



PRELIMINARY BUDGET

2017/18

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT NO. 42
APRIL 26, 2017

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OVERVIEW

School District No. 42 meets the learning needs of approximately 15,000 students of all ages in Maple Ridge and Pitt Meadows, and is defined by its determination to keep student learning and growth at the heart of all its decisions.

All decisions made by the Maple Ridge – Pitt Meadows School District are guided by its vision and core values, and are based on research and consultation. Similarly, the district's initiatives and resources are all aligned to support its firm commitment to fostering a culture of care and belonging where the well-being and success of all learners is supported; providing intentional support for a growth mindset, collaboration, interdependence, and staff development; and being a forward-thinking, research-based, ethical, effective, efficient, sustainable and connected organization.

Due to many cost pressures beyond its control, the Maple Ridge - Pitt Meadows School District faced operating budget funding shortfalls of \$5.02 million for 2014/15, \$1.68 million for 2015/16 and \$0.34 million for 2016/17. The reasons for these shortfalls included declining enrolment, the CUPE wage increase, increased costs for benefits, inflation, utilities rate increases, the use of reserves to fund previous budget shortfalls, and provincially mandated administrative savings. The implementation of reductions of this magnitude led to financial and staffing challenges that created instability in the system.

INTRODUCTION

School District No. 42 (Maple Ridge – Pitt Meadows) is estimating that \$0.74 million ongoing funding will be available to fund new expenditures for 2017/18 and that an additional \$0.51 million one-time funding will also be available for 2017/18. This will be followed by an estimated budget funding shortfall of \$0.26 million for 2018/19, and \$1.13 million for 2019/20 if the proposed budget changes are implemented.

In accordance with the School Act, school districts in the province must approve a balanced budget and submit it to the Ministry of Education by June 30, 2017. The Maple Ridge – Pitt Meadows School District developed a preliminary budget that supports its vision, and that considers not only its shared priorities but also the needs of its community of learners.

This report provides background information for the budget process, together with proposed preliminary budget changes that will form the basis of the 2017/18 Preliminary Operating Budget. In this document you will find:

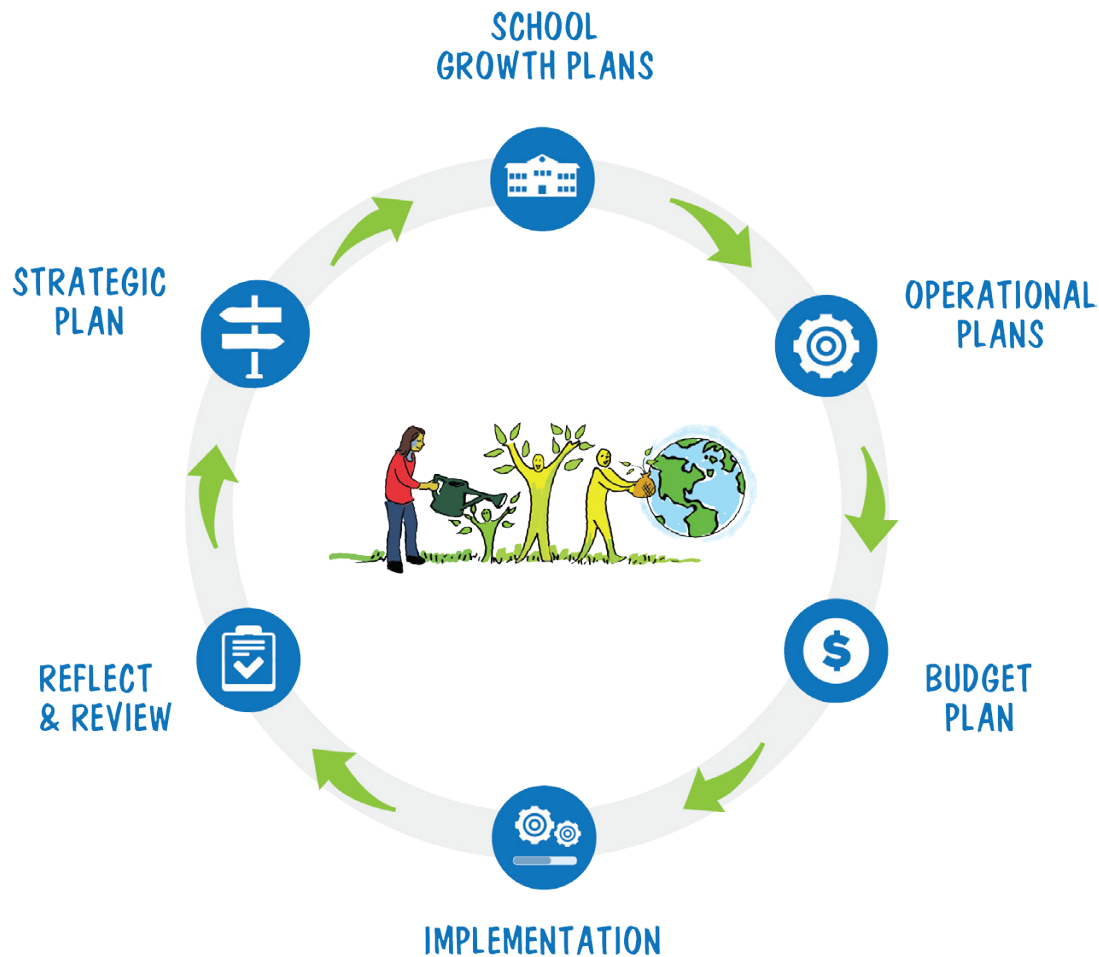
- Historical information on the 2009/10 to 2016/17 amended (final) annual operating budgets, as well as comparative enrolment, staffing, revenue and expenditure information;
- Overview of the special purpose funds and capital funds held by the district;
- Summary of the 2017/18 operating base budget information, including major assumptions made when building the base budget;
- Summary of the 2017/18 revenue and expenditures by type and the projected 2017/18 operating budget balance;
- Three-year operating budget projections for 2017/18 to 2019/20;
- Proposed ongoing and one-time budget changes for 2017/18.

As required by the Ministry of Education and Public Sector Accounting Standards (PSAB), the Maple Ridge – Pitt Meadows School District tracks and reports revenue and expenditures under three separate funds: the operating fund, the special purpose fund and the capital fund.

- **Operating fund:** The operating fund includes operating grants and other revenues used to fund instructional programs, school and district administration, facilities operations, maintenance and transportation.
- **Special purpose fund:** The special purpose fund is comprised of separate funds established to track revenue and expenditures received from the Ministry of Education and other sources that have restrictions on how they may be spent (e.g. Classroom Enhancement Fund, Annual Facilities Grant, Community LINK, Ready Set Learn and School Funds).
- **Capital fund:** The capital fund includes capital expenditures related to facilities (purchases and enhancements) and equipment (purchases) that are funded by Ministry of Education capital grants, operating funds, and special purpose funds.

STRATEGIC CONTEXT

The board and senior staff are working with education partners on reviewing and renewing the strategic plan for the Maple Ridge – Pitt Meadows School District.



The strategic plan review is rooted in the school growth plans and operational plans that identified the key strategic directions for our school district:

- Inclusive culture of care and belonging where the wellbeing of all learners is supported.
- Intentional support for a growth mindset, collaboration, interdependence, and staff development.
- Forward thinking, research-based, ethical, effective, efficient, sustainable and connected school district.

These strategic directions have been supported through the consultation process to date. Over the next few months the strategic plan review will be completed and the board will adopt a renewed strategic plan that reflects the current priorities for our school district. The draft mission, vision, values and strategic directions are included on the following page.

VISION

Every individual feels valued and all learners reach their full potential.



MISSION

Our mission is to fully support all individuals in their development as successful learners, and as respectful, caring and productive contributors to society.

OUR VALUES

Responsibility to all learners

Personal and social responsibility

Diverse learning opportunities

Uniqueness of each individual

High expectations for success

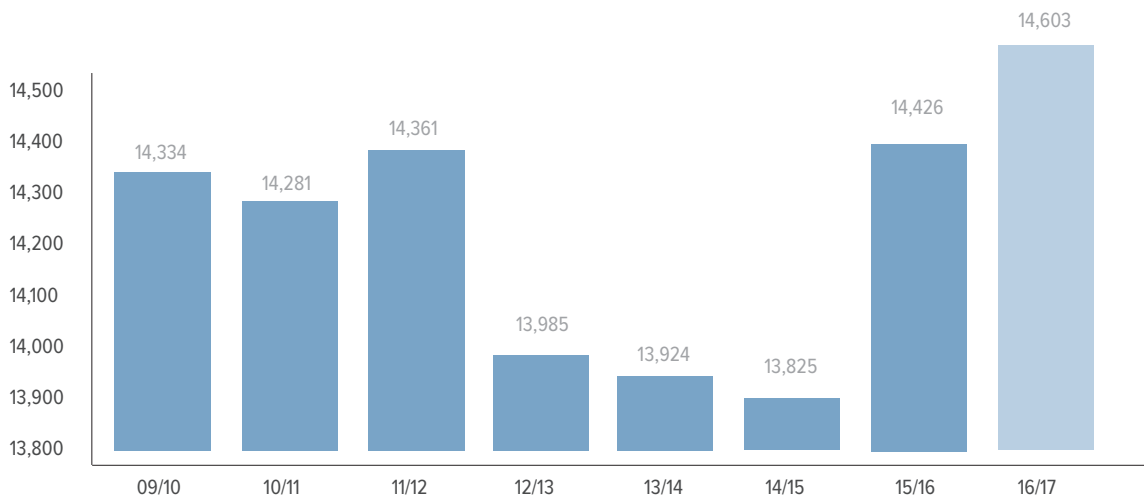
Culture and community

BUDGET BACKGROUND INFORMATION

Enrolment History

The enrolment information presented in this section is based on actual full year enrolment for 2009/10 to 2015/16, and estimated full year enrolment for 2016/17 (actual for September and estimated February and May).

The enrolment history for regular, distributed learning, summer school, and adult learners is presented in the following chart. Since 2009/10, funded enrolment has increased by 269 full time equivalent (FTE).



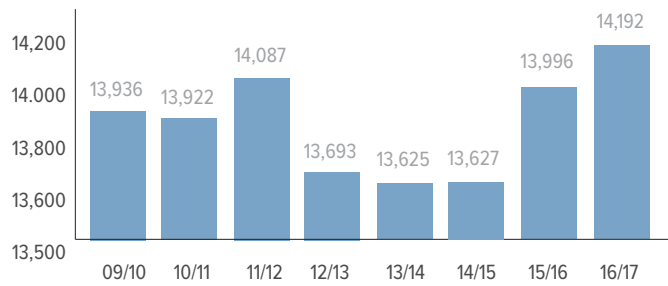
In the same time period, there have been changes in subcategories of students. While students with special needs, English language learners, Aboriginal education, and international education have increased, enrolment numbers for distributed learning have declined.

- **Students with Special Needs:** (Levels 1 and 2) +103 FTE students; (Level 3) -24 FTE students. Total increase 79 FTE students (11.22% increase since 2009/10)
- **English Language Learners:** +265 FTE students (100% increase since 2009/10)
- **Aboriginal Education:** +219 FTE students (22.14 increase since 2009/10)
- **Distributed Learning:** -9 FTE students (8.03% decrease since 2009/10)
- **International Education:** +1 student (0.02% increase since 2009/10)

The enrolment history for various categories of students is represented on the following page.

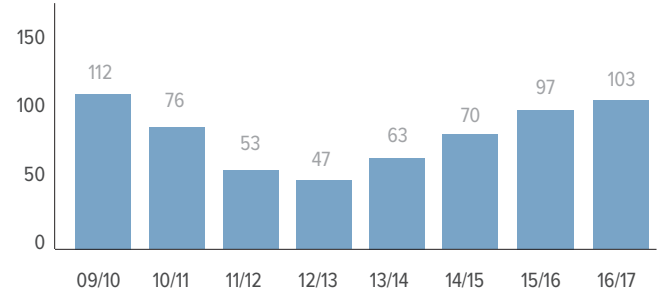
ENROLMENT HISTORY:

Regular & Alternate Education



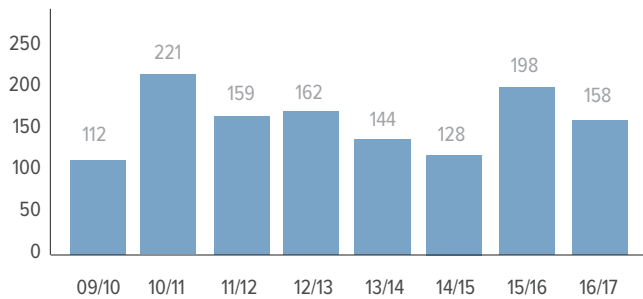
ENROLMENT HISTORY:

Distributed Learning



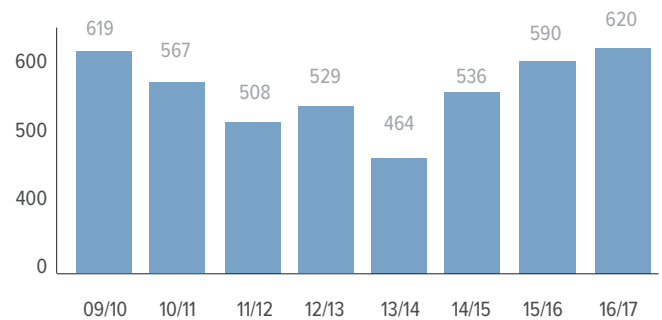
ENROLMENT HISTORY:

Continuing Education



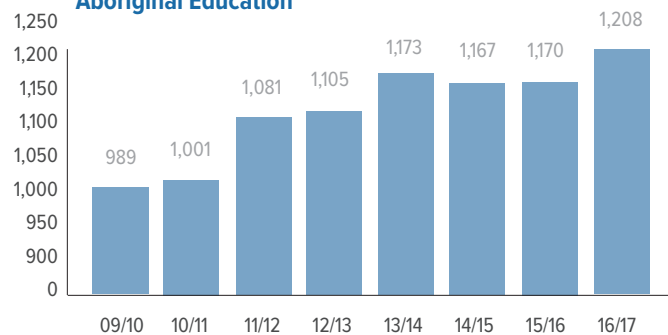
ENROLMENT HISTORY:

