

Public Notice – Resources Committee Online Public Meeting

A public meeting of the Resources Committee for School District 62 (Sooke) **will be held on December 8, 2021 at 6:00 pm.**

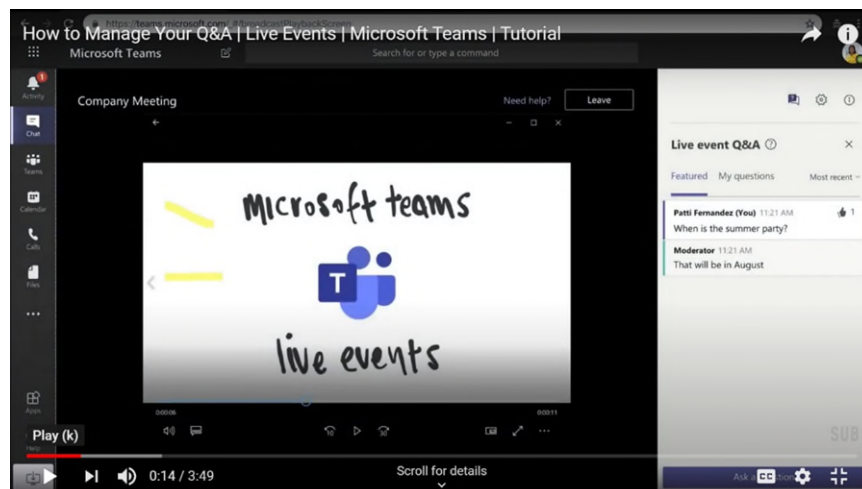
Requirements that limit the size of public gatherings due to the COVID-19 pandemic mean this meeting will proceed differently than they have in the past. The meeting will be conducted online via MS teams. We encourage members of the public to join the LIVE Event.

To participate in the meeting please click on this link: [ResourcesCommitteeMeeting-December-8-2021](https://support.office.com/en-us/article/attend-a-live-event-in-teams-a1c7b989-ebb1-4479-b750-c86c9bc98d84)

To guide you, the following is information on how to join a live event in MS Teams.

<https://support.office.com/en-us/article/attend-a-live-event-in-teams-a1c7b989-ebb1-4479-b750-c86c9bc98d84>

- Anyone who has the link can attend the online meeting without logging in to MS Teams.
- Members of the public have the opportunity to ask questions related to agenda items discussed at the meeting:
 - Select the **Q&A** function on the right side of the screen.
 - When asking a question using the Q&A function, please identify yourself. **Anonymous questions will not be responded to.**
 - A reminder for Stakeholder groups to use the **Q&A** function.
 - Members of the media can direct their questions to the Communications Manager at School District 62 for response following the meeting.



If you have questions regarding the meeting and how to access it that aren't answered in the link above please email info@sd62.bc.ca.



**RESOURCES COMMITTEE
School Board Office
Live and via MS Teams
December 8, 2021 – 6:00 p.m.**

A G E N D A

- 1. CALL TO ORDER AND ACKNOWLEDGMENT OF FIRST NATIONS TERRITORIES**
*We are honoured to be meeting on the traditional territories of the Coast Salish, specifically Esquimalt Nation, Songhees Nation, and acknowledge the three nations SD62 works with directly in our schools: Sc'ianew Nation, Coast Salish, and T'Sou-ke Nation; including the West Coast Pacheedaht Nation, Nuu-chah-nulth.
(words gifted by the three nations SD62 works with)*
- 2. REPORT (page 3)**
- 3. PRESENTATIONS (20 minutes)**
- 4. BUSINESS**
 - 4.1 Ready Step Roll Update – Natalie Bandringa (CRD) (page 5)
 - 4.2 City of Colwood Partnerships – Ravi Parmar (page 7)
Motion Recommended: That the Board of Education of School District 62 (Sooke) support, in principle, the three partnership projects with the City of Colwood as presented at the Resources Committee meeting of December 8, 2021. Furthermore, the Board directs staff to work with City of Colwood staff to define the projects in greater detail for formal approval consideration.
 - 4.3 Multi-Year Budget Update – David Lee Bonar (page 10)
 - 4.4 Budget Principles, Assertions and Process – Harold Cull (page 13)
- 5. ADJOURNMENT**
- 6. NEXT MEETING DATE:** January 11, 2022



Committee Report of Resources Committee Meeting Live and via MS Teams November 9, 2021

