

**Budget 2022-2023 Guiding Document
For Committee and Public Workshopping Options**

Values and Guiding Principles: options created should be able to align to the values and guiding principles to keep options on track.

Project Surplus - Deficit: provides a target to meet to balance the budget and may contain a combination of savings and asks

Asks: Spending items requested by various departments. Not an exhaustive list. Not decision list. For discussion and options creation

Savings: Items that will reduce the deficit if chosen. Not an exhaustive list. Not decision list. For discussion and options creation

Options List: sample options to be used as examples of how to balance to zero. Starting point for options creation.

Option Blank: a template for Committee and Public meeting participants to use as they consider how they would like to balance the budget.

NOTE: At the public meeting more context will be provided and more instruction will be given to walk through options co-creation and balancing the budget.

Key Messaging:

No decisions have been made.

All Asks and Savings are considerations for discussion and option creation.

Co-creation and diverse opinion is needed to balance the budget.

Budget 2022-2023

VALUES/GUIDING PRINCIPLES

BOARD APPROVED October 26, 2021

Students

Students are at the centre of all we do in SD61. Students are our primary stakeholder and must have voice and agency in their learning. The budget will focus on provision of service for every student to succeed, recognizing that all learners are unique and have differing needs. Quantitative and qualitative data are both important.

Relationships

Partnerships and relationships are strengthened by demonstrating respect, recognition of expertise, recognition of diverse opinions and ability to have civil discourse. We assume good intentions on all sides and for all ideas. Trust will be built by having authentic and difficult conversations with transparency and building understanding over time. The budget will be communicated clearly and regularly throughout the process.

Indigenous

The budget will be culturally respectful and responsive to the needs of Indigenous peoples and will include the Four Houses and the Indigenous Education Department within the Budget process. Trustees, the Board and Staff will utilize the Indigenous Education Department's regularly scheduled meetings with the Songhees Nation, Esquimalt Nation, Urban Indigenous Peoples' House Advisory (UPHIA) and the Métis Nation of Greater Victoria as the conduits to share information, consult, seek input and direction. The Board and Staff will attend meetings with Songhees Nation, Esquimalt Nation, UPHIA, the Métis Nation of Greater Victoria and the Indigenous Education Department when invited and/or when any concerns and/or clarity is required.

Alignment

Budget decisions will align to the District's Strategic Plan's goals and strategies and the District Framework for Enhancing Student Learning. Priority will be given to Strategic Plan and Framework for Enhancing Student Learning initiatives and will make financial connections to complete the annual financial report. As a result the organization recognizes constraint and the ability to do many things, but not all things.

Timelines

The Board will adhere to the Board approved budget process timelines in order for the organization to meet its system, staffing and collective agreement obligations to properly place human and financial resources in schools and provide stability in the organization. In the process, the learning community will be informed about the time constraints for the final budget approval. The Board will give third reading to the budget no later than April 11, 2021.

Collaboration

The budget will be an inclusive collaborative process where stakeholders and Rights holders have the opportunity to understand the District budget, be made aware of positive and negative impacts of proposed budget options and to provide input on same, and where possible to co-create solutions. Participants should feel heard at the end of the budget process while also understanding that feedback and input are provided for the Board's consideration in its decision making. Quiet voices will require extra attention.

Sustainability and Ability to Withstand Change

To advance sustainability the Board will:

- commit to administrative and operational efficiencies, and appropriate management of risk including the provision of safe and healthy learning environments and sustainable environmental practices

- move toward matching revenues to expenses so the organization does not rely on surplus to balance on-going costs from year to year
- spend surplus on one-time initiatives and priorities, and not on-going expenses
- recognize that the needs of students change from year to year and so will the budget allocations
- protect reserves and contingency even when there is pressure to spend in times of constraint
- consider long term financial planning and three year budget forecasts

	Actual			Projected			
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Revenues							
Provincial Grants							
Ministry of Education	180,236,383	188,469,242	191,638,791	196,850,094	196,795,611	197,905,263	197,276,651
Other	35,363	52,137	100,802	171,515	112,750	112,750	112,750
Tuition	16,036,198	15,412,570	9,496,466	14,976,889	15,107,619	17,232,619	18,432,619
Other Revenue	2,457,964	2,257,506	2,325,833	2,184,334	1,915,170	1,915,170	1,915,170
Rentals and Leases	2,093,927	1,784,510	1,587,882	2,404,195	2,696,572	2,735,765	2,752,486
Investment Income	1,191,212	958,052	568,013	353,029	368,760	368,760	368,760
Total Revenue	202,051,047	208,934,017	205,717,787	216,940,056	216,996,482	220,270,327	220,858,436
Expenses							
Salaries	146,767,481	152,630,113	153,932,671	164,038,135	165,119,176	166,041,071	165,162,348
Benefits	32,563,782	32,915,200	34,422,220	37,158,497	38,347,292	38,561,393	38,357,318
Services	8,011,156	7,054,257	7,007,812	8,617,023	7,292,945	7,335,608	7,353,467
Student Transportation	995,979	906,201	915,608	1,086,008	901,500	901,500	901,500
Professional Development and Travel	1,176,030	888,436	1,038,194	688,548	898,191	898,191	898,191
Rentals and Leases	115,235	115,250	126,428	109,851	109,851	109,851	109,851
Dues and Fees	108,797	106,549	110,536	114,387	109,831	109,831	109,831
Insurance	355,418	357,839	424,325	423,447	427,403	427,403	427,403
Interest	-	-	-	-	-	-	-
Supplies	6,164,308	4,793,206	6,188,153	6,874,404	5,863,280	6,064,037	5,960,859
Utilities	4,588,290	3,945,642	3,799,926	3,956,279	4,009,361	4,009,361	4,009,361
Total Expenses	200,846,476	203,712,693	207,965,873	223,066,579	223,078,830	224,458,246	223,290,129
Operating Surplus (Deficit) for the year	1,204,571	5,221,324	(2,248,086)	(6,126,523)	(6,082,348)	(4,187,919)	(2,431,693)
Net Transfers (to) from other funds							
Tangible Capital Assets Purchased	(2,445,300)	(1,320,071)	(2,538,503)		(1,000,000)	(1,000,000)	(1,000,000)
Tangible Capital Assets - Work in Progress	(151,473)	(110,540)					
Local Capital	(639,270)	(639,270)					
Total Net Transfers	(3,236,043)	(2,069,881)	(2,538,503)	-	(1,000,000)	(1,000,000)	(1,000,000)
Total Operating Surplus (Deficit), for the year	(2,031,472)	3,151,443	(4,786,589)	(6,126,523)	(7,082,348)	(5,187,919)	(3,431,693)
Surplus Used	2,031,472	-	4,786,589	6,126,523			
Surplus/Deficit	-	3,151,443	-	-	(7,082,348)	(5,187,919)	(3,431,693)

SAVINGS for consideration - OPERATING

F = Fixed Cost cannot be varied; V = Variable Cost can be adjusted down for less financial impact

NOTE: Many options overlap and are variations on a topic. Counsellors is an example. In these cases not all the savings listed can be achieved in total.