International Education



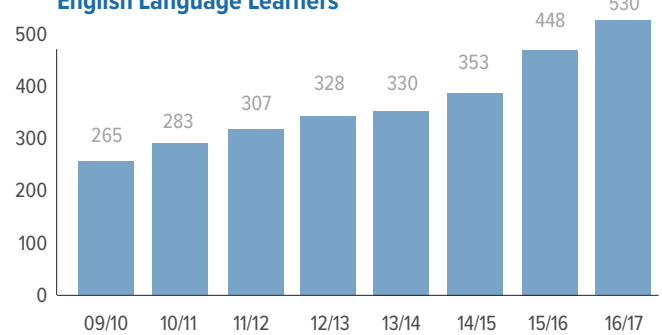
ENROLMENT HISTORY:

Aboriginal Education



ENROLMENT HISTORY:

English Language Learners



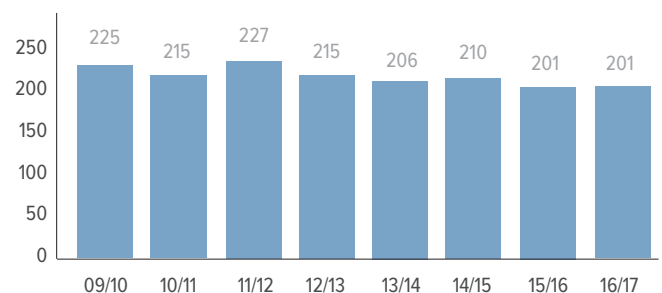
ENROLMENT HISTORY:

Students with Special Needs (Level 1 & 2)



ENROLMENT HISTORY:

Students with Special Needs (Level 3)



Source: 2008/09– 2015/16 Funding Allocation System – Full Year and 2016/17 Interim Operating Grants December 2016.
International Education enrolment revised to reflect historical September 1701 counts.

Operating Budget Revenue and Expenditures

The information presented in this section is based on comparative final operating budget information for the years 2009/10 to 2016/17.

Since 2009/10, both revenue and expenditures have increased due to labour settlement costs and a corresponding increase in provincial funding. In the same time period, expenditure reductions have been made to compensate for student enrolment decline and increased costs not funded by the province. The following table summarizes the revenues and expenditures submitted as part of the Amended (Final) Annual Budgets.

	2009/10 Final Budget	2010/11 Final Budget	2011/12 Final Budget	2012/13 Final Budget	2013/14 Final Budget	2014/15 Final Budget	2015/16 Final Budget	2016/17 Final Budget
Operating Revenues	124.17	126.14	128.38	126.10	126.29	126.38	134.09	138.47
Use of Prior Year Operating Surplus to Balance Budget	3.60	2.92	2.67	4.14	2.52	2.68	4.17	4.13
Operating Expenses	(127.12)	(128.31)	(130.28)	(128.41)	(127.30)	(125.18)	(134.19)	(139.00)
Transfers to Other Funds	(0.65)	(0.75)	(0.59)	(1.83)	(1.51)	(3.88)	(4.07)	(3.60)
Budgeted Surplus	0.00	0.00	0.18	0.00	0.00	0.00	0.00	0.00

Source: 2009/10 - 2016/17 Amended Annual Budget Submissions
2011/12 amount of surplus \$0.18 was an actual budgeted surplus

From 2009/10 to 2016/17, budgeted revenues have increased by \$14.30 million. This increase is mainly due to provincial grants received to fund negotiated labour settlement costs for all employee groups; per pupil funding has increased from \$5,851 per student in 2009/10 to \$7,218 in 2016/17.

During this period, accounting changes in the treatment of international education fees have been made. Prior to 2012/13 monies collected for medical fees and homestay costs were treated as revenue when received and as an expense when paid; beginning in 2012/13, the money was treated as a liability and is now no longer recorded as either revenue or expense. Also, the revenue and expense estimates included in the 2014/15 final budget have been adjusted to reflect expense savings and the funding claw back related to the teachers' job action and are therefore not comparable with prior year revenue and expense budgets. For 2015/16, revenue has increased significantly due to the unanticipated Ministry of Education funded student enrolment increase of 418.5 FTE (\$2.99 million more than projected) and a significant increase in international education student enrolment. For 2016/17, revenue has continued to increase (\$2.54 million) primarily due to increased Ministry of Education funded student enrolment of 172.9 FTE.

The budgeted expenses by function are shown in the graphs below.

Each year, approximately 83% of the district's expenses are allocated to instruction. Operations and maintenance, district administration, transportation, the reduction of unfunded employee future benefits, capital assets purchased from operating and interfund transfers account for the remainder of the expenses.

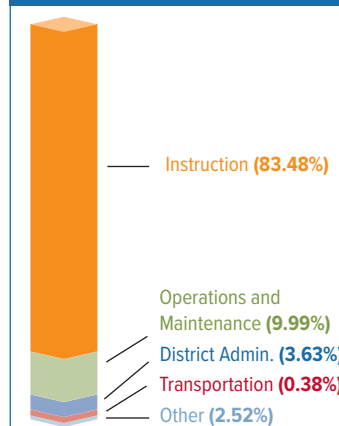
For the time shown, the Maple Ridge - Pitt Meadows School District has spent approximately 86% of its budget on salaries and benefits. The balance is used to cover supplies, services, utilities and other costs.

BUDGETED OPERATING EXPENSES BY FUNCTION (\$ millions)

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Instruction	108.59	109.84	111.38	109.51	108.07	105.93	114.72	119.04
District Administration	5.26	4.99	4.64	4.56	5.06	5.03	4.82	5.17
Operations and Maintenance	11.93	12.26	13.01	13.08	13.00	13.13	13.78	14.25
Transportation	1.34	1.23	1.25	1.26	1.18	1.09	0.86	0.54
Other	0.65	0.75	0.59	1.83	1.51	3.88	4.07	3.60
Total	127.77	129.07	130.87	130.24	128.82	129.06	138.25	142.60

Source: 2009/10 - 2016/17 Amended Annual Budget Submissions

BUDGETED EXPENSES 2016/17



Operating Budget Staffing

From 2009/10, total staffing in the Maple Ridge – Pitt Meadows School District has increased by approximately 27.39 FTE. Also, there are an additional 55.91 FTE positions funded from one-time funds and the Learning Improvement Fund (LIF).

While teaching staff, principals/vice-principals, support staff, and other professionals positions have been reduced due to funding shortfalls and enrolment decline in some years, education assistants have increased, principally due to higher enrolment of students with special needs.

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2016/17 with LIF and One-Time
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Teachers	819.53	818.42	825.41	813.40	771.95	763.35	785.46	792.48	830.02
Principals/VPs - Admin	44.75	43.36	43.04	42.79	42.10	39.48	40.31	43.57	43.97
Principals/VPs - Teaching	11.50	12.07	12.64	13.31	11.90	10.70	10.82	9.30	10.00
Other Professionals	32.25	31.27	30.19	30.00	30.00	30.50	31.71	31.71	35.71
Education Assistants	257.79	260.02	266.89	285.32	293.34	300.81	317.91	327.91	339.03
Support Staff	318.27	324.07	329.83	323.17	316.22	297.14	302.62	306.52	308.66
Trustees	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Total	1,491.09	1,496.21	1,515.00	1,514.99	1,472.51	1,448.98	1,495.83	1,518.48	1,574.39

Source: 1530 report submissions for each year as restated to reflect calculation of budgeted hours per week divided by full time hours per week per position, child care worker FTE removed for all prior years as paid from Special Purpose Funds. 2013/14 has been restated to remove FTE attached to custodial and labourer banks as well as contract instructors at international education and Ridge Meadows College. Above teacher and educational assistant FTEs include Learning Support Communities bank of \$525,000/yr that is allocated between teachers and education assistants as required annually. Principal/VP FTEs have been split to show the admin and teaching components of the positions. 2016/17 FTEs has been restated to reflect ongoing allocations only.

The following table provides a history of staffing changes by employee group from 2009/10 to 2016/17. The principals and vice-principals group is being separated into school-based administrators and district-based administrators. The other professionals, exempt and district-based principals and vice-principals category includes administrators working in human resources, information technology, learning services, Aboriginal education, and confidential and management staff.

Since 2009/10, the employee groups experiencing the largest ongoing staffing reductions are school based principals and vice-principals (4.64%) followed by other professionals, exempt and district principals (4.13%) and by support staff (3.69%).

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	% change vs 09/10	2016/17 with LIF and One-Time FTE	% change vs 09/10
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE			
Teachers	819.53	818.42	825.41	813.40	771.95	763.35	785.46	792.48	-3.30%	830.02	1.28%
Principals/VPs - School	51.25	51.43	50.68	50.10	48.00	45.18	48.13	48.87	-4.64%	49.97	-2.50%
Other Professionals/ Exempt/District P/VPs	37.25	35.27	35.19	36.00	36.00	35.50	34.71	35.71	-4.13%	39.71	6.60%
Education Assistants	257.79	260.02	266.89	285.32	293.34	300.81	317.91	327.91	27.20%	339.03	31.52%
Support Staff	318.27	324.07	329.83	323.17	316.22	297.14	302.62	306.52	-3.69%	308.66	-3.02%
Trustees	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	0.00%	7.00	0.00%
	1,491.09	1,496.21	1,515.00	1,514.99	1,472.51	1,448.98	1,495.83	1,518.49	1.84%	1,574.39	5.59%

As shown in the following table, the only employee group that has increased significantly since 2009/10 is CUPE staffing. The ongoing increase of 10.54% is principally due to the increased education assistant staffing (up 27.20%) required to support the increased enrolment of students with special needs, partially offset by a decrease in support staff due to general enrolment decline and general budget reductions.

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	% change vs 09/10	2016/17 with LIF and One-Time FTE	% change vs 09/10
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE			
MRTA	835.23	835.42	841.81	829.80	787.55	777.75	800.46	807.48	-3.32%	845.02	1.17%
CUPE	560.36	567.09	580.32	592.09	593.96	583.55	605.53	619.42	10.54%	632.69	12.91%
Principals/VPs /Other Professionals	88.50	86.70	85.87	86.10	84.00	80.68	82.84	84.58	-4.43%	89.68	1.33%
Trustees	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	0.00%	7.00	0.00%
	1,491.09	1,496.21	1,515.00	1,514.99	1,472.51	1,448.98	1,495.83	1,518.48	1.84%	1,574.39	5.59%

Source: 1530 report submission for each year as restated

The following table provides a history of students-to-staff ratios for each staffing category. This is a broad measure of the ability of staff to support the needs of students and the district.

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2016/17 with LIF and One-Time FTE
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	
Teachers	17.85	18.07	18.00	17.66	18.52	18.79	18.95	19.02	18.16
Principals/VPs - Admin	326.83	341.06	345.12	335.74	339.57	363.37	369.20	345.93	342.78
Principals/VPs - Teaching	1,271.78	1,224.90	1,175.15	1,079.48	1,201.34	1,340.37	1,375.53	1,620.67	1,507.23
Other Professionals	453.50	472.96	492.01	478.89	476.53	470.32	469.25	475.32	422.07
Education Assistants	56.73	56.87	55.66	50.35	48.74	47.69	46.81	45.97	44.46
Support Staff	45.95	45.63	45.03	44.46	45.21	48.28	49.18	49.17	48.83
Trustees	2,089.36	2,112.60	2,121.98	2,052.39	2,042.29	2,049.24	2,125.97	2,153.18	2,153.18
	9.81	9.88	9.80	9.48	9.71	9.90	9.95	9.93	9.57

Source: 1530 report submission for each year as restated

The staff-to-student ratio has improved modestly during the period but the changes have not been equal across employee groups.

Staff-to-student ratios have improved for the following positions:

- **Education Assistants** (down 18.97%) This substantial improvement is mainly due to the increased number of education assistants employed to support students with special needs.

Staff-to-student ratios have not improved for the following positions:

- **Teachers** (up 6.55%)
- **Principals and Vice-Principals** (up 5.84% in admin component and also up 27.43% in teaching component)
- **Other Professionals** (down 4.81%)
- **Support Staff** (down 7.01%)

Special Purpose Funds Budget Background Information

Special Purpose Funds consist of targeted funding allocated to school districts for a specific purpose. The annual funding received varies from year to year and Ministry of Education funding is not always confirmed in a timely manner.

Pursuant to Sections 156(4) and (5) of the School Act, each special purpose fund must be accounted for in accordance with the terms of that special purpose fund. Treasury Board Restricted Contribution Regulation 198/2011, issued in November 2011, defines a restricted contribution as “a contribution that is subject to a legislative or contractual stipulation or restriction as to its use other than a contribution or part of a contribution that is of, or for the purpose of acquiring, land.”

The following grants meet the definition of a restricted contribution per Treasury Board Regulation 198/2011:

- Annual Facility Grants (AFG) (excluding amounts paid via bylaw certificates of approval)
- Official Languages in Education French Programs Grants (OLEP)
- Community LINK Grants
- Special Education Equipment Grants
- StrongStart Centre Grants
- Ready Set Learn Grants
- Service Delivery Transformation Grants
- Coding and Curriculum Implementation Grants
- Learning Improvement Fund (LIF)
- Priority Measures Fund
- Classroom Enhancement Fund
- School Generated Funds (restricted contributions only)
- Earnings and disbursements of endowments (excluding capital)
- Interest earned on any of the above funds

Operating and capital funding cannot be transferred to special purpose funds.

Annual Facility Grant (AFG)

This fund was established to account for Ministry of Education grants and expenditures relating to annual facility maintenance projects.