Present: Bob Beckett, Trustee (Committee Chair)
 Wendy Hobbs, Trustee (Committee Member)
 Margot Swinburnson, Trustee (Committee Member)
 Ravi Parmar, Trustee
 Scott Stinson, Superintendent & CEO
 Harold Cull, Secretary-Treasurer
 Ceilidh Deichmann, SPVPA
 Amber Leonard, CUPE
 Michelle Mackintosh, SPEAC
 Ed Berlando, STA
 Nicole Gestwa, IT

Guests: David Lee-Bonar, Assistant Secretary-Treasurer
 Pete Godau, Director, Facilities
 Dan Haley, Executive Director, Human Resources
 Farzaan Nusserwanji, Executive Director, Information Technology
 Mhairi Nicolson, Manager, Minor Capital Construction
 Nora Reid, Manager, Strategic Human Resources

1. CALL TO ORDER AND ACKNOWLEDGEMENT OF FIRST NATIONS TERRITORIES

The meeting was called to order at 6:02 pm by the Committee Chair, Bob Beckett acknowledged that we are honoured to be meeting on the traditional territories of the Coast Salish, specifically Esquimalt Nation, Songhees Nation and acknowledge the three nation SD 62 works with directly in our schools; Sc'ianew Nation, Coast Salish, and T'Sou-ke Nation; including the West Coast Pacheedaht Nation Nuu-chah-nulth. (words gifted by the three Nations SD62 works with)

2. COMMITTEE REPORT

The Board of Education of Sooke School District 62 (Sooke) received the Resources Committee Report dated October 12, 2021 at its Public Board Meeting dated October 26, 2021.

3. PRESENTATIONS

4. BUSINESS

4.1 First Quarter Reporting

4.1.1 Financial Forecast – David Lee Bonar

Staff completed the Q1 financial forecast for the current school/fiscal year as of September 30, 2021. Staff have estimated that the District will end the fiscal year with a potential accumulated surplus of 2.41% of the operating budget. However, there are a number of assumptions that may impact the final numbers. Q2 will be completed in February 2022, at this

time there may be more information available on the budget variables. The Q2 forecast will be used to draft the District's Amended Budget for the Board of Education's consideration.

4.1.2 Minor Capital Program – Mhairi Nicolson

Staff provided the quarterly report on work to date (September 30th) on projects within the Minor Capital Program and Annual Facilities Grant as well as a summary of the review/approval process of the programs. The Committee reviewed the financial information and were presented with a number of pictures highlighting this important work throughout the District and the Committee also discussed linking some of the projects to the Energy Sustainability Plan.

4.1.3 Growth Goal – Farzaan Nusserwanji/Dan Haley/Harold Cull

Further to the development of the District Strategic Plan, staff sought input on the establishment of metrics that would support the Strategic Plan Objectives. The Committee discussed potential options and the benefits of using photographs and videos to measure progress on our objectives. Discussions also included the importance of the Equity, Diversity and Inclusion values throughout the Strategic Plan.

4.2 Resource Areas' Program Review Status Report – Farzaan Nusserwanji

Staff are working their way through the Current State Reflections stage of the Program Reviews and have currently held two of the three meetings for this phase of the reviews. At the conclusion of this stage, the Technical Working Groups will provide recommendations for the Executive to consider at their November 22nd meeting to determine which recommendations will be pursued towards the future ideal state. The Committee is looking forward to see the summary results of the review's findings.

4.3 Current Recruitment Challenges – Dan Haley/Nora Reid

As the fastest growing School District in B.C. per capita, HR has struggled with filling some positions throughout the District. Several factors are at play: our growth, labour market shortages, the cost of living in Victoria, constraints in our hiring processes, concerns regarding working in a pandemic, and competition with other district and the private sector. The HR team is working on developing a strategy to address these recruitment challenges. The Committee entered into a discussion of potential ideas that could be used in a strategic recruitment plan. Shared housing, and the number of hours that we can offer formed part of the discussion. The Committee also discussed that the best recruiters for our District are our existing employees and that we need to continue to offer leadership opportunities to.

4.4 Amended Budget Options – Harold Cull

At the October 26, 2021 Public Board Meeting, staff recommended that the District allocate one-time funding of \$.643 m into the system and then wait to determine how much of the structural funding of \$1.844 m is allocated after the December budget recalculation is completed by the Ministry of Education. Staff have completed a list of potential spending options for the Committee and Board to consider. The Committee discussed the one-time nature of this funding to the end of the fiscal year and supported the following motion going to the Board for their consideration.

