



PRELIMINARY BUDGET

2016/17

MAPLE RIDGE - PITT MEADOWS SCHOOL DISTRICT NO. 42
APPROVED APRIL 27, 2016

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OVERVIEW

School District No. 42 meets the learning needs of approximately 14,000 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 continuous improvement, teaching and learning, effective use of technology, building and sustaining community and partner group relationships, and designing effective and sustainable support systems.

Due to many cost pressures beyond its control, the Maple Ridge - Pitt Meadows School District faced operating budget funding shortfalls of \$5.66 million for 2013/14, \$5.02 million for 2014/15, and \$1.68 million for 2015/16. The reasons for these shortfalls included declining enrollment, 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 has led to financial and staffing challenges that created instability in the system. The impact of the reductions on our schools has been identified by students, teachers, CUPE, MRTA, principals, vice-principals, and parents.

For 2015/16 and 2016/17, the province tasked all school districts with finding administrative savings. For the Maple Ridge - Pitt Meadows School District, the administrative savings target set by the Ministry of Education over two years is \$1.35 million. Given this requirement, in 2015/16 the board adopted an administrative savings plan that meets Ministry of Education requirements.

INTRODUCTION

School District No. 42 (Maple Ridge – Pitt Meadows) is estimating that, due to several cost pressures beyond its control, it will be facing an operating budget funding shortfall of \$0.34 million for 2016/17, followed by an estimated budget funding shortfall of \$0.68 million for 2017/18, and \$1.07 million for 2018/19. The board is also required to meet the \$1.35 million administrative savings target and report to government on an annual basis on how these administrative savings are being achieved.

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, 2016. The Maple Ridge – Pitt Meadows School District developed a balanced 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, as well as preliminary budget changes that will form the basis of the 2016/17 Operating Budget and the 2015/16 – 2016/17 Administrative Savings Plan.

In this document you will find:

- Historical information on the 2008/09 to 2015/16 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 2016/17 operating base budget information, including major assumptions made when building the base budget;
- Summary of the 2016/17 revenue and expenditures by type and the projected 2016/17 operating shortfall;
- Three-year operating budget projections for 2016/17 to 2018/19;
- Approved administrative savings plan that meets Ministry of Education requirements;
- Approved ongoing budget changes for 2016/17 and one-time use of contingency reserve funds for 2016/17, 2017/18, and 2018/19.

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.

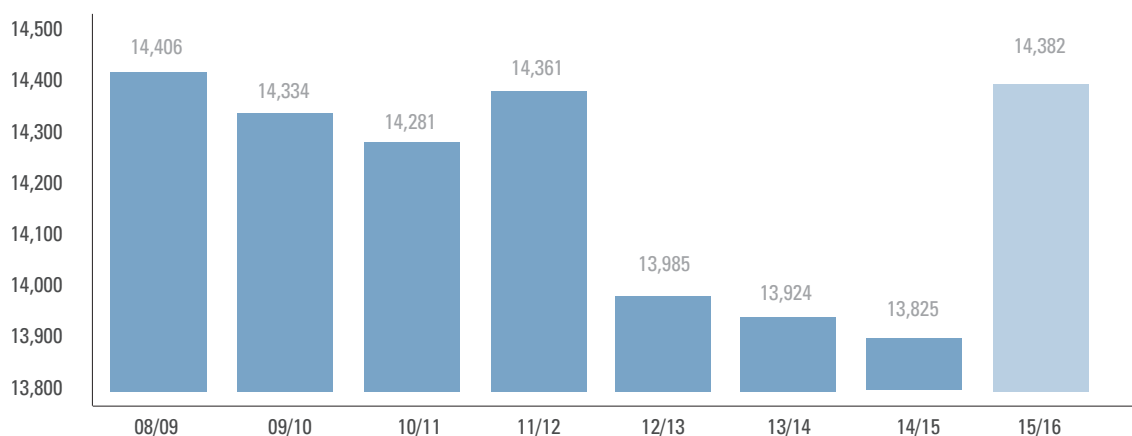
- **Operating fund:** The operating fund includes operating grants and other revenues used to fund instructional programs, school and district administration, facilities operations, and maintenance and transportation.
- **Special purpose fund:** The special purpose fund is comprised of separate funds 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. Annual Facilities Grant, Community LINK, School Generated and Learning Improvement Fund).
- **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.

BUDGET BACKGROUND INFORMATION

Enrolment History

The enrolment information presented in this section is based on actual full year enrolment for 2008/09 to 2015/16, and estimated enrolment for 2016/17.

The enrolment history for regular, distributed learning, summer school, and adult learners is presented in the following chart. Despite the introduction of all-day kindergarten in 2011/12, funded enrolment has decreased by 24 full time equivalent (FTE) since 2008/09.

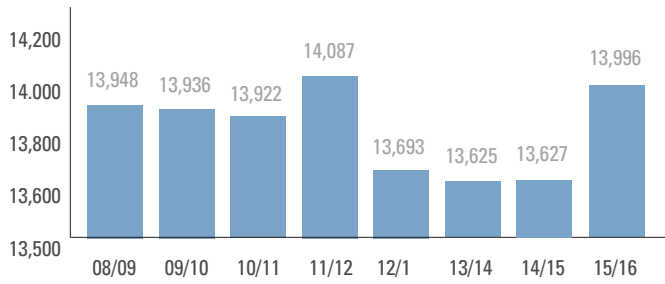


In the same time period, there have been changes in subcategories of students. While Students with Special Needs, English Language Learners, Aboriginal Education, and International Education have increased, enrolment numbers for Distributed Learning have declined.

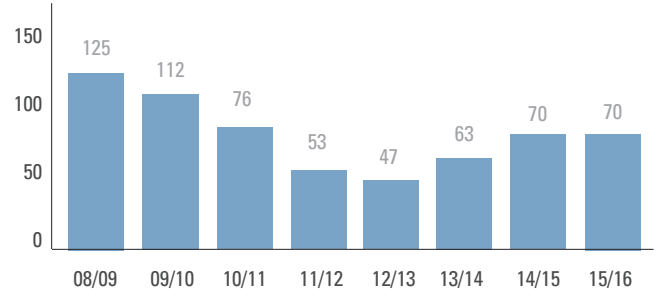
- **Students with Special Needs:** (Levels 1 and 2) +110 FTE students; (Level 3) +21 FTE students. Total increase 131 FTE students (20.8%)
- **English Language Learners:** +148 FTE students (49.3%)
- **Aboriginal Education:** +209 FTE students (21.7%)
- **Distributed Learning:** -55 FTE students, a decline of (44%)
- **International Education:** Increased by 144 students since 2008/09 (30.3%).

The enrolment history for various categories of students follows.

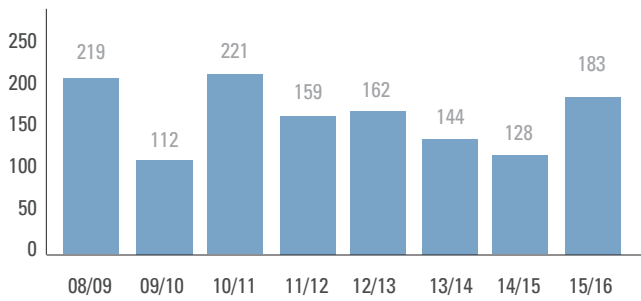
ENROLMENT HISTORY:
Regular & Alternate Education



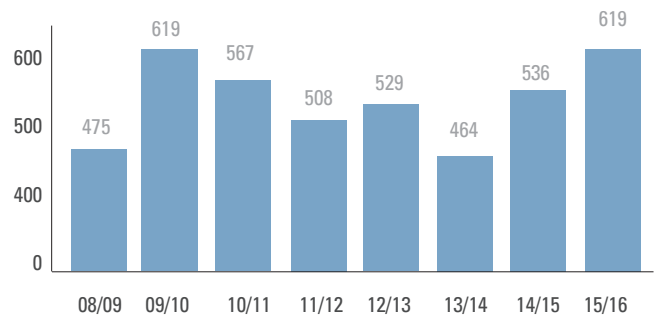
ENROLMENT HISTORY:
Distributed Learning



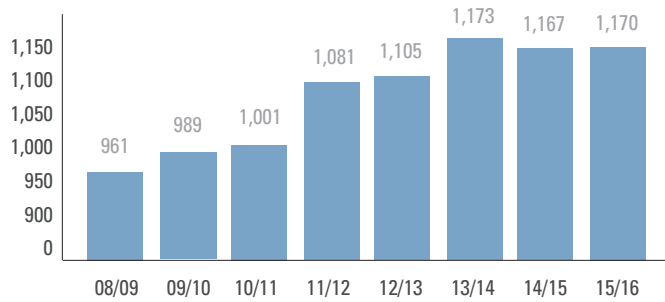
ENROLMENT HISTORY:
Continuing Education



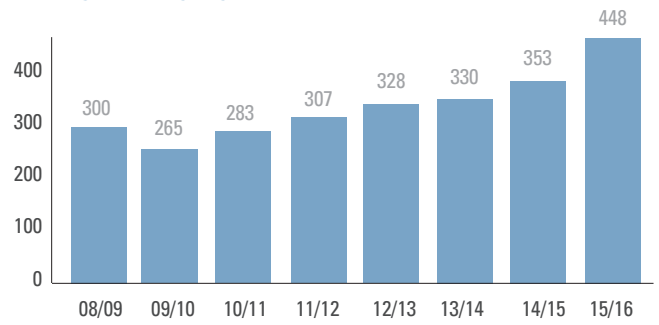
ENROLMENT HISTORY:
International Education