The Provincial Budget 2017 includes a province-wide Annual Facility Grant (AFG) allocation of \$110.49 million. The AFG allocation is comprised of both a special purpose fund allocation and a bylaw capital allocation. This funding is first allocated to fund province-wide initiatives (\$2 million for Capital Asset Management System), and the balance is distributed to school districts.

The AFG special purpose funding allocation for the Maple Ridge – Pitt Meadows School District for 2017/18 is \$517,500. The district's contribution for the Capital Asset Management System is \$44,051, leaving \$473,449 to be allocated by the board for facility maintenance projects. The AFG bylaw capital allocated to the Maple Ridge – Pitt Meadows School District for 2017/18 is \$1,916,209.

AFG funds may be spent for the purpose of:

- upgrading or replacing existing facility components throughout the expected economic life of an existing capital asset;
- enhancing the service potential of an existing capital asset or a component of an existing capital asset by correcting deficiencies in design or construction and unsafe conditions;
- significantly lowering the associated operating costs of an existing capital asset; or
- extending the life of an existing capital asset or a component of an existing capital asset beyond its original life expectancy.

The Maple Ridge – Pitt Meadows School District must provide the Ministry with 2017/18 AFG project and spending plans prior to April 30, 2017. The plans will include a list of the AFG projects and expenditures the district will undertake between April 1, 2017 and March 31, 2018.

The proposed allocation and corresponding capital bylaw will be presented for approval at the April 26, 2017 public board meeting, and will be included in the 2017/18 budget bylaw.

Official Language Education Program (OLEP)

The Ministry of Education administers federal funding intended to support incremental costs resulting from offering French as a second official language instruction in BC. Under the current BC Action Plan of the “Canada-British Columbia Agreement on Minority Language Education and Second Official Language Instruction 2013/14 to 2017/18,” funding for school districts is based on the 2012/13 enrolments.

French funding is given under seven grants, and the school district is able to transfer funds within those grants. All French funding is to be spent by June 30th of each year. The district receives 70% of the funding in the spring of each year, and the 30% balance in the summer of the following year after it has submitted a report outlining how the funds were spent and what benefits were derived from this funding. In 2016/17 an additional enrolment growth grant of \$13,824 was received.

Based on funding received in 2016/17, the total OLEP funding for 2017/18 is expected to be \$245,550.

Community LINK

Community LINK (Learning Includes Nutrition and Knowledge) funding from the Ministry of Education is designed to support the academic achievement and social functioning of vulnerable students. Programs and services can include breakfast, lunch and snack programs, academic supports, counseling, youth workers and after-school programs.

Total Community LINK funding for 2017/18 will be \$544,260.

Special Education Equipment Grants

Special Education Grant funding is allocated by the Ministry of Education to school districts to provide specialized equipment to students who meet one of the following funding criteria:

- Physically Dependent
- Moderate to Profound Intellectual Disabilities
- Physical Disabilities or Chronic Health Impairments
- Visual Impairment
- Deaf or Hard of Hearing
- Autism Spectrum Disorder

The school district received \$6,133 for 2015/16, 2016/17 and 2017/18 grant amounts have not yet been announced. Funds will only be spent once received from the Ministry of Education.

StrongStart

The Ministry of Education funded StrongStart program allows parents to participate with their young child (aged birth to five) in play-based early learning activities, including stories, music and art. At no cost to families, this early learning drop-in program helps prepare children for success in kindergarten.

The Maple Ridge - Pitt Meadows School District has 8 StrongStart centres, located at the following elementary schools: Blue Mountain, Davie Jones, Eric Langton, Fairview, Glenwood, Hammond, Harry Hooze and Highland Park.

The total StrongStart funding for 2016/17 was \$256,000. The funding for 2017/18 has not been announced; however, no change in funding is expected.

Ready Set Learn

The Ready Set Learn special funding provided by the Ministry of Education allows the district to facilitate community events targeted towards 3-year-old children. The events are about providing good information on how to support a young child's early learning and development, and how to help develop positive connections between families, the school system and local community agencies.

The total Ready Set Learn funding for 2016/17 was \$49,000.

The funding for 2017/18 has not been announced; however, no change in funding is expected.

Service Delivery Transformation

This one-time special purpose grant is intended to support the implementation of the attendance support and wellness-related recommendations made by the Service Delivery Project. This funding is a strategic investment in support of the implementation of shared services in the K-12 sector. The funding is to be spent on any of the following areas between now and the end of the 2016/17 school year: system development, program development, training, staffing for initial implementation, and staffing to ensure sustainability of attendance support programs.

Learning Improvement Fund

The Learning Improvement Fund (LIF) was established by the province for the purpose of providing additional resources, specifically targeted to support complex classes that present challenging learning conditions. Districts can allocate these funds to improve the learning conditions for all students and to support teachers in meeting student needs.

For 2017/18, the LIF support staff component has been retained (\$20 million) and the Teacher Education Fund component has been transferred to the Classroom Enhancement Fund (\$80 million).

The total LIF support staff grant for the Maple Ridge – Pitt Meadows School District for 2017/18 is \$509,360.

Districts are required to submit a spending plan to the Ministry of Education by October 2017 for approval. To develop the spending plans, district staff work collaboratively with CUPE.

Priority Measures Fund

On January 11, 2017 the Ministry of Education, the BC Public Schools Employers Association and the BC Teachers Federation signed a *Memorandum of Agreement re: Letter of Understanding (LoU) No. 17: Education Fund and Impact of the Court Cases – Priority Measures* as the first step in responding to the decision of the Supreme Court of Canada. To support the implementation of this Memorandum of Agreement, \$50 million was allocated to school districts in 2016/17. The allocation to the Maple Ridge – Pitt Meadows School District totals \$1.27 million. Funding must be spent on enrolling and non-enrolling teachers before it can be spent on capacity building initiatives. This fund must be fully expended by June 30, 2018.

Classroom Enhancement Fund

On March 10, 2017 the 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 Memorandum of Agreement fully and finally resolves all matters related to the implementation of the Supreme Court of Canada decision from the fall of 2016.

The ratification of this agreement resulted in the establishment of the \$360 million Classroom Enhancement Fund

to address the additional teacher and corresponding overhead costs throughout the province associated with this Memorandum of Agreement.

The notional allocation to the Maple Ridge – Pitt Meadows School District for 2017/18 totals \$6.63 million, of which \$5.88 million is targeted for teacher salary and benefits costs and \$0.75 million for overhead costs.

School districts are required to submit preliminary staffing plans to the Ministry of Education by April 28, 2017. Submissions will be reviewed by the Ministry of Education and the notional allocations may be adjusted accordingly.

Final staffing plans are to be prepared once fall 2017 staffing is known (October 2017), and final 2017/18 allocations will be confirmed with the operating grant recalculation in December 2017.

Youth Education Support Fund

The Maple Ridge - Pitt Meadows School District is a registered charity. Donations received from community members are recorded in the Youth Education Support Fund (YES Fund). The funds raised are used to support programs and initiatives throughout the school district, which include: playground equipment, breakfast and hot lunch programs, and other school-specific programs.

As the funding for the Youth Education Support Fund is based on community donations, the funding amount for 2017/18 is difficult to estimate.

Scholarships and Bursaries

Scholarships and bursaries are established and awarded through the generosity of individuals and corporations in our community. The scholarships and bursaries administered by the school district range from memorials to honour the passing of a loved one, to corporations and individuals wanting to give back to the community.

The Maple Ridge - Pitt Meadows School District administers over 25 different scholarships and bursaries.

School Generated Funds

This fund represents the accumulated funds held by individual schools. Each school has its own bank account and records the funds received and disbursed throughout the year. These funds are raised at the school level through fundraising, cafeteria revenue, school store revenue, and various other activities.

The school generated funds are intended to be used to fund activities that directly benefit the students in the school.

Special Purpose Funds Deferred Contributions, Revenue and Expenditures

(\$ millions)	2009/10 ACTUAL	2010/11 ACTUAL	2011/12 ACTUAL	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 ACTUAL	2015/16 ACTUAL	2016/17 BUDGET
Deferred Contributions July 1st	(9.94)	(7.30)	(5.90)	(2.20)	(2.46)	(2.00)	(1.86)	(1.95)
Received Contributions								
Provincial Grants	(2.65)	(2.22)	(1.96)	(3.45)	(2.78)	(4.06)	(4.13)	(4.28)
Provincial Grants - Other	(0.42)	-	-	-	-	-	-	-
Other	(4.93)	(4.90)	(4.00)	(4.32)	(4.31)	(4.14)	(4.65)	(4.36)
Investment Income	(0.04)	(0.05)	(0.01)	(0.02)	(0.03)	(0.01)	(0.01)	(0.01)
Teacher 12 month pay program	(1.36)	(1.41)	-	-	-	-	-	-
Teacher 12 month pay program	1.15	1.36	1.51	-	-	-	-	-
Transfer to Restricted Ministry of Education Capital					0.03			
Total Contributions Received	(8.25)	(7.22)	(4.46)	(7.79)	(7.09)	(8.21)	(8.79)	(8.65)
Recognition to Revenue								
Provincial Grants	5.91	3.85	3.47	3.19	3.24	4.10	4.09	4.56
Other Revenue	4.95	4.72	4.24	4.33	4.29	4.24	4.60	4.37
Investment Income	0.03	0.05	0.01	0.01	0.03	0.01	0.01	0.01
Total Recognition to Revenue	10.89	8.62	7.72	7.53	7.56	8.35	8.70	8.94
Expenses								
Wages and Benefits	0.83	1.08	1.16	2.52	2.44	3.33	3.41	3.55
Service and Supplies	5.61	5.81	4.75	4.61	4.38	4.34	4.93	4.95
Total Expenses	6.44	6.89	5.91	7.13	6.82	7.67	8.34	8.50
Capital Purchases and Other	4.45	1.74	1.81	0.40	0.74	0.68	0.36	0.44
Total Expenses and Capital Purchases	10.89	8.63	7.72	7.53	7.56	8.35	8.70	8.94
Ending Balance June 30th	(7.30)	(5.90)	(2.64)	(2.46)	(1.99)	(1.86)	(1.95)	(1.66)

Source: 2009/10 to 2015/16 Audited Financial Statements and Amended Budget for 2016/17.

Since 2009/10, special purpose fund revenues have decreased by \$1.95 million. This decrease is due mainly to the change in how the annual facility grant funds are allocated. Starting in 2011/12, the annual facility grant funds are allocated between special purpose funds and bylaw capital. Also related to the funding change, capital purchases and other have decreased by \$4.01 million compared to 2009/10.

Capital Fund Budget Background Information

The Capital Fund includes capital expenditures related to land, buildings (purchases and enhancements), computer hardware and software, vehicles and equipment that are funded from Ministry of Education capital grants (bylaw capital, Ministry of Education restricted capital), land capital, local capital, operating funds, and special purpose funds.

Pursuant to Ministerial Order 033/09, an annual deficit may be incurred in the capital fund Statement of Operations for the portion of amortization expense that exceeds revenues from deferred capital contributions. This deficit does not require prior approval from the Minister of Education.

Bylaw Capital

Bylaw Capital represents Ministry of Education capital grants drawn on Certificates of Approval (COA) for capital projects and includes amounts for specific capital projects funded by the Ministry of Education, capital portion of the Annual Facility Grant, carbon neutral capital project funding, playground equipment funding, and other project funding paid through a COA.

Ministry of Education Restricted Capital

Ministry of Education restricted capital represents the minister's portion (usually 75%) of the proceeds on disposal of land and buildings, and any bylaw project surpluses on completed projects. The minister's permission must be received to spend these funds. The balance in the fund at June 30, 2016 was \$1.58 million. In March 2017, \$1.40 million of this balance was allocated to the new South Albion project.

Land Capital

The balance in the Land Capital Reserve Fund is comprised of School Site Acquisition Charges (SSAC), which municipalities collect on behalf of school districts to help school boards pay for future school sites. Municipalities collect these charges for each new residential parcel to be created and new multiple family residential units to be constructed on an existing parcel. The funds may be used only to purchase Ministry approved sites for new schools.

The balance in the fund at June 30, 2016 was \$5.09 million.

Local Capital Reserve (Contingency Reserve)

The board's Local Capital Reserve is designated for local capital contingency expenditures. In 2016/17, the contingency reserve was used by the board to fund various projects as identified below.

2016/17 CONTINGENCY RESERVE	(\$ millions)
Board Approved Uses of Local Capital	
MyEd BC implementation	0.25
Staff computers refresh	0.10
Emergency preparedness	0.26
Facility rental software	0.01
Energy management plan	1.00
South Albion school project	2.20
	3.82
Contingency reserve for local capital	1.50
Total Contingency Reserve for Local Capital	5.32

The Board of Education is responsible for ensuring the district is protected financially from extraordinary circumstances that would negatively impact school district operations and the education of students. To discharge this responsibility, the board has established a contingency reserve from available operating surplus which will be used to mitigate any negative impact such circumstances might cause.

The existing school district budgets are not sufficient to support the procurement or timely replacement of school district assets. The budget required to complete the building maintenance projects identified through facility condition assessments far exceeds the annual facilities grant and the capital funding for building enhancement projects received by SD42.

This means that the deferred maintenance for SD42 facilities continues to grow and the facility condition index for SD42 facilities continues to deteriorate. Major equipment failures must be covered from the contingency reserve. These include, but are not limited to, the following: building envelope remediation, roof repairs or replacement, boiler replacements, server replacements, shop equipment replacements.

In addition, the board is responsible for any cost overruns incurred on Ministry of Education funded capital projects and this is the only fund available to cover such costs.

By board policy a contingency reserve of at least 1% of operating expenditures and not exceeding 3% of operating expenditures shall be maintained (\$1.35 million to \$4.05 million). The current balance of \$1.50 million equates to 1.1% of operating expenditures.