Considerations listed below should be viewed individually for tolerance and impact.

Option	Description	Cost or Savings	Amount	On-going	One Time	Fixed (F)/Variable (V)	Impact
1	Middle Band and Strings	Reduces 11.03 Teacher FTE. Eliminates middle school music because not funded by block funding.	Savings: \$ 952,908	X		V	Eliminating music at middle will impact some students and may not support further band and other music offerings at secondary.
2	Counsellor Reduction to minimum Collective Agreement Ratio	The Teacher collective agreement restored language sets the student counsellor ratio at 693:1. This consideration reduces 8.0 FTE counsellors.	Savings: \$ 924,480	X		V	If this staffing was reduced, the District would still meet its collective agreement obligations. Mental health and well-being is goal three of the strategic plan. The District is emerging from a 2 year pandemic where students have faced mental health issues. With reduced counselling service, students may not receive the mental health supports they require.
3	Reduction in 22-23 School Supply Allocation	SD61 schools have carried forward between \$1.7m and \$1.8m in the 20-21, 19-20 and 18-19 school years.	Savings: \$ 800,000		X	V	Low impact to all students. One year only; would reinstate or implement recommendations from District Allocation Working Group in 2023-2024 and 2024-2025.
NEW	Daytime Custodians - Elementary and Middle Shared 50%	Reduces 19 FTE CUPE 382 daytime custodians; adds 8.31 FTE evening custodians; no CUPE 382 fly crew	Savings: \$ 654,902	X		F	Up to 38 Day Custodians would bump 82 other employees, totaling 120 regular position disruptions. 10 spareboard custodians would be displaced. School Administration at 38 elementary/middle schools would take on some daytime tasks: {opening school, graffiti/needle check, tradespeople liaison, safety inspections, fire drills, alarm panel troubleshooting, pest control, waste management, delivery receipt}
NEW	Daytime Custodians - Reduce 8 Small Elementary by 2 Hours/Day; Remainder Elementary and Middle Shared	Reduces 17 FTE CUPE 382 daytime custodians, adds 6.56 FTE evening custodians, no CUPE 382 fly crew	Savings: \$ 634,016	X		F	Up to 38 Day Custodians would bump 82 other employees, totaling 120 regular position disruptions. 8 spareboard custodians would be displaced. School Administration at 30 elementary/middle schools would take on some daytime tasks: {opening school, graffiti/needle check, tradespeople liaison, safety inspections, fire drills, alarm panel troubleshooting, pest control, waste management, delivery receipt}
4	Youth & Family Counselor Reduction in Community LINK	Reduction of 7 of 26 contracted Youth & Family Workers (YFC's) and 2 Outreach Workers to move 5.5 school-based teacher counselors into the CL funding allocation.	Savings: \$ 623,110	X		V	Reduces Youth & Family Counsellors & Outreach Worker contractors in order to maintain school based Teacher Counsellor staffing. No money saved but reallocates operating expenses to a special purpose fund so that less savings need to be found in operating.
5	Education Assistant Relief Budget	Trending shows a savings in EA relief budgets. This item contemplates not budgeting full replacement of EA's based on trending historical data.	Savings: \$ 620,000	X		V	Already occurs; impacts to students with disabilities and exceptional needs
6	Collaboration Time	Reduces the TTOC budget to release teachers or Vice-Principals for collaboration regarding school goals and FESL.	Savings: \$ 559,418	X		V	Impact to capacity building and school goal implementation and Principal's discretion to release teachers for this work
NEW	Middle Band and Strings Partial Reduction	Reduces 5.52 Teacher FTE (50%)	Savings: \$ 476,454	X		V	Reducing music offerings at middle will impact some students and may not support further band and other music offerings at secondary.
8	Daytime Custodians - Elementary	Reduces 28 FTE CUPE 382 daytime custodians; adds 14.13 FTE CUPE 382 evening custodians; adds 0.69 FTE CUPE 382 Sub-Foreman; adds a 4.0 FTE CUPE 382 fly crew; adds vehicle lease and operating costs for fly crew to attend to emergent cleanups and minor repairs through operations	Savings: \$ 414,750	X		V	Up to 28 Day Custodians would bump 93 other employees, totaling 121 regular position disruptions. 11 spareboard custodians would be displaced. 28 School Administration would take on daytime tasks: {opening school, graffiti/needle check, tradespeople liaison, safety inspections, fire drills, alarm panel troubleshooting, pest control, waste management, delivery receipt}
NEW	Middle Band and Strings Partial Reduction	Reduces 4.41 Teacher FTE (40%)	Savings: \$ 381,163	X		V	Reducing music offerings at middle will impact some students and may not support further band and other music offerings at secondary.
7	Career Centre Coordinators at Secondary	Reduces 8.1 FTE CUPE 947 Career Centre Coordinators at Secondary Schools who serve as a link between students and post secondary institutions and businesses.	Savings: \$ 342,490	X		V	Direct services to students in Career Centers will be significantly decreased, negatively impacting the school-wide student supports provided for transition into post-secondary life (school/training/work). Approximately 75% of student registrations are facilitated through CCC's, so \$715,000 in revenue (course-based & ITA funding) could be lost. Recruitment, registration, and collaboration with post-secondary schools and businesses is labour intensive and cannot be shifted elsewhere.
NEW	Middle Band and Strings Partial Reduction	Reduces 3.31 Teacher FTE (30%)	Savings: \$ 285,864	X		V	Reducing music offerings at middle will impact some students and may not support further band and other music offerings at secondary.
NEW	Middle Band and Strings Option 2	Reduces 3.31 Teacher FTE in 2022-2023; reduces further 2.719 Teacher FTE in 2023-2024 and 2024-2025 (no additional reduction in 2024-2025). Total reduction in 3 years: 6.027 Teacher FTE (55%)	Savings: \$ 285,864	X		F	Reducing music offerings at middle will impact some students and may not support further band and other music offerings at secondary.
14	Daytime Custodians - Secondary	Reduces 7 FTE CUPE 382 daytime custodians; adds 3.5 FTE CUPE 382 evening custodians; adds 0.13 CUPE 382 Sub-Foreman; fly crew included in elementary and middle costs.	Savings: \$ 210,883	X		V	Up to 46 Day Custodians would bump 93 other employees, totaling 139 regular position disruptions. 18 spareboard custodians would be displaced. 7 School Administration would take on daytime tasks: {opening school, graffiti/needle check, tradespeople liaison, safety inspections, fire drills, alarm panel troubleshooting, pest control, waste management, delivery receipt}
10	Board Office & Facilities	Reduces 1 Associate Superintendent	Savings: \$ 209,794	X		V	School Administration will have reduced access to a direct supervisor. Levelled meetings may not occur as regularly as current practice. District initiatives will be impacted.
11	Elementary Strings	Reduces 1.81 FTE Teachers.	Savings: \$ 208,817	X		V	Students in 15 out of 28 elementary schools will no longer receive strings programming. Reduces inequity within the District as only some schools (15) offer strings.
12	Counsellors to Community LINK	Moves funding of some school-based teacher counsellors from the operating grant to the Community LINK special purpose grant. Maintains number of school-based teacher counsellors in the District.	Savings: \$ 201,537	X		V	No direct impact to classroom (see Community LINK section)