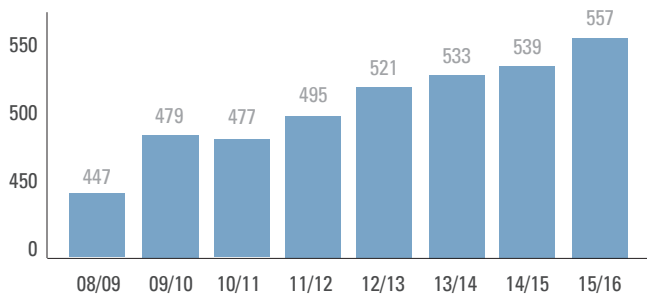
ENROLMENT HISTORY:
Aboriginal Education



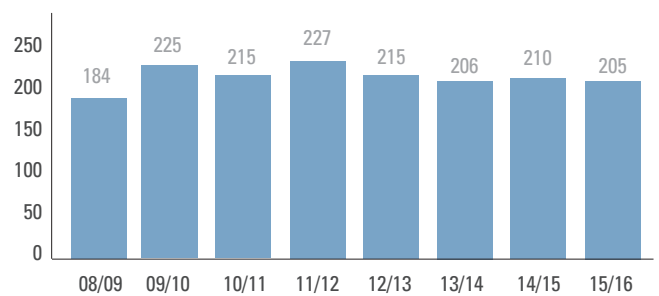
ENROLMENT HISTORY:
English Language Learners



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.
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 2008/09 to 2015/16.

Since 2008/09, 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.

	2008/09 Final Budget	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
Operating Revenues	121.14	124.16	126.15	128.38	126.10	126.29	126.38	134.09
Use of Prior Year Operating Surplus to Balance Budget	4.39	3.60	2.92	2.67	4.14	2.52	2.68	4.17
Operating Expenses	(124.67)	(127.12)	(128.31)	(130.28)	(128.41)	(127.30)	(125.18)	(134.19)
Transfers to Other Funds	(0.40)	(0.65)	(0.75)	(0.59)	(1.83)	(1.51)	(3.88)	(4.07)
Reduction in Unfunded Liability	(0.45)							
Budgeted Surplus	0.00	0.00	0.00	0.18	0.00	0.00	0.00	0.00

Source: 2008/09 - 2015/16 Amended Annual Budget Submissions
2011/12 amount of surplus \$0.18 was an actual budgeted surplus

From 2008/09 to 2015/16, budgeted revenues have increased by \$12.95 million. This increase is mainly due to provincial grants received to fund negotiated labor settlement costs for all employee groups; per pupil funding was increased by the Ministry of Education in 2014/15.

For the same period, other revenues have declined by approximately \$0.39 million. Although a number of factors have changed, the principal changes relate to investment income and to a change in the accounting treatment of International Education fees. While 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. 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; they 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.

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

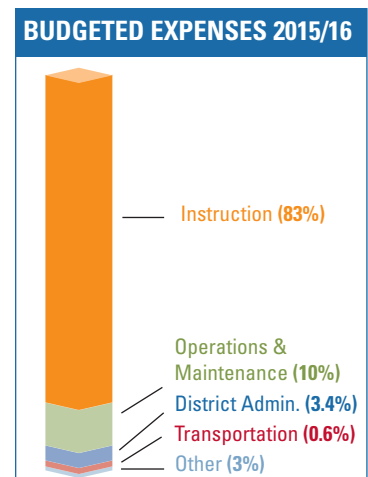
Each year, approximately 83% of the district's expenses are allocated to instruction. Operations and maintenance, district administration, transportation, the reduction of unfunded employee future benefits, capital assets purchased from operating and interfund transfers account for the remainder of the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

For the time shown, SD42 has spent approximately 90% of its budget on salaries and benefits. The balance is used to cover supplies, utilities, services and other costs.

BUDGETED OPERATING EXPENSES BY FUNCTION (\$ millions)

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Instruction	105.73	108.59	109.84	111.38	109.51	108.07	105.93	114.73
District Administration	5.72	5.26	4.99	4.64	4.56	5.06	5.03	4.82
Operations and Maintenance	11.93	11.93	12.26	13.01	13.08	13.00	13.13	13.78
Transportation	1.28	1.34	1.23	1.25	1.26	1.18	1.09	0.86
Other	0.85	0.65	0.75	0.59	1.83	1.51	3.88	4.07
Total	125.52	127.77	129.06	130.87	130.24	128.81	129.06	138.26

Source: 2008/09 - 2015/16 Amended Annual Budget Submissions



Operating Budget Staffing

From 2008/09, total staffing in the Maple Ridge – Pitt Meadows School District has increased by approximately 4.98 FTE. Also, there are an additional 30.54 FTE positions funded from 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.

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2015/16 with LIF
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Teachers	825.21	819.53	818.42	825.41	813.40	771.95	763.35	785.46	812.00
Principals/VPs - Admin	47.48	44.75	43.36	43.04	42.79	42.10	39.48	40.31	40.31
Principals/VPs - Teaching	11.73	11.50	12.07	12.65	13.31	11.90	10.70	10.82	10.82
Other Professionals	32.00	32.25	31.27	30.19	30.00	30.00	30.50	31.71	31.71
Education Assistants	248.01	257.79	260.02	266.89	285.32	293.34	300.81	317.91	321.91
Support Staff	319.42	318.27	324.07	329.83	323.17	316.22	297.14	302.62	302.62
Trustees	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Total	1,490.85	1,491.09	1,496.21	1,515.02	1,514.99	1,472.51	1,448.98	1,495.83	1,526.37

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 funding 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. 2014/15 P/VPs have been restated to reflect ongoing allocations.

The following table provides a history of staffing changes by employee group from 2008/09 to 2015/16. 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 2008/09, the employee groups experiencing the largest staffing reductions are school-based principals and vice-principals (9.54%), followed by other professionals, exempt and district principals and vice-principals (8.65%) and support staff (5.26%).

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	% change vs 08/09	2015/16 with LIF FTE	% change vs 08/09
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE			
Teachers	825.21	819.53	818.42	825.41	813.40	771.95	763.35	785.46	-4.82%	812.00	-1.60%
Principals/VPs - School	53.20	51.25	51.43	50.68	50.10	48.00	45.18	48.13	-9.54%	48.13	-9.54%
Other Professionals/ Exempt/District P/VPs	38.00	37.25	35.27	35.19	36.00	36.00	35.50	34.71	-8.65%	34.71	-8.65%
Education Assistants	248.01	257.79	260.02	266.89	285.32	293.34	300.81	317.91	28.19%	321.91	29.80%
Support Staff	319.42	318.27	324.07	329.83	323.17	316.22	297.14	302.62	-5.26%	302.62	-5.26%
Trustees	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	0.00%	7.00	0.00%
	1,490.85	1,491.09	1,496.21	1,515.02	1,514.99	1,472.51	1,448.98	1,495.83	0.33%	1,526.37	2.38%

As shown in the following table, the only employee group that has increased significantly since 2008/09 is CUPE staffing. The increase of 7.42% is principally due to the increased education assistant staffing (up 29.8%) 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.

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	% change vs 08/09	2015/16 with LIF FTE	% change vs 08/09
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE			
Teachers	825.21	819.53	818.42	825.41	813.40	771.95	777.75	800.46	-3.00%	827.00	0.22%
CUPE	567.43	576.06	584.09	596.72	608.49	609.56	583.55	605.53	6.71%	609.53	7.42%
Principals/VPs / Other Professionals	91.20	88.50	86.70	85.88	86.10	84.00	80.68	82.84	-9.17%	82.84	-9.17%
Trustees	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	0.00%	7.00	0.00%
	1,490.84	1,491.09	1,496.21	1,515.01	1,514.99	1,472.51	1,448.98	1,495.83	0.33%	1,526.37	2.38%

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.

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2015/16 with LIF
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	
Teachers	17.88	17.85	18.07	18.00	17.66	18.52	18.79	18.78	18.16
Principals/VPs	310.78	326.83	341.06	345.13	335.74	339.57	363.37	365.87	365.87
Principals/VPs - Teaching	1,258.38	1,271.78	1,224.90	1,174.68	1,079.48	1,201.34	1,340.37	1,363.05	1,363.05
Other Professionals	461.08	453.50	472.96	492.00	478.89	476.53	470.32	465.10	465.10
Education Assistants	59.49	56.73	56.87	55.66	50.35	48.74	47.69	46.39	45.81
Support Staff	46.19	45.95	45.63	45.03	44.46	45.26	48.28	48.74	48.74
Trustees	2,107.78	2,089.36	2,112.60	2,121.98	2,052.39	2,042.29	2,049.24	2,106.88	2,106.88
	9.90	9.81	9.88	9.80	9.48	9.71	9.90	9.86	9.66

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 23%) 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 1.6%)
- **Principals and Vice-Principals** (up 17.7% in admin component and also up 8.3% in teaching component)
- **Other Professionals** (up 0.9%)
- **Support Staff** (up 5.5%)

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)
- Learning Improvement Fund (LIF)
- Official Languages in Education French Programs Grants (OLEP)
- Community LINK Grants
- Special Education Equipment Grants
- StrongStart Centre Grants
- Ready Set Learn Grants
- School Generated Funds (restricted contributions only)
- Earnings and disbursements of endowments (excluding capital)
- Interest earned on any of the above funds

Operating and capital funds 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 2016 includes a province-wide Annual Facility Grant (AFG) allocation of \$114.49 million for 2016/17. 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, \$4 million for Next Generation Network) and the balance is distributed to school districts.

