20
<b>TOTAL:</b>	<b>\$ 209,486.00</b>	<b>\$ 198,077.41</b>	<b>\$ 213,376.41</b>	<b>\$ 217,643.94</b>	<b>\$ 221,996.82</b>
				2.00%	2.00%

# Maintenance Budget Breakdown

(Internal Department Document – Requires Finance Department Review)

Grounds					
	2020-21	2021-22	2022-23	2023-24	2024-25
Description	Budget	Budget	Proposed	Projected	Projected
Salaries - Foremen	\$ 73,623.00	\$ 75,105.00	\$ 76,607.10	\$ 78,139.24	\$ 79,702.03
Salaries - Trades / Labourers	\$ 759,740.00	\$ 922,291.00	\$ 1,017,024.66	\$ 1,037,365.15	\$ 1,058,112.46
Salaries - Relief Labour	\$ 83,852.00	\$ 74,792.00	\$ -	\$ -	\$ -
Benefits - Foremen	\$ 17,240.00	\$ 17,589.60	\$ 17,941.39	\$ 18,300.22	\$ 18,666.22
Benefits - Trades / Labourers	\$ 172,857.00	\$ 209,821.20	\$ 225,262.45	\$ 229,767.70	\$ 234,363.05
Benefits - Relief Labour	\$ 12,360.00	\$ 11,024.34	\$ -	\$ -	\$ -
Cell Phones	\$ 9,388.00	\$ 10,802.00	\$ 12,000.00	\$ 12,240.00	\$ 12,484.80
Contract Services	\$ 174,857.00	\$ 60,000.00	\$ 196,572.61	\$ 235,887.13	\$ 283,064.56
General Supplies	\$ 135,748.00	\$ 71,085.00	\$ 156,416.65	\$ 159,544.98	\$ 162,735.88
Equipment Purchases	\$ 15,374.00	\$ 15,750.00	\$ 23,888.57	\$ 24,366.34	\$ 24,853.67
TOTAL:	\$ 1,455,039.00	\$ 1,468,260.14	\$ 1,725,713.43	\$ 1,795,610.77	\$ 1,873,982.67
		0.91%	17.53%	4.05%	4.36%

# Maintenance Budget Breakdown

(Internal Department Document – Requires Finance Department Review)

PAINTING					
	2020-21	2021-22	2022-23	2023-24	2024-25
Description	Budget	Budget	Proposed	Projected	Projected
Salaries - Foremen	\$ 73,623.00	\$ 75,105.00	\$ 76,607.10	\$ 78,139.24	\$ 79,702.03
Salaries - Trades / Labourers	\$ 566,031.00	\$ 616,254.00	\$ 628,579.08	\$ 641,150.66	\$ 653,973.67
Salaries - Relief Labour	\$ 15,878.00	\$ -	\$ 16,000.00	\$ 16,320.00	\$ 16,646.40
Benefits - Foremen	\$ 17,258.00	\$ 17,589.59	\$ 17,941.38	\$ 18,300.21	\$ 18,666.21
Benefits - Trades / Labourers	\$ 128,774.00	\$ 140,797.79	\$ 143,613.75	\$ 146,486.02	\$ 149,415.74
Benefits - Relief Labour	\$ 2,340.00	\$ -	\$ 2,358.40	\$ 2,405.57	\$ 2,453.68
Cell Phones	\$ 7,026.00	\$ 7,000.00	\$ 5,000.00	\$ 5,100.00	\$ 5,202.00
Contract Services	\$ 19,216.00	\$ 6,000.00	\$ 14,868.51	\$ 15,165.88	\$ 15,469.20
General Supplies	\$ 100,000.00	\$ 100,000.00	\$ 121,260.91	\$ 123,686.13	\$ 126,159.85
Equipment Purchases	\$ 13,863.00	\$ -	\$ 7,663.34	\$ 7,816.61	\$ 7,972.94
<b>TOTAL:</b>	<b>\$ 944,009.00</b>	<b>\$ 962,746.38</b>	<b>\$ 1,033,892.47</b>	<b>\$ 1,054,570.32</b>	<b>\$ 1,075,661.72</b>
		1.98%	7.39%	2.00%	2.00%



# State of Our District

What are our schools' condition?

How did we get here?

What do we need to do?

How do we get there?



## Oak Bay Secondary

**FCI: 3%**

## District Average

**FCI: 39%**

## Arbutus Middle

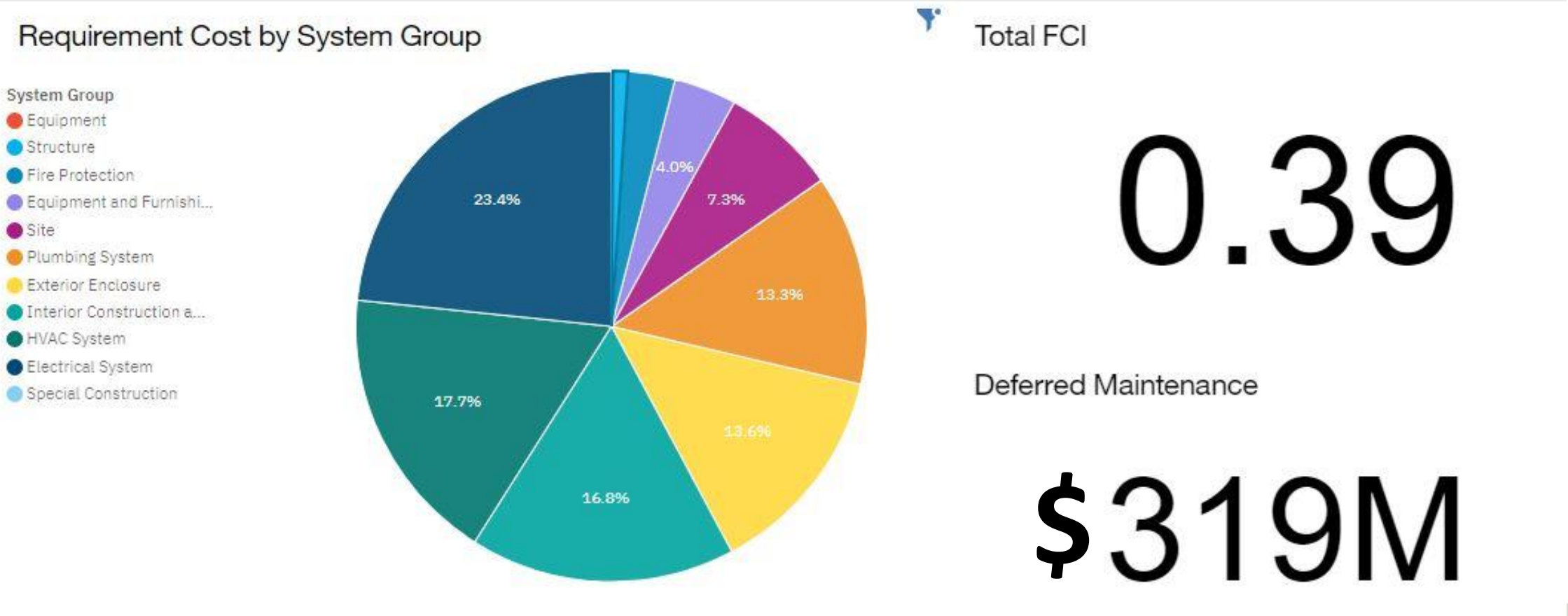
**FCI: 77%**

## Schools' Condition?

- FCI Rating (Facility Condition Index) is used in facility management to provide a benchmark to compare the relative condition of a group of facilities. The FCI is primarily used to support asset management initiatives of federal, state and local government facilities organizations.
- **Good:** 0% to 5%
- **Fair:** 5% to 10%
- **Poor:** 10% to 30%
- **Critical:** 30%+
- Example: A building that is valued at 10 million dollars with a FCI of 1% requires \$100,000 of repair to restore the building to a properly maintained state.

# How Did We Get Here?

*Deferred maintenance* is the practice of postponing maintenance activities such as repairs on property in order to save costs, meet budget funding levels, or realign available budget monies.

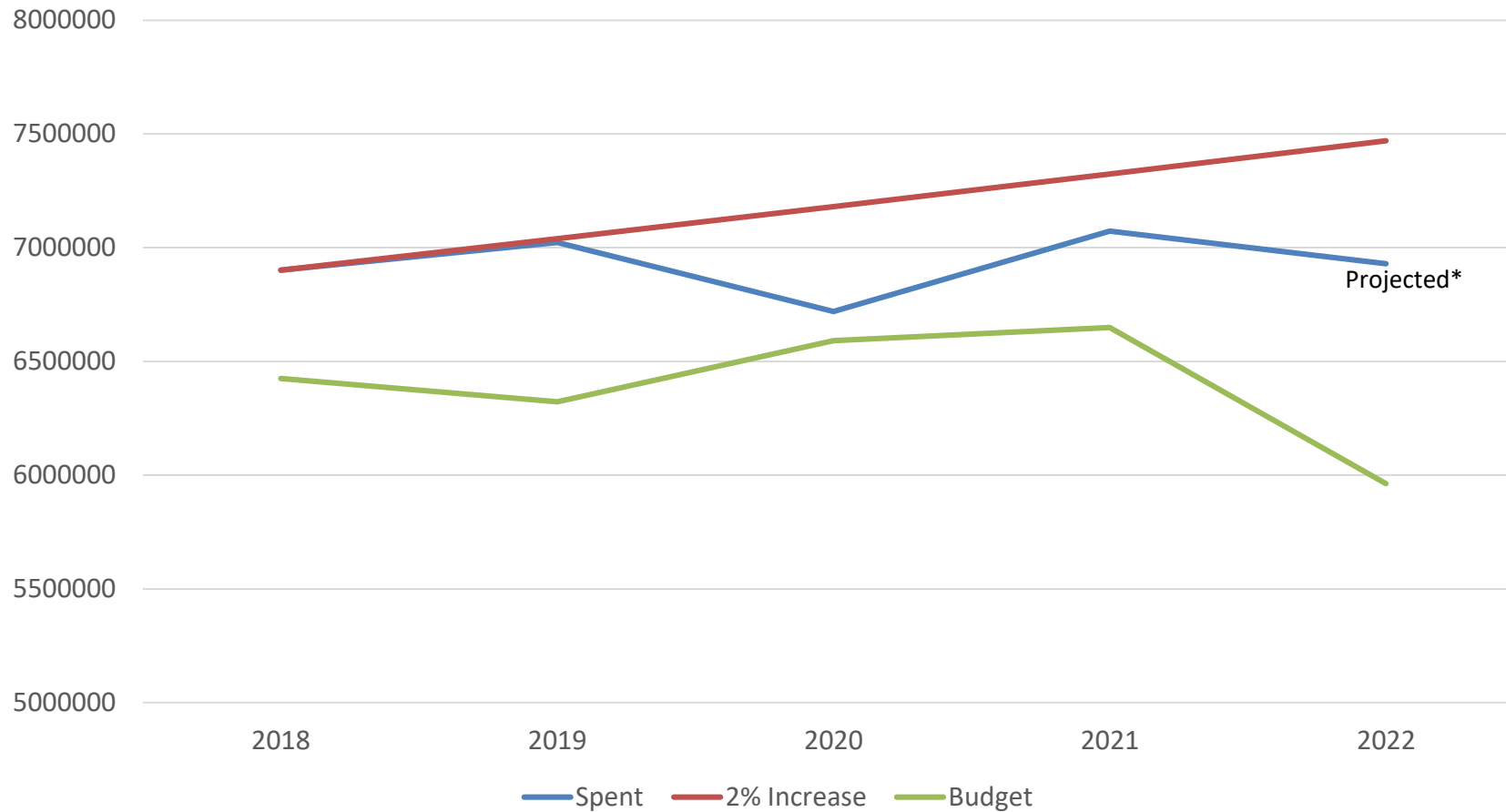




# Current Work Orders – A Snapshot



## Past Budgets



\*Using 5-year average.

# Current Risk

## Urban Forests

- Our District contains 2099 tagged trees and 3666 untagged.
- Each year 1/3<sup>rd</sup> of our inventory is inspected through our consultant.
- Trees are rated on a scale of 1 – 3. Rating 1 being high risk. We perform recommended work on all Level 1 and 2 trees.
- Deferred maintenance and climate change has continually increased our costs each year.
- Tree failures have also increased, luckily no one has been hurt.
- Inventory that is removed is often recycled into useful products within in District.

## Playgrounds, Playing Fields, Shops and Gym Equipment.

- 100 Playgrounds.
- 494 acres of playing fields.
- **42 School Shops (wood, metal, automotive, etc.)**
- 50 Gymnasiums.
- All requiring monthly inspections to identify hazards before they become incidents.
- Lacking resources to carry out these tasks.



## What Do We Need To Do?

- **Maintain the current condition of our buildings and prevent them from further decline.**
- **Reduce/Eliminate existing risk issues in District.**
- **Examine the services that Maintenance currently provides and prioritize deferred maintenance or risk related requests.**

# How Do We Get There?

## (2022/2023)

- 2 additional Carpenters to help prevent the deferred maintenance back log from growing and reduce it moving forward. **\$170,000**
- Utilize our Work Order software to report high-cost maintenance assets. Once identified mark them for replacement through Capital planning. This will help reduce our existing FCI rating and annual maintenance costs.
- Increase support to preventative maintenance planning and risk item inspections.
- Invest in the improvement of revenue generating assets.
  - Example: Improve the condition of sports playing fields beyond just cutting grass. This would increase rental revenue by attracting more clients. This revenue could then be utilized to further improve a facilities condition and benefit our students without requiring a budget increase.