Capital Fund Revenue and Expenditures

FUND BALANCE - CAPITAL (\$ millions)	2009/10 ACTUAL	2010/11 ACTUAL	2011/12 ACTUAL	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 ACTUAL	2015/16 ACTUAL	2016/17 BUDGET
Balance July 1st	\$57.38	\$61.18	\$62.11	\$62.87	\$61.60	\$64.09	\$66.97	\$70.57
Prior period adjustments made for amortization and half year rule	-	-	-	(3.39)	-	-	-	-
Opening Balance as Restated	57.38	61.18	62.11	59.48	61.60	64.09	66.97	70.57
Provincial Grants - Ministry of Education							1.41	
School Site Acquisition Fees							0.76	
Investment Income							0.10	
Amortization of Deferred Capital Contributions	4.97	4.94	5.26	5.59	5.28	5.45	5.36	5.30
Energy Management Plan Incentives							0.13	
Capital Assets Purchased	3.11	1.74	1.81	2.03	1.82	2.84	3.20	1.36
Capital Assets - WIP	1.27	-	-	-	-	0.12	-	-
Interfund Transfer - Local Capital	0.86	0.80	0.59	1.76	2.93	1.71	0.70	(1.75)
Amortization of Capital Assets Expense	(6.36)	(6.52)	(6.88)	(7.49)	(7.87)	(7.97)	(8.34)	(7.97)
Capital Lease Interest Expense	(0.05)	(0.03)	(0.02)	(0.02)	(0.02)	(0.02)	(0.01)	(0.01)
Capital Lease Payment	-	-	-	0.25	0.35	0.75	0.29	0.23
Balance at June 30th	\$61.18	\$62.11	\$62.87	\$61.60	\$64.09	\$66.97	\$70.57	\$67.73

* Source: 2009/10 - 2015/16 Audited Financial Statements and amended budget for 2016/17.

In 2015/16 provincial grants, school site acquisition fees and investment income were reported as a result of the acquisition of property for the new South Albion Elementary School. Since 2009/10, amortization of deferred capital contributions has increased \$0.33 million. This increase is due mainly to increased capital project funding from the Ministry of Education.

Interfund transfers include capital purchases that are made from Operating Fund, Special Purpose Funds and payments for capital leases. In any given year it can be difficult to predict specific capital requirements within each fund. Amortization expense has increased by \$1.34 million mainly due to the 2012/13 change to apply the half-year rule for amortization of capital assets in the year of purchase.

2017/18 BASE OPERATING BUDGET

The Base Operating Budget reflects the estimated revenue and expenses for 2017/18 if the school district were to maintain the same level of service it provided for the 2016/17 school year, and incorporates the impact of board approved budget changes for 2017/18. The Base Operating Budget is based on the board-approved 2016/17 Amended Annual Budget. It has been adjusted for:

- projected enrolment changes;
- projected changes to revenue and staffing due to changes in enrolment;
- projected changes to revenue due to funding formula changes;
- estimated changes to employee salaries and benefits;
- estimated changes to services, supplies and utilities due to inflation;
- adjustments for one-time revenue or expenditures included in the prior year budget;
- board-approved budget changes for 2017/18.

These projections have been prepared in accordance with Public Sector Accounting Standards (PSAB) without not-for-profit provisions.

2017/18 Operating Budget Assumptions

The base budget estimates for 2017/18 are based on the forecasts and assumptions that follow.

Enrolment

In February 2017, the school district submitted its Ministry funded enrolment estimates to the Ministry of Education. The enrolment forecast is used by the Ministry of Education to determine funding for the school district. For 2017/18, the school district is forecasting changes in Ministry funded student enrolment as follows:

- K-12 enrolment is forecasted to increase by 78.7 FTE.
- Alternate school enrolment is forecasted to decrease by 4 FTE.
- Distributed learning enrolment is forecasted to decrease by 2.25 FTE.
- Students with special needs enrolment is estimated to remain unchanged for Level 1 students, increase by 25 FTE students for Level 2 students, and to increase by 4 FTE for Level 3 students.
- English language learners enrolment is projected to increase by 60 FTE students.
- Aboriginal education student enrolment is estimated to decrease by 108 FTE students.
- Non-graduated adults enrolment is estimated to decrease by 5.875 FTE.
- Graduated adults enrolment is estimated to increase by 42.25 FTE.

In addition, international education enrolment is estimated to increase by 8 FTE to 600 FTE.

Operating Revenue

Operating Grant

Operating Grant calculations are based on the preliminary operating grants announced by the Ministry of Education on March 15, 2017.

In 2017/18, the Ministry of Education will be providing a total of \$4.99 billion in operating grants to the boards of education. The table on the following page shows the change in per FTE funding for 2017/18 for all enrolment counts and the supplemental operating funding.

FUNDING CATEGORY	Projected Student FTE 2017/18	Funding Rate per FTE 2017/18	2017/18 Funding (\$)	Funding Change	
				Other	Administrative Savings
Basic Allocation September					
Standard Schools	14,021.4593	\$7,301	\$102,370,674	\$1,163,781	\$(715,094)
Continuing Education	16.0000	\$7,301	\$116,816	\$1,328	\$(816)
Alternate Schools	245.0000	\$7,301	\$1,788,745	\$20,335	\$(12,495)
Distributed Learning	47.0000	\$6,100	\$286,700	\$3,290	
Homeschoolers	5.0000	\$250	\$1,250		
Course Challenges	60.0000	\$228	\$13,680	\$120	
Unique Student Needs September					
ELL	590.0000	\$1,395	\$823,050	\$8,850	
Aboriginal	1,100.0000	\$1,210	\$1,331,000	\$16,500	
Special Education - Level 1	13.0000	\$38,140	\$495,820	\$5,720	
Special Education - Level 2	589.0000	\$19,070	\$11,232,230	\$129,580	
Special Education - Level 3	200.0000	\$9,610	\$1,922,000	\$22,000	
Adult Education	40.0000	\$4,618	\$184,720	\$2,120	
Summer School Funding					
Summer Learning Gr 1-7	498.0000	\$208	\$103,584	\$996	
Summer Learning Gr 8-9	220.0000	\$208	\$45,760	\$440	
Summer Learning Gr 10-12	400.0000	\$416	\$166,400	\$1,600	
Supplemental Summer Learning			\$28,037	-	
Cross Enrolment (Gr 8 & 9)	4.0000	\$416	\$1,664	\$16	
February Enrolment Count					
Continuing Education - school age	5.0000	\$7,301	\$36,505	\$415	\$(255)
Continuing Education - adults	40.0000	\$4,618	\$184,720	\$2,120	
Distributed Learning - Gr K - 9	5.0000	\$3,050	\$15,250	\$175	
Distributed Learning Secondary - Gr 10 - 12	20.0000	\$6,100	\$122,000	\$1,400	
Distributed Learning - Adults	2.0000	\$4,618	\$9,236	\$106	
Special Education - Level 1	-	\$19,070			
Special Education - Level 2	5.0000	\$9,535	\$47,675	\$550	
Special Education - Level 3	5.0000	\$4,805	\$24,025	\$275	
Newcomer Refugees	-	\$3,651			
ELL (Newcomer Refugees only)	-	\$698			
May Enrolment Count					
Continuing Education - school age	20.0000	\$7,301	\$146,020	\$1,660	\$(1,020)
Continuing Education - adults	40.0000	\$4,618	\$184,720	\$2,120	
Distributed Learning - Gr K - 9	5.0000	\$2,033	\$10,165	\$115	
Distributed Learning - Gr 10 - 12	20.0000	\$6,100	\$122,000	\$1,400	
Distributed Learning - Adults	2.0000	\$4,618	\$9,236	\$106	
Vulnerable Students			\$701,412		
Salary Differential			\$2,857,959	\$(135,199)	
Unique Geographic Factors			\$1,897,110	\$31,160	
Supplement for the Education Plan			\$285,058	\$4,497	
Administrative Savings			\$(631,773)		\$(631,773)
Administrative Savings Grant			\$631,773		\$631,773
Student Transportation Fund			\$185,990	\$185,990	
Total Provincial Funding			\$127,751,211	\$1,473,566	\$(729,680)

Supplement for the Education Plan

On March 23, 2017 the Ministry of Education advised school districts that the Supplement for the Education Plan is provided to assist districts in realizing the objectives outlined in the Education Plan, and continue to support education transformation and deepen the work already occurring in school districts.

The \$285K Supplement for the Education Plan will continue to be provided to the Maple Ridge - Pitt Meadows School District and will be used to support the 3-year curriculum implementation plan announced by the Ministry of Education in the fall of 2015.

Other Ministry of Education Grants

In 2017/18, \$0.63 million of the required administrative savings (\$1.36 million) will be returned to the school district as a special grant outside of the operating grant from the Ministry of Education.

In addition, a \$0.19 million student transportation fund will be provided to support enhanced student transportation services in our school district.

Other Revenue Changes

Tuition fees for non-resident students have been increased by \$500 per student for a 10 month educational program and the estimated non-resident enrolment for 2017/18 students has increased by 8 FTE to 600 FTE. This will result in an estimated tuition revenue increase of \$0.40 million.

In 2017/18, contracts will not be renewed for two daycare providers, resulting in a decrease of rental and lease revenue of \$35 K. The spaces currently occupied by these daycares will be converted to classrooms to support the increased elementary enrolment and reduced class size at elementary.

Investment income is estimated to increase by \$5K due to increased balances available for investment.

Other sources of revenue have been adjusted to reflect known factors.

Staffing

The Maple Ridge – Pitt Meadows School District estimates that the forecasted enrolment changes will result in increases of 6.09 FTE teachers, 12.5 FTE education assistants and 0.23 FTE school clerical, and a decrease of 2.69 FTE aboriginal support workers.

The implementation of restored collective agreement language for the MRTA will result in increased staffing allocations to support non-resident student enrolment (3 FTE teachers). The additional estimated cost of \$0.30 million is not funded by the province under the classroom enhancement fund.

Other staffing changes have not been forecasted at this time.

Changes in Salary and Benefit Costs

Salaries and benefits budgets are estimated to increase by \$2.33 million due to salary increments and related benefits for teaching and non-unionized staff, and negotiated contractual increases.

Collective agreements with the Maple Ridge Teachers' Association (MRTA) and CUPE were ratified in 2014. The collective agreement with the MRTA provided for an economic stability dividend for MRTA members of 0.35% effective May 1, 2017 as well as general wage increases of 0.5% effective July 1, 2017 and 1.0% effective May 1, 2018. The estimated salary cost associated with these increases are \$0.77 million. Grid increment costs are anticipated to decrease by \$0.30 million as the number of new teachers hired are expected to be greater than the number of teachers retiring. The resulting net teacher salary cost increase is \$0.47 million.

The collective agreement with CUPE provides for an economic stability dividend for CUPE staff of 0.35% effective May 1, 2017 as well as general wage increases of 1.0 effective May 1, 2017, 0.5% effective July 1, 2017 and 1.0% effective May 1, 2018. The estimated salary cost associated with these increases is \$0.66 million. In addition, it is expected that CUPE will join the provincial extended health plan for additional cost of \$0.19 million (45.36% increase).

Non-unionized staff wages have been frozen since 2009. In 2016/17 BCPSEA established new compensation models for principals, vice-principals and other non-unionized staff. The estimated cost to implement the new compensation models is \$0.79 million. However, the school district continues to operate in a managed compensation environment for non-unionized staff. All salary increments for non-unionized staff are managed by the Public Sector Employers' Council (PSEC). It is estimated that interim relief increases of up to 2% will be approved for 2017/18. The preliminary estimated cost for these potential increases is \$0.30 million (one-time savings from non-unionized staff compensation \$0.49 million).

Anticipated costs to provide new mandatory WorkSafe BC training are \$0.07 million.

Benefit costs are estimated to increase by \$0.04 million. The estimated increase is related to the following:

- **CPP:** Up \$14,200 due to a forecasted increase in the maximum pensionable earnings from \$54,900 to \$55,300 (YMPE).
- **EI:** Down \$254,800 due to a premium decrease from 1.88% to 1.63%.
- **MSP:** No forecasted change.
- **WorksafeBC:** Up \$6,800 due to an increase in maximum insurable earnings from \$80,600 to \$81,900.
- **Extended Health:** Up \$177,300 due to a 19.1% premium increase for teachers.
- **Dental:** Up \$72,200 due to a 5.29% premium increase for teachers and a 2.74% premium increase for CUPE.
- **LTD:** Down \$29,200 due to a decrease in non-unionized staff premiums from 2.235% to 1.676%.
- **Life Insurance:** Up \$41,300 due to a 42.31% increase for teachers, a 6.25% decrease for CUPE and a 40% increase on teachers' Dependent Life Insurance premiums.
- **Municipal Pension Plan:** Down \$26,300 due to decrease of premium rates from 10.39% to 10.28%.

Non-salary cost changes

Services and supplies

Expected services and supplies cost increases include an inflationary adjustment of 2.2% (CPI Vancouver) (\$270K) and increase in software licensing costs (\$140K).

Regular student transportation will be maintained for 2017/18 at a cost of \$0.38 million.

Utilities

Expected cost increases in utilities include:

- **Electricity:** Up 3.5% effective April 1, 2017 and an additional 3% effective April 1, 2018 (\$11K) offset by a 3.5% decrease in PST on electricity effective October 1, 2017;
- **Gas:** Variable gas prices are expected to rise (\$33K);
- **Waste Removal:** Waste removal contract pricing is anticipated to increase due to changes in Metro Vancouver waste collection policies (\$80K);
- **Next Generation Network:** Decrease of \$65K.

The following one-time items have been removed from the base budget:

- 2016/17 one-time grants (\$0.42M) from the Industry Training Authority, United Way, the Ministry of Children and Families, Before and After School Program fees, International Cultural Program revenue and the Ministry of Education Economic Stability Dividend which is now funded in the per student grant;
- 2016/17 one-time expenses that match the above detailed revenue, extraordinary snow removal expenses, a replacement backhoe, one-time cost to set-up new classrooms and the removal of previously approved one-time staffing costs (\$1.85M).

2017/18 Board Approved One-Time Budget Changes

The board approved one-time budget changes for 2017/18 as summarized in the table that follows. The estimated cost for these approved budget changes has been adjusted to reflect 2017/18 cost factors and enrolment.