Recommended Motion:

That the Board of Education of School District 62 (Sooke) approve the list of one-time funding recommendations for the 21/22 fiscal year, totalling \$643,000 as presented at the November Resources Committee meeting.

5. ADJOURNMENT AND NEXT MEETING DATE: December 8, 2021

Committee Info Note

Resources Committee Meeting

December 8, 2021

Agenda Item 4.1: Ready Step Roll Update

- The Committee may recall that the Board passed the following motion at their June 22, 2021 meeting:

Motion: That the Board of Education of School District 62 (Sooke) approve the concept of using the Capital Regional District's Ready Step Roll Initiative as the starting point in developing safer routes to the District's schools for transportation purposes.

- The Ready Step Roll (RSR) initiative (overview attached) is focused on providing schools with the tools to encourage and enable more students to commute to and from school using active transportation methods
- This initiative has been supported by many districts (including ours) and is part of the work that Vanessa White, District Principal of Safe and Healthy Schools has been leading for us
- Based on the Board motion, the CRD and District staff are currently reviewing four District schools under the RSR program:
 - a) Dunsmuir
 - b) Willway
 - c) Millstream
 - d) Colwood
- Natalie Bandringa (Research Planner and RSR lead from the CRD) will provide the Committee with an update on progress so far on these reviews
- As previously discussed, the RSR is intended to support the District in identifying safe routes to school and thereby reducing the reliance on our transportation system and this process will begin to satisfy the Board's regulation statement:

The District will not follow Student Walk Limit guidelines and instead will work with the school and local authorities to identify and/or create safe routes to school. The intent of these safe routes is to increase the number of those walking and wheeling to and from school which will support the health and wellness of our students.

GOAL Encourage students & staff to choose active travel to & from school by reducing barriers in active travel accessibility, safety, & comfort.



BIKE



SCOOT



BLADE



SKATE



WALK



ROLL



BUS

BENEFITS of choosing active school travel (fully or part way!):



Build individual confidence & capability



Support your physical & mental well-being



Arrive ready to learn after a burst of activity



Save time & money by avoiding traffic



Become more self-reliant, supporting families & household routines



Create connected communities & support safety in numbers



Create safer streets by reducing congestion before & after school



Participate in climate action by lowering community GHG emissions

The 6 E's **APPROACH** to Active School Travel Planning



EQUITY



ENGINEERING



ENFORCEMENT



ENCOURAGEMENT



EDUCATION



EVALUATION

Committee Info Note

Resources Committee Meeting

December 8, 2021

Agenda Item 4.2: City of Colwood Partnerships

Background

- The Council for the City of Colwood and the Board of Education of School District #62 (Sooke) signed a [Memorandum of Understanding](#) (MoU) on May 27, 2021
- This MoU represents the commitment made by both parties to work together to achieve local and community benefits on issues of mutual interest
- It was agreed that the Council and Board would establish an annual joint meeting with the agenda set by the Mayor and Board Chair
- A working committee was also identified to further the cooperation and partnership efforts of both parties

Common Interests & Policy Frameworks

- The City and Board share many of the same stakeholders and as a result, have many common interests that span community recreational and educational resources
- It will be important to ensure any partnership projects are aligned with the policies and strategic directions both parties have adopted in the following documents
- Colwood has several policy documents that shape the direction the City is heading:
 - [Strategic Plan](#) outlining the 4 priority areas of Mobility, Prosperity, Governance and Vibrancy
 - [Official Community Plan](#) based on the vision and goals of the community
 - [Parks & Recreation Master Plan](#) that reflect the overall direction and guidance for managing parks and recreation resources and investments
- The School District also has a collection of documents that creates the narrative of the District:
 - [Strategic Plan](#) highlighting the 4 priority areas of Learning, Engagement and Growth
 - [Framework for Enhancing Student Learning](#) which creates the planning and reporting requirements to enhance student learning and success
 - [22/23 Capital Plan Submission](#) that outlines the capital budget asks of the provincial gov't