The AFG special purpose funding allocation for the Maple Ridge – Pitt Meadows School District for 2016/17 is \$561,550. The district's contribution for the Capital Asset Management System is \$44,051 and the contribution for Next Generation Network is \$88,102, leaving \$429,397 to be allocated by the board for facility maintenance projects. The AFG bylaw capital allocated to the Maple Ridge – Pitt Meadows School District for 2016/17 is \$1,960,261.

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 2016/17 AFG project and spending plans prior to April 30, 2016. The plans will include a list of the AFG projects and expenditures the district will undertake between April 1, 2016 and March 31, 2017. The proposed allocation and corresponding capital bylaw was approved at the April 27, 2016 public board meeting, and is included in the 2016/17 preliminary budget bylaw.

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 support teachers in meeting student needs.

LIF is comprised of two components: the support staff component and the Teacher Education Fund. For 2016/17, the provincial level LIF allocation is \$100 million. Based on the new collective agreement with teachers and support staff, 80% of LIF must be spent on teachers and the remaining 20% on support staff. In accordance with the Learning Improvement Fund regulation (B.C. Reg. 53/12) grants may be used for:

- provision of additional teaching staff, teacher assistants and other para professionals;
- additional teaching time and services to students;
- professional development training of teaching staff to address challenging learning conditions.

The total LIF grant for the Maple Ridge – Pitt Meadows School District for 2016/17 is \$2,527,092 (\$2,021,674 for teacher education fund and \$505,418 for support staff) .

Districts are required to submit a spending plan to the Ministry of Education by October 31, 2016 for approval. To develop the spending plans, district staff work collaboratively with both the MRTA and CUPE.

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.

The total OLEP funding for 2016/17 will be \$231,726.

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 2016/17 will be \$540,226.

Specialized Equipment Grant Fund

Specialized Equipment 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. 2016/17 grant amounts will not be announced until spring 2017. 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 Hooge and Highland Park.

The total StrongStart funding for 2015/16 was \$256,000.

The funding for 2016/17 has not been announced; however, a change in funding is not 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 2015/16 was \$49,000.

The funding for 2016/17 has not been announced; however, a change in funding is not expected.

Service Delivery Project

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 2017/18 school year: system development, program development, training, and staff for initial implementation and staffing to ensure sustainability of attendance support programs.

The Service Delivery Project funding available for 2016/17 and 2017/18 is \$89,173.

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 2016/17 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 or 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)	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Deferred Contributions July 1st	(11.84)	(9.94)	(7.30)	(5.90)	(2.20)	(2.46)	(2.46)	(1.86)
Received Contributions								
Provincial Grants	(4.42)	(2.65)	(2.22)	(1.96)	(3.45)	(2.78)	(4.06)	(4.14)
Provincial Grants - Other	-	(0.42)	-	-	-	-	-	-
Other	(5.12)	(4.93)	(4.90)	(4.00)	(4.32)	(4.31)	(4.14)	(4.83)
Investment Income	(0.05)	(0.04)	(0.05)	(0.01)	(0.02)	(0.03)	(0.01)	(0.01)
Teacher 12 month pay program	(1.17)	(1.36)	(1.41)	-	-	-	-	-
Teacher 12 month pay program	1.07	1.15	1.36	1.51	-	-	-	-
Transfer to Restricted Ministry of Education Capital						0.03		
Total Contributions Received	(9.69)	(8.25)	(7.22)	(4.46)	(7.79)	(7.09)	(8.21)	(8.98)
Recognition to Revenue								
Provincial Grants	6.40	5.91	3.85	3.47	3.19	3.24	4.10	4.30
Other Revenue	5.14	4.95	4.73	4.24	4.33	4.29	4.24	4.81
Investment Income	0.05	0.03	0.05	0.01	0.01	0.03	0.01	0.01
Total Recognition to Revenue	11.59	10.89	8.63	7.72	7.53	7.56	8.35	9.12
Expenses								
Wages and Benefits	0.86	0.83	1.08	1.16	2.52	2.44	3.33	3.57
Service and Supplies	6.18	5.61	5.81	4.75	4.61	4.38	4.34	4.98
Total Expenses	7.04	6.44	6.89	5.91	7.13	6.82	7.67	8.55
Capital Purchases and Other	4.55	4.45	1.74	1.81	0.40	0.74	0.68	0.57
Total Expenses and Capital Purchases	11.59	10.89	8.63	7.72	7.53	7.56	8.35	9.12
Deferred Contributions June 30th	(9.94)	(7.30)	(5.90)	(2.64)	(2.46)	(1.99)	(1.86)	(1.72)

Source: 2008/2009 to 2014/15 Audited Financial Statements and Amended Budget for 2015/16

Since 2008/09, special purpose fund revenues have decreased by \$2.47 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 \$3.98 million compared to 2008/09.

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, 2015 was \$1.52 million. On May 21, 2015, the Minister of Education approved the use of up to \$1.45 million for the Energy Management Plan.

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, 2015 was \$5.18 million.

Local Capital Reserve (Contingency Reserve)

The board's Contingency Reserve is comprised of previous years' operating surpluses, which are transferred to the Local Capital Reserve (LCR). With board approval, the funds in the LCR can be used to assist in funding the Operating Budget. The LCR can also be used to fund major initiatives that are not funded by the province. In 2015/16, the contingency reserve was used by the board to fund various projects as identified below.

In 2015/16, a budgeted surplus of \$1.79 million was transferred to the contingency reserve. The current available balance in the contingency reserve is \$4.40 million.

CONTINGENCY RESERVE	(\$ millions)
Balance as of June 30, 2015	5.70
Transfer from Operating of Budgeted Available Surplus	1.79
New Student Information System Implementation	(0.47)
Energy Management Plan Funding	(1.46)
Emergency Preparedness (Communication and Standby Power)	(0.26)
Staff Computers Refresh	(0.21)
Program Manager Community Connections and Healthy Living (United Way)	(0.04)
Capital Planning - New Schools	(0.20)
Utilities Bridging 2016/17 and 2017/18	(0.30)
Secondary Innovation Support 2016/17	(0.04)
Elementary Helping Teacher 2016/17 and 2017/18	(0.08)
Youth Learning Community Pilot Project 2016/17	(0.03)
Contingency Reserve Available as of March 31, 2016	\$4.40

Capital Fund Revenue and Expenditures

FUND BALANCE - CAPITAL (\$ millions)	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Balance July 1st	\$53.57	\$57.38	\$61.18	\$62.11	\$59.48 *	\$61.60	\$64.09	\$66.97
Amortization of Deferred Capital Contributions	5.00	4.97	4.94	5.26	5.59	5.28	5.42	5.31
Capital Assets Purchased	3.91	3.11	1.74	1.81	2.03	1.82	2.84	2.84
Capital Assets - WIP	0.62	1.27	-	-	-	-	0.12	-
Interfund Transfer - Local Capital	0.63	0.86	0.80	0.59	1.76	2.93	1.71	1.60
Amortization of Capital Assets Expense	(6.27)	(6.36)	(6.52)	(6.88)	(7.49)	(7.87)	(7.97)	(8.21)
Site Adjustment	(0.03)	-	-	-	-	-	-	-
Capital Lease Interest Expense	(0.07)	(0.05)	(0.03)	(0.02)	(0.02)	(0.02)	(0.02)	(0.01)
Capital Lease Payment	-	-	-	-	0.25	0.35	0.75	0.18
School Capital Contribution	0.02	-	-	-	-	-	-	-
Balance at June 30th	\$57.38	\$61.18	\$62.11	\$62.87	\$61.60	\$64.09	\$66.97	\$68.68

* Under PSAB Accounting, school districts were not required to budget for capital funds until the school year 2012/13. For consistency across the years, the above information was taken from the audited financial statements. For the year 2015/16, these figures are the school district's amended budget estimates.

Since 2008/09, capital revenues have increased \$0.41 million. This increase is due mainly to the audit required change to include the half year rule for amortization of deferred capital contribution in fiscal 2012/13. Since 2008/09 interfund transfers have decreased \$3.06 million. Interfund transfers include capital purchases that are made from Operating, Special Purpose funds and payments for capital leases. In any given year it can be difficult to predict specific capital requirements within each fund. Expenses have increased \$1.62 million again mainly due to the 2012/13 change to include the half year rule for amortization of capital assets.