# How Do We Get There? (2023 and Beyond...)

- **DDC Technician (Digital Direct Control) addition to work within the Mechanical Department in partnership with our Energy Manager with the goals to:**
  - Improve the efficiency of our heating systems to reduce energy costs and emissions.
  - Reduce/eliminate contractor costs on Facilities projects and maintenance.
  - Invest resulting savings into the purchase of modern high efficient equipment.
  - Simultaneously reduce our FCI rating, reduce emissions and increase energy savings further.
  - Repeat this process to self perpetuate.
  - **\$85,000**
- **Continued Improvement of the District Tree Program:**
  - Increase District knowledge of what successful tree life cycles are through information sessions on safer play, signage and partnerships with our school stakeholders.
  - Removal of high risk / high maintenance inventory, replant in more suitable site locations.
  - Plant two trees for each one removed to support District greening initiatives; source native trees.
  - 20% increase to Contractor Services in 2023 & 2024 to support tree trimming and pruning increases.



# Transportation Department



# School District No. 61 (Greater Victoria)

Schedule 2C

Annual Budget - Operating Expense by Function, Program and Object

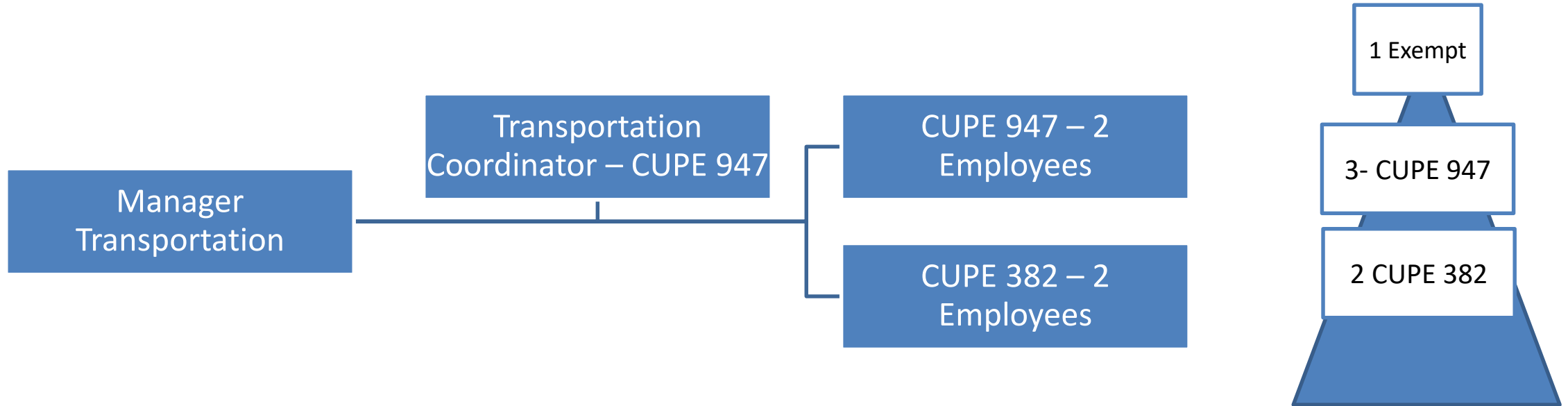
Year Ended June 30, 2022

	Total Salaries \$	Employee Benefits \$	Total Salaries and Benefits \$	Services and Supplies \$	2022 Annual Budget \$	2021 Annual Budget \$
<b>7 Transportation and Housing</b>						
7.41 Transportation and Housing Administration	135,022	27,151	162,173	3,307	165,480	157,670
7.70 Student Transportation	46,398	11,136	57,534	1,068,801	1,126,335	999,960
<b>Total Function 7</b>	<b>181,420</b>	<b>38,287</b>	<b>219,707</b>	<b>1,072,108</b>	<b>1,291,815</b>	<b>1,157,630</b>
<b>5 Operations and Maintenance</b>						
5.41 Operations and Maintenance Administration	1,395,651	287,408	1,683,059	633,333	2,316,392	2,192,661
5.50 Maintenance Operations	10,923,347	2,265,374	13,188,721	2,965,113	16,153,834	15,814,167
5.52 Maintenance of Grounds	1,072,188	222,641	1,294,829	356,086	1,650,915	1,628,867
5.56 Utilities	-	-	-	4,644,564	4,644,564	4,515,284
<b>Total Function 5</b>	<b>13,391,186</b>	<b>2,775,423</b>	<b>16,166,609</b>	<b>8,599,096</b>	<b>24,765,705</b>	<b>24,150,979</b>

One *Learning* Community



# Transportation Employees



# Fleet and Bussing

## 116 insured pieces of equipment

- 91 fleet vehicles (white fleet),
- 2 school buses (4 more on order = 6 by 2022-2023)
- 12 trailers
- 1 back hoe

Vehicles use to maintain our schools and grounds.

Staffing levels include 1 assistant, 2 bus drivers and 2 mechanics.

Medium size fleet of vans, trucks, and industrial vehicles including boom vehicles and one older dump truck.

Equipment to maintain our fields and grounds including one newer back hoe, numerous tractors and deck mowers.

These vehicles are the direct link from our school district to the general public, logging an estimated 603,000 km annually.

# Fleet Age

- Adopted industry standard: 15 years old or newer.
- SD61:

1-5 YEARS	6-10 YEARS	11-15 YEARS	15 AND OLDER
32 VEHICLES	8 VEHICLES	12 VEHICLES	33 VEHICLES

Of the 33 vehicles > 15 years old:

- 10 are pre 2000
- oldest being a 1989 Chevrolet.
- *Two of our vehicles could be issued collector plates by ICBC.*

# White Fleet Renewal Plan

## Historically:

- 6 vehicles were leased late 2017 (5 year lease)
- 10 vehicles were leased early 2018 (5 year lease)

## Plan:

- Once leases expire, in 2022 and 2023, lease 2-3 vehicles annually to spread the vehicle replacement requirements over time.
- Use the remainder of the allocated annual lease budget to purchase vehicles and/or equipment outright.

# Future of Bussing in SD61

Approved by the Ministry to purchase 4 electric school buses.

Expected arrival of our new buses is early spring 2022.



New buses will be used on a rotating basis by our existing bus drivers to work out any bugs prior to putting them into full service next September.

Will replace the contracted service provided by Garden City with a projected savings of \$45,000 annually.

2022-2023: fleet will be 4 electric school buses and 2 gasoline school buses.



# Business Case: Contract or In-House Bussing?

Capital Costs			Year One					
Vehicles	# of vehicles	Capital Cost			Total			
Type C Electric - Incl Charging station	4	\$ 388,260.00	\$ 1,553,040.00		\$ 1,553,040.00			
Total Accumulated Funding and Grants-See Information Page					\$ 1,358,332.00			
			Total Capital Requirement	\$ 194,708.00				
Operating Costs		# of vehicles	Cost	Year One	Year Two	Year Three	Year Four	Year Five
Electricity - Estimate 50% of Fuel Costs (High Estimate)	4	\$2,187.00	\$ 8,748.00	\$ 8,966.70	\$ 9,190.87	\$ 9,420.64	\$ 9,656.16	
Maintenance - Estimate 25% of Conventional Costs	4	\$837.00	\$ 3,348.00	\$ 3,431.70	\$ 3,517.49	\$ 3,605.43	\$ 3,695.57	
Insurance and Licensing	4	\$1,184.00	\$ 4,736.00	\$ 4,854.40	\$ 4,975.760	\$ 5,100.15	\$ 5,227.658	
Staffing - see grid below			\$ 155,102.98	\$ 158,205.04	\$ 162,160.16	\$ 166,214.17	\$ 170,369.520	
Annual and Ongoing Training			\$ 20,000.00	\$ 20,500.00	\$ 21,012.50	\$ 21,537.81	\$ 22,076.26	
Software - Traversa			\$ 10,000.00	\$ 10,250.00	\$ 10,506.25	\$ 10,768.91	\$ 11,038.13	
Miscellaneous (GPS/2 Way Radios/Cellphones)			\$ 1,052.00	\$ 1,078.30	\$ 1,105.26	\$ 1,132.89	\$ 1,161.21	
Total			\$ 202,986.98	\$ 207,286.14	\$ 212,468.29	\$ 217,780.00	\$ 223,224.50	
Bussing Weeks per School Year (incl Training Week)							Total	
Staffing	# of Employees	Hrs/Day	Salary/Hr	Benefits (.304 or 30.4%)	Total/Week			
YEAR ONE								
Drivers	4	4	\$ 23.60	\$ 7.17	\$ 2,461.95	37	\$ 91,092.22	
Transportation Clerk	1	8	\$ 23.60	\$ 7.17	\$ 1,230.98	52	\$ 64,010.75	
							\$ 155,102.98	
YEAR TWO								
Drivers	4	4	\$ 24.07	\$ 7.32	\$ 2,511.19	37	\$ 92,914.07	
Transportation Clerk	1	8	\$ 24.07	\$ 7.32	\$ 1,255.60	52	\$ 65,290.97	
							\$ 158,205.04	
	Overall Annual Operating Cost							
		Year One	Year Two	Year Three	Year Four	Year Five	Five Year Total	
Projected Cost	\$	202,986.98	\$ 207,286.14	\$ 212,468.29	\$ 217,780.00	\$ 223,224.50	\$ 1,063,745.89	
Current Contractor Cost	\$	204,760.00	\$ 209,879.00	\$ 215,125.98	\$ 220,504.12	\$ 226,016.727	\$ 1,076,285.83	
Current Operational Costs	\$	42,005.38	\$ 43,055.51	\$ 44,131.90	\$ 45,235.20	\$ 46,366.08	\$ 220,794.06	
Projected Savings	\$	43,778.40	\$ 45,648.37	\$ 46,789.58	\$ 47,959.32	\$ 49,158.31	\$ 233,333.99	
Cumulative	\$	43,778.40	\$ 89,426.77	\$ 136,216.36	\$ 184,175.68	\$ 233,333.99		



# Contracting Out

- We currently contract our busing to three different companies:
  - Thirdwave Bus – Scheduled diverse needs/door to door
  - Garden City – Scheduled regular service for qualifying students
  - Wilson's – Contracted as needed basis for seismic moves (example Vic High to SJ Willis)
- Garden City and Thirdwave contracts are up for renewal in 2021

# Goals

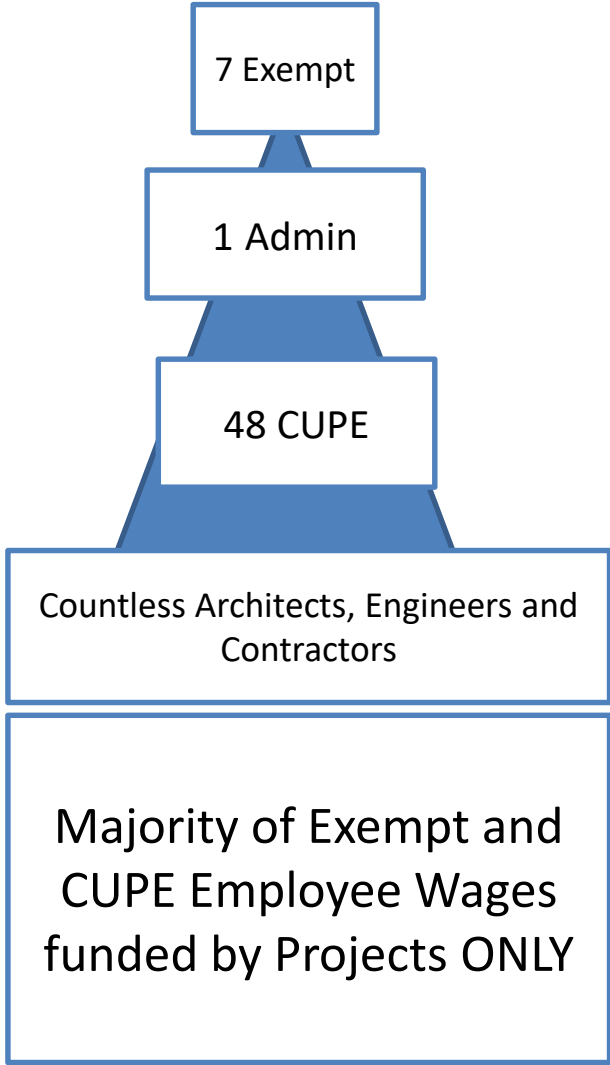
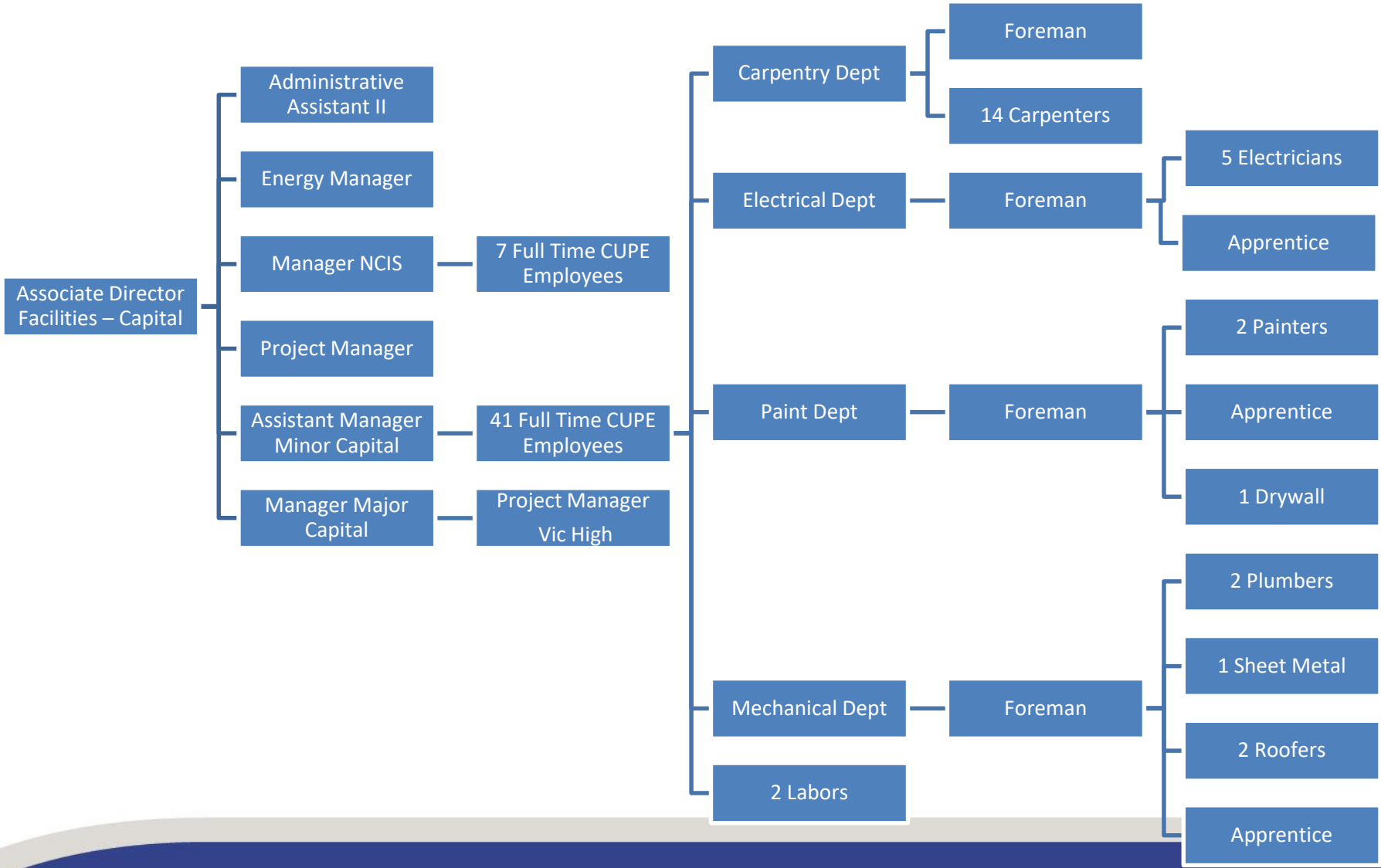
- 2-3 new bus drivers hired by end of 2021-2022
- 5 buses servicing our regular routes AND field trips/extracurricular as requested by our schools.
- Save schools up to 50% of cost of transportation using school district buses for field trips.