Work to Date

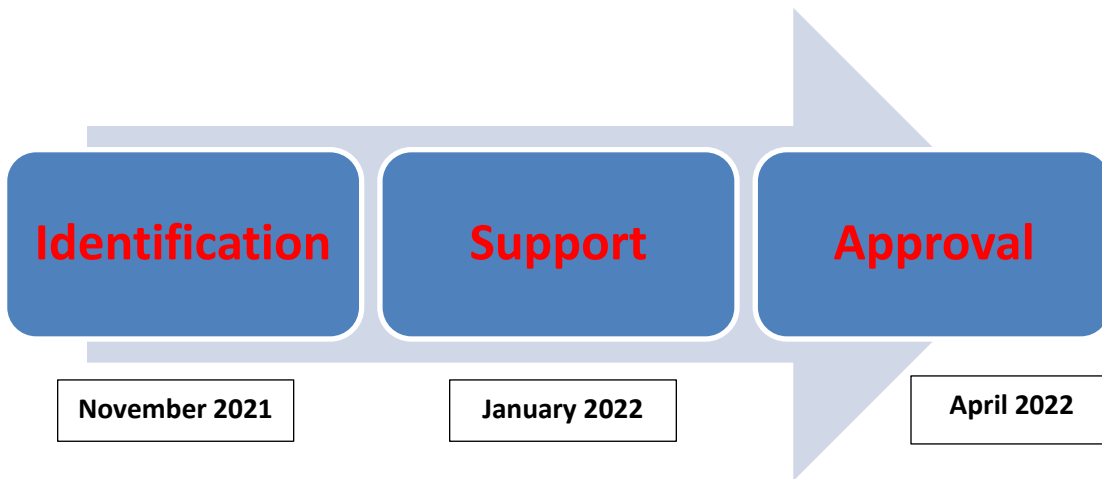
- To begin the important work highlighted in the MoU, the Mayor and Board Chair met with staff on September 27th to begin discussions
- The discussion was focused in the following areas:
 1. Healthy & Safe Schools/Communities
 2. Recreational Space Partnerships
 3. Shared Community Opportunities
 4. Shared Initiatives/Other
- A common theme throughout the meeting was the need to begin to action the opportunities that have been identified and discussed in the past
- The group felt the MoU should be used as the catalyst to jump start the parties from discussion to demonstratable actions towards our common goals
- Based on the meeting of the Mayor and Board Chair, staff have subsequently met to begin planning out possible partnership opportunities for both parties to pursue

Initial Partnership Projects

- Three major projects have been identified as opportunities for both parties to work together for the common good of the community
- The purpose of each project would be to create/enhance an asset that can be used by the school during the day and by the community at night and on the weekends
- These initial projects include:
 - 1) **Dunsmuir Middle School Hard Surface** – converting the formal tennis court into a multi-purpose space that could include tennis, basketball, pickle ball and/or hockey. The smallest of the three projects identified with the least amount of risk. The structure exists but requires updating and enhancements to re-enter the inventory of available community assets.
 - 2) **Royal Bay Secondary School Sports Box** – creating a multi-sport box at the north end of the school/public parking lot. A project that has been discussed since the construction of the parking lot and that would complement the box at WSPR.
 - 3) **Royal Bay Elementary Field and Parking Lot** – building an all-weather turf field with lights and a parking lot at the site of the future elementary school in the Royal Bay development. The largest and highest risk project given government approval has not been provided to build the school. Would require the City to fund the costs with the District reimbursing the costs, once funding is received, for a grass field which is the standard funded by government.

- Both the Council and Board to have internal discussions to determine which projects will be **supported in principle**
- Once the supported projects are identified, staff will begin to determine and define the specific project details (scope, budget and timelines) to present to Council/Board for formal project **approval**
- It is anticipated that the details for supported projects will be identified in the spring of 2022 with a possible project start in the summer of 2022

General Project Approval Timelines



Proposed Motion:

That the Board of Education of School District 62 (Sooke) support, in principle, the three partnership projects with the City of Colwood as presented at the Resources Committee meeting of December 8, 2021. Furthermore, the Board directs staff to work with City of Colwood staff to define the projects in greater detail for formal approval consideration.