2016/17 BASE OPERATING BUDGET

The Base Operating Budget reflects the estimated revenue and expenses for 2016/17 if the school district were to maintain the same level of service it provided for the 2015/16 school year. The Base Operating Budget is based on the board-approved 2015/16 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.

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

2016/17 Operating Budget Assumptions

The base budget estimates for 2016/17 are based on the forecasts and assumptions that follow.

Enrolment

In February 2016, 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 2016/17, the school district is forecasting changes in Ministry funded student enrolment as follows:

- K-12 enrolment is forecasted to remain unchanged.
- Alternate schools enrolment forecasted to remain unchanged.
- Distributed Learning enrolment is forecasted to remain unchanged.
- Students with Special Needs enrolment is forecasted to decrease by 1.0 FTE students for Level 1 students, increase by 11 FTE students for Level 2 students, and not to change for Level 3 students.
- English Language Learners enrolment is projected to increase by 17 FTE students.
- Aboriginal Education student enrolment is estimated to decrease by 26 FTE students.
- Graduated Adults enrolment is estimated to remain unchanged.

International Education student enrolment is projected to be 535 full time equivalent students for 2016/17. This is 15 FTE less than the enrolment included in the 2015/16 amended annual budget.

Operating Revenue

Operating Grant

Operating Grant calculations are based on the preliminary operating grants announced by the Ministry of Education on March 15, 2016 and amended on April 4, 2016.

In 2016/17, the Ministry of Education will be providing a total of \$4.855 billion in operating grants to the boards of education and a \$13 million special grant to address the estimated enrolment increase projected by school districts for the 2016/17 school year. The increased funding will cover the increased labour settlement costs for school districts. The additional administrative savings target for 2016/17 is \$25 million (\$54 million for 2015/16 and 2016/17). The following table shows the change in per FTE funding for 2016/17 for all enrolment counts and the supplemental funding.

FUNDING CATEGORY	Projected Student FTE 2016/17	Funding Rate per FTE 2016/17	2016/17 Funding (\$)	Funding Change	
				Other	Administrative Savings
Basic Allocation September					
Standard Schools	13,744.0625	7,166	\$98,489,952	\$813,786	\$(703,833)
Continuing Education	20.3750	7,166	\$146,007	\$1,206	\$(1,043)
Alternate Schools	252.0000	7,166	\$1,805,832	\$14,921	\$(12,905)
Distributed Learning	11.6250	6,030	\$70,099	-	-
Homeschoolers	1.0000	250	\$250	-	-
Course Challenges	70.0000	224	\$15,680	-	-
Supplemental Funding September					
Unique Student Needs					
ELL	465.0000	1,380	\$641,700	-	-
Aboriginal	1,144.0000	1,195	\$1,367,080	-	-
Special Education - Level 1	12.0000	37,700	\$452,400	-	-
Special Education - Level 2	550.0000	18,850	\$10,367,500	-	-
Special Education - Level 3	200.0000	9,500	\$1,900,000	-	-
Adult Education	66.6250	4,565	\$304,143	-	-
Summer School Funding					
Summer Learning Gr 1-7	446.0000	206	\$91,876	-	-
Summer Learning Gr 8-9	235.0000	206	\$48,410	-	-
Summer Learning Gr 10-12	387.0000	412	\$159,444	-	-
Supplemental Summer Learning			\$28,886	-	-
Cross Enrolment (Gr 8 & 9)	4.0000	412	\$1,648	-	-
February Enrolment Count					
Continuing Education - school age	25.0000	7,166	\$179,150	\$622	\$(538)
Continuing Education - adults	35.0000	4,565	\$159,775	-	-
Distributed Learning					
Gr K - 9	-	3,015	-	-	-
Secondary Gr 10 - 12	34.0000	6,030	\$205,020	-	-
Adults	5.0000	4,565	\$22,825	-	-
Special Education - Level 1	-	18,850	-	-	-
Special Education - Level 2	5.0000	9,425	\$47,125	-	-
Special Education - Level 3	5.0000	4,750	\$23,750	-	-
Newcomer Refugees	-	3,583	-	-	-
ELL (Newcomer Refugees only)	-	690	-	-	-
May Enrolment Count					
Continuing Education - school age	25.0000	7,166	\$179,150	\$1,480	\$(1,280)
Continuing Education - adults	35.0000	4,565	\$159,775	-	-
Distributed Learning - Gr K - 9	-	2,010	-	-	-
Distributed Learning - Gr 10 - 12	16.0000	6,030	\$96,480	-	-
Distributed Learning - Adults	3.0000	4,565	\$13,695	-	-
Vulnerable Students			\$701,412		
Salary Differential			\$3,219,806		
Unique Geographic Factors			\$1,865,950	\$20,277	
Holdback Distribution			\$397,769	\$397,769	
Additional Supplemental Distribution			\$344,408	\$344,408	
Administrative Savings			\$(631,773)		\$(631,773)
Supplement for the Education Plan			\$280,561	\$7,440	
Total Provincial Funding			\$123,006,228	\$1,601,909	\$(1,351,372)

Supplement for the Education Plan

On March 18, 2016 the Ministry of Education advised school districts that the Supplement for the Education Plan is provided to ensure that districts continue to support educational transformation in the areas of curriculum, assessment and reporting, deepening the work already occurring locally.

The \$280K Supplement for the Education Plan provided to the Maple Ridge - Pitt Meadows School District is to be used to support the 3-year curriculum implementation plan announced by the Ministry of Education in the fall of 2015.

Administrative Savings Target

In the Provincial Budget 2015, the K-12 sector has been tasked with identifying administrative and related efficiencies as part of government's plan of expenditure management. In 2015/16, \$29 million in savings was targeted, along with a further \$25 million in 2016/17 and future years. These savings are to be limited to non-instructional budgets as defined in the Administrative Savings Plan template prepared by the Ministry of Education. For the Maple Ridge - Pitt Meadows School District, the amount of administrative savings that had to be found in the 2015/16 budget was \$719,652. For 2016/17 and future years, the required administrative savings target for our school district is \$1,351,425. The school district is required to report its progress against the board approved administrative savings plan to the Ministry of Education on an annual basis.

Other Revenue

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 an increase of 3.47 FTE teachers and an additional 4.50 FTE education assistants. 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 \$1.63 million due to salary increments for teaching staff and related benefits, and negotiated contractual increases.

New Collective Agreements with the Maple Ridge Teachers' Association (MRTA) and CUPE were ratified in 2014. The new agreement with MRTA provided for general wage increases for MRTA members of 1% effective July 1, 2016. The estimated costs associated with this increase are \$0.72 million.

The new agreement with CUPE provides for general wage increases for CUPE staff of 0.5% effective July 1, 2016. The estimated costs associated with this increase are \$0.17 million.

Both CUPE and MRTA members received an economic stability dividend wage increase of 0.45% effective May 1, 2016. The estimated costs associated with this increase are \$0.38 million.

Non-unionized staff wages have been frozen since 2009. BCPSEA is working on establishing new compensation models for principals, vice-principals and other non-unionized staff. Interim relief in the form of modest salary increases have been approved for principals/vice-principals in 2015/16, and are expected to be approved for other non-unionized staff. The preliminary estimated cost for these potential increases is \$0.37 million.

Benefit costs not related to the new Collective Agreements are estimated to decrease by \$0.87 million. The estimated decrease is related to the following:

- **CPP:** Up \$45,300 due to a forecasted increase in the maximum pensionable earnings from \$53,600 to \$54,900 (YMPE).
- **EI:** Up \$35,400 due to a forecasted increase in the maximum insurable earnings from \$49,500 to \$50,800 (YMPE).
- **MSP:** Up \$57,400 due to a 4% rate increase.
- **WCB:** Up \$5,100 due to 4% increase in premiums from 0.75 per 100 to 0.78 per 100.
- **Extended Health:** Up \$175,000 due to 23.09% increase for teachers and 3.42% increase for CUPE.
- **Dental:** Up \$31,800 due to 1.6% increase for teachers and -1.27 % for CUPE.
- **Life Insurance:** Up \$32,200 due to 36.67% increase for teachers.
- **Teachers' Pension Plan:** Down \$1,214,000 due to an employer contribution reduction of 12.44% (from 14.63% to 12.81%) for earnings under \$54,900 (YMPE) and a reduction of 11.28% (from 16.13% to 14.31%) for earnings above the YMPE.

Non-salary cost increases

Services and supplies

Expected services and supplies cost increases include:

- an inflationary adjustment of 2% (CPI Vancouver) with an estimated cost increase of \$203K;
- additional costs for encryption software licenses (\$29K);
- employment practices liability shared services (\$50K);
- other contractual changes (\$14K).

Utilities

Expected cost increases in utilities include:

- **Electricity:** Annualization of April 1, 2016 rate increase of 4% and an additional 4% effective April 1, 2017. Total estimated increase of \$43K.
- **Next Generation Network:** Additional provincially mandated costs for internet access of \$186K for a total NGN cost of \$638,319 in 2016/17.

There is no provision in the 2016/17 budget for increases to IT budgets that are required to ensure equipment replacement on a regular schedule. The estimated additional budget allocation required is \$0.45 million.