# Budget Needs

- Dump Truck to replace a 1998 GMC Dump Truck \$100,000
- Bobcat to replace our 1993 Bobcat 763. \$ 65,000
- Salter unit for our third snow plow truck. \$ 11,500
- Coolant and transmission flush machines \$ 12,500
- Additional 2-post hoist for Cecelia shop \$ 8,500
- Total \$197,500

# Capital Department

# Capital Employees



# Capital Employees

- Assistant Manager Minor Capital / Project Manager
  - Responsible for 41 CUPE 382 employees (4 being apprentices)
- Manager Major Capital –Seismic
  - Project Manager – Vic High
- Manager of Networks Communications, Infrastructure and Security
  - Responsible for 5 CUPE 947 employees
  - Responsible for 2 382 CUPE Employees
  - All Security, PA, Telephones and Network Infrastructure
- Energy Manager – Responsible for all Energy Projects
  - Partially funded via BC Hydro Energy Program (funding ceases June 30, 2022)
- Emergencies
  - Snow Clearing and Floods – workforce redirected to be available to assist so schools can remain open



# Capital Employees

- **Minor Capital - 2 Managers**

- Responsible for 41 CUPE employees, 4 being apprentices
- **Operating Fund**
  - Some district initiatives (ie Vic West modular for growing enrolment)
  - SD Inclusive Project
  - Shop Project
- **Special Purpose**
  - AFG - \$4.4m annually
  - Some school funded from School Generated Funds ~\$300K annually (fluctuates)
  - School Accessibility

- **Ministry of Education Capital Funding (Bylaw)**

- SEP (School Enhancement Projects)
- CNCP (Carbon Neutral Capital Projects)
- PEP (Playground Enhancement Projects)
- BEP (Building Envelope Program)

- **Other Ministry Capital Funding**

- MCFD funded Child Care Studios (\$21M funding to date)

# Operating Capital Project Funding Examples

## Ongoing Projects

Safety Shop Upgrades \$700K  
Inclusive Learning Strategy - \$1M (2018 funding- ongoing)  
Vic West Classroom Portable \$400K

## Recent/Completed Projects

George Jay Music Studio - \$500K  
Lansdowne Start Up -\$1M  
Sundance Start Up - \$52K

## Outdoor Learning Studios

Oaklands \$80K  
Braefoot - \$110K

## Outdoor Bike Shelters

Lambrick Park \$30K

## Tec Pac Installation and Maintenance

\$100K annually

# School Funded / Student Accessibility

- Principal or Vice Principals Submit Requests: e.g. playground, garden, outdoor classrooms, sound proofing, handrail upgrades, painting – endless list
- Facilities visits site and prices out project – material and labor and if building permit necessary
- Project and budget approved by school
- Facilities completes permits, drawings, material sourcing, scheduling, construction
- Prioritize requests
  - Student Accessibility
  - Safe and healthy learning environment
  - Climate change /energy efficiency –use efficient appliances and sustainable materials
  - Strategic Plan
- NOTE – 2020-2021 COVID funding related to capital projects ran through the School Funded Process and was completed by CUPE Employees
- Installation of all HRVs (ventilation)
- All Outdoor Classrooms
- Sink Installations

Hrvs Door Grills & Fans	CP21B192	445,900
Sinks	CP21FS92	202,440
		<b>648,340</b>

# Annual Facility Grant - \$4.4M

- Intended to maintain facility assets through their anticipated economic life and to prevent premature deterioration of these assets.
  - 27 Elementary Schools,
  - 10 Middle Schools,
  - 7 Secondary Schools
  - number of other facilities to maintain (Board Office, Uplands, Quadra Warehouse, Facilities)
- Approximately 3.1 M square feet with an average age of active facilities of 62 years

# Annual Facility Grant - Projects

- AFG is to ensure the assets within the SD are kept clean, safe and healthy for the students and staff and to create an improved learning environment.
- Few AFG Funded Projects
  - Lighting Upgrades
  - Security Upgrades
  - Asphalt Repairs
  - Fire Alarm Upgrades
  - Bus Charging Infrastructure
  - Classroom Additions – Shoreline and Lake Hill (2020)
  - Roofing Upgrades

# AFG Roofing

- 2M sq ft roofs to maintain
- 1 maintenance employee to maintain and repair ALL 2M sq ft of roofs.
- **\$1.5 M per year** is allocated to roofing repairs or replacements
  - » Not enough operating funding allocated for roofing
  - » AFG needs to supplement to maintain and ensure the integrity of the roofs.
  - » In future once integrity of roofs maintained will be able to put less AFG towards roofing (deficiencies caught up from years of lack of funding) - Go from re-active to pro-active
- Capital Dept. has two Red Sealed Roofers
  - » Project costs pay for the two roofers wages
  - » Complete all new roofs for the new child care / classroom units
  - » Replace any SD roof under 10,000 sq meters (Hillcrest 2020/21)
  - » Assist the 1 maintenance roofers with the repairs and maintenance – extend the life time of the roof
    - \$100K allocated from AFG yearly to assist maintenance roofer
      - Clean off debris,
      - Repair and Clean Gutters,
      - Caulk down spouts,
      - Repair Flashing
      - Extends the life of the SD roofs



# AFG - Asbestos and Air Quality

- AFG funds asbestos removal within the SD
- Capital Dept responsible for the Asbestos Exposure Control Plan
  - Plan in compliance with WorkSafeBC Occupational Health and Safety Regulations
  - Management Exposure Control Plan
    - Asbestos Survey and Location Plan
    - Inspection and reassessment procedures
    - Identification and Labelling of asbestos materials
    - Removal or repair of materials which become damaged or are in poor condition, or which will be disturbed by planned maintenance or building repairs
    - Development and Implementation of work procedures
    - Employee Awareness Training
    - Coordination of work activities that relate to asbestos containing areas
    - Waste Management of Asbestos
    - Performance of Air Monitoring

# Annual Facility Grant – Projects

Department	Service	Projected Costs 2022-23	Projected Costs 2023-24	Projected Costs 2024-25
Mechanical	Roofing	\$1,500,000	\$1,500,000	\$1,500,000
	Asbestos	\$100,000	\$100,000	\$100,000
Mechanical	Systems/Ventilation/Fixtures	\$500,000	\$500,000	\$500,000
Electrical	Fire Panel Replacement	\$300,000	\$300,000	\$300,000
Carpentry	Window Replacement	\$100,000	\$100,000	\$100,000
Painting	Painting - Interior/Exterior	\$200,000	\$200,000	\$200,000
Grounds	Fields - Reno/Replacement	\$300,000	\$300,000	\$300,000
NCIS	Security and Alarms Upgrades	\$100,000	\$100,000	\$100,000
NCIS	PA and Telephones Upgrades	\$100,000	\$100,000	\$100,000
NCIS	Infrastrucutre Upgrades	\$100,000	\$100,000	\$100,000
Energy	Energy	\$300,000	\$300,000	\$300,000
Contractor	Elevators/Lifts- Maint/Replacement	\$100,000	\$100,000	\$100,000
Grounds	Asphalt/Landscaping/Drainage	\$200,000	\$90,000	\$200,000
Carpentry	Flooring Replacement		\$200,000	
Transportation	Fleet leases	\$60,000	\$60,000	\$60,000
Grounds	Fencing Upgrades	\$90,000	\$100,000	\$90,000
Electrical Upgrades	Panels, Heat Sensors, Code Compliance	\$100,000		\$100,000
Electrical	Shops - Panels and Code Compliance	\$50,000	\$50,000	\$50,000
Carpentry	Exterior -Siding/stairs	\$200,000	\$200,000	\$200,000
Total		\$4,400,000	\$4,400,000	\$4,400,000
*Funding Subject to Ministry Approval				

# SEP - School Enhancement Projects

- Program to supplement AFG and focusses on requirements that contribute to the safety and the function of schools that will help extend the useful life of the existing asset.
- Program includes electrical upgrades, energy upgrades, mechanical upgrades, health and safety upgrades, as well as roofing and flooring upgrades
- SD applies for School Enhancement Projects in our five year capital submission to the Ministry of Education and look at The Following are the 2020/21 Funded Projects

20/21 SEP	Budget
Vic High Mechanical/HVAC Upgrade	750,000
Mt Doug Window Replacement Phase 3	450,000
	<b>1,200,000</b>

- Future SEP Projects Submission in SD 5 Year Capital Plan
- Priority projects complement the SD strategic Plan, Climate and Energy Upgrades and Learning Environment

SD Category Rank	Facility/Site	Project Type	Project Description	Total Funding Requested
1	South Park Family School	Roofing	Roof Replacement - Phase 1 of an historic slate roof.	\$1,500,000
2	Strawberry Vale Elementary	Exterior Wall Systems	Phase 1 -Replace exterior siding that is rotting and causing significant maintenance issues.	\$450,000
3	Victoria High	Exterior Wall Systems	Window Replacement , Phase 2 of 2 Work associated with the Vic High Seismic Upgrade	\$1,100,000
4	Victoria High	HVAC	Mechanical Upgrade Phase 2 of 2. Work Associated with the Vic High Seismic Upgrade and Addition Project.	\$850,000
5	Mount Douglas Secondary	Exterior Wall Systems	Phase 5 of the window upgrade	\$450,000
6	Esquimalt High	HVAC	Upgrade the dust collector at Esq Woodshop to ensure collector is sized correctly and fire damping is installed	\$700,000
			Submission Category Total:	<b>\$5,050,000</b>

# CNCP – Carbon Neutral Capital Program

- Program aimed at reducing the carbon footprint of the Districts across the province.
- SD applies for Carbon Neutral Capital Program projects in our five year capital submission to the Ministry of Education and look at priority projects that complement the SD strategic Plan, and Climate and Energy Mandate while ensuring a Healthy and Safe Learning Environment
- The Following are the 2022/21 Funded Projects

21/22 CNCP	Budget
Spectrum HVAC Boiler Upgrade	650,000
	<b>650,000</b>

- Future CNCP Projects

SD Category Rank	Facility/Site	Project Type	Project Description	Tonnes GHG Emissions Saved	Total Funding Requested
1	Sundance Elementary - Leased To Sd93 Ecole Beausoleil Sundance	HVAC	Replace original 1969 Unit Ventilators that are at end of their life and upgrade school's DDC system.	7	\$700,000
2	Spectrum Community School	Energy	Upgrade the DDC to a Reliable system - Good portion of the school on pneumatic and all needs to be upgraded and replaced with a walker sys.	15	\$350,000
3	Doncaster Elementary	HVAC	Replace the original AHU that serve four classrooms and replace with unit ventilators.		\$300,000
4	Lambrick Park Secondary	HVAC	Replace existing boilers with new condensing boiler and ASHP.	15	\$600,000
5	Lambrick Park Secondary	Energy	Upgrade the DDC to a reliable system - Good portion of the school on pneumatic and all needs to be upgraded and replaced with a walker	90	\$400,000
			Submission Category Total:		<b>\$2,350,000</b>

# BEP - Building Envelope Program

- Program aimed at repairing outer construction (walls, windows and roofs) that are subject to water leaks.
- Repairs are due to premature building envelope failure – 1990's construction
- SD Managers work with BC Housing to ensure work completed
- 2022/21 Funded Projects
  - Mt. Doug -1990 area around library, main entrance and auto shop ~\$500K
  - Lambrick Park – 1990 area around 70% of school