SAVINGS for consideration - OPERATING

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Option	Description	Cost or Savings	Amount	On-going	One Time	Fixed (F)/Variable (V)	Impact
NEW Middle Band and Strings Option 1	Reduces 2.207 Teacher FTE in 2022-2023 and 2023-2024 (no additional reduction in 2023-2024); reduces further 1.822 Teacher FTE in 2024-2025. Total reduction in 3 years: 4.029 Teacher FTE (37%)	Savings	\$ 190,478	X		F	Reducing music offerings at middle will impact some students and may not support further band and other music offerings at secondary.
15 Clerical Staff from 12 months to 10.5 months/year	Reduces clerical staff during summer months.	Savings:	\$ 180,139	X		V	May impact summer work and recruitment and retention of qualified personnel. More staff may be required at times during regular months due to increased workload.
13 Daytime Custodians - Middle	Reduces 11 FTE CUPE 382 daytime custodians; adds 5.5 FTE CUPE 382 evening custodians; adds 0.2 CUPE 382 Sub-Foreman; adds a 2.0 FTE CUPE 382 fly crew; adds vehicle lease and operating costs for fly crew to attend to emergent cleanups and minor repairs through operations	Savings:	\$ 166,939	X		V	Up to 39 Day Custodians would bump 93 other employees, totaling 132 regular position disruptions. 15 spareboard custodians would be displaced. 11 School Administration would take on daytime tasks: {opening school, graffiti/needle check, tradespeople liaison, safety inspections, fire drills, alarm panel troubleshooting, pest control, waste management, delivery receipt}
16 Principal or Vice-Principal in District Team (Tolmie)	Reduces 1 FTE P or VP at Tolmie	Savings:	\$ 150,174	X		V	Schools requiring District supports would have longer wait times; referrals and designations would be impacted by slower response and fewer potential designations.
NEW International Student Program	Reduces staffing, services or supplies in the ISP program	Savings:	\$ 150,000		X		Recruitment challenges and possible reduction in service to students, agents and families
NEW Career Centre Teachers at Secondary	Reduces 1.0 FTE teacher time. 1 block (0.143 FTE) of teacher time from each of 7 Secondary Schools + Additional program savings of \$35,000	Savings:	\$ 150,000	X		V	Direct services to students in Career Centres will be decreased, negatively impacting the school-wide student supports provided for transition into post-secondary life (school/training/work).
NEW Daytime Custodians - 8 Small Elementary Shifts reduced by 2 Hrs/Day	Reduces 2.00 FTE CUPE 382 daytime custodians; no CUPE 382 fly crew	Savings	\$ 123,302	X		F	Up to 8 Day Custodians would bump approximately 16 other employees, totaling 24 regular position disruptions. 0 spareboard custodians would be displaced.
17 Late French Immersion Class Reduction	Late French Immersion: 1.0 FTE Grade 6 Late French Immersion Teacher reduction at middle school due to low enrolment. Historically we have kept the class but could be reduced from 5 schools to 4 schools in 2022 -2023. The students from the 5 grade 6 LFI schools would all attend at the remaining 4 schools with Grade 6 LFI FRIM.	Savings:	\$ 115,560		X	F	Some students would be displaced from one class and reassigned to the remaining 4 locations for FRIM in the District
18 Board Office & Facilities	Reduces 1 Assistant Manager	Savings	\$ 105,268	X		V	Inability to implement replacement plans, standards, certification programs and environmental initiatives. Employee performance management would be reduced. Developing new revenue streams would be limited.
19 Clerical Staff from 12 month to 11 month and 11 month to 10.5 month employees	Reduces clerical staff during summer months	Savings:	\$ 94,496	X		V	May impact summer work and recruitment and retention of qualified personnel. More staff may be required at times during regular months due to increased workload.
9 Counsellor Reduction Based on Historical Vacancy Trends	The District consistently has 0.8 FTE Counsellors that are budgeted but are not filled due to the lack of qualified applicants.	Savings:	\$ 92,448	X		V	If this staffing was reduced, the District would still meet its collective agreement obligations. Mental health and well-being is goal three of the strategic plan. The District is emerging from a 2 year pandemic where students have faced mental health issues. With reduced counselling service, students may not receive the mental health supports they require. Already happening with inability to fill 2 FTE positions.
22 Reading Recovery Coordinator contract	Eliminates the District's contribution to the Reading Recovery coordinator's position	Savings:	\$ 73,525	X		V	It would be challenging for the three remaining Reading Recovery Schools to offer Reading Recovery given the reduction in coordinator time and discussion in partner districts relative to the coordinator position.
20 Reduction of Human Resources 1.0 FTE	Reduces 1 employee from Human Resources department	Savings	\$ 66,945	X		V	CUPE 947 assignments would need to be restructured and the workload for existing CUPE 947 employees would increase. Payroll may be affected regarding information accuracy and/or timeliness. This also will impact CUPE 947 Professional Development services unless time is moved to another department (any time allotted for CUPE 947 Pro D. will reduce the savings)
21 School Administration in Small Schools or Schools with Low Enrolment	Redeploys 2.0 FTE School Administrators. Savings indicated is difference between admin teaching time cost and Teacher teaching time cost.	Savings:	\$ 61,494	X		V	Admin supports in the small schools would be reduced. The Principal would be responsible for all administrative procedures and leading learning initiatives in schools.
23 District Team	K-5 Literacy savings	Savings	\$ 37,000	X		V	Less Professional development related to literacy. Strategic goals may not be met fully within the timeframe.
24 ThoughtExchange On-line Engagement Tool	Eliminates a software app used for engagement.	Savings:	\$ 26,064	X		F	One less tool for community engagement; low impact.
25 School Technologists from 11 month to 10.5 months/year	Reduces technology staff during summer months	Savings:	\$ 24,760	X		V	We moved away from the 10.5 month model three years ago because it was not servicing the schools to the required level. Technologists need to set up classrooms, computers, labs, etc. before teachers are in the building for school start up. The same requirement is there at the end of the school year. Harold - Summer work cannot be scheduled, retention of technologies would be difficult as private sector work may be more appealing.
26 District Ukulele	Reduces 0.14 FTE Teacher FTE	Savings:	\$ 16,525	X		F	Ukulele would no longer be offered as a music experience.
27 Enrolment Projection Contractor	SD61 uses three sources of expertise: Baragar, a local contractor and Board Office staff. This item contemplates eliminating the local contractor.	Savings:	\$ 15,043	X		F	Small potential impact on triangulation and accuracy of projection data; increased workload for staff