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

- Board approved use of contingency reserve \$4.16 million.
- Schools and projects rollovers of \$2.78 million.
- One-time transfer to contingency reserve \$1.56 million.
- One-time revenue of \$0.36 million, which includes tuition fees from non-resident students (\$0.12 million), international tuition revenue (\$0.06 million), and a grant from United Way (\$0.04 million).
- One-time expenses of \$0.12 million, which include one-time teaching staffing (\$0.14 million), increased International Education expenses (\$0.10 million), and curriculum implementation expenses (\$0.19 million), offset by one-time average teacher salary savings (\$0.36 million).

2016/17 Projected Operating Budget Shortfall

Based on the provincially mandated administrative savings, projected cost increases and enrolment changes for 2016/17, the operating budget shortfall is estimated at \$0.34 million.

2016/17 PROJECTED OPERATING SHORTFALL		
		(\$millions)
Salary and benefit changes	Schedule 1	(0.76)
Inflation and other costs	Schedule 2	(0.51)
Enrolment driven changes	Schedule 3	(0.53)
Other budget changes	Schedule 4	0.49
Ministry of Education funding formula change		1.32
Supplement for the Education Plan ¹		0.28
Projected Operating Budget Surplus		0.29
Administrative Savings Target		(0.63)
Projected Operating Budget Shortfall		(0.34)

1. Funding provided to support the 3 year Curriculum Implementation Plan.

Schedule 1 2016/17 PROJECTED CHANGE IN SALARIES AND BENEFITS

		(\$millions)
Estimated salaries and benefits cost of teacher increments		(0.58)
Estimated salaries and benefits savings teacher turnover ¹		0.59
MRTA contractual increases		(0.72)
CUPE contractual increases		(0.17)
Economic Stability Dividend CUPE and MRTA		(0.38)
Additional compensation non-unionized staff		(0.37)
		(1.63)
Benefits changes		
Increase in CPP & EI ²		(0.08)
Decrease in teacher pension plan ³		1.21
Increase in non-statutory benefits ⁴		(0.22)
Increase in WCB ⁵		(0.01)
Employee Future Benefits		(0.03)
		0.87
Total Projected Change in Salaries and Benefits		(0.76)

1. Based on an estimated 20 teacher retirements and salary savings of \$605 per FTE.
2. CPP and EI rates are forecasted to remain the same but YMPE and MEI are to increase.
3. Dental, Extended Health, Basic Life, and MSP are forecasted to increase.
4. Teachers' Pension Plan employer contribution decreased by 1.82%.
5. WCB is forecasted to increase from 0.75 per 100 to 0.78 per 100.

Schedule 2 2016/17 PROJECTED CHANGE IN SERVICES, SUPPLIES AND UTILITIES

		(\$ millions)
Estimated inflation provision ¹		(0.29)
Next Generation Network ²		(0.18)
Utilities ³		(0.04)
Total change in services, supplies and utilities		(0.51)

1. General inflation 2%.
2. Additional Next Generation Network - internet access costs.
3. Increases forecasted for BC Hydro - April 1, 2016 increase of 4% and 4% effective April 1, 2017.

Schedule 3 2016/17 PROJECTED ENROLMENT DRIVEN CHANGES

	Rate 2015/16	Rate 2016/17	2015/16 FTE	2016/17 FTE	Change FTE	Budget Change \$ millions
Regular and Continuing Ed. School Aged	\$7,158	\$7,166	14,016.44	14,016.44	-	-
Distributed Learning	\$6,030	\$6,030	11.63	11.63	-	-
Adults	\$4,565	\$4,565	66.63	66.63	-	-
Special Education						
Level 1	\$37,700	\$37,700	13.00	12.00	(1)	(0.04)
Level 2	\$18,850	\$18,850	539.00	550.00	11	0.21
Level 3	\$9,500	\$9,500	200.00	200.00	-	-
English Language Learner	\$1,380	\$1,380	448.00	465.00	17	0.02
Aboriginal Education	\$1,195	\$1,195	1,170.00	1,144.00	(26)	(0.03)
February Enrolment						
Continuing Education						
School Aged FTE	\$7,158	\$7,166	10.50	10.50	-	-
Adult FTE	\$4,565	\$4,565	25.00	25.00	-	-
Distributed Learning						
K-9	\$3,015	\$3,015	-	-	-	-
10-12	\$6,030	\$6,030	34.00	34.00	-	-
Adult	\$4,565	\$4,565	5.00	5.00	-	-
Special Education						
Level 1	\$18,850	\$18,850	-	-	-	-
Level 2	\$9,425	\$9,425	5.00	5.00	-	-
Level 3	\$4,750	\$4,750	5.00	5.00	-	-
May Enrolment						
Continuing Education						
School Aged FTE	\$7,158	\$7,166	25.00	25.00	-	-
Adult FTE	\$4,565	\$4,565	35.00	35.00	-	-
Distributed Learning						
K-9	\$2,010	\$2,010	-	-	-	-
10-12	\$6,030	\$6,030	16.00	16.00	-	-
Adult FTE	\$4,565	\$4,565	3.00	3.00	-	-
Total Changes in Operating Grant Funding						0.16
Graduated Adults	\$4,565	\$4,565	13.75	13.75	-	-
International Education	\$12,500	\$12,500	550.00	535.00	(15)	(0.18)
TOTAL REVENUE CHANGES						(0.02)
Enrolment Driven Staffing Changes						
Education Assistants					4.50	(0.19)
Teachers					3.47	(0.35)
Support Staff					1.00	(0.01)
Enrolment Driven Supplies Changes						0.01
Enrolment Driven Aboriginal Education Budget Changes						0.03
Total Expense Changes						(0.51)
TOTAL ENROLMENT DRIVEN CHANGES						(0.53)

Schedule 4 | **2016/17 PROJECTED OTHER CHANGES TO THE BUDGET**

	(\$ millions)
2014/15 Surplus Carry Forward	(4.16)
2015/16 One-Time Revenue and Expenditures	
Schools and projects rollover budgets in Amended Budget	2.78
One-time transfer to contingency reserve	1.56
One-time approved use of contingency reserve	0.54
Miscellaneous one-time revenue	(0.36)
Reverse one-time savings and expenses	0.13
	4.65
2016/17 One-Time Revenue and Expenditures	
One-time approved use of contingency reserve	0.31
One-time expenses ¹	(0.31)
	0.49
Total Other Changes	0.49

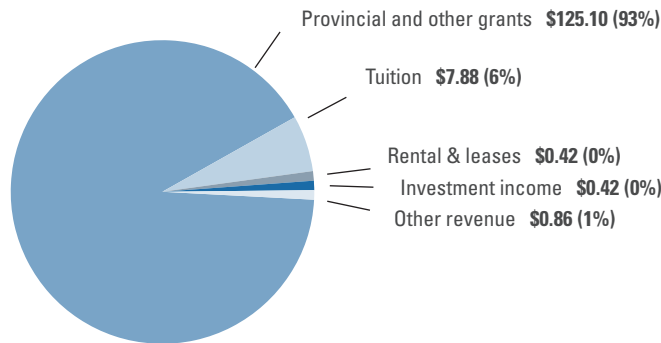
¹ Secondary Innovation (\$43,025), Youth Learning Community Pilot (\$30,000), Elementary Helping Teacher (\$38,634), Utilities bridging (\$200,000).

2016/17 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 (93%). 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 in enrolment puts pressure on programs and services. Outside of provincial grants, International Education fees are the primary source of revenue, which accounts for 6% of total revenue. The projected base operating budget revenue for 2016/17 is \$134.68 million. See figure 1.

FIGURE 1 2016/17 BASE OPERATING BUDGET REVENUE BY SOURCE (\$ millions)



2016/17 Base Operating Budget Expenditures

The projected expenditures for the 2016/17 Base Operating Budget total \$135.02 million, which is \$0.34 million lower than the projected revenue. These estimated expenditures do not include curriculum implementation expenses related to the \$0.28 million Education Plan Supplement, which would increase the projected shortfall to \$0.62 million.

Approximately 84.3% 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.

Maintenance accounts for 10.5%, district administration is 3.7% and transportation is 0.7%. The remaining 0.8% is spent on capital 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 2016/17 BASE OPERATING BUDGET BY FUNCTION (\$ millions)

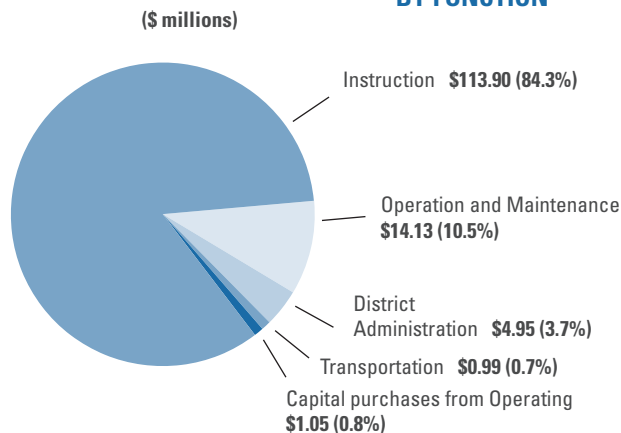
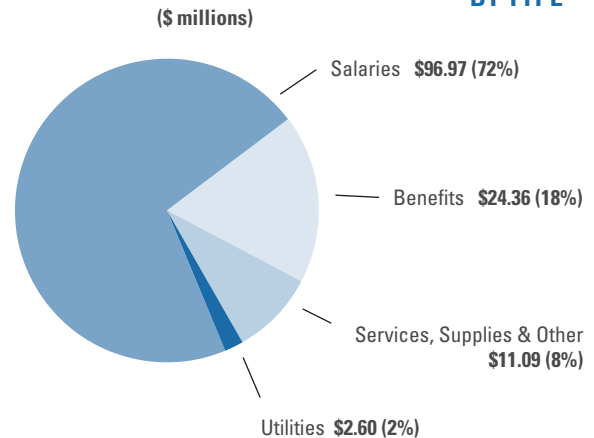


FIGURE 3 2016/17 BASE OPERATING BUDGET BY TYPE (\$ millions)



2016/17 Base Operating Budget Staffing

The base budget adjustments will result in a net increase of 3.363 FTE. The following table provides a summary of the staff adjustments by employee group.