# PEP - Playground Enhancement Program -\$165K per approved site

- Enhancing and making playgrounds accessible for all abilities
- Playground Equipment funding eligibility:
  - majority of elementary grades,
  - not being considered for closure or replacement within the next five years,
  - Playground equipment status currently meets one of the following conditions:
    - a. none available for student use;
    - b. unsafe for student use; or
    - c. not universally accessible
- Facilities prioritizes based on:
  - Age of Current Playgrounds within the School District
  - Abilities of students within the schools
  - ranks the sites and top three sites submitted in the five year capital plan
  - Once funding approved facilities works with the Principal and PACs to choose a new playground
  - Community consultation completed for each site

## Completed Accessible Playgrounds

- Doncaster, Quadra, Eagle View, Lake Hill, Northridge



# Major Capital Projects- Seismic

- **Approved Seismic Projects**
  - Vic High –Seismic Upgrade
  - Cedar Hill – Seismic Replacement
- **2022/23 - 5 Year Capital Plan Submission – Requested Seismic Projects**
  - 1<sup>st</sup> Priority on the last Capital Plans submission is Sundance Elementary.
  - The Ministry will provide a response in March 2022 to indicate if the project is supported to develop a Seismic Project Definition Report

SD Category Rank	SEISMIC				
	Project Number	Facility/Site	Project Type	Project Description	Total Project Cost
1	150466	Sundance Elementary	Upgrade	Seismic Upgrade of 3 H1 Blocks	\$4,095,991
2	150380	James Bay Community	Upgrade	Seismic upgrade of 1 H1 Block	\$2,780,494
3	150443	Reynolds Secondary	Upgrade	Seismic Upgrade of 7 H1 Blocks	\$25,135,065
4	150419	Northridge Elementary	Upgrade	Seismic Upgrade of 4 H1 Blocks	\$10,267,226
5	150409	Mckenzie Elementary	Upgrade	Seismic Upgrade of 1 H1 Block, 1 H2 Block and 1 H3 Block	\$4,426,157
6	150473	Victoria West Elementary	Upgrade	Seismic Upgrade of 3 H1 Blocks	\$4,426,157
				Submission Category Total:	\$51,131,090

# Vic High – Major Capital - Seismic

- **Seismic Upgrade/Addition Victoria High School**

- Seismic Upgrade of the entire school
- Addition to increase capacity to from 800 to 1000
- New Neighborhood Learning Centre
- Exterior amenities including new artificial turf field and sand volleyball courts
- New multi-purpose room and exterior rooftop classroom for the Astronomy program
- Student are attending the renovated SJ Willis until the project is complete
- The School District can apply for risk funding when the risk is fully substantiated or at the end of the project
- Project budget includes \$2.6m District contribution and additional amenities funding

## Construction Phase

Current Budget = \$68.86 million

Risk Reserve Funding = \$10.9 million

Maximum Total Project Budget = \$79.75 million

Occupancy = Sept. 2023



Artists Rendition of New Addition

# Cedar Hill Middle School – Major Capital - Seismic

- **Seismic Replacement of CHMS**

- New replacement school, capacity of 575
- Design process September 2021
- Construction September 2022
- Net Zero Energy Ready Design
- Occupancy December 2024
- Demolition Spring 2025
- Final Completion August 2025
- Potential Maximum Total Project Budget with Reserve Funding is \$46.47 million
- Project budget includes a School District contribution of \$3.6 million.

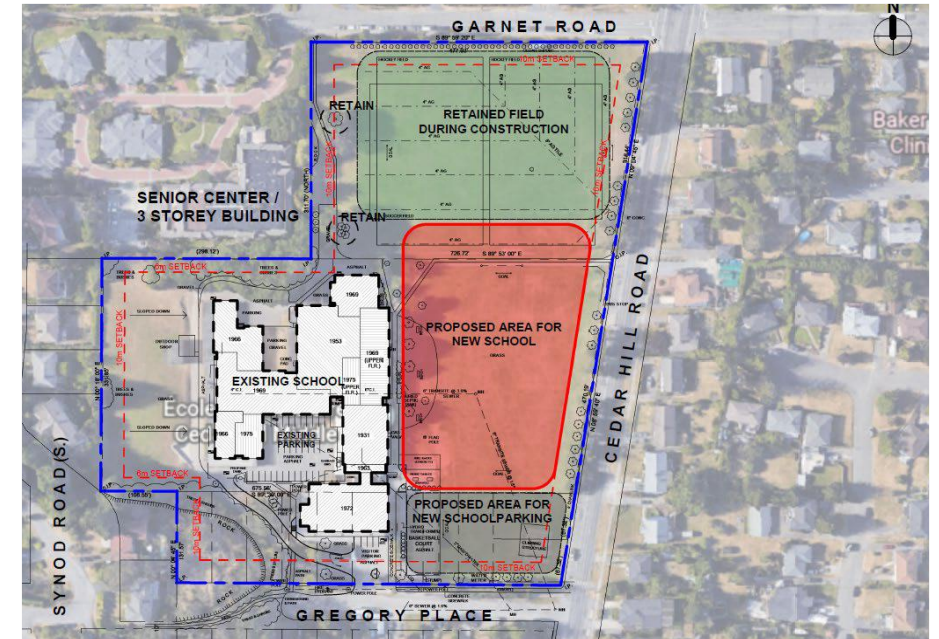
Design Bid Build

Current Budget = \$30.86 million

Risk Reserve Funding = \$15.62 million

Maximum Total Project Budget = \$46.47 million

Occupancy = Dec. 2024



Preliminary Site Plan



# Child Care

- MCFD Funded Child Care spaces at 18 SD sites ~\$21.5M
- Child Care Studios built in house by CUPE Employees
- Minor Capital Managers work with:
  - Architects, Engineers and Municipalities to ensure occupancy at end of build
  - Forepeople and purchasing to ensure items are purchased to engineering specifications
  - Doors, Windows, Unit Vents, Roofing Materials, Building Materials

## Site Prep Savings Example:

- Rough Budget for site prep in funding application \$50K
- Current market conditions last site prep Request for Quote >\$200K
- Managers worked with Purchasing to completed site prep for under \$60K, using contractor unit prices
- Manager on site every day to ensure site prep completed to engineering specifications
- **Saved over \$140K for the project**
- 15 year commitment for MCFD new Child Care spaces

Type of Child Care	Licensed Spaces to Date	Ministry Funded
Full Time Infant Child Care	0	10
Full Time 3-5 Year Old Care	56	200
Preschool Spaces	44	146
Before and After School Care Spaces	244	535
<b>Total Ministry Funded Spaces</b>		<b>891</b>
<b>Total New Spaces Created to DATE</b>	<b>344</b>	
Grandfathered Spaces	654	
Other Child Care Spaced within SD	636	



# Next Five Years

- Budget constraints: creative solutions to come in within budget
  - Example Exempt staff - \$140K saved by using unit prices on site prep
  - Material Challenges – ordering in advance to ensure schedules maintained
  - Escalation – difference in cost between estimate (budget) and tender price
    - E.g. 20% Contingencies in place to ensure project on budget for School Funded and other projects
- Prioritizing scope of some larger projects – example Millwork (\$1M over tender budget – moved work in house to save \$\$)
- Foci: Safety, climate action and learning environment
  - Looking at trends and spikes to improve budget actuals and schedules
- Purchasing and procurement policies

# Network Communication Infrastructure and Security



School District No. 61 (Greater Victoria)

Schedule 3A

Annual Budget - Changes in Special Purpose Funds  
Year Ended June 30, 2022

Annual Facility Grant	Learning Improvement Fund	Scholarships and Bursaries	Special Education Technology	School Generated Funds	Strong Start	Ready, Set, Learn	OLEP	CommunityLINK
\$	\$	\$	\$	\$	\$		\$	\$

↑

School District No. 61 (Greater Victoria)

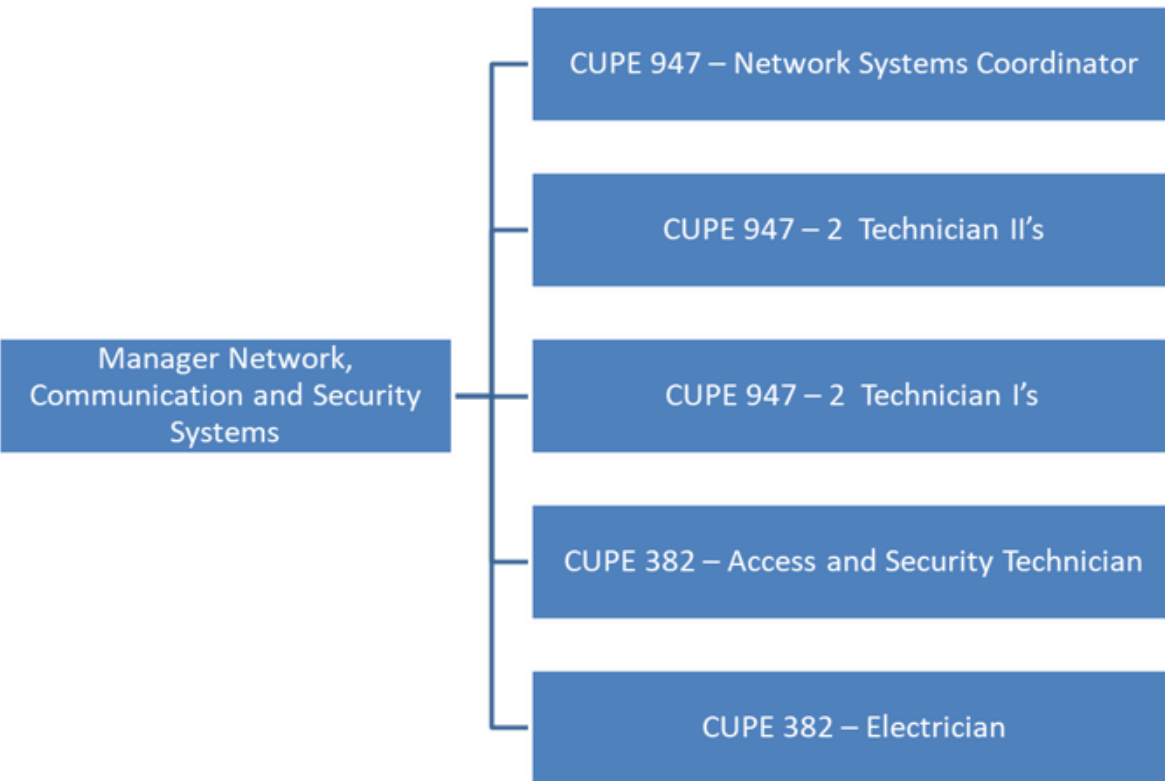
Schedule 4

Annual Budget - Capital Revenue and Expense  
Year Ended June 30, 2022

2022 Annual Budget			
Invested in Tangible Capital Assets	Local Capital	Fund Balance	2021 Annual Budget
\$	\$	\$	\$

↑

# Networks, Communication, Infrastructure and Security



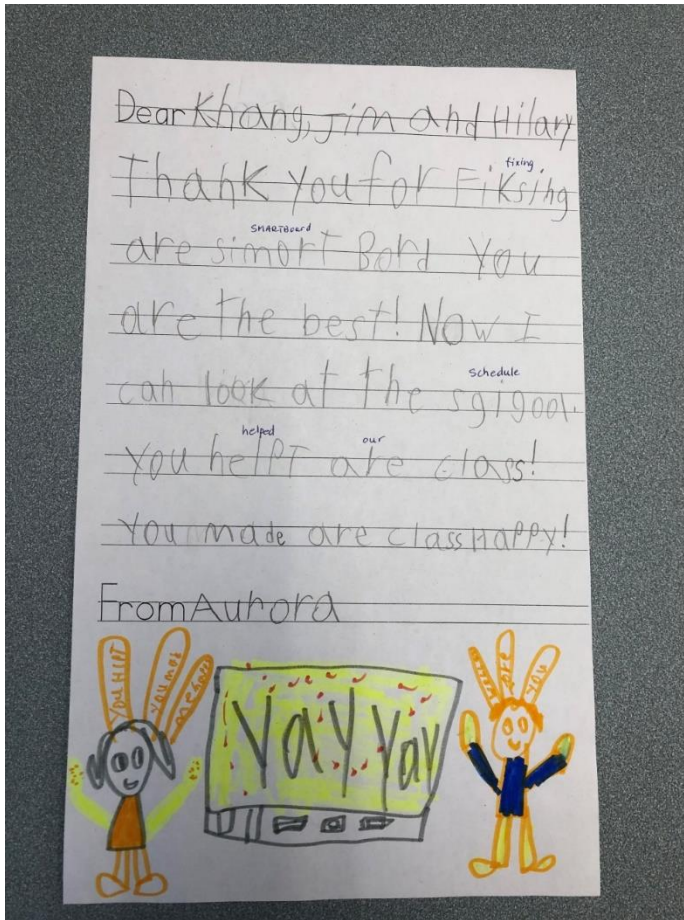
Networks, Communication, Infrastructure and Security Budget Breakdown					
	2020-21	2021-22	2022-23	2023-24	2024-25
	Budget	Budget	Proposed	Projected	Projected
EXEMPT STAFF (NON-CERT)	\$ 88,246.00	\$ 95,109.00	\$ 97,011.00	\$ 98,951.00	\$ 100,930.00
TRADES SALARIES	\$ 136,326.00	\$ 139,301.00	\$ 142,087.00	\$ 144,928.00	\$ 147,826.00
CUPE 947 SALARIES	\$ 273,337.00	\$ 289,324.00	\$ 295,110.00	\$ 301,012.00	\$ 307,032.00
SALARY RECOVERIES	\$ -	\$ (240.00)	\$ -	\$ -	\$ -
EXEMPT STAFF BEN (NON-CERT)	\$ 17,343.00	\$ 18,260.93	\$ 18,716.00	\$ 19,184.00	\$ 19,664.00
TRADES BENEFITS	\$ 30,926.00	\$ 29,810.41	\$ 30,555.00	\$ 31,319.00	\$ 32,101.00
CUPE 947 BENEFITS	\$ 67,996.00	\$ 69,437.76	\$ 71,172.00	\$ 72,951.00	\$ 74,774.00
MILEAGE	\$ 500.00	\$ 700.00	\$ 500.00	\$ 500.00	\$ 500.00
CELL PHONES	\$ 6,100.00	\$ 4,400.00	\$ 6,100.00	\$ 6,100.00	\$ 6,100.00
PHOTOCOPYING	\$ 450.00	\$ -	\$ -	\$ -	\$ -
MISCELLANEOUS SERVICES	\$ 1,000.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
INSTRUCTIONAL SUPPLIES	\$ 65,660.00	\$ 65,660.00	\$ 65,660.00	\$ 67,301.50	\$ 78,209.00
SOFTWARE	\$ -	\$ -	\$ -	\$ -	\$ -
FURNITURE & EQUIPMENT	\$ 500.00	\$ -	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
COMPUTER PURCHASES	\$ 1,000.00	\$ -	\$ 1,500.00	\$ 3,000.00	\$ 3,000.00
Total:	\$ 689,384.00	\$ 713,263.10	\$ 730,911.00	\$ 747,746.50	\$ 772,636.00
		3.40%	2.40%	2.20%	2.00%