SAVINGS for consideration - OPERATING

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Option	Description	Cost or Savings	Amount	On-going	One Time	Fixed (F)/Variable (V)	Impact	
28	Student and Parent Education Funds	Eliminates two services and supplies line items; one for PAC learning opportunities; one for student learning opportunities.	Savings:	\$ 11,000	X		V	Reduces opportunity for the development of parent/student driven initiatives
Total Savings - Operating				\$10,637,610				
Other considerations not specified above for unit cost and options creation								
29	Board Office & Facilities	Manager	Savings	\$ 120,732	X		V	Reduced service to schools; increased workload
30	Board Office & Facilities	Director/Associate Director	Savings	\$ 163,138	X		V	Reduced service to schools; increased workload
31	Board Office & Facilities	Advisor	Savings	\$ 102,526	X		V	Reduced service to schools; increased workload
CommunityLINK								
32	Youth & Family Counselor Reduction in Community LINK	Reduction of 7 of 26 contracted Youth & Family Workers (YFC's) and 2 Outreach Workers in order to free up CommunityLINK budget to staff 5.5 counselors which in turn frees up operating budget to make less reductions to service in operating.	Offset from Operating	\$ 623,110	X		V	Reduces Youth & Family Counsellors and Outreach Workers in order to maintain Teacher Counsellor staffing. No money saved but reallocates operating expenses to a special purpose fund so that less savings need to be found in operating. Reduces services to some students and families
32	Counsellors to Community LINK	Changes the funding of some counsellors from the operating grant the Community LINK special purpose grant. Maintains number of counsellors in the District.	Offset from Operating	\$ 201,537	X		V	No direct impact to classroom (see Community LINK section)
Total Savings - CommunityLINK				\$ 824,647				

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OR = options that require a choice

AND = options that can be combined

Bundle	Option	Description	Cost or Savings	Amount	On-going	One Time	Fixed (F) Variable (V)	Impact
OR	7 Career Centre Career Centre Coordinators at Secondary	Reduces 8.1 FTE CUPE 947 Career Centre Coordinators at Secondary Schools who serve as a link between students and post secondary institutions and businesses.	Savings:	\$ 342,490	X		V	Direct services to students in Career Centers will be significantly decreased, negatively impacting the school-wide student supports provided for transition into post-secondary life (school/training/work). Approximately 75% of student registrations are facilitated through CCC's, so \$715,000 in revenue (course-based & ITA funding) could be lost. Recruitment, registration, and collaboration with post-secondary schools and businesses is labour intensive and cannot be shifted elsewhere.
	NEW Career Centre Career Centre Teachers at Secondary	Reduces 1.0 FTE teacher time. 1 block (0.143 FTE) of teacher time from each of 7 Secondary Schools + Additional Savings of \$35,000	Savings:	\$ 150,000	X		V	Direct services to students in Career Centres will be decreased, negatively impacting the school-wide student supports provided for transition into post-secondary life (school/training/work).
OR	15 Clerical Clerical Staff from 12 months to 10.5 months/year	Reduces clerical staff during summer months.	Savings:	\$ 180,139	X		V	May impact summer work and recruitment and retention of qualified personnel. More staff may be required at times during regular months due to increased workload.
	19 Clerical Clerical Staff from 12 month to 11 month and 11 month to 10.5 month employees	Reduces clerical staff during summer months	Savings:	\$ 94,496	X		V	May impact summer work and recruitment and retention of qualified personnel. More staff may be required at times during regular months due to increased workload.
OR OR AND	2 Counsellors Counsellor Reduction to minimum Collective Agreement Ratio	The Teacher collective agreement restored language sets the student counsellor ratio at 693:1. This consideration reduces 8.0 FTE counsellors.	Savings:	\$ 924,480	X		V	If this staffing was reduced, the District would still meet its collective agreement obligations. Mental health and well-being is goal three of the strategic plan. The District is emerging from a 2 year pandemic where students have faced mental health issues. With reduced counselling service, students may not receive the mental health supports they require.
	4 Counsellors Youth & Family Counselor Reduction in Community LINK	Reduction of 7 of 26 contracted Youth & Family Workers (YFC's) and 2 Outreach Workers to move 5.5 school-based teacher counselors into the CL funding allocation.	Savings:	\$ 623,110	X		V	Reduces Youth & Family Counsellors & Outreach Worker contractors in order to maintain school based Teacher Counsellor staffing. No money saved but reallocates operating expenses to a special purpose fund so that less savings need to be found in operating.
	12 Counsellors Counsellors to Community LINK	Moves funding of some school-based teacher counsellors from the operating grant to the Community LINK special purpose grant. Maintains number of school-based teacher counsellors in the District.	Savings:	\$ 201,537	X		V	No direct impact to classroom (see Community LINK section)
	9 Counsellors Counsellor Reduction Based on Historical Vacancy Trends	The District consistently has 0.8 FTE Counsellors that are budgeted but are not filled due to the lack of qualified applicants.	Savings:	\$ 92,448	X		V	If this staffing was reduced, the District would still meet its collective agreement obligations. Mental health and well-being is goal three of the strategic plan. The District is emerging from a 2 year pandemic where students have faced mental health issues. With reduced counselling service, students may not receive the mental health supports they require. Already happening with inability to fill 2 FTE positions.
AND	8 Custodial Daytime Custodians - Elementary	Reduces 28 FTE CUPE 382 daytime custodians; adds 14.13 FTE CUPE 382 evening custodians; adds 0.69 FTE CUPE 382 Sub-Foreman; adds a 4.0 FTE CUPE 382 fly crew; adds vehicle lease and operating costs for fly crew to attend to emergent cleanups and minor repairs through operations	Savings:	\$ 414,750	X		V	Up to 28 Day Custodians would bump 93 other employees, totaling 121 regular position disruptions. 11 spareboard custodians would be displaced. 28 School Administration would take on daytime tasks: {opening school, graffiti/needle check, tradespeople liaison, safety inspections, fire drills, alarm panel troubleshooting, pest control, waste management, delivery receipt}
	14 Custodial Daytime Custodians - Secondary	Reduces 7 FTE CUPE 382 daytime custodians; adds 3.5 FTE CUPE 382 evening custodians; adds 0.13 CUPE 382 Sub-Foreman; fly crew included in elementary and middle costs.	Savings:	\$ 210,883	X		V	Up to 46 Day Custodians would bump 93 other employees, totaling 139 regular position disruptions. 18 spareboard custodians would be displaced. 7 School Administration would take on daytime tasks: {opening school, graffiti/needle check, tradespeople liaison, safety inspections, fire drills, alarm panel troubleshooting, pest control, waste management, delivery receipt}