2016/17 BASE OPERATING BUDGET PROJECTION STAFFING (FTE) BY TYPE

	2015/16	Adjustments	2016/17 Base
Teachers	785.459	1.831	787.290
Principals/Vice-Principals	48.127		48.127
Other Professionals, Exempt, District P/VPs	34.714		34.714
Education Assistants	317.914	1.478	319.392
Support Staff	302.615	0.054	302.669
Trustees	7.000		7.000
	1,495.829	3.363	1,499.192

Teachers – an increase of 3.465 FTE due to the enrolment change offset by temporary 2015/16 increased staffing, temporary transfers, allocations and annualizations.

Education Assistants – an increase of 4.5 FTE due to enrolment increase offset by 3.022 FTE temporary allocations.

Support Staff – an increase of 1.054 FTE due to enrolment increases offset by 1.0 FTE temporary position.

2016/17 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 2016/17. The main factors that create variances of provincial funding are actual funded enrolment as at September 30, 2016, and other provincial funding announcements made during 2016/17. 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 \$7.20 million (net revenue of \$2.1 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 2016/17.

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 budget allocations for IT infrastructure are not sufficient to ensure a regular refresh of hardware. Any major hardware replacement required during 2016/17 will have to be funded from the contingency reserve.

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 \$4.40 million.

Pending Provincial Litigation

There is a risk to the base budget estimates from the January 27, 2014 BC Supreme Court decision regarding government's response, as per the Education Improvement Act, 2012, to a previous court ruling which had concluded that government had infringed on the freedom of association of BC Teachers Federation members when it legislated specific provisions out of the teachers' contract back in 2002. The government appealed the decision and the court ruling is pending.

On January 14, 2016 the Supreme Court of Canada (SCC) announced it will hear an appeal of the BC Court of Appeal judgment from 2015 that was in favor of the province over the BC Teacher's Federation (BCTF). The SCC has tentatively set the hearing for November 2016. Potential cost implications stemming from the hearing will not be known until the SCC makes a final ruling on the BCTF's appeal and whether further bargaining is required in accordance with the current collective agreement.

ADMINISTRATIVE SAVINGS

In the Provincial Budget 2015, the K-12 sector has been tasked with identifying administrative and related efficiencies as part of government's plan of expenditure management. In 2015/16, \$29 million in savings was targeted, along with a further \$25 million in 2016/17 and future years. These savings are to be limited to non-instructional budgets as defined in the Administrative Savings Plan template prepared by the Ministry of Education. For the Maple Ridge - Pitt Meadows School District, the amount of administrative savings that had to be found in the 2015/16 budget was \$719,652. For 2016/17 and future years, the required administrative savings target for our school district is \$1,351,425. The school district is required to report its progress against the board approved administrative savings plan to the Ministry of Education on an annual basis.

In April 2015, following an extensive public consultation process, the board approved the administrative savings measures required to meet the government mandated administrative savings target. A summary of these administrative savings measures is included in the table below.

2015/16 - 2016/17 ADMINISTRATIVE SAVINGS

	(\$ millions)
Move to Bring Your Own Device for students	0.15
General supplies reduction	0.18
2015/16 Transportation changes	0.07
Energy Management Plan - utilities savings	0.30
2016/17 Transportation changes - discontinuation of regular student transportation	0.65
Total Board approved administrative savings	1.35

Move to Bring Your Own Device for students

In order to achieve ongoing administrative savings of \$0.15 million, all student hardware leases were discontinued effective 2015/16. Students will be required to bring their own devices starting in 2018. A hardship hardware pool will be established to ensure that all students receive a device when needed.

General supplies reduction

Services and supplies allocation for all district accounts have been maintained at 2014/15 levels by not increasing existing allocations by estimated inflationary cost increases of \$0.18 million.

Energy Management Plan - utilities savings

In March 2015, the board approved the implementation of the Energy Management Plan over the next four years. Utilities budgets have been reduced by \$0.30 million to reflect estimated savings associated with utilities conservation projects that will be completed by June 2019 as part of the school district Energy Management Plan.

Transportation

For 2015/16, the school district extended the contract with First Student Canada for a year at a reduced rate with the option to reduce the number of bus routes without incurring a penalty (resulting in \$50K of savings). In addition, in order to further contain costs, the afternoon transportation service for Garibaldi Secondary (activity buses) was discontinued, resulting in \$20K of savings.

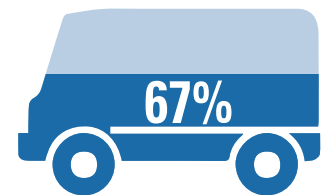
In April 2015, in order to achieve the provincially mandated administrative savings, the board has approved the discontinuation of all regular bus service to elementary and secondary schools for 2016/17. Eligible low income families that currently use SD42 regular busing may apply for a transportation subsidy equivalent to the fees currently charged. This subsidy can be used towards public bus, taxi, mileage or neighbourhood carpooling. A fund of \$20,000 has been set up to fund the transportation subsidy. This policy will be reviewed in 2018.

The school district has partnered with United Way to hire and fund a Community Connections and Healthy Living Program Manager, who will work with local agencies to provide before/after school activities and programming in areas affected by the discontinuation of regular school busing effective September 2016. The board has also offered elementary school students who use regular student transportation (Webster’s Corners and Whonnock) first priority to transfer into Albion elementary, where some spots at a number of different grade levels have opened up starting September 2016.

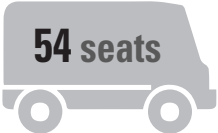
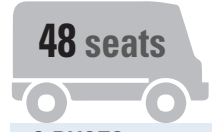
This budget contains a one-time allocation of contingency reserve to create a regular student transportation transition fund of \$100,000 that will be used to fund activities aimed at supporting the school communities affected by the discontinuation of regular student transportation services effective September 2016.

The board and school district staff continue to work with the City of Maple Ridge to advocate for improved public transportation in underserved areas of the school district.

The Maple Ridge - Pitt Meadows School District is running 11 regular bus routes with a capacity of 540 and an overall utilization of 67% for 2015/16.



COST PER BUS: \$53,160 (to and from school, 180 days per year)

	2015/16 ACTUAL SUBSIDY PER STUDENT PER YEAR AT 67% UTILIZATION	COST PER STUDENT PER YEAR AT 100% UTILIZATION <i>To and from school, 180 days per year</i>	ANNUAL STUDENT TRANSPORTATION FEE	SUBSIDY PER STUDENT PER YEAR AT 100% UTILIZATION
 54 seats 2 BUSES	\$1,021	\$985	\$215	\$770
 48 seats 9 BUSES	\$1,518	\$1,108	\$215	\$893

In 2015/16, **300** eligible students received regular transportation services. **35** students qualified for fee waivers. To increase utilization and decrease the subsidy amount per student, **62** students who did not meet eligibility criteria were permitted to use and pay for regular student transportation services.

For more information about the decision to discontinue regular student transportation, see the *Overview on Discontinuation of Regular Student Busing* document at <http://www.sd42.ca/budget-process>.

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;
- that all future cost increases related to the MRTA and CUPE collective agreements will be fully funded by the province;
- that there will be no change in other provincial funding (AFG, Community LINK, Pay Equity);
- that the Supplement for the Education Plan funding of \$0.28 million will be provided in 2017/18 and 2018/19;
- for 2016/17, no change in school age regular student FTE is projected followed by a projected enrolment increase of 58.62 FTE in 2017/18. Also, the enrolment decline trend for Aboriginal Education is projected to continue with a decline of 26 FTE in 2016/17 and a slight increase of 6 FTE in 2017/18. Slight increases are projected for Level 2 students with special needs (11 FTE in 2016/17 and another 10 FTE in 2017/18) and ELL (17 FTE in 2016/17 and another 20 in 2018/19);
- that the increase in student enrolment over the next three years will result in a 11.44 FTE increase in teacher staffing;
- that there will be continued cost increases for employee benefits that will not be provincially funded;
- that there will be a CPI inflation for supplies and services, amounting to approximately \$203,520 for 2016/17 and \$253,000 for the years 2017/18 and 2018/19;
- that there will be no change to the Ministry mandated administrative savings for 2016/17, 2017/18, and 2018/19 and that the board approved administrative savings plan is implemented;
- that there will be no net cost increases for exempt wage changes in 2017/18 and 2018/19, or that any increases will be funded by the province;
- that there will be no increases in service levels and budget allocation requirements;
- that a new school will be opened in the next three years for estimated ongoing facility related costs of \$0.41 million;
- that all one-time and ongoing proposals for 2016/17 will be implemented.