# Facilities Technology Team

- 7 member team of which 5 are 35 hr/week CUPE 947 employees
- 3673 Service Requests per year
  - maintenance
  - school funded
  - capital projects.
- Classroom technology
- PA and telephone systems,
- Projection technology.
- Scoreboards, TV's, all the computers and printer
- Security systems and the building access control systems
- Maintaining and upgrading all of the network infrastructure, from hard wired to WiFi
- Currently working on a project with the IT Department to upgrade WiFi coverage in the elementary schools
- Moved all the tec packages from Vic High to S.J. Willis
- Install and calibrate all the new technology going into Vic High and Cedar Hill
- network wiring and layout the WiFi system and bring the PA and telephone systems on line.
- Challenge: maintain existing infrastructure operational leaving little time to focus on upgrading or replacing worn out equipment.



# Tec Packages/SmartBoards



- 1000 Tec package installations in the last 5 years = \$4.5m
- NEW: Voice amplification component to allow teachers to be heard clearly through their masks that works in conjunction with the existing audio systems.
- 1,030 Service Request per year = double the estimated life on our projection equipment.
- Two year focus
  - classroom upgrades completion
  - specialty classrooms for art, foods, music and trades.



# Telephones and PA Systems



- Majority > over 30 years old and in need of replacement.
- Prioritizing most problematic and troublesome sites.
- Researching new technology with a variety of capabilities for best fit
- 5-6 year undertaking
- Safety issue

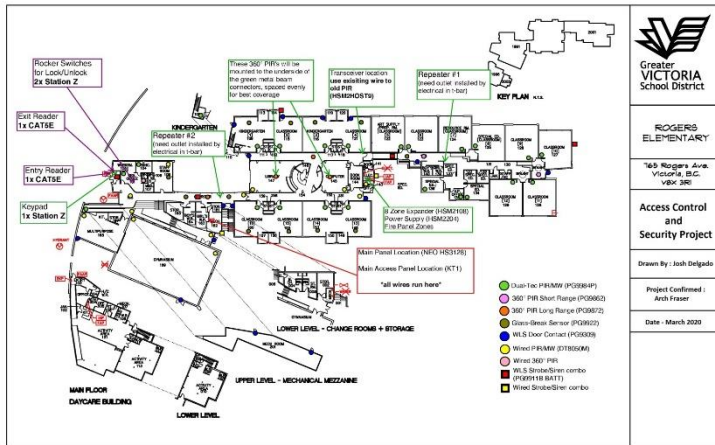


# Security & Access Control Systems



Maintain, repair, program, update, design and install systems related to building access and security

- Schools
- Childcare studios
- New construction



## Upgrading 13 sites to fob access control

- Savings of \$18-\$25,000 per site in house vs contract

## 5 year plan:

- upgrade as many of the older sites
- enhance the Lock Down and Hold and Secure protocols to make our schools as safe and secure as possible.

# Energy Management



# School District No. 61 (Greater Victoria)

Schedule 2C

Annual Budget - Operating Expense by Function, Program and Object

Year Ended June 30, 2022

	Total Salaries	Employee Benefits	Total Salaries and Benefits	Services and Supplies	2022 Annual Budget	2021 Annual Budget
	\$	\$	\$	\$	\$	\$
<b>5 Operations and Maintenance</b>						
5.41 Operations and Maintenance Administration	1,395,651	287,408	1,683,059	633,333	2,316,392	2,192,661
5.50 Maintenance Operations	10,923,347	2,265,374	13,188,721	2,965,113	16,153,834	15,814,167
5.52 Maintenance of Grounds	1,072,188	222,641	1,294,829	356,086	1,650,915	1,628,867
5.56 Utilities	-	-	-	4,644,564	4,644,564	4,515,284
<b>Total Function 5</b>	<b>13,391,186</b>	<b>2,775,423</b>	<b>16,166,609</b>	<b>8,599,096</b>	<b>24,765,705</b>	<b>24,150,979</b>

One *Learning* Community



School District No. 61 (Greater Victoria)

Schedule 3A

Annual Budget - Changes in Special Purpose Funds  
Year Ended June 30, 2022

Annual Facility Grant	Learning Improvement Fund	Scholarships and Bursaries	Special Education Technology	School Generated Funds	Strong Start	Ready, Set, Learn	OLEP	CommunityLINK
\$	\$	\$	\$	\$	\$		\$	\$

↑

School District No. 61 (Greater Victoria)

Schedule 4

Annual Budget - Capital Revenue and Expense  
Year Ended June 30, 2022

2022 Annual Budget				2021
→	Invested in Tangible Capital Assets	Local Capital	Fund Balance	Annual Budget
	\$	\$	\$	\$

# Scope of Work

- Responsible for all aspects of energy conservation initiatives across the Greater Victoria School District.
- Provide leadership and coordination in the effective identification, promotion, implementation, and evaluation of energy conservation programs.
- Deliver quarterly reports to BC Hydro, attends BC Hydro workshops, and is responsible for annual Strategic Energy Management Plan.
- Identify and attack “low hanging fruit”

# Key Deliverables

May 30<sup>th</sup>

Climate Action Accountability Report  
(Soon to be Climate Action Plan)

Sept 1<sup>st</sup>

Strategic Energy Management Plan

# 2021/22 Projects

- Complete LED upgrades and lighting controls:
  - 8 buildings (31 total since May 2019)
- Replacement of old thermostats throughout district
- Introduction of energy monitoring equipment at strategic locations
- EV Chargers and Infrastructure to support electric vehicles
- Strategic Energy Management Plan
  - Analysis of Electricity, Natural Gas, Water, and GHGs
  - Plan for conservation, efficient use of resources
  - Reduce carbon footprint
  - Identification of energy issues through analysis
- Boiler additives to improve efficiency of heating systems (Endotherm)
- Identify and collect potential rebates and incentives
- Energy Wise Network: Replace Space Heaters with Seat Warmers

# 2021/22 Energy Saving Actions and Costs

Project	Cost Outlay	Source of Funding	Rebates/One-Time Savings	On-Going Annual	Co2 Emissions Reduction (tCO2e)	Net Present Value 15 yr / 5%
LED & Lighting Upgrades	192,000	AFG	(50,000)	(55,000)	5.3	(428,900)
Endotherm Pilot	7,000	AFG	(2,500)	(3,100)	33.2	(27,678)
Thermostats	2,000	AFG & COVID	-	(18,000)	1.7	(184,840)
Water Monitoring Real Time	4,000	AFG	TBD	TBD	-	4,000
Electricity Monitoring Real Time	1,000	AFG	(5,000)	TBD	0.5	(4,000)
EV Chargers	19,000	AFG	(19,000)	(3,500)	0.0	(36,330)
Oak Bay Transformer	-	-	(8,000)	(1,200)	-	(20,456)
Rental Light Removal	-	-		(1,200)	-	(12,456)
Fairey Tech Boiler Rebate	-	-	(23,000)	-	-	(23,000)
Spectrum Boiler Rebate	-	-	(52,500)	-	-	(52,500)
Vic High Boiler Rebate	-	-	(44,000)	-	-	(44,000)
Energy Wise Network	1,200	AFG	(1,200)	(385)	-	(3,996)
<b>Total</b>	<b>226,200</b>		<b>(205,200)</b>	<b>(82,385)</b>	<b>41</b>	<b>(834,156)</b>



-	(52,500)
-	(44,000)
-	(3,996)
41	<b>(834,156)</b>

- Taken **\$226,200** and turned it into **\$1,060,356 (present value)**
- Net **\$834,156** in just one year
- This is only what was measurable
- Project similar results for at least next 3 years

# Spectrum Boiler

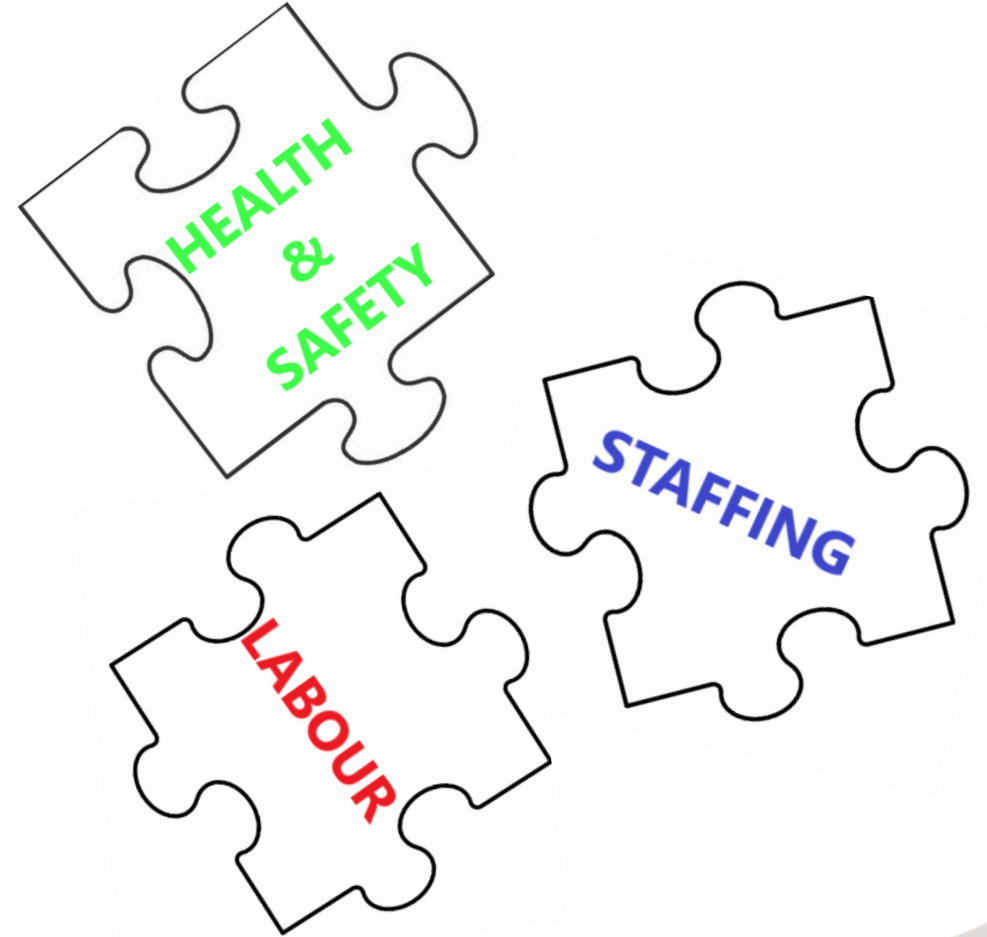
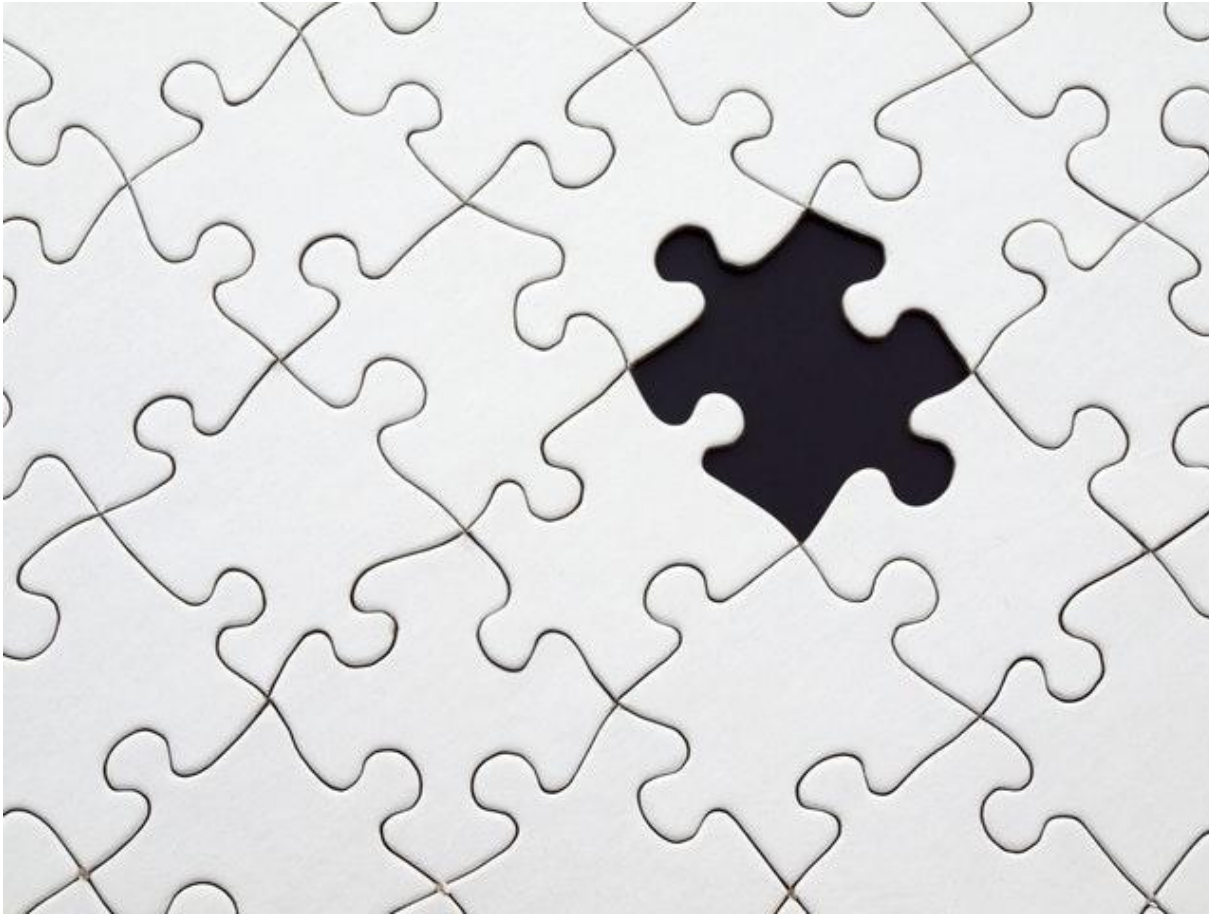
Project	Cost Outlay	Source of Funding	Rebates/One-Time Savings	On-Going Annual	Co2 Emissions	Net Present Value 20 yr / 5%
					Reduction (tCO2e) estimated	
Spectrum Boiler pgrade	650,000	CNCP	(52,500)	(28,000)	49.0	202,868