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Bundle	Option	Description	Cost or Savings	Amount	On-going	One Time	Fixed (F) Variable (V)	Impact
13 OR NEW OR NEW OR NEW	Custodial	Daytime Custodians - Middle	Reduces 11 FTE CUPE 382 daytime custodians; adds 5.5 FTE CUPE 382 evening custodians; adds 0.2 CUPE 382 Sub-Foreman; adds a 2.0 FTE CUPE 382 fly crew; adds vehicle lease and operating costs for fly crew to attend to emergent cleanups and minor repairs through operations	Savings: \$ 166,939	X		V	Up to 39 Day Custodians would bump 93 other employees, totaling 132 regular position disruptions. 15 spareboard custodians would be displaced. 11 School Administration would take on daytime tasks: {opening school, graffiti/needle check, tradespeople liaison, safety inspections, fire drills, alarm panel troubleshooting, pest control, waste management, delivery receipt}
	Custodial	Daytime Custodians - Elementary and Middle Shared 50%	Reduces 19 FTE CUPE 382 daytime custodians; adds 8.31 FTE evening custodians ; no CUPE 382 fly crew	Savings \$ 654,902	X		F	Up to 38 Day Custodians would bump 82 other employees, totaling 120 regular position disruptions. 10 spareboard custodians would be displaced. School Administration at 38 elementary/middle schools would take on some daytime tasks: {opening school, graffiti/needle check, tradespeople liaison, safety inspections, fire drills, alarm panel troubleshooting, pest control, waste management, delivery receipt}
	Custodial	Daytime Custodians - Reduce 8 Small Elementary by 2 Hours/Day; Remainder Elementary and Middle Shared	Reduces 17 FTE CUPE 382 daytime custodians, adds 6.56 FTE evening custodians, no CUPE 382 fly crew	Savings \$ 634,016	X		F	Up to 38 Day Custodians would bump 82 other employees, totaling 120 regular position disruptions. 8 spareboard custodians would be displaced. School Administration at 30 elementary/middle schools would take on some daytime tasks: {opening school, graffiti/needle check, tradespeople liaison, safety inspections, fire drills, alarm panel troubleshooting, pest control, waste management, delivery receipt}
	Custodial	Daytime Custodians - 8 Small Elementary Shifts reduced by 2 Hrs/Day	Reduces 2.00 FTE CUPE 382 daytime custodians; no CUPE 382 fly crew	Savings \$ 123,302	X		F	Up to 8 Day Custodians would bump approximately 16 other employees, totaling 24 regular position disruptions. 0 spareboard custodians would be displaced.
5	EA's	Education Assistant Relief Budget	Trending shows a savings in EA relief budgets. This item contemplates not budgeting full replacement of EA's based on trending historical data.	Savings \$ 620,000	X		V	Already occurs; impacts to students with disabilities and exceptional needs
17	French	Late French Immersion Class Reduction	Late French Immersion: 1.0 FTE Grade 6 Late French Immersion Teacher reduction at middle school due to low enrolment. Historically we have kept the class but could be reduced from 5 schools to 4 schools in 2022 -2023. The students from the 5 grade 6 LFI schools would all attend at the remaining 4 schools with Grade 6 LFI FRIM.	Savings: \$ 130,005		X	F	Some students would be displaced from one class and reassigned to the remaining 4 locations for FRIM in the District
NEW	International Student Program	International Student Program	Reduces staffing, services or supplies in the ISP program	Savings: \$ 150,000		X		Recruitment challenges and possible reduction in service to students, agents and families
22 AND 23	Literacy	Reading Recovery Coordinator contract	Eliminates the District's contribution to the Reading Recovery coordinator's position	Savings: \$ 73,525	X		V	It would be challenging for the three remaining Reading Recovery Schools to offer Reading Recovery given the reduction in coordinator time and discussion in partner districts relative to the coordinator position.
	Literacy	District Team	K-5 Literacy savings	Savings \$ 37,000	X		V	Less Professional development related to literacy. Strategic goals may not be met fully within the timeframe.
1 OR NEW OR NEW OR	Music	Middle Band and Strings	Reduces 11.03 Teacher FTE. Eliminates middle school music because not funded by block funding.	Savings: \$ 952,908	X		V	Eliminating music at middle will impact some students and may not support further band and other music offerings at secondary.
	Music	Middle Band and Strings Partial Reduction	Reduces 5.52 Teacher FTE (50%)	Savings: \$ 476,454	X		V	Reducing music offerings at middle will impact some students and may not support further band and other music offerings at secondary.
	Music	Middle Band and Strings Partial Reduction	Reduces 4.41 Teacher FTE (40%)	Savings: \$ 381,163	X		V	Reducing music offerings at middle will impact some students and may not support further band and other music offerings at secondary.

SAVINGS for consideration - OPERATING

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OR = options that require a choice