OPERATING BUDGET THREE-YEAR PROJECTIONS (\$ millions)	2016/17	2017/18	2018/19
Incremental Cost Increases			
Changes in Salaries and Benefits			
Salaries and benefit changes (excluding labour settlement)	0.51	(0.58)	(0.58)
Salaries and benefit changes MRTA and CUPE labour settlement	(1.27)	(0.90)	(1.51)
Services, Supplies & Utilities	(0.51)	(0.25)	(0.25)
New School Operating Cost			(0.41)
	(1.27)	(1.73)	(2.75)
Enrolment Driven Changes			
	(0.53)	0.15	0.17
Ministry of Education Funding Changes			
	1.32	0.90	1.51
Ministry of Education Funding - Supplement for the Education Plan			
	0.28		
Surplus Carry Forward			
	(4.16)		
One-Time Revenue and Expenditures 2015/16			
Schools and projects rollover budgets in Amended Budget	2.78		
One-time approved use of contingency reserve	0.54		
One-time transfer to contingency reserve	1.56		
Miscellaneous one-time revenue	(0.36)		
Miscellaneous one-time expenses	0.13		
	0.49		
One-Time Revenue and Expenditures 2016/17			
One-time approved use of contingency reserve	0.31		
One-time expenses	(0.31)		
Estimated Budget Funding Surplus / (Shortfall) Before Administrative Savings			
	0.29	(0.68)	(1.07)
Administrative Savings Target			
	(0.63)		
Estimated Budget Funding Surplus / (Shortfall)			
	(0.34)	(0.68)	(1.07)
Administrative Savings 2016/17			
	0.95		
Ongoing Budget Changes			
	(0.61)		
Total Projected Surplus / (Shortfall)			
	0.00	(0.68)	(1.07)

PRELIMINARY BUDGET CHANGES

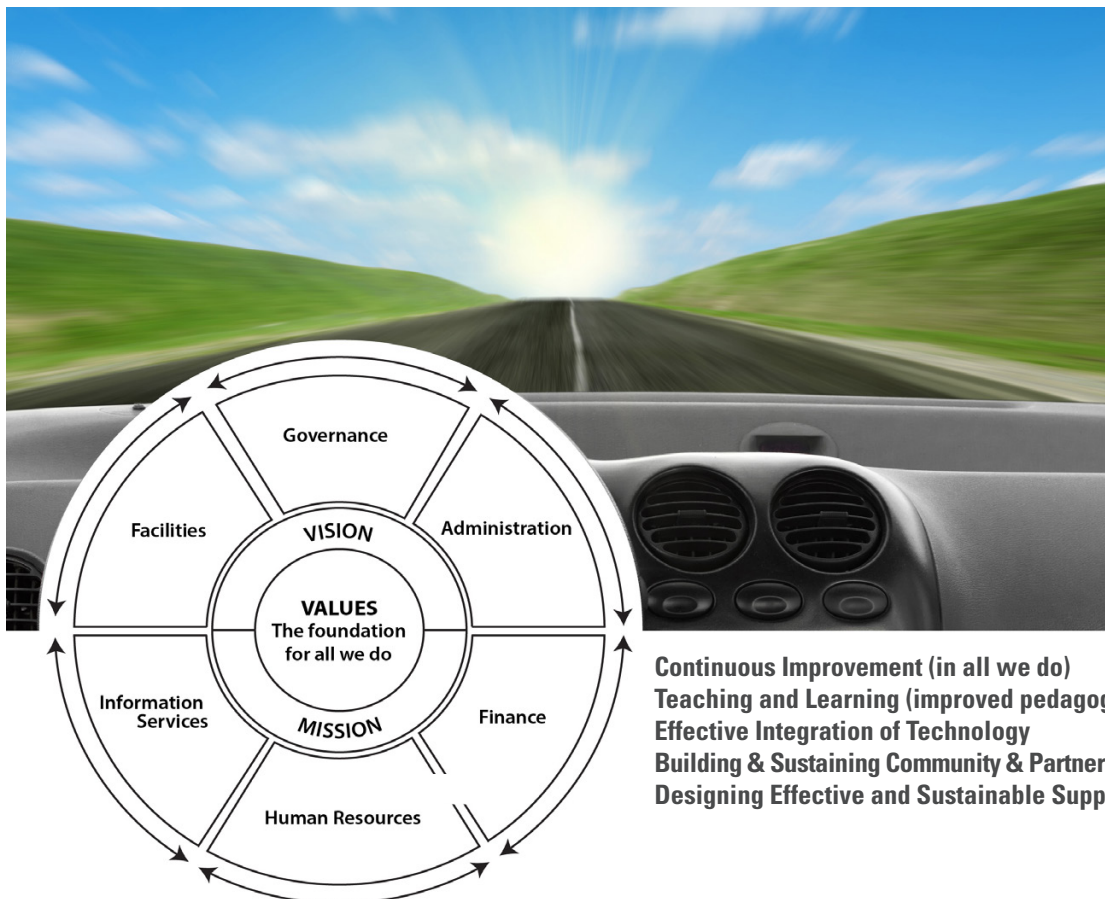
For 2015/16 and 2016/17, the province tasked all school districts with finding administrative savings. For the Maple Ridge - Pitt Meadows School District, the administrative savings target set by the Ministry of Education over two years is \$1.35 million. Given this requirement for multi-year savings, in May 2015 the board approved budget proposals that will be implemented over two years. This section contains additional budget changes for 2016/17.

The estimated shortfall for 2016/17 of \$0.34 million, followed by additional estimated shortfalls of \$0.68 million for 2017/18 and \$1.07 million for 2018/19 represent a combined 1.5% of operating expenditures.

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 two years, the board has implemented over 8% in administration budget reductions (\$0.80 million). In order to maintain a balanced budget over the next three years, we have to look at long-term strategic initiatives that leverage the existing contingency reserve to support key initiatives and achieve ongoing savings.

The Proposed Preliminary Budget for 2016/17 was presented to the board for information and the initiation of the public consultation process on April 13, 2016. The proposed operating budget changes included in the Proposed Preliminary Budget for 2016/17 were developed through a review of all current school district budget allocations. 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 Roadmap to Excellence.

The approved operating budget changes in this section were developed based on the Proposed Preliminary Budget for 2016/17 and the feedback received at the Budget Committee of the Whole meeting on April 20, 2016, and through written submissions.



ONGOING Budget Changes 2016/17

This section contains curriculum implementation allocations that meet the requirements set by the Ministry of Education for the Supplement for the Education Plan (\$0.28 million). In addition, ongoing budget changes were identified in the budget review process totaling \$0.33 million for 2016/17. These represent items that once implemented create permanent budget changes. The use of ongoing items to achieve a balanced budget ensures that school district expenses in any given year do not exceed the revenues available to the school district for that year.

1.1 Curriculum Implementation

The BC Ministry of Education has introduced new Kindergarten to Grade 9 curriculum with implementation beginning September 2016. In addition, the Grade 10 to 12 curricular changes will be introduced during the 2016/17 school year with proposed implementation beginning September 2017.

School districts were advised in March 2016 that the Education Plan Supplement included in the 2016/17 operating grants is being provided to ensure that school districts continue to support educational transformation in the areas of curriculum, assessment, and reporting, and further the implementation of the redesigned curriculum. The funding provided to the Maple Ridge - Pitt Meadows School District for the Education Plan Supplement is \$280,561.

For the past year, the MRTA executive, CUPE executive, senior staff, and district helping teachers have been working collaboratively to develop and implement a plan that will positively support educators in SD42 to implement the new curriculum. Some existing budgets and district initiatives are being reallocated and adjusted to support curriculum implementation so that the implementation of the new curriculum becomes aligned with existing initiatives.

The current district helping teacher team is working hard to collaboratively support teachers and CUPE staff. With the additional demands of the new curriculum implementation, it is proposed that a 0.6 FTE elementary helping teacher position is added to the team for both the 2016/17 school year and the 2017/18 school year at a total cost of \$0.12 million.

An additional 0.286 FTE teacher librarian is proposed to assist with the identification and development of effective resources to support the new curriculum and to continue the work that has begun with teacher librarians to support a collaborative teaching model (\$30K).

Teachers and administrators also identified the importance of timely communication and easily accessible information as a priority in the curriculum implementation process. In order to assist with the development, implementation and delivery of effective communication that supports curriculum implementation and allow for more comprehensive consultation with parents and partner groups, it is proposed that parent education communications support be funded for the 2016/17 school year (\$34K).

In addition, teachers also identified resources as a high priority. In order to provide some initial resources beyond the current learning resource allocation given to schools and the equipment grant allocation that schools can access, it is proposed that \$0.15 million be allocated for resources for the 2016/17 school year.