- Replaced 9.4 MBtu boiler system with 6.2 MBtu
- 25% Savings in natural gas – estimated and supported by first 2 bills
- \$400,000 in energy savings (present value)
- Additional \$30,000 to \$80,000 in carbon offset savings (present value)
- Net Present Value is negative in terms of energy cost savings alone
- **Project replaced damaged and end of life equipment**

# Coming up Next....

- Seat Warmers Campaign
- Recycled Paper Campaign
- Custodial Summer Saving Campaign
- Energy Saving Events (Sweater Days)
- Building Audits
- LED Lighting and controls (8-12 more buildings)
- Thermostat Empowerment Program
- Power Factor Correction
- EV Chargers
- Building Controls
- Real-time monitoring

# Human Resource Services: Budget Advisory Committee



## School District No. 61 (Greater Victoria)

Schedule 2C

Annual Budget - Operating Expense by Function, Program and Object

Year Ended June 30, 2022

	Total Salaries \$	Employee Benefits \$	Total Salaries and Benefits \$	Services and Supplies \$	2022 Annual Budget \$	2021 Annual Budget \$
<b>4 District Administration</b>						
4.11 Educational Administration		169,266		335,152	846,813	13,898
4.40 School District Governance					333,878	333,878
4.41 Business Administration		100,652		1,223,014	1,369,937	2,729,631
<b>Total Function 4</b>	-	<b>269,918</b>	-	<b>1,558,166</b>	<b>2,550,628</b>	<b>49,926</b>
					<b>49,926</b>	<b>4,428,638</b>

## School District No. 61 (Greater Victoria)

Schedule 3A

Annual Budget - Changes in Special Purpose Funds

Year Ended June 30, 2022

	Classroom Enhancement Fund - Overhead	Classroom Enhancement Fund - Staffing	Ledger School	Provincial Inclusion Outreach	Estate Trust	TOTAL
	\$	\$	\$	\$	\$	\$

One *Learning* Community



# Human Resource Services

Human Resources' primary goals are to provide services to support the Greater Victoria School District Strategic Plan, to ensure operational needs are met, and to support all employee groups.

## ➤ Staffing

- Develop and implement practices in recruitment and engagement to attract and retain a workforce to support our students.
- Responsible for employment process, records management and support services for all new and existing employees for 6 labour groups (ASA, CUPE 382, CUPE 947, GVTA, Exempt, PVP).

## ➤ Labour Relations

- Promote joint initiatives, agreements, and collaborative problem-solving with rights holders, local partner groups, and stakeholders.
- Responsible for compliance, investigations, grievances, mediations, and arbitrations, and the renewal and administration of four collective agreements

## ➤ Health, Safety and Wellness

- The Human Resources (HR) Department manages a high volume of work in the area of health and safety as a result of staff illness and injuries, WorkSafeBC matters, disability management function, staff wellness, related administrative duties, and most recently, COVID-19.



# Human Resource Services Personnel

2020-2021

<b>STAFF:</b>	<b>13.7 FTE**</b>						
	Exempt	7.0	Principal	1.0	Clerical	5.7	
	<b>Total Salaries and Benefits*</b>						<b>\$ 1,496.000</b>
	<i>* Includes stipends and release time for Health and Safety</i>						
	<i>** Additional 1.3 FTE Clerical included in Classroom Enhancement Special Purpose for a total of 15 FTE</i>						

See next slide for explanation of CEF

2021-2022

<b>STAFF:</b>	<b>13.7 FTE**</b>						
	Exempt	7.0	Principal	1.0	Clerical	5.7	
	<b>Total Salaries and Benefits*</b>						<b>\$ 1,563.533</b>
	<i>* Includes stipends and release time for Health and Safety</i>						
	<i>** Additional 1.3 FTE Clerical included in Classroom Enhancement Special Purpose for a total of 15 FTE</i>						

\*\*

from previous slide

# Human Resource Services Personnel Notes

## Classroom Enhancement Fund (CEF) (Restored Teacher Contract Language)

- On March 10, 2017, the BC Ministry of Education, the BC Public Schools Employers Association and the BC Teachers' Federation ratified a Memorandum of Agreement pursuant to Letter of Understanding (LOU) No. 17, to the 2013-2019 BCPSEA-BCTF Provincial Collective Agreement.
- The agreement resolved matters related to the implementation of the Supreme Court of Canada decision from the fall of 2016 to restore contract language regarding class size and composition. The ratification of this agreement resulted in the establishment of the Classroom Enhancement Fund (CEF) to address the additional teacher and corresponding costs.
- Human Resources is responsible for helping to track any remedy that must be compensated to teachers if the restored contract language is not met
  - Tracking remedy time (preparation time compensation)
  - Ensuring non-enrolling ratios are met and positions filled according to contract
  - Hiring enough teachers to meet Class Size and Composition language

# Human Resource Services Expenses 2021-2022

<b>EXPENSES:</b>						
	<b>Employee and Family Assistance / Return to Work Programs</b>					<b>\$ 151.450</b>
	<b>Professional Development and Training</b>					<b>\$ 59.077</b>
	<b>Contracted Services / Miscellaneous Services</b>					<b>\$ 5.629</b>
	<b>Health and Safety</b>					<b>\$ 30.547</b>
	<b>Membership Fees</b>					<b>\$ 9.747</b>
	<b>Mileage</b>					<b>\$ 1.000</b>
	<b>Recruitment - Advertising</b>					<b>\$ 15.886</b>
	<b>Office supplies, photocopying, printing, cell phones</b>					<b>\$ 18.095</b>
						<b>\$ 291.431</b>

# Human Resource Services Expenses Notes

## Human Resource Services (HR) Department Challenges

- Staffing Challenges
  - Recruitment of Specialty Teachers (French Immersion, Industrial Education, Counselling, Home Economics, Senior Mathematics, Senior Sciences, Computers)
  - Recruitment and Retentions of Educational Assistants
- Labour Costs
  - Settlements, Grievances, Employment Contracts
- Health & Safety Costs
  - Compliance (Training, WCB, Violence Prevention Protocols )
  - Employee and Family Assistance Program (EFAP)
  - COVID-19

# Human Resource Services Additional Requests 2022-2023



**Labour Relations** cost increase based on historical costs (approximately \$150k).

Note: The current and historical budget is \$20k.

**\$ 130,000**

**HR Systems Specialist** from 11 months to 12 months.

Note: Current position created as 11 months based on individual several years ago. With growing workload issues and clerical overtime, prudent to be reverted to a 12-month position.

**\$ 9,337**

**Teacher Recruitment** travel Vancouver, Calgary, and Eastern Canada to recruit French Immersion teachers. 3 trips at \$5-\$7k a trip. No recruitment budget currently.

Note: Over 20% of French Immersion – cost of a successful program and student/parent choice.

**\$ 20,000**

**Educational Assistant Recruitment Bridge Program**

Note: To aid with recruitment challenges

**\$ 50,000**

**Educational Assistant Recruitment and Retention** Professional Learning

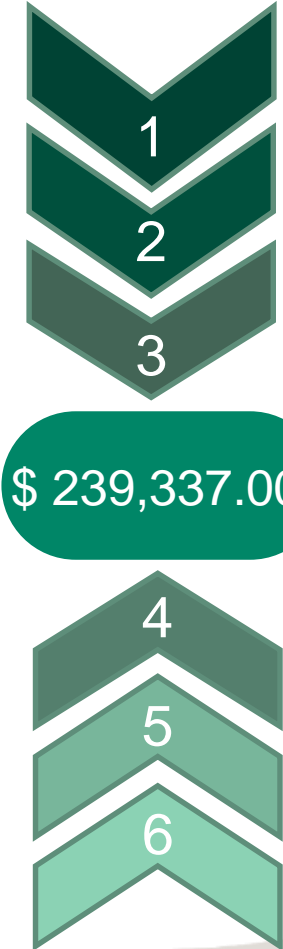
Note: To aid with recruitment and retention strategies

**\$ 30,000**

**Educational Assistant Advertising for Recruitment**

Note: To aid with recruitment challenges

**\$ 20,000**

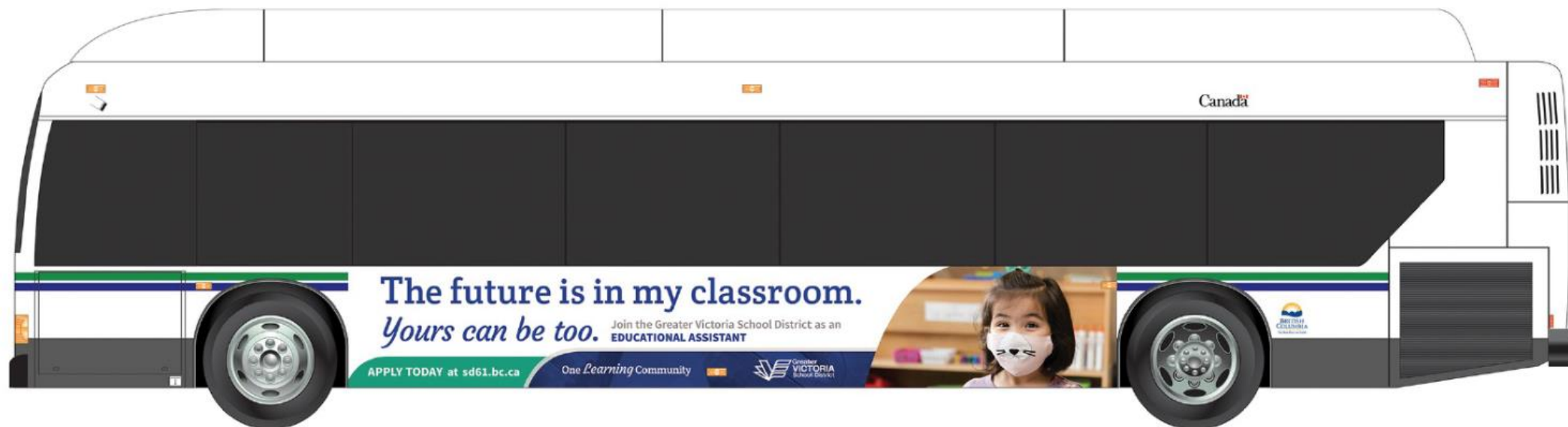


**\$ 239,337.00**

# Human Resource Services Expenses Notes

## Recruitment and Retentions of Educational Assistants

- Cost of advertising



Naomi from Quadra Elementary School



# Human Resource Services

AND.....Something to think about as we all plan forward:

## Education Assistant Retention

A question for consideration:

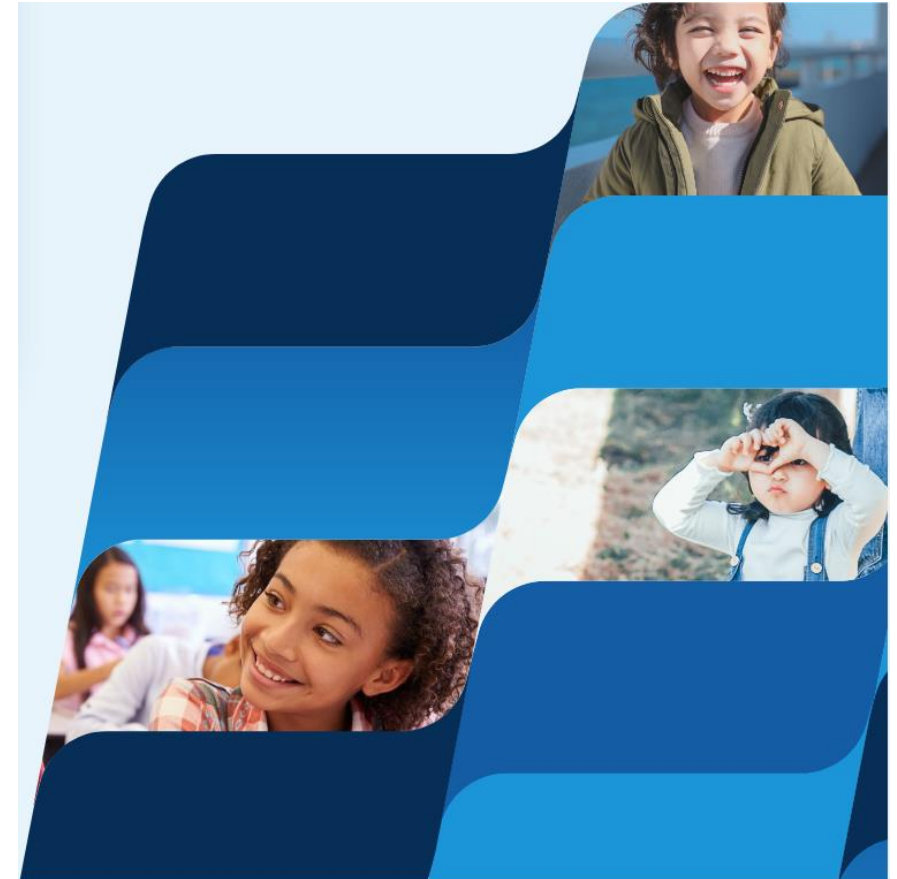
“Is there support for increasing all of the continuing Educational Assistants to a 30-hour work week and maintain the number of Educational Assistants currently in schools with continuing hours?”