AND = options that can be combined

Bundle	Option	Description	Cost or Savings	Amount	On-going	One Time	Fixed (F) Variable (V)	Impact	
NEW OR	Musc	Middle Band and Strings Option 2	Reduces 3.31 Teacher FTE in 2022-2023 (30%); reduces further 2.719 Teacher FTE in 2023-2024 and 2024-2025 (no additional reduction in 2024-2025). Total reduction in 3 years: 6.027 Teacher FTE (55%)	Savings	\$ 285,864	X	F	Reducing music offerings at middle will impact some students and may not support further band and other music offerings at secondary.	
	Music	Middle Band and Strings Partial Reduction	Reduces 3.31 Teacher FTE (30%)	Savings:	\$ 285,864	X	V	Reducing music offerings at middle will impact some students and may not support further band and other music offerings at secondary.	
NEW AND	Music	Middle Band and Strings Option 1	Reduces 2.207 Teacher FTE in 2022-2023 and 2023-2024 (no additional reduction in 2023-2024); reduces further 1.822 Teacher FTE in 2024-2025. Total reduction in 3 years: 4.029 Teacher FTE (37%)	Savings	\$ 190,478	X	F	Reducing music offerings at middle will impact some students and may not support further band and other music offerings at secondary.	
	11	Music	Elementary Strings	Reduces 1.81 FTE Teachers.	Savings:	\$ 208,817	V	Students in 15 out of 28 elementary schools will no longer receive strings programming. Reduces inequity within the District as only some schools (15) offer strings.	
26	Music	District Ukulele	Reduces 0.14 FTE Teacher FTE	Savings:	\$ 16,525	X	F	Ukulele would no longer be offered as a music experience.	
3 AND	Schools	Reduction in 22-23 School Supply Allocation	SD61 schools have carried forward between \$1.7m and \$1.8m in the 20-21, 19-20 and 18-19 school years.	Savings	\$ 800,000		X	V	Low impact to all students. One year only; would reinstate or implement recommendations from District Allocation Working Group in 2023-2024 and 2024-2025.
	21	Schools	School Administration in Small Schools or Schools with Low Enrolment	Redeploys 2.0 FTE School Administrators. Savings indicated is difference between admin teaching time cost and Teacher teaching time cost.	Savings:	\$ 61,494	X	V	Admin supports in the small schools would be reduced. The Principal would be responsible for all administrative procedures and leading learning initiatives in schools.
6 AND	Services	Collaboration Time	Reduces the TTOC budget to release teachers or Vice-Principals for collaboration regarding school goals and FESL.	Savings:	\$ 559,418	X	V	Impact to capacity building and school goal implementation and Principal's discretion to release teachers for this work	
	24	Services	ThoughtExchange On-line Engagement Tool	Eliminates a software app used for engagement.	Savings:	\$ 26,064	X	F	One less tool for community engagement; low impact.
27 AND	Services	Enrolment Projection Contractor	SD61 uses three sources of expertise: Baragar, a local contractor and Board Office staff. This item contemplates eliminating the local contractor.	Savings:	\$ 15,043	X	F	Small potential impact on triangulation and accuracy of projection data; increased workload for staff	
	28	Services	Student and Parent Education Funds	Eliminates two services and supplies line items; one for PAC learning opportunities; one for student learning opportunities.	Savings:	\$ 11,000	X	V	Reduces opportunity for the development of parent/student driven initiatives
25	Technology	School Technologists from 11 month to 10.5 months/year	Reduces technology staff during summer months	Savings:	\$ 24,760	X	V	We moved away from the 10.5 month model three years ago because it was not servicing the schools to the required level. Technologists need to set up classrooms, computers, labs, etc. before teachers are in the building for school start up. The same requirement is there at the end of the school year. Harold - Summer work cannot be scheduled, retention of technologies would be difficult as private sector work may be more appealing.	
10 OR	Tolmie	Board Office & Facilities	Reduces 1 Associate Superintendent	Savings	\$ 209,794	X	V	School Administration will have reduced access to a direct supervisor. Levelled meetings may not occur as regularly as current practice. District initiatives will be impacted.	

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Bundle	Option	Description	Cost or Savings	Amount	On-going	One Time	Fixed (F) Variable (V)	Impact
16 AND	Tolmie	Principal or Vice-Principal in District Team (Tolmie)	Reduces 1 FTE P or VP at Tolmie	Savings:	\$ 150,174	X	V	Schools requiring District supports would have longer wait times; referrals and designations would be impacted by slower response and fewer potential designations.
	20	Tolmie	Reduction of Human Resources 1.0 FTE	Reduces 1 employee from Human Resources department	Savings	\$ 66,945	X	V
18	Tolmie/ Facilities	Board Office & Facilities	Reduces 1 Assistant Manager	Savings	\$ 105,268	X	V	inability to implement replacement plans, standards, certification programs and environmental initiatives. Employee performance management would be reduced. Developing new revenue streams would be limited.
Total Savings - Operating					\$10,652,055			
Other considerations not specified above for unit cost and options creation								
29	Board Office & Facilities	Manager	Savings	\$ 120,732	X		V	Reduced service to schools; increased workload
30	Board Office & Facilities	Director/Associate Director	Savings	\$ 163,138	X		V	Reduced service to schools; increased workload
31	Board Office & Facilities	Advisor	Savings	\$ 102,526	X		V	Reduced service to schools; increased workload
CommunityLINK								
32 OR	Youth & Family Counselor Reduction in Community LINK	Reduction of 7 of 26 contracted Youth & Family Workers (YFC's) and 2 Outreach Workers in order to free up CommunityLINK budget to staff 5.5 counselors which in turn frees up operating budget to make less reductions to service in operating.	Offset from Operating	\$ 623,110	X		V	Reduces Youth & Family Counsellors and Outreach Workers in order to maintain Teacher Counsellor staffing. No money saved but reallocates operating expenses to a special purpose fund so that less savings need to be found in operating. Reduces services to some students and families
	32	Counsellors to Community LINK	Changes the funding of some counsellors from the operating grant the Community LINK special purpose grant. Maintains number of counsellors in the District.	Offset from Operating	\$ 201,537	X		V
Total Savings - CommunityLINK					\$ 824,647			

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Considerations listed below should be viewed individually for tolerance and impact.