ONE-TIME BUDGET CHANGES	STAFFING		2017/18 BUDGET IMPACT		
	FTE	Salaries & Benefits	Supplies, Services & Other	Revenue	Total
Contingency Reserve Allocation (Operating Surplus)				747,151	747,151
Support for School Growth Plans	(2.77)	(176,788)	0		(176,788)
Spirit of Learning	(0.40)	(41,205)	0		(41,205)
Early Learning	(0.20)	(20,603)	0		(20,603)
Curriculum Implementation	(0.60)	(61,807)	61,807		0
Succession Planning	(2.20)	(471,676)	(10,500)		(482,176)
Implementation of Strategic Facilities Plan Recommendations	(0.70)	(69,060)	(26,360)		(95,420)
Utilities Bridging			(100,000)		(100,000)
Total One-Time Budget Changes	(6.87)	(841,139)	(75,053)	747,151	(169,041)

2017/18 Projected Operating Base Budget

Based on projected cost increases and enrolment changes for 2017/18, the operating budget balance is estimated to be \$1.25 million (\$0.74M ongoing and \$0.51M one-time).

2017/18 PROJECTED OPERATING BUDGET BALANCE		
		(\$millions)
Salary and benefit changes	Schedule 1	(2.33)
Inflation and other costs	Schedule 2	(0.47)
Enrolment driven changes	Schedule 3	0.47
Other factors	Schedule 4	2.10
Ministry of Education Funding Changes		1.48
Projected Operating Budget Balance - One-time		0.51
Projected Operating Budget Balance - Ongoing		0.74

Schedule 1 2017/18 PROJECTED CHANGE IN SALARIES AND BENEFITS

	(\$millions)
Estimated decrease in average teacher salaries ¹	0.30
MRTA contractual increases	(0.55)
CUPE contractual increases	(0.64)
Economic stability dividend CUPE and MRTA	(0.24)
Additional compensation of non-unionized staff	(0.79)
WorkSafeBC training	(0.07)
Lower class size ratios funded by international tuition	(0.30)
	(2.29)
Benefit changes:	
Increase in CPP ²	(0.01)
Decrease in EI ³	0.25
Increase in non-statutory benefits ⁴	(0.26)
Increase in WCB ⁵	(0.01)
Employee future benefits	(0.01)
	(0.04)
Total Projected Change in Salaries and Benefits	(2.33)

1. Based on estimated 28 teacher retirements and average annual salary savings of \$370 per FTE.
2. CPP YMPE increase from \$54,900 to 55,300.
3. EI decrease in rates from 1.88% to 1.63%.
4. EHB rate increase of 19.1% for teachers estimated to cost \$0.18 million, dental rate increase of 5.29% for teachers estimated to cost \$0.07 million, Basic Life rate increase of 42.31% for teachers estimated to cost \$0.04 million, LTD rate decrease for non-unionized staff estimated to save \$0.03 million.
5. Increase of maximum insurable earnings from \$80,600 to \$81,900.

Schedule 2 2017/18 PROJECTED CHANGE IN SERVICES, SUPPLIES AND UTILITIES

	(\$ millions)
Estimated inflation provision ¹	(0.27)
Utilities ²	(0.06)
Software licenses ³	(0.14)
Total change in services, supplies and utilities	(0.47)

1. Includes a general inflation increase of 2.2%.
2. Includes a BC Hydro rate increase, variable gas rate increase, estimated increase waste disposal costs, and Next Generation Network cost decrease.
3. Additional technology licensing requirements.

Schedule 3 2017/18 PROJECTED ENROLMENT DRIVEN CHANGES

	Rate 2016/17	Rate 2017/18	2016/17 FTE	2017/18 FTE	Change FTE	Budget Change \$ millions
Projected Revenue Changes						
Regular and Continuing Ed. School Aged	\$7,218	\$7,301	14,208.13	14,282.46	74.33	0.54
Distributed Learning	\$6,030	\$6,100	44.75	47.00	2.25	0.01
Adults	\$4,565	\$4,618	45.88	40.00	(5.88)	(0.03)
Special Education						
Level 1	\$37,700	\$38,140	13.00	13.00	0.00	-
Level 2	\$18,850	\$19,070	564.00	589.00	25.00	0.47
Level 3	\$9,500	\$9,610	196.00	200.00	4.00	0.04
English Language Learner	\$1,380	\$1,395	530.00	590.00	60.00	0.08
Aboriginal Education	\$1,195	\$1,210	1,208.00	1,100.00	(108.00)	(0.13)
February Enrolment						
Continuing Education						
School Aged FTE	\$7,218	\$7,301	10.50	5.00	(5.50)	(0.04)
Adult FTE	\$4,565	\$4,618	25.00	40.00	15.00	0.07
Distributed Learning						
K-9	\$3,015	\$3,050	-	5.00	5.00	0.02
10-12	\$6,030	\$6,100	34.00	20.00	(14.00)	(0.09)
Adult	\$4,565	\$4,618	5.00	2.00	(3.00)	(0.01)
Special Education						
Level 1	\$18,850	\$19,070	-	-	0.00	-
Level 2	\$9,425	\$9,535	5.00	5.00	0.00	-
Level 3	\$4,750	\$4,805	5.00	5.00	0.00	-
May Enrolment						
Continuing Education						
School Aged FTE	\$7,218	\$7,301	25.00	20.00	(5.00)	(0.04)
Adult FTE	\$4,565	\$4,618	35.00	40.00	5.00	0.02
Distributed Learning						
K-9	\$2,010	\$2,033	-	5.00	5.00	0.01
10-12	\$6,030	\$6,100	16.00	20.00	4.00	0.02
Adult FTE	\$4,565	\$4,618	3.00	2.00	(1.00)	-
Summer Learning						(0.02)
Total Changes in Operating Grant Funding						0.92
Graduated Adults					42.25	0.20
International Education	\$12,000	\$12,500	592.00	600.00	8.00	0.41
TOTAL Projected Revenue Changes						1.53
Projected Expense Changes						
Enrolment Driven Staffing Changes						
Education Assistants					12.50	(0.55)
Teachers					6.09	(0.60)
Support Staff					0.23	(0.01)
Enrolment Driven Supplies Changes						(0.01)
Enrolment Driven Aboriginal Education Budget Changes					(2.69)	0.11
TOTAL Projected Expense Changes						(1.06)
TOTAL ENROLMENT DRIVEN CHANGES						0.47

Schedule 4 2017/18 PROJECTED OTHER CHANGES TO THE BUDGET

	(\$ millions)
2016/17 One-Time Revenue and Expenditures	
One-time revenue and expenses ¹	0.05
One-time expenses ²	1.49
	1.54
Return of Administrative Savings 2016/17	0.63
2017/18 One-Time Revenue and Expenses	
Board approved expenses ³	(0.17)
One-time savings ⁴	0.51
	0.34
2017/18 Other Revenue and Expenses	
Rental Revenue ⁵	(0.03)
Regular Student Transportation ⁶	(0.38)
	(0.41)
Total Other Changes	2.10

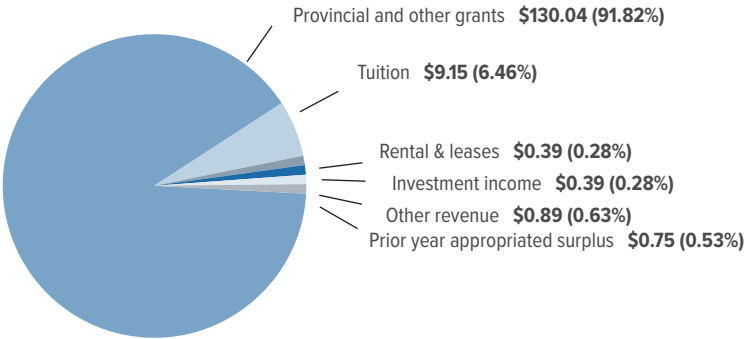
1. Includes one-time revenue and corresponding expenses for ITA grants, United Way, MCFD Youth Learning Grant, Before & After School fees, international cultural programs, Ministry of Education economic stability funding for 2016/17.
2. Includes one-time expenses and savings related to transportation, snow removal, replenishment of emergent expense fund, and a replacement backhoe.
3. Increase cost of one-time staffing approved in 2016/17 (0.4 elementary helping teacher, 1.0 KKIS CCW, 0.571 KKIS teacher, 0.2 counsellor safe & caring, 1.0 coordinator safe & caring, 0.2 FTE early learning helping teacher, PVP succession planning).
4. One-time savings for non-unionized staff compensation.
5. Decrease in rental revenue due to non-renewal of two daycare contracts offset by projected increase in interest income.
6. Maintaining regular student transportation service.

2017/18 Base Operating Budget Revenue

The majority of school district revenues are received from the provincial government in the form of the Ministry of Education Operating Grant and other provincial grants (91.82%). The level of provincial funding consequently has a significant impact on the educational services and programs that can be offered.

Because the primary determinant of provincial funding is enrolment, a forecasted decline or increase in enrolment affects programs and services. Outside of provincial grants, International Education and other tuition fees are the primary source of revenue, which accounts for 6.46% of total revenue. The projected base operating budget revenue for 2017/18 is \$141.61 million. See figure 1.

FIGURE 1 2017/18 BASE OPERATING BUDGET REVENUE BY SOURCE (\$ millions)



2017/18 Base Operating Budget Expenditures

The projected expenditures for the 2017/18 Base Operating Budget total \$140.36 million, which is \$1.25 million lower than the projected revenue.

Approximately 84.96% of the operating budget will be spent on instruction related costs. This includes school-based teachers, education assistants, school administrators and school based support staff and supplies.

Operations and maintenance accounts for 10.29%, district administration is 3.40% and transportation is 0.48%. The remaining 0.87% is spent on capital asset purchases.

Approximately 90% of the budget is spent on salaries and benefits, while services, supplies, and utilities represent 10%. The graphs below show the allocation of expenses by function and type of expenditure.

FIGURE 2 2017/18 BASE OPERATING BUDGET BY FUNCTION (\$ millions)

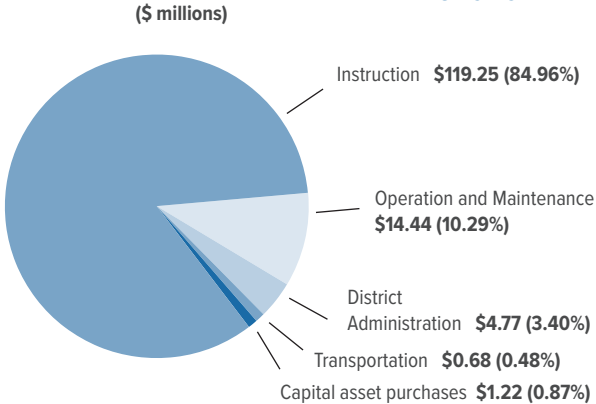
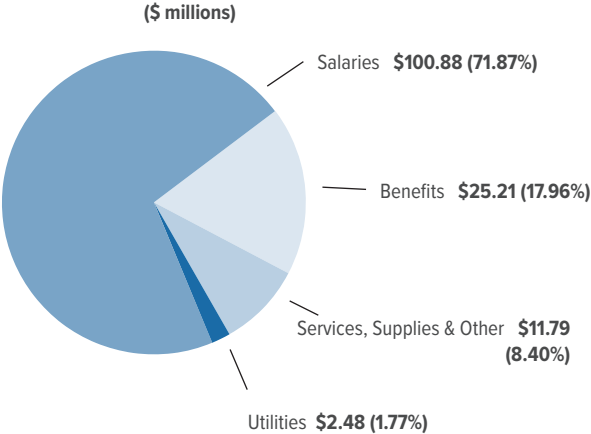


FIGURE 3 2017/18 BASE OPERATING BUDGET BY TYPE (\$ millions)



2017/18 Base Operating Budget Staffing

The base budget adjustments will result in a net decrease of 13.55 FTE. The following table provides a summary of the staff adjustments by employee group. This decrease is primarily due to the removal of 2016/17 one-time staffing in all categories.

2017/18 BASE OPERATING BUDGET STAFFING (FTE) BY TYPE

	2016/17	Adjustments	2017/18 Base
Teachers	804.24	(2.13)	802.11
Principals/Vice-Principals	49.97	5.20	55.17
Other Professionals, Exempt, District P/VPs	39.71	(4.00)	35.71
Education Assistants	337.60	(10.70)	326.90
Support Staff	308.66	(1.92)	306.74
Trustees	7.00		7.00
	1,547.18	(13.55)	1,533.63

Teachers - an increase of 6.09 FTE due to enrolment increase and 3 FTE for improved classroom teacher allocation ratio for non-resident students offset by one-time 6.42 FTE staffing in 2016/17 and a 4.8 FTE reallocation to P/VPs teaching time.
Principals/VPs - Schools - an increase of 5.2 FTE due to enrolment increase and one-time secondary VP staffing related to succession planning.
Other Professionals - decrease due to removal of one-time staffing.
Educations Assistants - increase of 9.81 FTE due to enrolment offset by removal of 12.82 FTE one-time education assistant positions funded from the learning support bank and 7.69 FTE 2016/17 one-time funded positions.
Support Staff - decrease due to removal of one-time staffing.

2017/18 Risk to the Base Budget Estimates

Revenue

The provincial operating grant included in these estimates may not be the same as the operating grant distributed by the Ministry of Education in 2017/18. The main factors that create variances of provincial funding are actual funded enrolment as at September 30, 2017, and other provincial funding announcements made during 2017/18. Also, the Ministry of Education may decide to change its funding policy or the funding formula, which would impact the amounts distributed to school districts.

The international education tuition revenue of \$8.43 million (net revenue of \$1.60 million) included in these estimates is based on trends experienced in recent years. The actual tuition revenue and net revenue from international education may vary significantly from estimates due to the highly competitive nature of this market, changes in the global economy and/or political climate, and the recent changes in the leadership of this department. Any major negative variance from estimates will have to be funded from the contingency reserve.