<u>Number EAs</u>	
514	
<u>The cost of 1 EA Hour (Sept - June)</u>	
\$1,504	
<u>Total hours worked each week by EA employees</u>	
14,666.91	
<u>Additional Hours for Sept 2022 if EAs had a 30-hour week If using \$1,504 as a base (this will increase)</u>	
909.39	
	Additional \$ needed = \$1,367,722.56

# Thank you for your time



# IT for Learning: Budget Advisory Committee



One *Learning* Community

*The Greater Victoria School District wishes to recognize and acknowledge the Esquimalt and Songhees Nations, on whose traditional territories, we live, we learn, and we do our work.*



School District No. 61 (Greater Victoria)

Schedule 2C

Annual Budget - Operating Expense by Function, Program and Object

Year Ended June 30, 2022

	Total Salaries	Employee Benefits	Total Salaries and Benefits	Services and Supplies	2022 Annual Budget	2021 Annual Budget
	\$	\$	\$	\$	\$	\$

School District No. 61 (Greater Victoria)

Schedule 3A

Annual Budget - Changes in Special Purpose Funds

Year Ended June 30, 2022

Annual Facility Grant	Learning Improvement Fund	Scholarships and Bursaries	Special Education Technology	School Generated Funds	Strong Start	Ready, Set, Learn	OLEP	CommunityLINK
\$	\$	\$	\$	\$	\$		\$	\$

School District No. 61 (Greater Victoria)

Schedule 4

Annual Budget - Capital Revenue and Expense

Year Ended June 30, 2022



2022 Annual Budget			2021 Annual Budget
Invested in Tangible Capital Assets	Local Capital	Fund Balance	
\$	\$	\$	\$

# Information Technology for Learning

The word 'technology' is not specified in the Greater Victoria School District Strategic Plan. It does not need to be as there is now a shared understanding that technology supports all initiatives. Technology is the interface to learning used by students and teachers every day. A student's Chromebook connects to the school wireless network. Switches, routers and firewalls in the school server room fetch the student requested webpages and applications from the internet. The expectation is that this is a fast, seamless, and safe experience. Paper processes become digital. Data is analyzed to support improvements. We expect real-time communications through Zoom and Teams video to run on this same network without stuttering. All of this takes an increasing amount of planning, resourcing and support.

- Cyber Security and Privacy have forced a complete budget rethink
- Device Lifecycle Management is a challenging conversation

# IT for Learning Personnel

2020-2021

STAFF:	28.7 FTE				
Exempt	3.0		Vice Principal	1.0	
Help Desk	2.0		Clerical	1.0	
Systems Analyst	7.0		Student System Analyst	3.0	
School Tech	8.7		Digital Content Publisher	1.0	
IT Team Leader	2.0				
Total Salaries and Benefits					\$2,355.314

2021-2022

STAFF:	29.7 FTE				
Exempt	4.0		Vice Principal	1.0	
Help Desk	2.0		Clerical	1.0	
Systems Analyst	7.0		Student System Analyst	3.0	
School Tech	8.7		Digital Content Publisher	1.0	
IT Team Leader	2.0				
Total Salaries and Benefits					\$2,466.062

+ Security Analyst



# IT for Learning Personnel Notes

Our ITL team are provincially recognized and support a broad range of services

- Support Team - School Technologists, Help Desk, and ITL Team Leads (This team was cut by one FTE in last year's budget)
- System Analysts - Infrastructure Team, Network Team, Endpoint Management Team, and Security.
- Student Systems and Data Team - Student Systems Analysts (one Senior)
- Digital Content Publisher
- Admin Assistant
- Exempt staff - Software Developer / Business Analyst, District Vice Principal of IT for Learning, Manager of IT for Learning, Director of IT for Learning.

# IT for Learning Expenses 2021-2022

## Expenses

Hardware (Purchases and Maintenance)	\$212,000	<i>(\$250,000 upgrade requested)</i>
Software	\$729,000	<i>(10% increase expected)</i>
Pro D and Training	\$6,000	<i>(low due to no IT4K12 Conference)</i>
Educator Laptop Fund	\$80,000	<i>(extension requested)</i>
Telecommunications	\$17,000	
Office Supplies, Membership Fees, Mileage	\$21,000	
MPS (Managed Print Services)	\$243,000	

# IT for Learning Expenses Notes

## Rising Costs

- Hardware – shorter lifecycles due to security patching, increased costs related to supply chain issues.
- Software – shift to annual fee subscription model = rise in TCO (total cost of ownership)

# IT for Learning Requests 2022-2023

1

## Security Analyst Position.

This will be an exempt position. In addition to the salary, we have included the cost of benefits.

**\$ 110,000**

2

## Decommission Classroom PCs and Extend Educator Laptop Program

The cost to maintain classroom desktops and replace all classroom PCs would be \$1.5 Million. It makes far more sense to extend the educator laptop program for all teaching staff.

**\$ 385,000**

3

## Increase Hardware Budget – Year 1 of 2 Staff PC Replacement

This project is to upgrade office staff computers at schools, Cecelia and Tolmie as they will soon no longer be fit for purpose.

**\$ 250,000**

4

## Move School Technologist Top Up by Schools into Budget

This accounts to 21 hours of school funded support that now comes under zone coverage

**\$ 40,000**

5

## Reinstate Student Device Budget

This budget was paused for one year due to the injection of safe return to school federal funds. It needs to be re-established to sustain student devices.

**\$ 339,230**

6

## Year Two of Five of the Network Infrastructure Upgrades

Year One was approved from carry forward funds. This project needs to be formalized through budget to sustain our school networks..

**\$ 502,850**

1

2

3

**\$ 1,627,080**

4

5

6

# IT for Learning Device Lifecycle Challenge

A snapshot of our current inventory (just devices):

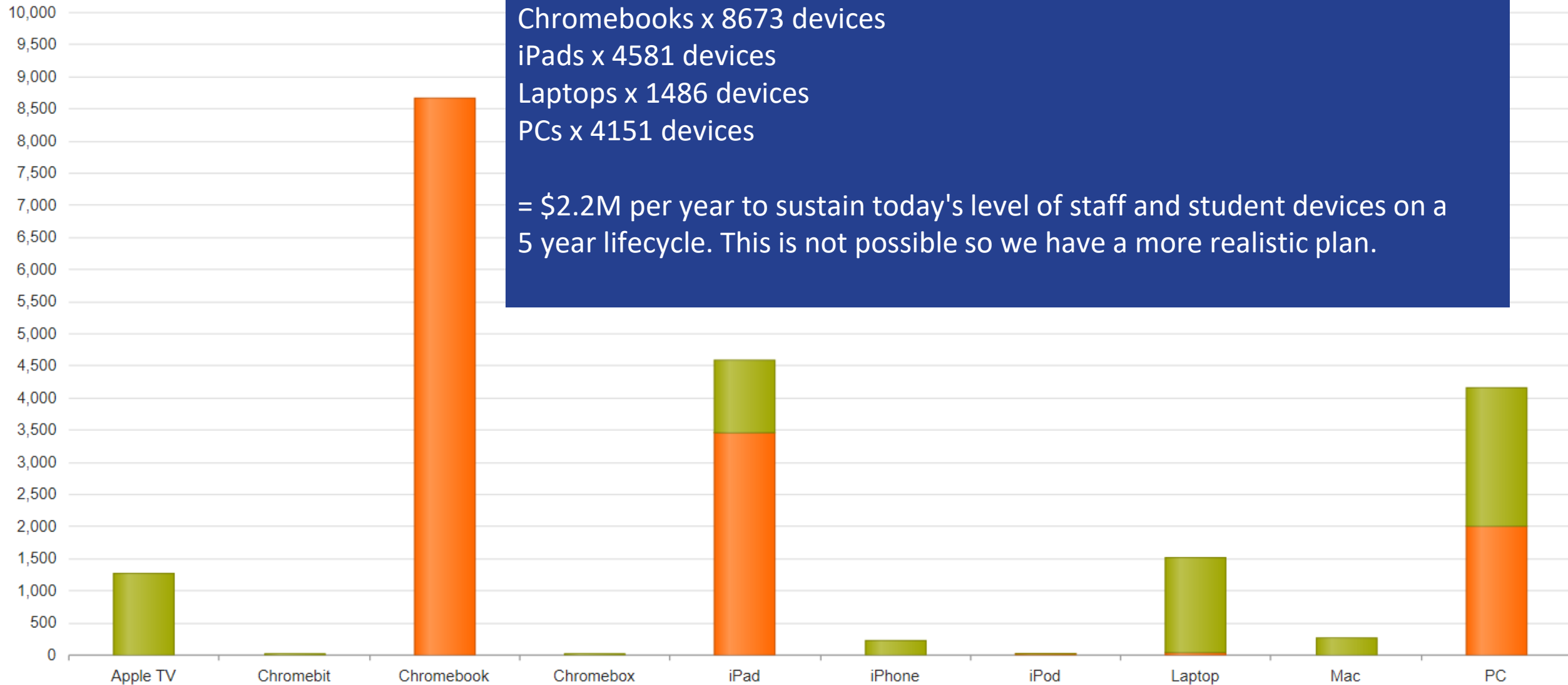
Chromebooks x 8673 devices

iPads x 4581 devices

Laptops x 1486 devices

PCs x 4151 devices

= \$2.2M per year to sustain today's level of staff and student devices on a 5 year lifecycle. This is not possible so we have a more realistic plan.



# Other Considerations

## FIPPA Regulation – a Privacy Management Program is now mandatory

- This will need to be resourced and may require staff training.



## Telecommunications will need to be upgraded in the coming years

- This will be a joint ITL/Facilities/Purchasing initiative.
- We are testing new telecom delivery models and services. ETA and budget not yet known.



# Thank you for your time



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# Financial Services and Purchasing: Budget Advisory Committee



One *Learning* Community

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# School District No. 61 (Greater Victoria)

Schedule 2C

Annual Budget - Operating Expense by Function, Program and Object

Year Ended June 30, 2022

	Total Salaries \$	Employee Benefits \$	Total Salaries and Benefits \$	Services and Supplies \$	2022 Annual Budget \$	2021 Annual Budget \$
<b>4 District Administration</b>						
4.11 Educational Administration		169,266		335,152	846,813	13,898
4.40 School District Governance					333,878	
4.41 Business Administration		100,652		1,223,014	1,369,937	36,028
<b>Total Function 4</b>	-	<b>269,918</b>	-	<b>1,558,166</b>	<b>2,550,628</b>	<b>49,926</b>

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# Financial Services

The Financial Services Department is responsible for the following centralized functions:

- Administration of nine (9) payrolls and related employee benefit plans
- Accounting and cash management
- Donations and charitable tax receipts
- Budget preparation and resource allocation
- Financial reporting
- Financial administration support and training to schools and departments

Priorities of the Financial Services Department include:

- Complete implementation of online systems for invoice payment, employee reimbursement, and purchasing card receipting
- Improve financial reporting and overall support provided to schools and departments
- Continue to review and streamline business practices

# Financial Services Personnel

2020-2021

<b>STAFF:</b>	<b>19.8</b>	<b>FTE</b>						
	Exempt	4.0	Accounting & Finance	9.0	Payroll	6.8		
	<b>Total Salaries and Benefits</b>							<b>1,598</b>

2021-2022

<b>STAFF:</b>	<b>19.8</b>	<b>FTE</b>						
	Exempt	4.0	Accounting & Finance	9.0	Payroll	6.8		
	<b>Total Salaries and Benefits</b>							<b>1,639</b>

# Financial Services Expenses 2021-2022

<b>EXPENSES:</b>									
	Professional Development and Training								15
	Mileage								2
	Advertising and Printing Services								4
	Contract Services / Miscellaneous Services								7
	Membership Fees								5
	Office supplies, furniture and equipment, cell phones								28
									1,701



# Financial Services Challenges

- Recruitment and retention of employees
  - Filling temporary and permanent vacancies (turnover, leaves of absence, retirements)
  - Impact of vacancies on workload of managers and support staff
- Limited capacity to provide support and training opportunities to schools and departments
  - New employees
  - Software implementations and process changes
- Limited capacity to review and improve business practices across District
- Large projects requiring significant time commitment
  - Asset Retirement Obligations – implementation of new accounting standard

# Financial Services Requests 2022-2023

1

## **Business Process Advisor/Trainer**

**\$ 75,000**

Salary and benefits for a new position to define best practice and provide hands-on training and support for new and current employees in schools and departments. Position to provide on-site support to schools and departments with temporary vacancies to ensure continuity of financial functions.