Option	Description	Cost or Savings	Amount	On-going	One Time	Fixed (F)/Variable (V)	Impact	
1	Education Assistants to 30 hours/week	Currently Education Assistants work various hours/week aligned to student need during school hours. One neighbouring school district offers 30 hours/week to all of its Education Assistants	Cost	\$ 1,367,723	X		V	May assist with livable wage for part time employees, recruitment and retention, childcare services moving from MCFD to Ministry of Education, provides EA time "beyond the bell" for collaboration, meeting attendance and other before and after school opportunities.
2	Information Technology for Learning	Year 2 of 5 Network Infrastructure maintenance	Cost	\$ 502,850	X		V	Mission critical to learning and business/infrastructure. Mitigates against 'dark zones' in schools where Wi-Fi cannot function.
3	Information Technology for Learning	Decommission Classroom PCs and Extend Educator Laptop Program	Cost	\$ 385,000		X	V	Required to maintain teacher access to a computer in the classroom. The alternative is a \$1.5 million PC replacement program.
4	Information Technology for Learning	Continued investment in our student technology tools. (Reinstate Student Device Budget)	Cost	\$ 339,230	X		V	Supports students directly. Maintains a baseline of devices and supports equity of student access to classroom technology.
5	Elementary Schools	Add 0.10 FTE VP Admin Time across the 28 Elementary Schools, to lead learning and assist the principal.	Cost	\$ 326,340	X		V	Provides a little time in the day (Elementary VP's teach full-time or close to full-time) for the Vice-Principal to connect with students they are supporting and to collaborate with colleagues. Enables the VP to work alongside the Principal during meetings during the day, which is an important in the support/mentorship relationship to develop future Principals
6	Transportation	Snow Plow attachment for Dump Truck	Cost	\$ 250,000		X	F	Removes unreliable vehicle from the fleet. Saves approximately 10k annually in maintenance. Employee security in taking a reliable, safe vehicle.
7	Information Technology for Learning	Increase Hardware Budget - Year 1 of 2 Staff Replacement	Cost	\$ 250,000	X		V	Dependent on purchase of new dump truck. Create a viable snow clearing machine.
8	Maintenance - Grounds	Additional expense budget to match historical spending	Cost	\$ 231,239	X		V	Closes the gap between under funding maintenance over time and attempts to halt the decline in building condition and to halt the increase in \$319m deferred maintenance.
9	Strings at all Elementary	Addition of 1.57 FTE Teachers to 13 Elementary Schools so that all elementary schools have equal (give or take) strings program	Cost	\$ 181,429	X		V	Strings available at all elementary schools but still only to some students at each school
10	District Team	Increase Early Childhood Educators to support student transition to primary grades.	Cost	\$ 178,000	X		V	Student transition to primary grades for some may not be as successful and out of alignment for some students
11	Maintenance - Carpentry	2.0 FTE additional Carpenters to support current building maintenance and deferred maintenance program.	Cost	\$ 168,009	X		V	Closes the gap between under funding maintenance over time and attempts to halt the decline in building condition and to halt the increase in \$319m deferred maintenance.
12	Maintenance - Mechanical	Additional expense budget to match historical spending	Cost	\$ 150,836	X		V	Maintains buildings to current state and maintains current service level. If we spend to current budget building conditions will decline significantly and some services will need to be eliminated.
13	Indigenous Education	Teacher & CUPE 947 Indigenous Staffing Support. Addresses Literacy, Numeracy and Completion rates.	Cost	\$ 136,349	X		V	Addresses FSA/Completion rates data
14	Middle Schools	Add 0.10 FTE VP Admin Time to 10 Middle Schools to lead learning and assist the principal.	Cost	\$ 116,550	X		V	Provides a little time in the day for the Vice-Principal to connect with students they are supporting and to collaborate with colleagues. Enables the VP to work alongside the Principal during meetings during the day, which is an important in the support/mentorship relationship to develop future Principals
15	Learning Support	Mental Health Budget replaces reliance on grant funding.	Cost	\$ 110,000	X		V	Removes reliance on year to year grant funding and embeds in budget as core
16	Information Technology for Learning	Security Analyst Position (Exempt) to address cyber security issues.	Cost	\$ 110,000	X		V	Reduces risk to mission critical infrastructure. Leads the necessary security technologies and processes to minimize the increasing cyber-security risks to the organization.
17	Transportation	Dump Truck to replace a 1998 GMC	Cost	\$ 100,000		X	F	Replaces unreliable vehicle in the fleet. Saves approximately \$10k annually to keep roadworthy. Reliable vehicle for employee safety and security.

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Option	Description	Cost or Savings	Amount	On-going	One Time	Fixed (F)/Variable (V)	Impact	
18	Secondary Schools	Add 0.10 FTE VP Admin Time to 8 Secondary Schools to lead learning and assist the principal.	Cost	\$ 81,585	X	V	Provides a little time in the day for the Vice-Principal to connect with students they are supporting and to collaborate with colleagues. Enables the VP to work alongside the Principal during meetings during the day, which is an important in the support/mentorship relationship to develop future Principals	
19	Financial Services	Business Process Advisor/Trainer	Cost	\$ 75,000	X	V	New position to define best practice and provide hands-on training and support for new and current employees in schools and departments. Provide on-site support to schools and departments with temporary vacancies to ensure continuity of financial functions.	
20	Communications Assistant	Addition of one staff member to support Communications Manager. Improves accountability and transparency for public.	Cost	\$ 68,000	X	V	Addition of one staff to support Communications Manager; currently a one-person department in an organization serving 20,000+ students with 3,000+ employees. The role will support internal/external functions, such as providing timely information, assisting with a volume of community enquiries and consultative initiatives. The vision is to further increase accessibility and transparency in a highly engaged learning community.	
21	Transportation	Bobcat to replace 1993 Bobcat 763	Cost	\$ 65,000		X	F	Replaces an unreliable machine. Reduce an average \$10k annual maintenance costs.
22	District Team	New Reporting Tool Support & In-Service to teachers to align with the new reporting order.	Cost	\$ 64,000	X		V	Delayed a year; not being implemented 22-23
23	Maintenance - Electrical	Additional expense budget to match historical spending	Cost	\$ 55,012	X		V	Maintains buildings to current state and maintains current service level. If we spend to current budget building conditions will decline significantly and some services will need to be eliminated.
24	District Team	Assessment & Proficiency Work: This is a multi-year plan is to provide professional learning opportunities for educators and to create resources that reflect each principle by level (primary, intermediate, middle, secondary). The funds will primarily be used for TTOC release shared across levels, lead learners and resources.	Cost	\$ 55,000	X		V	Culturally responsive assessment principles may not be implemented. Curriculum and assessment may not be aligned. Effective assessment principles are critical to student success. Targeted support is essential. Will impact all students.
25	Maintenance - Carpentry	Additional expense budget to match historical spending	Cost	\$ 50,368	X		F	Maintains buildings to current state and maintains current service level. If we spend to current budget building conditions will decline significantly and some services will need to be eliminated.
26	Learning Support	Accessibility Budget - installation of ramps, elevators and other accessibility elements in schools	Cost	\$ 50,000	X		V	Some students will not be able to access the school or some spaces in schools due to lack of ramps, elevators and other accessibility elements of schools. Some schools do not meet accessibility standards.
27	Indigenous Education	Songhees and Esquimalt Nations LEA Support. Addresses Literacy, Numeracy and Completion rates.	Cost	\$ 46,273	X		F	Addresses FSA/Completion rates data; support for LEA
28	Information Technology for Learning	Move School Tech top up by schools into budget	Cost	\$ 40,000	X		V	Levels the zonal support provided by School Technologists. Can be deferred.
29	Human Resources	The program helps potential EAG candidates with equivalent qualifications, an opportunity to "bridge" gaps. An invitation to attend three weeks of workshops, seminars, and training is offered at no cost to the participate.	Cost	\$ 36,000	X		F	Less spareboard employees to fill day to day vacancies or to fill ongoing temp and continuing positions. Reduction in service to some students
30	Maintenance - Painting	Additional expense budget to match historical spending	Cost	\$ 35,791	X		V	Maintains buildings to current state and maintains current service level. If we spend to current budget building conditions will decline significantly and some services will need to be eliminated.