Expense

The staffing levels included in these estimates are based on projected student enrolment. Any material change to student enrolment or the distribution of students by school may impact the staffing levels required in 2017/18.

The salaries and benefits estimates are based on estimated average salaries for teachers, specific salaries for other employee groups, and known benefit rate changes. Variances in average teacher salaries will impact these estimates. These estimates include modest provisions for management and exempt wage increases; any provincially approved changes to management compensation beyond these modest estimated increases would have to be funded from existing budgets. Also, actual substitute costs may vary significantly from the costs estimated based on historical trends.

The utilities budgets have been reduced to reflect the estimated savings associated with the implementation of the Energy Management Plan. Changes in weather patterns, delays in the implementation of the Energy Management Plan, and unexpected utilities cost increases may result in increased utilities costs that would have to be funded from existing budgets.

The existing school district budget allocations are not sufficient to support the procurement, maintenance or timely replacement of school district assets. This means that IT hardware is not refreshed on a regular basis and the deferred maintenance for SD42 facilities continues to grow and the facility condition index for SD42 facilities continues to deteriorate. Any major equipment failures during 2017/18 must be funded from the contingency reserve.

These estimates are based on the assumption that all costs related to the implementation of the restored MRTA collective agreement language will be fully funded by the Ministry through the Classroom Enhancement Fund.

Contingency

The operating budget estimates do not contain any contingency for unforeseen or unbudgeted costs that may arise, or for costs budgeted on estimates whose final values are impacted by external events or prices. The board's only emergency fund is the contingency reserve fund, which has a current balance available of \$1.5 million.

THREE-YEAR OPERATING BUDGET PROJECTIONS

The table on the following page presents three-year operating budget projections for the Maple Ridge – Pitt Meadows School District. The projections are high-level estimates based on assumptions about major budget change factors over the next three years. These assumptions are that:

- there will be no further changes in the per student operating grants from the province or in provincial funding;
- all future cost increases related to the MRTA and CUPE collective agreements will be fully funded by the province;
- there will be no change in other provincial funding (AFG, Community LINK, Pay Equity);
- the Supplement for the Education Plan funding of \$0.28 million will be provided in 2018/19 and 2019/20;
- there will be no change to the Ministry mandated administrative savings for 2017/18, 2018/19, and 2019/20;
- tuition fees for non-resident students will increase from \$12,000 to \$12,500 per student for 2017/18 and, subject to board approval, from \$12,500 to \$13,000 per student for 2018/19;
- for 2017/18, an increase in school-age regular student FTE of 79 is projected followed by a projected enrolment increase of 183 FTE in 2018/19 and another 222 in 2019/20. Also, Aboriginal education enrolment is projected to decline by 108 FTE in 2017/18 followed by a slight increase of 50 FTE in 2018/19 and a decrease of 25 FTE in 2019/20. Enrolment increases are projected for Level 2 students with special needs (25 FTE in 2017/18 and another 11 FTE in 2018/19) and ELL (60 FTE in 2017/18 and another 50 in 2018/19);
- the increase in student enrolment over the next three years will result in a 25.09 FTE increase in teacher staffing and an increase of 33 FTE education assistant staffing;
- teacher increment costs for 2017/18, 2018/19 and 2019/20 will remain consistent with increment costs experienced in previous years. These costs will be partially offset by a corresponding change to the Ministry of Education salary differential grant;
- there will be continued cost increases for employee benefits that will not be provincially funded;
- the BCPSEA approved grids for non-unionized staff will be fully implemented by 2018/19 and that any 2019/20 wage increases will be funded by the province;
- that all costs related to the implementation of the restored MRTA collective agreement language will be fully funded by the Ministry of Education through the Classroom Enhancement Fund;
- that there will be a CPI inflation for supplies and services, amounting to approximately \$0.27 million for 2017/18, 2018/19 and 2019/20;
- there will be no increases in service levels and budget allocation requirements;
- a new school will be opened in 2019 with estimated ongoing facility related costs of \$0.54 million;
- all one-time and ongoing proposed budget changes for 2017/18 and 2018/19 will be implemented.

OPERATING BUDGET THREE-YEAR PROJECTIONS (\$ millions)		2017/18	2018/19	2019/20
Incremental Cost Increases				
Changes in Salaries and Benefits				
Salaries and benefit changes (excluding labour settlement)	(0.90)	(0.86)	(0.86)	
Salaries and benefit changes MRTA and CUPE labour settlement	(1.43)	(1.30)	(0.10)	
Services, Supplies & Utilities	(0.47)	(0.27)	(0.27)	
New School Operating Cost				(0.54)
	(2.80)	(2.43)	(1.77)	
Enrolment Driven Changes				
	(1.06)	(1.45)	(1.91)	
Ministry of Education Funding Changes				
	3.23	3.15	2.55	
One-Time Revenue and Expenditures 2016/17				
One-time revenue and one-time expenses	0.05			
One-time expenses	1.49			
	1.54			
Revenue and Expense Changes				
International tuition	0.41	0.30		
Rental revenue decrease	(0.03)			
Regular student transportation	(0.38)			
Board approved expenditures 2016/17 & 2017/18	(0.17)	(0.16)		
Total Projected Surplus / (Shortfall) Before One-Time Items	0.74	(0.59)	(1.13)	
One-Time Savings				
	0.51	(0.51)		
Total Projected Surplus / (Shortfall)	1.25	(1.10)	(1.13)	
One-Time Proposed Budget Changes				
	(0.84)	0.84		
Ongoing Proposed Budget Changes				
	(0.41)			
Projected Budget Balance Surplus/(Shortfall)	-	(0.26)	(1.13)	

PRELIMINARY BUDGET CHANGES

The operating context for our school district has changed significantly in the past two years. After almost a decade of enrolment decline and budget reductions, in 2015/16 enrolment in the Maple Ridge – Pitt Meadows School District started to increase and in 2016/17 we have achieved 95% utilization of classroom space. We are projecting that enrolment in our school district will continue to increase and for 2017/18 we are projecting \$0.74 million available to fund ongoing expenditures and \$0.51 million available to fund one-time expenditures.

In addition, in March 2017, the Ministry of Education, the BC Public Schools Employers Association and the BC Teachers Federation ratified a Memorandum of Agreement that fully and finally resolves all matters related to the implementation of the Supreme Court of Canada decision from the fall of 2016. This will result in increased funding for the implementation of the restored MRTA collective agreement language that will create reduced class sizes at all grade levels and increased non-enrolling teacher staffing.

Since 2012, the board has had to implement significant changes in order to bridge over \$9 million in funding shortfalls. Each year, at budget time, our board attempts to keep cuts as far away from the classroom as possible. Over the past three years, the board has implemented over 8% in administration budget reductions (\$0.80 million).

The *Proposed Preliminary Budget for 2017/18* was presented to the board for information and the initiation of the public consultation process on April 12, 2017. The proposed budget changes were developed through a review of all current school district budget allocations, and restored MRTA collective agreement language and associated funding. The review included meetings with all partner groups, managers, principals and the board. The budget review process also aimed to ensure the alignment of budget allocations with the strategic directions set in the board's strategic plan, divisional operational plans and school growth plans.

The proposed operating budget changes presented in this section were developed based on the *Proposed Preliminary Budget for 2017/18*, the feedback received at the Budget Committee of the Whole meeting held on April 18, 2017 and feedback received from partner groups, managers, principals and the board.



1.0 Implementation of MRTA Restored Collective Agreement Language

On March 10, 2017, the 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 Memorandum of Agreement fully and finally resolves all matters related to the implementation of the Supreme Court of Canada decision from the fall of 2016. This agreement has changed significantly the context for public education.

A careful review of supports required to transition the school district to this new context has been completed. This section outlines the budget changes proposed for 2017/18 that will support the implementation of the restored MRTA collective agreement language.

The ratification of the agreement between the Ministry of Education, the BC Public Schools Employers Association and the BC Teachers Federation resulted in the establishment of the \$360 million Classroom Enhancement Fund to address the additional teacher and corresponding overhead costs throughout the province associated with this agreement.

The notional allocation to the Maple Ridge – Pitt Meadows School District for 2017/18 totals \$6.63 million, of which \$5.88 million (61 FTE teachers) is targeted for teacher salary and benefits costs and \$0.75 million for overhead costs. Proposed budget allocations from the Classroom Enhancement Fund may be adjusted based on the actual funding received in 2017/18.

1.1 Preliminary Staffing Plan

The implementation of the restored MRTA collective agreement language will result in changes to non-enrolling staffing generating ratios and class size limits as outlined in the tables below.

District Non-Enrolling Ratios for Ministry of Education Funded Students	
Teacher-Librarians	1:702
Counsellors	1:693
Learning Assistance Teachers	1:462
Special Education Resource	1:249
ELL	1:33.3 ELL

The implementation of the new non-enrolling ratios will result in an additional estimated 14.45 FTE non-enrolling teachers. This is comprised of increased teacher librarian, counselling and ELL staffing partially offset by a reduction in support teacher staffing.

Elementary Class Size	2017/18 Restored Class Size
K	20
K-1 split	20
1-3	22
3-4 split	24
4-7	28
4-7 multi age	26

Secondary Class Size	2017/18 Restored Class Size
"Secondary" English	28
Home Economics	24
Junior Science	28
Senior Science	24
Computer	24
Life Skills	26
Technical Ed. Lab. (I.E. Lab)	22
Special Education: High Incidence	15
Special Education: Low Incidence	10
Any other class	30

Classroom teacher staffing is allocated using student enrolment driven formulas. The formulas for allocating teacher staffing under the operating fund and under the classroom enhancement fund, by grade level, are detailed in the table below. Prep time for teachers is added over and above these calculations.

The School Act stipulated class size limits and restored class sizes are also in the table below. An additional 46.25 FTE teachers will be funded from the Classroom Enhancement Fund to support the implementation of the lower class sizes.

Grade	Teacher Allocation Ratio Funded From Operating	School Act Class Size	Improved Ratio Funded From Classroom Enhancement Fund	Collective Agreement Restored Class Size
Kindergarten	1:20.00	1:22.00	1:19.00	1:20
Grade 1-3	1:22.00	1:24.00	1:20.90	1:22
Grade 4-7	1:28.00	1:30.00	1:26.50	1:28
Grade 8-12	1:30.97	1:30.00	1:26.50	Varies

Preliminary school based staffing plans will be finalized by the end of April and submitted to the Ministry of Education for review and potential funding changes.

It is proposed that the teacher salary and benefits portion of the classroom enhancement fund be used to fund 46.25 FTE classroom teachers and 14.45 FTE non-enrolling teachers (\$5.88 million).

1.2 Support for the Implementation of Restored Collective Agreement Language

In order to support the implementation of the restored MRTA collective agreement language increases to budget allocations for school clerical, facilities maintenance, human resources, learning resources, furniture and substitutes budgets need to be made.

Additional New Teacher Supports

It is estimated that the substitute costs for the additional teachers hired is \$0.20 million. An allocation for this amount must be made from the overhead portion of the classroom enhancement fund.

A significant number of new teachers have been hired in the current year and will be hired in the upcoming year. In order to ensure that these new teachers receive the supports they need in their first year, a mentoring fund of \$22K is proposed to be allocated from the overhead portion of the classroom enhancement fund.

An allocation of \$70K from the overhead portion of the classroom enhancement fund is required to fund the purchase of laptops and software for the new teachers.

It is proposed that the following allocations be made from the overhead portion of the Classroom Enhancement Fund: \$0.20 million to cover substitute costs for additional teachers, \$22K for a new teacher mentoring fund, and \$70K to fund the purchase of laptops and software for new teachers.

Clerical Model Change

It is proposed that clerical allocations for elementary and secondary schools be modified to better support the increased school staffing related to the implementation of the restored collective agreement language for MRTA.

The current elementary clerical allocation model is shown in the table below.

Student Enrolment	No. of Schools	Base Allocation Head Elementary Secretary	Shared Clerical Allocation	Clerical Support Bank
Under 200	0	30 hours per week		30 hours / year
200-349	7	35 hours per week		35 hours / year
350-499	6	35 hours per week	24 hours per week shared by 2 schools	35 hours / year
500+	7	35 hours per week	20 hours per week	35 hours / year

Elementary clerical staff work 7 days beyond the board approved school calendar, and all clerical staff are replaced on the first day of their absence.

It is proposed that elementary clerical allocations be increased as summarized in the following table.

Student Enrolment	No. of Schools	Base Allocation Head Elementary Secretary	Shared Clerical Allocation	Clerical Support Bank
Under 200	0	30 hours per week		30 hours / year
200-349	7	35 hours per week		35 hours / year
350-499	6	35 hours per week	24 hours per week shared by 2 schools	35 hours / year
500 - 649	6	35 hours per week	25 hours per week	35 hours / year
650+	1	35 hours per week	30 hours per week	35 hours / year

The proposed changes for elementary clerical total an increase of 1.14 FTE (\$51K) and is proposed to be funded from the Operating Fund.

The secondary clerical allocations by school size are summarized in the following table.

Student Enrolment	No. of Schools	Secondary Clerical Allocation	Clerical Support Bank
Under 949	4	105 hours per week	
950-1349	1	123 hours per week	140 hours per year
Over 1350	1	140 hours per week	
Maple Ridge Alternate	1	19 hours per week	19 hours per year

Secondary clerical staff work 15 days beyond the board approved school calendar, and all clerical staff are replaced on the first day of their absence.

In 2013/14, a secondary library support model was implemented with full-time library operations shared between teacher librarians (0.625 FTE) and library clerks (20 hours/week). The restored non-enrolling ratios for teacher librarians will result in the allocation of full-time teacher librarians to all secondary schools. It is proposed that secondary clerical allocations be changed by removing library clerks and providing additional clerical support as summarized in the following table.