Committee Info Note

Resources Committee Meeting

December 8, 2021

Agenda Item 4.3: Multi-Year Budget Update

Background

- Attached is the updated Multi-Year Budget Model based on the District's Q1 forecast as presented to the Committee in November (no further additional spending)
- This model allows the District to look through a 36-month planning window to consider the long-term effects on any significant financial decisions made (budget approvals)
- This model is intended to support the annual budget development process as opposed to replacing it
- Staff will update this model at the following key Board approval points of the fiscal year:
 - a) Annual Budget Bylaw (June)
 - b) Financial Statements (September)
 - c) Amended Budget Bylaw (February)

Model Details

- The amounts included in the model are the best estimates at this point in time – these amounts will change over the course of the fiscal year and between fiscal years
- The model is a long range look at the anticipate financial position of the District over a 36-month period

Enrolment

- The domestic enrolment estimates are based on the long-range estimates created in the spring of 2021 and need to be updated based on actual enrolment growth experienced in the 21/22 school year
- International enrolment is projected to return to pre-COVID levels (280 annual FTEs) for the 22/23 school year

Revenues

- Revenues are based on the existing funding model (rates and allocation methods)
- Funding for included wage increases (estimated at 2%/year) have been included in the revenue estimates

Expenditures

- Estimates for teacher increments (@ \$700,000/year) have been included in the model
- No salary increases for excluded staff have been estimated
- A ratio of 1:24 has been used to estimate direct teacher staffing as a result of the enrolment growth
- One additional bus route has been included for each year of the model to address the increasing student population
- An incremental amount of \$100,000/year has been added for variable staffing ratio costs associated with clerical, supervision time and PVP as well as school supplies

Summary/Conclusion

- Our enrolment growth (current and out years) has resolved most of the structural shortfall due to the adding of two new schools in September 2022
- The continued growth will reduce the structural pressure with an estimated balancing in ~25/26
- The continued growth in enrolment and direct staffing is unsustainable by the current levels of infrastructure support such as Payroll, Human Resources, Finance, IT, Facilities, etc.

Next Steps

- Ministry's Operating Grant update will be received by districts in mid-December (actual September enrolment, supplemental funding, salary differential, etc.) and will be presented to the Committee in January
- Based on the grant update and the Q2 forecast, staff will complete the Amended Budget Bylaw for the Committee and Board to consider in February

Fall 2021

Budget Line	Fiscal Year			
	21/22	22/23	23/24	24/25
Estimated Enrolment Growth by FTE		381.310	375.276	298.649
Financial Operating Reserve - Opening Balance	4.787	3.048	2.358	2.047
Revenues				
Operating Grant	121.110	126.068	131.018	135.404
Other Provincial Grants	1.344	1.341	1.341	1.341
International Tuition	6.780	1.657	1.657	1.657
Continuing Education Tuition	0.110	0.110	0.110	0.110
Rental & Leases	0.170	0.389	0.389	0.389
Investment Income	0.196	0.354	0.354	0.354
Miscellaneous Revenue	0.846	0.903	0.903	0.903
Total Revenues	130.555	130.822	135.772	140.158
Expenditures				
Base Expenditures	125.488	128.139	130.830	133.561
Direct Staffing for Growth/(Decline)	0.000	1.908	3.790	5.319
New School Requirements	0.000	1.464	1.464	1.464
International Program	5.210	0.000	0.000	0.000
Indirect Staffing/Infrastructure for Growth/(Decline)	0.000	0.000	0.000	0.000
Capital Asset Replacement	0.000	0.000	0.000	0.000
Minor Capital Project Funding	0.000	0.000	0.000	0.000
Innovation and Systems Improvement	0.000	0.000	0.000	0.000
Temporary Accommodations	0.000	0.000	0.000	0.000
One-time carry forward projects	1.598	0.000	0.000	0.000
Total Expenditures	132.295	131.511	136.084	140.343
Budgeted Surplus/(Deficit) for the year	-1.740	-0.689	-0.312	-0.186
Financial Operating Reserve - Closing Balance	3.048	2.358	2.047	1.861
Operating Reserve %	2.30%	1.79%	1.50%	1.33%
2% THRESHOLD		2.00%	2.00%	2.00%
% Variance from Reserve Policy		-0.21%	-0.50%	-0.67%
\$ AMOUNT TO SPEND/(REDUCE) TO GET TO 2% THRESHOLD		-0.272	-0.675	-0.946

ASSUMPTIONS

- FY22 estimates based on Q1 forecast with any structural pressures (TOCs, rental revenue not addressed in out years)
- FY22 enrolment growth used for one-time expenditures in FY22 and structural pressures in FY23 and beyond
- Enrolment growth per the long range plan estimates and need to be updated based on FY22 actuals
- Existing funding model
- International program enrolment back to pre-COVID level of 280 FTE & no growth or fee increases in FY24 & FY25
- Model does not include any further school openings before FY25