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Option	Description	Cost or Savings	Amount	On-going	One Time	Fixed (F)/Variable (V)	Impact
31 Human Resources	Recruitment & Retention: Education Assistant Professional Learning Support. Opportunities for paid professional development benefits the employee professionally.	Cost	\$ 30,000	X		V	Retention of EAs has been a concern. The number of hours the district offers does not always provide a living wage. Opportunities for paid professional development not only benefits the employee financially but also professionally. This impacts the level of service provided to students.
32 District Team	Indigenous Collaboration Initiatives. Infusion of Indigenous curriculum for all students.	Cost	\$ 25,000	X		V	Infusion of Indigenous curriculum for all students.
33 Human Resources	Recruitment & Retention: Education Assistant Advertising. Advertising campaigns are necessary for the recruitment process.	Cost	\$ 20,000	X		V	Advertising campaigns are necessary for the recruitment process. The demand in schools for Educational Assistants and replacements has been an on-going concern. Without adequate spareboard employees to fill day to day vacancies and qualified employees to fill specialty vacancies services will be reduced for some students.
34 Human Resources	Recruitment & Retention: Travel to recruit FRIMM teachers. 3 trips at \$5-\$7k a trip. No recruitment budget currently.	Cost	\$ 20,000	X		V	Provides qualified specialists in classrooms
35 Maintenance - Painting	Temp labourers to fund painting positions	Cost	\$ 18,358	X		F	Assistance with gym floor refinishing during summer months to allow more painters to remain on school re-paint projects in a effort to reduce current schedule times. (14 year cycle currently for exterior paint).
36 Transportation	2 Coolant and transmission flush machines to move servicing in-house	Cost	\$ 12,500		X	F	Most new vehicles require Transmission and Coolant flushes as opposed to regularly drain and refill service. These services are provided externally at a minimum cost of \$500/vehicle. Due to previous maintenance failures all our vehicles require flush services.
37 Transportation	Salter unit for third snow plow truck	Cost	\$ 11,500		X	F	Required to service school parking lots and driveways effectively. This is the last unit dispatched because it only does half the job. District only has 2 plow vehicles to service all our properties, could really use this vehicle.
38 Human Resources	Increase HR Systems Specialist - Records from 11 month employee to 12 month employee for coverage over summer and workload support.	Cost	\$ 9,337	X		V	Work has historically been done in 11 months; in deficit years can continue?
39 Transportation	Additional 2-post hoist for Facilities / Transportation Department	Cost	\$ 8,500		X	F	To move more/all vehicle servicing in-house. We have spent between \$25k-\$36k at external mechanic's the last 3 years
40 Information Technology for Learning	eLibrary Websites Maintenance	Cost	\$ 3,320		X	V	Sustain and update the eLibrary initiative that feeds into every school website (see https://elibrary.sd61.bc.ca for example).
41 Information Technology for Learning	Destiny Library Maintenance Release Time	Cost	\$ 2,490	X		V	Necessary to support the district-wide Destiny Library system used in every school.
Total Costs			\$ 5,786,589				

Greater Victoria School District No. 61
2022/23 Budgeted Unit Costs

Position

Union

TTOC per day	419
School Assistant based on 30 hours/week	38,402
Career Centre Coordinator based on 30 hours/week	42,283
School Library Clerk based on 35 hours/week	48,407
Clerical based on 35 hours/week	57,112
Career Centre based on 30 hours/week	42,283
Teacher 1.0 Full Time Equivalent	115,560
Coordinators	31,681
Custodian	64,524
Trades	73,435
Foreperson	92,191
Accountant	68,633
School Technician/Technologist	73,690
Specialist	66,945
Analyst	88,745
Administrator	85,499

Exempt from Union Contract/"Management"

District Principal	171,200
District Vice-Principal	150,174
Associate Superintendent	209,794
Manager	120,732
Assistant Manager	105,268
Director/Associate Director	163,138
Advisor	102,526

Reserves

Reserves at September 30, 2021	1,967,641	1%
Minimum Addition to Reserve future budget years	2,000,000	1%
Reserve Policy 2%	3,967,641	2-4%

RISK

Enrolment:

For increases in enrolment we can count on 25% of the per pupil amount being discretionary as follows:

Increase in Enrolments	Per Pupil Rate	Increase in Funding	Discretionary %	Funding to Balance the Budget
50	7885	394250	25%	98,563
100	7885	788500	25%	197,125
150	7885	1182750	25%	295,688
200	7885	1577000	25%	394,250
250	7885	1971250	25%	492,813
300	7885	2365500	25%	591,375
350	7885	2759750	25%	689,938
400	7885	3154000	25%	788,500
450	7885	3548250	25%	887,063
500	7885	3942500	25%	985,625

2022-2023 enrolment is projected to be static (no increase or decrease)

2021-2022 enrolment increase of 500 was extremely unusual

Average financial statement vs preliminary budget government grants over last 4 years = 2.1%

Preliminary Enrolment to Actual Enrolment increased by 217 in 2018/2019, 143 in 2019/2020, **decreased** by 318 in 2021/2021 and increased by 450 in 2021-2022


Carry Forward/Surplus Projections

REMINDER: At June 30, 2021 year end, the surplus was \$1.1m higher than projected in May 2021.

Use of Reserve

There is currently \$2m in reserve

Use of reserve to balance the budget is in direct violation of the Board's draft surplus policy

Local Capital Available to Balance						
	Land Disposal Proceeds 100%	Local Capital Portion 				
		2021-2022	2022-2023	2023-2024	2024-2025	Total
Opening Balance:		1,872,747	1,624,669	2,403,049	3,032,072	1,872,747
Additions to Local Capital						
Pacifica/SJ Burnside	1,000,000	-	1,000,000			1,000,000
SD93-CSF/Lansdowne North	15,200,000	3,800,000	-	-		3,800,000
Caledonia/Vic High	4,300,000	-	4,300,000			4,300,000
Interest Revenue		4,023	8,380	4,023		16,426
Victoria Hopsice/Lansdowne South	2,500,000			625,000		625,000
Total Available Before Commitments	23,000,000	3,804,023	5,308,380	629,023	-	9,741,426
Reductions:						
Child Care Capital		(140,667)				(140,667)
Tech Replacement		(97,118)				(97,118)
Student Device Replacement		(1,155,375)				(1,155,375)
Inclusion for Learning		(106,276)				(106,276)
Sundance/Bank		(52,665)				(52,665)
Capital Projects in Operating 21/22		(1,000,000)				(1,000,000)
Tech Reserve *		(1,000,000)				(1,000,000)
Shoreline *		(500,000)				(500,000)
Vic High		-	(4,300,000)	-		(4,300,000)
Sundance Elementary		-	(230,000)			(230,000)
Committed Uses	-	(4,052,101)	(4,530,000)	-	-	(8,582,101)
Total Available to Balance Budget		1,624,669	2,403,049	3,032,072	3,032,072	3,032,072

* Based on June 2019 motion. Board can re-allocate by further Board motion.