1

**\$ 75,000**

# Revenue Generation

The Greater Victoria School District is a Registered Charity and can issue charitable tax receipts for eligible donations.

Donors wanting to enhance student learning in our schools can provide donations in the form of:

- Cash or cheque delivered to a school or the Board Office
- Credit card online using the Make a Donation button on either the school or District website
- Securities by contacting Financial Services in the Board Office

Donations can be general or they can be directed towards a specific purpose, e.g. school, program, activity. In an effort to balance the 2022-2023 budget, the District could initiate a fundraising campaign to raise funds for a specific purpose. The revenue would be considered one-time.

Examples of fundraising include:

- Public online donation for extra-curricular activities at a specific school (not for a specific student)
- Employee bi-weekly payroll deduction donated to the Support Our Students (SOS) Fund for students facing financial hardship

# Purchasing Services

The Purchasing Services Department is responsible for the centralized procurement of goods and services for schools and departments.

Priorities of the Purchasing Services Department include:

- Implement online purchase requisition system to streamline the procurement process and automate workflows
- Expand partnerships with shared services organizations, such as Focused Education Resources and the Victoria Joint Purchasing Group
- Create a best practice framework for sustainable public-sector procurement with guidance from the Canadian Collaboration for Sustainable Procurement (CCSP)

# School District No. 61 (Greater Victoria)

Schedule 2C

Annual Budget - Operating Expense by Function, Program and Object

Year Ended June 30, 2022

	Total Salaries \$	Employee Benefits \$	Total Salaries and Benefits \$	Services and Supplies \$	2022 Annual Budget \$	2021 Annual Budget \$
<b>4 District Administration</b>						
4.11 Educational Administration		169,266		335,152	846,813	13,898
4.40 School District Governance					333,878	
4.41 Business Administration		100,652		1,223,014	1,369,937	36,028
<b>Total Function 4</b>	-	<b>269,918</b>	-	<b>1,558,166</b>	<b>2,550,628</b>	<b>49,926</b>

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# Purchasing Services Personnel

2020-2021

<b>STAFF:</b>	<b>3.0 FTE</b>							
	Buyers	2.0		Clerical	1.0			
	<b>Total Salaries and Benefits</b>							<b>226</b>

2021-2022

<b>STAFF:</b>	<b>3.0 FTE</b>							
	Buyers	2.0		Clerical	1.0			
	<b>Total Salaries and Benefits</b>							<b>237</b>



# Purchasing Services Expenses 2021-2022

<b>EXPENSES:</b>									
	Professional Development and Training								2
	Contract Services / Miscellaneous Services								9
	Mileage								0
	Postage and Courier								18
	Membership Fees								1
	Office supplies, photocopying, cell phones								9
									276

# Thank you for your time

One *Learning* Community

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# 2022-2023 Budget: Learning

January 18, 2022

Budget Advisory Committee

# Music In SD61

- The topic of music was requested by the Committee to be discussed over two meetings: January 18 and February 8
- Following slides are data as of 2021-2022
- For discussion purposes: no recommendations
- Next steps:
  - Small group internal discussion: Teacher and Principal from each middle school and Associate Superintendent Caldwell
  - Feb 8 continuation of music discussion with resource experts at BAC #4

# School District No. 61 (Greater Victoria)

Schedule 2C

Annual Budget - Operating Expense by Function, Program and Object

Year Ended June 30, 2022

	Total Salaries	Employee Benefits	Total Salaries and Benefits	Services and Supplies	2022 Annual Budget	2021 Annual Budget
	\$	\$	\$	\$	\$	\$
<b>1 Instruction</b>	\$	\$	\$	\$	\$	\$
1.02 Regular Instruction	83,969,668	19,575,289	103,544,957	4,410,501	107,955,458	108,032,881
1.03 Career Programs	1,287,235	298,950	1,586,185	817,762	2,403,947	1,832,970
1.07 Library Services	2,610,164	612,681	3,222,845		3,222,845	3,168,229
1.08 Counselling	2,878,206	673,038	3,551,244		3,551,244	3,796,913
1.10 Special Education	27,262,664	6,376,787	33,639,451	1,101,023	34,740,474	34,468,816
1.30 English Language Learning	2,227,016	517,931	2,744,947	177,793	2,922,740	3,127,695
1.31 Indigenous Education	1,522,301	330,750	1,853,051	541,040	2,394,091	2,647,518
1.41 School Administration	11,914,738	2,505,182	14,419,920		14,419,920	14,539,319

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# Music Budget Allocation (Plus of Base +)

	2020-2021*		2021-2022	
	FTE	\$	FTE	\$
Middle Music	11.738	\$ 1,324,164	11.027	\$ 1,243,956
Elementary Strings	1.894	\$ 213,662	1.894	\$ 213,662
District Ukulele	0.143	\$ 16,132	0.143	\$ 16,132
Fine Arts	-	\$ 12,402	-	\$ 12,402
Indigenous Drumming	-	\$ -	0.200	\$ 22,562
TOTAL	13.775	\$ 1,566,360	13.264	\$ 1,508,714

\*using 2021-2022 rates for comparative purposes

# Historical Supplemental FTE for Middle and Elementary Music

	Total 15/16	Total 16/17	Total 17/18	Total 18/19	Total 19/20	Total 20/21	Total 21/22
Total District FTE Middle	10.508	10.263	11.061	11.738	11.738	11.738	11.027
Total District FTE Elementary	1.491	1.540	1.600	1.551	1.548	1.548	1.894



# Middle School Music Participation 2021-2022

School	Size of School	% Taking Music
District	4,314	46
Arbutus	421	55
Cedar Hill	508	51
Central	511	43
Colquitz	516	37
Glanford	342	73
Gordon Head	317	38
Lansdowne	720	40
Monterey	404	47
Rockheights	215	35
Shoreline	360	46

## Number of Students taking “N” Number of Music Classes

School	N=1	N=2	N=3	N=4	N=5	N=6	N=7	N=8	N=9	N=10	TOTAL
Arbutus	98	84	31	15	2	0	0	0	0	0	230
Cedar Hill	123	62	34	19	11	6	2	2	1	1	261
Central	145	47	20	7	1	0	0	0	0	0	220
Colquitz	62	59	25	33	6	2	2	0	0	0	189
Glanford	95	72	58	23	1	0	0	0	0	0	249
Gordon Head	64	43	8	4	2	0	0	0	0	0	121
Lansdowne	94	154	40	0	0	0	0	0	0	0	288
Monterey	101	53	25	9	2	0	0	0	0	0	190
Rockheights	57	15	3	0	0	0	0	0	0	0	75
Shoreline	96	58	9	1	0	0	0	0	0	0	164

# Secondary School Music (Base per course block funding)

School Year	2021-2022				
School	Number of Music *Classes on January 13, 2022	Number of music Course Sections on January 13, 2022	Number of Unique Students Participating	September 29, 2021 Enrolment	% of enrolled students participating in Music
Esquimalt	10	30	117	790	15%
Lambrick Park	5	17	77	583	13%
Mt. Doug	10	20	180	911	20%
Oak Bay	16	45	313	1319	24%
Reynolds	14	35	213	1029	21%
Spectrum	10	26	124	1165	11%
Vic High	6	18	99	778	13%
Total:	71	191	1123	6575	17%

\* A class may be a combination of 2 or more course sections (e.g., Band 9 and Band 10 course sections in one class)

# Work Plan - January

Music: K-12 curriculum; Middle School	Learning	January & February
Daytime Custodial	Staffing	January
CUPE 947 Recruitment/Retention/Training	Human Resources	January
Network Infrastructure & Tech Evergreening	Infrastructure	January
Transportation Business Case: In house or third party and costs and service provision	Infrastructure	January
Climate Action, including Energy Manager	Infrastructure	January
Facilities - are we keeping up with healthy, safe, engaging learning environments?	Infrastructure	January
Capital - how do we plan for future project contributions and other?	Infrastructure	January
Revenue Generation: Rentals	Revenue Generation	January
Revenue Generation: Campaigns? Specific Purposes?	Revenue Generation	January
Changes to Potential Changes to Funding Model	Revenue Generation & I	January

# Work Plan - February

Topic	Theme	Suggested Sequence
Equity	All	February
Equitable Access for Students With Disabilities & Complex Learners	Inclusion	February
Wrap Around Services - what is it?	Inclusion	February
Overview of First Nations Priorities	Indigenous	February
Music: K-12 curriculum; Middle School	Learning	January & February
Music: K-12 curriculum; Middle School	Learning	January & February
Strategic Plan & Framework for Enhancing Student Learning	Learning	February
Literacy Program Options	Learning	February
Online/Distributed Learning in SD61	Learning	February
School Allocations from District	Learning	February
Mental Health	Learning & Staffing	February
Exempt and Principal Vice-Principal Staffing including VP Admin time	Staffing	February
Daytime Custodial	Staffing	February
Review of expenditures: Food for meetings, gatherings, cell phone purchases, laptop standardization to work requirements, cartage for in-school moves	Infrastructure	February
Revenue Generation: Room to Grow International?	Revenue Generation	February

# ThoughtExchange

- Page 16 of pickup
- If time, breakout to discuss potential questions
- If no time, enter questions in the FAQ
- What do we need to hear from students this year to inform our budget?
- Big, broad question

# 2021-2022 & 3 Year Projection Update

- On page 18 of the agenda packup you will find an update from December's analysis of the operating fund's 4 years of historical actuals, current year 2021-2022 preliminary budget, and a three year projection of the operating budget including deficits.
- NOTE: the 2021-2022 Preliminary budget, and the 2022-2023 to 2024-2025 projections are **ESTIMATED** and contain a number of **ASSUMPTIONS**; these numbers will **CHANGE** over the coming weeks, months and years as numbers like enrolment, operating grant, collective bargaining, exempt compensation updates, alignment to strategic plan and FESL are determined, and work plan topics are presented and discussed.



# Changes Since December 7

- 2021-2022 Amended Budget
  - Currently showing \$1M unallocated
  - December 17 Confirmation of September 2021 enrolment and operating grant re-calc
  - Increased enrolment and funding
  - Increased salary differential
  - Amended budget is being developed after which a more accurate picture of the \$1M
  - Adjustments to revenues and expenses
- Result as of December 7: \$1M surplus (unallocated/subject to change)

# Changes Since December 7

- 2022-2023
  - Preliminary enrolment numbers received; finetuning
  - Enrolment growth adjusted down resulting in decreased operating grant
  - International revenue adjusted up to match 2021-2022 assuming status quo enrolment
  - Salaries and benefits net adjustment down for regular K-12 and International enrolment adjustments
  - Services adjusted up to attend to International enrolment growth
  - RESULT: Deficit \$4.2M down from \$4.6M in December
- 2023-2024 & 2024-2025
  - Operating grant adjusted down for enrolment
  - International student enrolment growth
  - Salaries and benefits net adjustments for regular K-12 and International enrolment adjustments
  - Services adjusted up to attend to International enrolment growth
  - RESULT: Deficit \$3.5M down from \$3.6M in December and no change for 2024-2025

# Fully Funded Collective Agreement

- Page 23 of pickup
- Information
- Questions?

# Balancing the Budget

- In February:
  - Amended 2021-2022 budget finalized
  - 2022-2023 to 2024-2025 3 year enrolment updated projections finalized
  - Budget orientation and work plan topics complete
  - February 22 Budget Advisory Committee meeting: options creation and Draft 1
- In March:
  - March 8 Budget Advisory Committee meeting: options refinement and Draft 2
  - March 10 Public Town Hall

# Balancing the Budget

Approaches to balancing the budget:

- Co-create at February 22 and March 8?
- Individual groups develop scenarios and bring to February 22?
- SD61 staff bring options similar to last Spring to February 22?

## OPTION 1

### Characteristics of the Option

1. Utilizes 100% of the available surplus
2. Provides \$0 reserve
3. Invests \$240,000 in the strategic plan (new spending)
4. Attends to technology infrastructure (new spending)
5. Eliminates cuts to classroom and student supports
6. Maintains Community LINK

Options	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7	Option 8
Deficit	8,771,427	8,771,427	8,771,427	8,771,427	8,771,427	8,771,427	8,771,427	8,771,427
Use of surplus	(5,658,000)	(3,000,000)	(3,658,000)	(2,000,000)	(3,000,000)	(2,168,427)	(2,168,427)	(4,189,370)
New Spending Removed	(948,650)	(948,650)	(948,650)	(384,427)	(523,427)	(1,355,000)	(855,000)	(366,650)
Proposed Savings	(2,164,777)	(4,822,777)	(4,164,777)	(6,387,000)	(5,248,000)	(5,248,000)	(5,748,000)	(4,215,407)
Balanced	-	-	-	-	-	-	-	-
Reserve	-	2,658,000	2,000,000	3,658,000	2,658,000	3,489,573	3,489,573	1,468,630
Strategic Plan Investment	240,000	-	-	564,223	18,873	-	500,000	822,000
Infrastructure	406,350	406,350	406,350	-	406,350	-	-	406,350

# Next Meeting

- February 8, 2022 5 pm
- Zoom