Student Enrolment	No. of Schools	Secondary Clerical Allocation	Clerical Support Bank
Under 949	4	125 hours per week	
950-1349	1	140 hours per week	140 hours per year
Over 1350	1	160 hours per week	
Maple Ridge Alternate	1	19 hours per week	19 hours per year

It is proposed that the additional cost of \$9K for changes for secondary be funded from the operating fund.

It is proposed that an increase in elementary clerical allocations by 1.14 FTE (\$51K) and an additional cost of \$9K for changes for secondary be funded from the operating fund on an ongoing basis.

Instructional Bank

In the 2017/18 school year, we anticipate that the implementation of the restored collective agreement language with the MRTA will require careful review of the systems, structures and staffing allocations that we implement. To support this transition and potential increased student enrolment in the upcoming year, it is proposed that one-time operating funding of \$0.45 million and ongoing operating funding of \$0.46 million be reallocated to create an instructional support bank for 2017/18. This bank will be allocated to schools to provide additional support (instructional support staff and/or teaching time) to address increased student needs in classrooms, programs and schools.

It is proposed that one-time operating funding of \$0.45 million and ongoing operating funding of \$0.46 million be reallocated to create an instructional support bank for 2017/18.

Educational Leadership

The implementation of the restored collective agreement language requires the skillful control and management of enrolment along with the careful follow-up and reporting of staffing and class organizations to the Ministry of Education. The workload associated with administering the restored collective agreement language is significant. Senior staff will need to provide guidance as the district moves through the implementation process, and will need to work closely with partner groups, school administrators, and school staff to ensure the restored language is implemented fully and with careful regard for the students in our schools.

It is proposed that 1.0 FTE district principal-learning services be added for an estimated additional cost of \$0.16 million. The district principal-learning services will undertake the day-to-day leadership of the learning services department – work that is currently undertaken by a director of instruction. The director of instruction will undertake the processes to support the implementation of the restored collective agreement, which includes monitoring enrolment, assessing staffing requirements, supporting school administrators, engaging with partner groups, and liaising with the Ministry of Education and BCPSEA. The director of instruction will supervise the district principal – learning services.

The senior secretary who provides assistance to the directors of instruction will play a significant role in collecting the data for the compliance reports to the Ministry of Education with regard to the restored collective agreement provisions, and will also continue to provide support for the implementation of the renewed curriculum. It is proposed that \$19K be allocated to fund to increase this position to full time.

It is proposed that \$0.16 million be allocated to fund a 1.0FTE district principal - learning services position. It is further proposed that \$19K be allocated to fund the increase to full time of the senior secretary position providing assistance to directors of instruction.

Human Resources Support

The implementation and administration of the restored collective agreement language and the extensive implementation progress reporting to the Ministry of Education will require significant additional human resources support. It is proposed that \$0.07 million be allocated from the overhead portion of the classroom enhancement fund to fund a 1.0 FTE human resources assistant position.

It is proposed that \$0.07 million be allocated from the overhead portion of the classroom enhancement fund to fund a 1 FTE human resources assistant position.

Facilities and Other Implementation Costs

The implementation of the restored MRTA collective agreement language will require significant changes to school district facilities. We are working with all our schools to determine specific needs for new furniture, learning resources and facilities renovations. We are also conducting a district wide facilities use review to determine space needs by capital zone and determine the needs for program relocation, portable procurement and install.

The changes in space use require careful communications with the school district community and the public. It is proposed that \$35K be allocated from the overhead portion of the Classroom Enhancement Fund to support 0.5 FTE communications assistant.

The MyEducation BC (MyEd BC) student information system, currently in its second year, continues to require considerable resources at the district level to ensure teaching and support staff are adequately supported and trained. Staffing is needed to address individual user issues, migrate data, prepare monthly class size and composition extracts required under the restored MRTA collective agreement language, train new staff, and provide professional development sessions. To ensure adequate MyEd BC student information system support a Data Analyst HelpDesk MyEd BC position (\$57K) is being proposed to be funded for 2017/18.

In order to ensure that sufficient funding is available for the implementation of facilities-related changes required to support the implementation of the restored MRTA collective agreement language, it is proposed that an implementation fund of \$0.30 million be allocated to fund these costs as they are identified.

It is proposed that \$92K be allocated from the overhead portion of the Classroom Enhancement Fund to support 0.5 FTE communications assistant and 1.0 FTE MyEd BC support. It is further proposed that an implementation fund of \$0.30 million be allocated to fund arising costs associated with the implementation of the restored MRTA collective agreement language as these costs are identified.

2.0 Support for School Growth Plans

Social Emotional Learning

A foundational goal outlined in school growth plans and in the district strategic plan is the focus on social emotional learning (SEL), school culture, and school identity. To support these initiatives with resources, expertise and staffing, additional one-time funding allocations are required.

It is proposed that one-time funding of \$0.13 million is allocated to support SEL training, assistance for vulnerable families, and a 0.29 FTE teacher position that supports the implementation of the Sexual Orientation and Gender Identity framework (SOGI) in the school district.

Literacy Helping Teachers

Developing a district literacy framework and a district literacy initiative across our elementary schools at the K to 3 level has been a priority for the past two years. At this time, 14 elementary schools are participating in the literacy pilot. This year we propose that the final 7 elementary schools join the pilot. The literacy initiative should be supported through a zonal model, in which each elementary zone is assigned a literacy helping teacher. In order to achieve this support model, 1.6 FTE literacy helping teacher staffing must be added. It is proposed that \$0.16 million is allocated to increase literacy helping teachers from 1.4 FTE to 3.0 FTE for the 2017/18 school year.

Secondary Innovation

The 2016/17 budget included one-time funding for 1.0 FTE helping teacher responsible for supporting secondary innovation, the implementation of the redesigned curriculum (from grade 8 to 9), and the implementation of the new graduation program (grades 10-12). It is proposed this 1.0 FTE helping teacher allocation be continued for the 2017/18 school year at a cost of \$0.10 million.

To assist with the implementation of the new graduation program announced by the Ministry of Education, it is proposed that one-time funding of \$40K be allocated to support release time, meeting supplies, and access to provincial leaders in the field.

It is proposed that \$0.26 million be reallocated from existing budgets and \$0.18 million be allocated from one-time operating funding to support 2.89 FTE teachers, release time and supplies to support the implementation of school growth plans.

3.0 Curriculum Implementation

School Teams

District school teams form a collaborative network that supports student learning by fostering improvements in teaching and learning in all our schools. Each school in the district has participated in and benefited from the school teams network, which is now moving into its third year of implementation.

It is proposed that the district continue to support school teams for the 2017/18 school year, and that \$53K be allocated on a one-time basis to cover costs associated with release time, meeting expenses, and facilitators for this initiative.

Helping Teacher – Intermediate

During the 2016/17 school year, the district allocated a 0.6 FTE helping teacher role to support teaching and learning from grade 4 to 7. It is critical, however, that the school district develop systems that support the transition of students from elementary to secondary. This expanded focus is especially necessary in light of the district's responsibility to implement the redesigned curriculum from grade 4 to 9. It is therefore proposed that the helping teacher intermediate position be increased from 0.6 FTE to 1.0 FTE for the 2017/18 school year at a cost of \$41K.

Design Thinking – ADST Curriculum and Coding

Applied Design Skills and Technologies (ADST) is a new area in the redesigned provincial curriculum. The ADST curriculum requires specialized resources such as maker carts, supplies, and other ADST materials at each school. It is proposed that \$71K be allocated to cover the cost of ADST curriculum resources and release time for the 2017/18 school year.

The Ministry of Education has introduced coding into the redesigned provincial curriculum for grades 6 to 9, and this new curricular area must be implemented in the 2017/18 school year. To familiarize teachers with this curricular area, it is proposed that \$20K be allocated to cover costs associated with after-school optional workshops and information sessions.

Student Forum – Graduation Program

To assist the implementation of the new graduation program, it is proposed the school district host a student forum to gather input from a range of students in grades 10 to 12 about their educational experience in the district and about their aspirations for the new program. This forum, which would collect feedback from representative students and staff, would run during the 2017/18 school year and will require a one-time funding allocation of \$20K.

Communications

Acquisition of teaching and learning resources, and effective communication and collaboration among staff are both critical components of the school district's robust redesigned curriculum/new graduation program implementation plan. To support staff in successfully meeting the challenges associated with implementing these significant changes, the district needs to offer staff an internal digital environment in which they can quickly and easily share ideas, access curriculum resources and work collaboratively to develop an in-depth understanding of the changes being implemented.

The existing internal SharePoint solution is not responsive to the needs of our staff, and even with extensive customization work cannot overcome a number of its inherent limitations.

To further support the redesigned curriculum/new grad program implementation process, the district must also continue to offer its parent community access to timely and accurate information about the changes being implemented.

In order to support these district communication priorities, it is proposed the district continue to fund 0.5 FTE communications specialist (\$35K) position for 2017/18.

It is proposed that \$0.22 million one-time funding be reallocated from existing budgets and that \$0.02 million one-time operating funding be allocated to fund 0.40 FTE teachers, 0.50 FTE communications assistant, release time, services and supplies to support the implementation of the new curriculum.

4.0 Early Learning

The Maple Ridge – Pitt Meadows School District places a high value on Early Learning programs, which welcome children into schools before they enter kindergarten. StrongStart programs increase children's exposure to literacy and play, provide information about parenting and community resources, and offer a fun and healthy learning environment that benefits the whole family. It is proposed that 0.20 FTE teacher (\$20K) be allocated to support the principal who will be coordinating StrongStart programs in the district during the 2017/18 school year.

A positive transition to school for kindergarten students is important for success in school. It is proposed that \$0.16 million be allocated to fund 3.617 FTE education assistant support provided during the first 8 weeks of the school year to support this transition in 2017/18. Schools enrolling 4 or more kindergarten classes would receive a 28 hr/week allocation, and schools enrolling fewer than 4 kindergarten classes would receive a 20 hr/week allocation.

It is proposed that \$0.18 million one-time funding be allocated to fund 0.2 FTE teachers and 3.617 FTE education assistants to support Early Learning.

5.0 Spirit of Learning

A teacher mentor model has been in place in the Maple Ridge-Pitt Meadows School District for many years. It is essential that a mentoring model also be in place for principals and vice-principals, whose roles continue to increase in complexity. The school district has collaborated with principals and vice-principals to develop a training and mentoring model that incorporates meetings, whole group mentoring, and one-on-one support. It is proposed that \$20K be carried forward from 2016/17 budgets to fund this initiative.

It is proposed that \$0.02 from 2016/17 surplus be allocated to support mentoring support for principals and vice-principals.

6.0 Learning Services

The budgets allocated to Learning Services include accounts to support student and school needs, funding for department wages and benefits, TTOC release time, training and professional development, as well as services and supplies.

The Ministry of Education provides supplemental funding for students with special needs to school districts; the board then approves how the additional funding to support students with special needs is allocated. Currently, this funding is used to provide the following: support teachers, educational assistants, child care workers, district itinerant services (e.g. school psychology, speech and language, helping teachers, etc.), specialized supplies, transportation and teacher release time to support collaborative planning.

Speech and Language Pathologists

The itinerant services provided by speech and language pathologists (SLPs) include direct support to students experiencing challenges with speaking, listening and understanding. SLPs also provide consultation to school teams who support students with communications challenges, and consult with parents and community agency personnel to support programming needs.

With the increased enrolment at elementary and a demographic shift that shows a rise in the number of students requiring communications supports, it is proposed that an increase of 0.6 FTE staffing in the area of speech and language pathology be funded on an ongoing basis (\$63K).

Support for Gifted Learners

The school district also currently staffs an itinerant helping teacher position supporting gifted and talented learners at 0.4 FTE. The helping teacher provides consultation to school teams, parents and community resource personnel, as well as direct instructional service to students through a 'challenge program.' In recent years, the district has implemented enhancements to the process and procedures for the screening and identification of its gifted and talented learners.

With the recent trend of increased enrolment at the elementary level and increased identification of gifted and talented learners, it is proposed that ongoing enhancements to direct programming for students and consultation services to school teams at a total of 0.786 FTE be funded at an estimated cost of \$78K. This proposal includes a 0.1 FTE increase to the helping teacher of gifted and talented learners position, the allocation of two blocks of staffing to secondary schools at 0.286 FTE to help establish enrolling programming blocks for gifted/talented learners at the grade 8 level, and 0.4 FTE to support enhancements to the elementary challenge programs.

Psychology Intern

The itinerant services provided by school psychologists include consultation services to help support student learning and needs. These services are extended to teachers, support teachers, school administration, district itinerant staff, school-based teams, community agency personnel and parents.

School psychologists also provide training opportunities to district staff, conduct formal Level 1 psychoeducational assessments and make recommendations in relation to Ministry of Education special education designations. With the recent increase in enrolment at the elementary level and the demographic shift that shows a rise in the number of students requiring consultation services and possible assessment by a school psychologist, it is proposed that one-time funding of \$45K be reallocated from existing budgets to secure a school psychology intern from the University of British Columbia at 0.8 FTE for the 2017/18 school year. Although a school psychology intern is still in the final stages for full accreditation, the role of the intern under the supervision and mentorship of the school district psychology team would be highly beneficial to our schools and supportive of professional training in an area of dire shortage.

It is proposed that \$0.14 million ongoing funding be allocated to fund 0.6 FTE speech language pathologist and 0.79 FTE teacher support for gifted learners and that \$0.04 million from existing budgets be reallocated on a one-time basis to fund a one-time 0.8 FTE school psychology intern.

7.0 Implementation of the Strategic Facilities Plan

For the past two years, the Maple Ridge – Pitt Meadows School District has been receiving a United Way School Partnership Grant to help fund a program manager-community connections and healthy living position. The program manager establishes and helps coordinate affordable after-school programs that support the youth in our community.

It is anticipated that the \$45K United Way grant will be renewed for 2017/18, and that the district will therefore need to maintain matching funding support for this position. The program manager will continue to coordinate after-school programs and services at school sites, using grade 4 and grade 7 Middle Years Instrument (MDI) data to determine where these programs are most needed.