Committee Info Note

Resources Committee Meeting

December 8, 2021

Agenda Item 4.4: Budget Principles, Assertions and Process

Background

- Part of the Board's annual workplan has the approval of the Annual Budget Principles, Assertions, Process (plan & timelines) completed in January
- To start that process, staff would like to get the Committee's thoughts on the components listed above of the Budget Development Process prior to making a recommendation to the Board
- Attached is the updated budget development plan/timelines based on last year's process as a starting point for those discussions

Budget Principles from 21/22

- The following are the principles approved by the Board as part of the 21/22 Budget Development process with initial changes to better reflect the current year:
 - 1) Budget decisions will be based on the existing Strategic Plan goals ~~that are being updated;~~
 - 2) ~~The District will maintain the current direction and the 21/22 budget will focus on investments to the District's infrastructure as it recovers from the pandemic;~~
 - 3) Input from the District partners and Leadership Team will help shape 22/23 funding levels; and
 - 4) The annual budget process will be informed by the multi-year budget estimates on a 3-year rolling cycle.
- Staff would like the Committee to confirm if the list of **Budget Principles** is complete and correct or if changes are required prior to going to the Board for their review and consideration
- Staff will bring back a final version of the **Budget Principles** to the January Resources Committee for support prior to asking for Board approval at the end of January

Budget Assertions from 21/22

- The following are the assertions approved by the Board as part of the 21/22 Budget Development process with initial changes to better reflect the current year:

- 1) The District will open the 22/23 school year in Stage 1 of the provincial government's Five Stages Framework for K-12 Education of "Learning as usual: full-time in-class instruction" as noted below with the same health and safety protocols as were in place for the 21/22 school year;
 - 2) No additional pandemic funding will be provided by the federal or provincial governments;
 - 3) The provincial funding formula will remain the same and be based on per FTE funding; and
 - 4) Domestic enrolment will continue to grow and international enrolment will reach the pre-pandemic levels ~~continue to recover but will not reach pre-pandemic levels until at least the 22/23 school year.~~
- Staff would like the Committee to confirm if the list of **Budget Assertions** is complete and correct or if changes are required prior to going to the Board for their review and consideration
 - Staff will bring back a final version of the **Budget Assertions** to the January Resources Committee for support prior to asking for Board approval at the end of January

School District Six Two Proposed Budget Timelines Fiscal 2022/23

Month	Executive	Leadership Team	Resource Committee	Board Meetings
January	Confirm Budget process and timelines	Jan 6 – Confirm initial 22/23 Operational Plan work	Jan 11 – 2 nd review and input on process & timelines	Jan 25 – Approve Budget Development Process
February	Confirm 22/23 (Year 2) Operational Plan work	Feb 3 – Identify proposed costs for Operational Plan	Feb 8 – Review & input on draft Operational Plan work	Feb 22 – Review & input on draft Operational Plan; Stakeholder Presentations (Feb 23)
March	Draft Budget based on Operational Plan	Mar 3 – Review and prioritize activities on the Operational Plan	Mar 9 – Review & input on draft Operational Plan priorities	Mar 15 – Review & input on draft Operational Plan priorities
April	Finalize Budget for presentation	Apr 7 – Review and input on draft Budget	Apr 12 – Review and input on draft Budget	April 26 – 1 st reading of the Budget
May	Tweak Budget (if applicable)	May 5 - Review revised Budget (if applicable)	May 10 – Review and input on revised Budget (if applicable)	May 24 – 2 nd and 3 rd readings of the Budget

Notes:

- 1) Executive and Leadership Team work in unison to identify priorities and to create/review the Budget
- 2) Resource Committee reviews and provides input on draft priorities and the Budget in support of the Board's approval process
- 3) Staff are able to meet with stakeholders' Executives to discuss Operational Plan (early February) and the draft Budget (early April)
- 4) The work of the Leadership Team/Resource Committee replaces the previously defined Budget Management Team (BMT)
- 5) **A public meeting can be scheduled for April 19th where staff will provide details of the budget with an emphasis on changes from 21/22**
- 6) A Special Board meeting may be required (May 11th) to conduct 1st reading if additional development time is required
- 7) Once approved, timelines should be shared and public encouraged to attend Resource Committee/Board meetings for budget discussions

21-25 Strategic Plan

22/23 Operational Plan

22/23 Annual Budget