It is proposed that the unused funding for this initiative from 2016/17 (\$61K) be transferred to 2017/18 to partially fund the 1.0 FTE program manager-community connections and healthy living position and program supplies for 2017/18.

It is proposed \$61K unspent budget allocations from 2016/17 be transferred to 2017/18 to partially fund the 1.0 FTE program manager - community connections and healthy living position and program supplies for before and after school programming.

8.0 Other

Continuing Education

At present, the Maple Ridge – Pitt Meadows School District continuing education department provides educational services to two provincial correctional centres – Fraser Regional Correctional Centre (FRCC) and Alouette Correctional Centre for Women (ACCW). It is proposed that a reduction of 0.2 FTE be made at FRCC and a reduction of 0.2 FTE be made at ACCW, for a combined reduction of 0.4 FTE. The reduction of 0.4 FTE brings the services provided by continuing education department into closer alignment with the funding provided by the Ministry of Education for this program.

International Education

The international education department was reorganized in 2016/17. To adequately support the business operations of the department, the assistant secretary treasurer assumed the role of business manager for the department on a temporary basis.

It is proposed that existing salary and benefits budgets from the international education budget be reallocated to fund a full time district junior accountant position that will allow finance staff to provide business management services to the international education department on an ongoing basis.

Technology Infrastructure Upgrades

The information technology department must undertake a number of essential backup, security, and infrastructure updates in the 2017/18 school year. These include upgrades to the existing SharePoint server, the new software for the migration of staff OneDrive for Business sites, the implementation of a disaster recovery connection for phone systems and internet, and the deployment of an additional malware protection layer to district systems. It is proposed that a budget of \$32K be allocated to support these necessary upgrades.

It is proposed that continuing education staffing allocations for correctional facilities be reduced by 0.4 FTE (\$40K). It is further proposed that \$46K be reallocated from existing budgets to fund a 1.0 FTE junior accountant position and that \$32K of ongoing funding be allocated for technology infrastructure upgrades.

Figure 1: Impact of Proposed Budget Changes on Staffing

	2017/18 Base Budget	Proposed Budget Changes	2017/18 Preliminary Budget	2017/18 with CEF
Teachers	802.11	3.87	805.98	866.67
Principals/Vice-Principals	55.17	0.00	55.17	55.17
Other Professionals, Exempt, District P/VPs	35.71	2.79	38.50	40.00
Education Assistants	326.90	3.62	330.52	330.52
Support Staff	306.74	3.46	310.20	311.20
Trustees	7.00	0.00	7.00	7.00
	1,533.63	13.74	1,547.37	1,610.56

Figure 2: Proposed Use of Classroom Enhancement Fund 2017/18

ONE-TIME BUDGET CHANGES	STAFFING		2017/18 BUDGET IMPACT		
	FTE	Salaries & Benefits	Supplies, Services & Other	Revenue	Total
Classroom Enhancement Fund				6,630,887	6,630,887
Preliminary Staffing Plan	(60.69)	(5,882,330)			(5,882,330)
Additional New Teacher Supports		(287,659)			(287,659)
Human Resources Support	(1.00)	(67,363)	(900)		(68,263)
Facilities & Other Implementation Costs	(1.50)	(90,607)	(302,028)		(392,635)
	(63.19)	(6,327,959)	(302,928)	6,630,887	-

FIGURE 3: Preliminary Budget Changes 2017/18

BUDGET CHANGES	2017/18 BUDGET IMPACT				
	FTE	Salaries & Benefits	Supplies, Services & Other	Revenue	Total
ONGOING BUDGET CHANGES					
Learning Services					
Speech and Language Pathologist	(0.60)	(63,386)			(63,386)
Support for Gifted Learners	(0.79)	(78,000)			(78,000)
	(1.39)	(141,386)	-	-	(141,386)
Support for the Implementation of Restored MRTA Collective Agreement Language					
Instructional Bank		(460,599)			(460,599)
Education Leadership Reorganization	(1.29)	(173,487)	(2,972)		(176,459)
Elementary Clerical Model	(1.14)	(51,180)			(51,180)
Secondary Clerical Model	(3.34)	(155,241)			(155,241)
Reallocation of Existing Budgets	3.43	568,681			568,681
	(2.34)	(271,826)	(2,972)	-	(274,798)
Other					
Continuing Education	0.40	39,690			39,690
Support for International Education	(1.00)	(46,351)			(46,351)
Technology Infrastructure Upgrades			(32,600)		(32,600)
Reallocation of Existing Budgets		46,351			46,351
	(0.60)	39,690	(32,600)	-	7,090
Total Ongoing Budget Changes	(4.33)	(373,522)	(35,572)		(409,094)

FIGURE 3: Preliminary Budget Changes 2017/18 *continued*

BUDGET CHANGES	2017/18 BUDGET IMPACT				
	FTE	Salaries & Benefits	Supplies, Services & Other	Revenue	Total
ONE-TIME BUDGET CHANGES					
Support for School Growth Plans					
Social Emotional Learning		(63,000)	(38,758)		(101,758)
SOGI Support	(0.29)	(28,378)			(28,378)
Literacy Helping Teachers	(1.60)	(164,822)			(164,822)
Secondary Innovation	(1.00)	(128,014)	(15,000)		(143,014)
Reallocation of Existing Budgets		248,772	8,000		256,772
	(2.89)	(135,442)	(45,758)	-	(181,200)
Curriculum Implementation					
School Teams			(53,000)		(53,000)
Helping Teacher Intermediate	(0.40)	(41,206)			(41,206)
ADST and Coding		(7,000)	(84,000)		(91,000)
Student Forum on Graduation Program			(20,000)		(20,000)
Communications	(0.50)	(33,749)	(900)		(34,649)
Reallocation of Existing Budgets		66,206	153,649		219,855
	(0.90)	(15,749)	(4,251)	-	(20,000)
Early Learning	(3.82)	(179,480)			(179,480)
Spirit of Learning					
Principals and Vice-Principals Mentorship		(18,000)	(2,000)		(20,000)
Use of Prior Year Surplus for One-Time Expenditures				20,000	20,000
		(18,000)	(2,000)	20,000	-
Learning Services					
Psychology Intern	(0.80)	(45,413)			(45,413)
Reallocation of Existing Budgets		22,340	21,060		43,400
	(0.80)	(23,073)	21,060	-	(2,013)
Implementation of Strategic Facilities Plan Recommendations	(1.00)	(80,270)	(25,900)	45,000	(61,170)
Use of Prior Year Surplus for One-Time Expenditures				61,170	61,170
	(1.00)	(80,270)	(25,900)	106,170	-
Support for the Implementation of Restored MRTA Collective Agreement Language - Instructional Bank		(453,756)			(453,756)
Total One-Time Budget Changes	(9.41)	(905,770)	(56,849)	126,170	(836,449)
Grand Total Budget Changes	(13.74)	(1,279,292)	(92,421)	126,170	(1,245,543)

FIGURE 4: Summary of 2017/18 Operating Revenue and Expense

	ONGOING BASE BUDGET	ONGOING BUDGET CHANGES	ONGOING PRELIMINARY BUDGET	% CHANGE
Operating Revenue by Source				
Grants				
Provincial Grants - Ministry of Education	126,471,691		126,471,691	0.00%
Provincial Grants - Other	3,050,397		3,050,397	0.00%
Federal Grants	164,600		164,600	0.00%
Total Grants	129,686,688	0	129,686,688	0.00%
Tuition	9,512,717		9,512,717	0.00%
Other Revenue	891,212		891,212	0.00%
Rentals & Leases	388,500		388,500	0.00%
Investment Income	385,000		385,000	0.00%
Total Operating Revenue	140,864,117	0	140,864,117	0.00%
Operating Expense by Source				
Salaries				
Teachers	64,172,601	263,515	64,436,116	0.41%
Principals and Vice-Principals	6,063,378	125,382	6,188,760	2.07%
Education Assistants	11,240,240	(229,415)	11,010,825	-2.04%
Support Staff	10,833,914	116,316	10,950,230	1.07%
Other Professionals/Exempt	3,692,034	15,791	3,707,825	0.43%
Substitutes	4,202,818	(8,680)	4,194,138	-0.21%
Total Salaries	100,204,985	282,908	100,487,893	0.28%
Employee Benefits	25,048,388	90,613	25,139,001	0.36%
Total Salaries and Benefits	125,253,373	373,522	125,626,895	0.30%
Services and Supplies				
Services	5,306,065	32,597	5,338,662	0.61%
Student Transportation	753,644		753,644	0.00%
Professional Development	668,189	1,500	669,689	0.22%
Rentals and Leases	50,158		50,158	0.00%
Dues and Fees	142,964		142,964	0.00%
Insurance	356,830		356,830	0.00%
Supplies	3,249,440		3,249,440	0.00%
Utilities	2,445,010		2,445,010	0.00%
Total Services and Supplies	12,972,300	34,097	13,006,397	0.26%
Interfund & Capital Assets Purchased from Operating				
Capital Lease Payments			0	0.00%
Capital Assets Purchased from Operating	1,223,858	1,475	1,225,333	0.12%
Total Interfund & Capital Assets Purchased from Operating	1,223,858	1,475	1,225,333	0.12%
Total Expenses	139,449,531	409,094	139,858,625	0.29%
Use of Prior Year Surplus or Reserves			0	
Projected Operating Surplus/Deficit	1,414,586	(409,094)	1,005,492	

FIGURE 4: Summary of 2017/18 Operating Revenue and Expense (continued)

	ONGOING PRELIMINARY BUDGET	BOARD APPROVED ONE-TIME CHANGES	PROPOSED ONE-TIME CHANGES	PRELIMINARY BUDGET	% CHANGE
Operating Revenue by Source					
Grants					
Provincial Grants - Ministry of Education	126,471,691			126,471,691	0.00%
Provincial Grants - Other	3,050,397			3,050,397	0.00%
Federal Grants	164,600			164,600	0.00%
Total Grants	129,686,688	0	0	129,686,688	0.00%
Tuition	9,512,717			9,512,717	0.00%
Other Revenue	891,212		45,000	936,212	5.05%
Rentals & Leases	388,500			388,500	0.00%
Investment Income	385,000			385,000	0.00%
Total Operating Revenue	140,864,117	0	45,000	140,909,117	0.03%
Operating Expense by Source					
Salaries					
Teachers	64,436,116	(161,023)	304,712	64,579,805	0.22%
Principals and Vice-Principals	6,188,760	752,250		6,941,010	12.16%
Education Assistants	11,010,825	74,470	208,619	11,293,914	2.57%
Support Staff	10,950,230		36,668	10,986,898	0.33%
Other Professionals/Exempt	3,707,825		93,458	3,801,283	2.52%
Substitutes	4,194,138	17,258	76,963	4,288,359	2.25%
Total Salaries	100,487,893	682,955	720,420	101,891,268	1.40%
Employee Benefits	25,139,001	158,186	185,350	25,482,537	1.37%
Total Salaries and Benefits	125,626,895	841,141	905,770	127,373,806	1.39%
Services and Supplies					
Services	5,338,662		48,758	5,387,420	0.91%
Student Transportation	753,644			753,644	0.00%
Professional Development	669,689	31,460	13,800	714,949	6.76%
Rentals and Leases	50,158			50,158	0.00%
Dues and Fees	142,964			142,964	0.00%
Insurance	356,830			356,830	0.00%
Supplies	3,249,440	(56,407)	49,826	3,242,859	-0.20%
Utilities	2,445,010	100,000		2,545,010	4.09%
Total Services and Supplies	13,006,397	75,053	112,384	13,193,834	1.44%
Interfund & Capital Assets Purchased from Operating					
Capital Lease Payments	0			0	0.00%
Capital Assets Purchased from Operating	1,225,333		(55,535)	1,169,798	-4.53%
Total Interfund & Capital Assets Purchased from Operating	1,225,333	0	(55,535)	1,169,798	-4.53%
Total Expenses	139,858,625	916,194	962,619	141,737,438	1.34%
Use of Prior Year Surplus or Reserves	0	747,151	81,170	828,321	
Projected Operating Surplus/Deficit	1,005,492	(169,043)	(836,449)	0	

PARTNER GROUPS AND PUBLIC CONSULTATION

Wednesday, February 8, 2017 DEO Boardroom 6:00 pm	BOARD MEETING <ul style="list-style-type: none"> • Presentation and approval of the Proposed Budget Process/Timeline • Presentation of Projected Enrolment for 2017/18, 2018/19, 2019/20
Wednesday, February 22, 2017 DEO Boardroom 6:00 pm	BOARD MEETING <ul style="list-style-type: none"> • Presentation and Board Approval of the 2016/17 Amended Annual Budget
Wednesday, March 8, 2017 DEO Boardroom	BUDGET COMMITTEE OF THE WHOLE <ul style="list-style-type: none"> • Presentation of the 2017/18 Preliminary Budget to partner groups
Wednesday, March 29, 2017 DEO Boardroom	BUDGET COMMITTEE OF THE WHOLE <ul style="list-style-type: none"> • Partner groups presentation of 2017/18 budget balancing options
Wednesday, April 12, 2017 Thomas Haney Secondary 4:00 pm	BOARD MEETING <ul style="list-style-type: none"> • Public Presentation of the 2017/18 Proposed Preliminary Budget
Tuesday, April 18, 2017 DEO Boardroom 6:00 pm	BUDGET COMMITTEE OF THE WHOLE <ul style="list-style-type: none"> • Public and Partner Group Input on the 2017/18 Proposed Preliminary Budget
Wednesday, April 26, 2017 DEO Boardroom 6:00 pm	BOARD MEETING <ul style="list-style-type: none"> • Approval of 2017/18 Budget Balancing Proposals
Wednesday, May 17, 2017 DEO Boardroom 6:00 pm	BOARD MEETING <ul style="list-style-type: none"> • Adoption of 2017/18 Preliminary Budget Bylaw

Please note: All submissions to the board are considered public documents. The board, therefore, reserves the right to make any submissions available to public and to place them on the district website.



Maple Ridge - Pitt Meadows School District No. 42

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