2016/17

It is approved that the Education Plan Supplement of \$0.28 million be allocated to support 0.6 FTE elementary helping teacher, 0.286 FTE teacher librarian, parent education communications support, and curriculum implementation resources.

2017/18

It is approved that the Education Plan Supplement be allocated to support 0.6 FTE elementary helping teacher and other curriculum implementation related activities.

1.2 Education Administration and Human Resources

Education Administration and Human Resources is comprised of budgets allocated to support the Superintendent, Deputy Superintendent, Directors of Instruction, Communications and Human Resources. The budgets allocated to these departments include salaries and benefits for staff; release time to support curricular initiatives, growth planning, leadership opportunities; funding for TTOC release time; training and professional development funds; accounts to support activities such as recruitment, orientation, first aid initiatives, advertising; and allocations for other supplies and professional services.

Changes to Education Administration and Human Resources

Within the Education Administration and Human Resources, it is proposed to reduce the training and travel, and supplies budgets allocated to district programs and collaborative systems by \$30K. In addition, the Human Resources department's advertising budget will be reduced by \$1.5K.

2016/17

It is approved that savings totaling \$0.03 million be achieved by reducing TTOC release, training and travel, and supplies budgets for Education Administration and Human Resources.

1.3 Business Operations and Governance

Business operations and governance is comprised of budgets allocated to support Board Governance, Secretary Treasurer's Office, Finance, Purchasing and Payroll.

The Board of Education is comprised of seven elected trustees. The budget includes trustee honoraria and expenses, professional development and BCSTA membership.

Business Operations budgets include salaries and benefits, district-wide budget for insurance, telephones, annual audit, records management, postage and banking as well as all office supplies budgets for the district education office, training and professional development funds, and allocations for other supplies and contracted services.

2016/17

No changes are proposed.

1.4 Facilities and Maintenance

The facilities and maintenance division provides quality and effective services in the areas of:

- comprehensive maintenance and renovations of buildings owned by the district
- day-to-day repair work to all structures in the district
- energy management and sustainability
- custodial care of all facilities
- building security
- maintenance of district grounds, landscaping, playing fields, signage, outdoor lighting, non-hazardous waste and litter removal
- capital planning
- community rentals

Changes Facilities and Maintenance

In March 2015, the board approved the implementation of the Energy Management Plan over the next four years. The one-time funding required to complete the projects included in the Energy Management Plan was allocated from the following sources: annual facilities grant, carbon neutral capital program, Ministry of Education restricted capital reserve, local capital, utilities savings, and BC Hydro and Fortis grants. A conservative estimate of ongoing savings to be achieved over the next four years is \$0.50 million.

For 2016/17, utilities budgets have been reduced by \$0.30 million to reflect estimated savings associated with utilities conservation projects that will be completed by June 2019 as part of the school district Energy Management Plan. Given that some of the savings will not be achieved until the 2019/20 fiscal year, any budget overages related to utilities will have to be covered from the contingency reserve and a \$0.30 million provision was made under one-time uses of reserves.

The successful implementation of Energy Management Plan projects also led to custodial supplies lights savings of \$10K. It is proposed that the custodial supplies budget therefore be reduced by \$10K. Further savings may be identified in future years.

In October 2015, the board adopted the *Strategic Facilities Plan*. The school district *Strategic Facilities Plan* will inform future capital plan requests and facilities maintenance priorities for the district.

Through the *Strategic Facilities Plan*, the board reaffirmed its commitment to maximizing the use of school district facilities. Currently all facilities rentals are managed using a database developed in house. This product is no longer meeting the needs of the department, and continued use of the existing product would require the allocation of additional IT and facilities staff resources. The implementation of the new community rentals software will require an ongoing annual allocation of \$5K for maintenance fees.

In the past year, the Ministry of Education model for allocating capital funding to school districts has been modified to include a special submission for routine capital projects funding. These projects require a lot of planning and have to be completed within a short period of time (under 10 months). This change in the Ministry of Education capital funding process has created significant increase in the workload of facilities management staff. It is apparent that consideration needs to be given to augmenting the facilities management staff. A review of facilities staffing needs will be completed with recommendations for potential changes to be presented to the board.

The remaining budget for facilities maintenance of \$4.86 million and for custodial and grounds of \$4.78 million will be allocated to support the board's strategic direction set in the *Strategic Facilities Plan*.

2016/17

It is approved that the facilities budget be reduced by \$5K through savings related to utility conservation projects offset by maintenance fees for the new community rentals software. It is further recommended that a review of facilities staffing needs to be completed with recommendations for potential changes to be presented to the board.

1.5 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 funds, 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 will be 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, etc.), specialized supplies, transportation and release time to support collaborative planning. Despite budget challenges faced by the school district in the past, services and supports for students with special needs were preserved as much as possible. The school district continues to invest significantly more money than is allocated by the Ministry of Education to fund students with special needs.

Supports for students with special needs have largely been preserved through times of significant budget challenges. A recent trend of increasing enrolment at elementary has highlighted the need to review the overall school counsellor staffing at elementary schools.

With the goal of staffing elementary counselling at a level slightly better than in prior years, it is proposed that an ongoing staffing generating ratio of 1:1000 be implemented for elementary school counsellors. This proposed ratio would result in an increase of 1.39 FTE school counsellors for elementary schools. It is further proposed that 0.2 FTE Safe and Caring Schools District Counsellor be funded for \$21K.

It is important to note that further efforts to enhance counselling related supports at both the elementary and secondary level are reflected in the one time proposals relating to the addition of 0.2 FTE to the District Counsellor of Safe and Caring Schools position and the continuation for the 2016/17 school year of an additional Child Care Worker position with the Keeping Kids In School program.

Teachers, counsellors, administrators, parents and community members are identifying concerns about the increasing mental health/behavioral issues they are seeing in our youths, and the lack of counselling and other school and community services available to support students. In order to more fully understand this issue and develop an implementation plan, it is proposed that during the 2016/17 school year a review is undertaken with recommendations identified for the 2017/18 budget process. This review should minimally include: an examination of the role of the school counsellor, counselling ratios and caseloads; recruitment of counsellors; liaison and collaboration with community agencies and other ministries; and effective early intervention strategies.

In the 2015/16 school year, our resident English Language Learner (ELL) enrolment (K to 12) has reached 448 students. This represents an increase of 25.49% from the previous year. It is expected that this trend towards a more diverse student population will continue in future years.

The Ministry of Education provides supplemental funding for ELL students at a rate of \$1,380 per student. This supplemental funding rate supports a maximum teaching allocation of 1 ELL teacher to 72 students. Our current ELL teacher allocation ratio is 1 ELL teacher to 60 students. This improved ratio is in part supported by tuition fees collected from international students, who also receive ELL services.

Given the trend towards increased resident ELL population, it is proposed that the school district move to a staffing ratio for ELL that is more closely aligned with the supplemental funding received from the Ministry of Education. More specifically, it is proposed that for the 2016/17 school year and ongoing, the allocation ratio for elementary and secondary be increased to 1 teacher to 65 students. The increase will result in an overall staffing reduction of 1.282 FTE (\$0.13 million). In addition, it is recommended that an ELL position be created to provide dedicated instructional leadership supporting the work of our elementary and secondary ELL teachers who work with both resident and international ELL students. This position is proposed to be funded from savings achieved through the upcoming review of International Education Department structure and budgets.

2016/17

It is approved that a staffing generating ratio of 1:1000 be implemented for elementary school counsellors for an additional 1.39 FTE (\$139K) and that 0.2 FTE Safe and Caring Schools counsellor be funded for \$21K. It is further approved that the allocation ratio for elementary and secondary ELL teacher staffing be increased to 1 teacher to 65 students, resulting in an overall staffing reduction of 1.282 FTE (\$0.13 million), and that a position dedicated to providing instructional leadership and support for ELL teachers be funded from savings identified through the review of the International Education department structure and budget.

1.6 Clerical Model Change

In 2014/15, a new clerical allocation model for elementary and secondary schools was implemented. The elementary allocations by school size are summarized in the following table.

Student Enrolment	Base Allocation Head Elementary Secretary	Shared Clerical Allocation	Clerical Support Bank
Under 200	30 hours per week		30 hours / year
200-349	35 hours per week		35 hours / year
350-499	35 hours per week	35 hours per week shared by 3 schools	35 hours / year
500-650	35 hours per week	35 hours per week shared by 2 schools	35 hours / year

In 2015/16, the elementary clerical allocation model was modified as 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	7	35 hours per week	24 hours per week shared by 2 schools	35 hours / year
500+	6	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.

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

School	Student Enrolment	Staffing Allocation	Clerical Support Bank
Garibaldi Secondary	807		
Pitt Meadows Secondary	877	1 FTE admin coordinator	
Samuel Robertson Technical	819	1 FTE accounting clerk	
Thomas Haney Secondary	1,167	1 FTE records clerk	140 hours per year
Westview Secondary	826		
Maple Ridge Secondary & Outreach	1,475	As above, plus 1 FTE general clerk	
Maple Ridge Alternate	123	0.543 FTE head secretary	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.

Over the past two years, the clerical model at secondary schools has been evaluated to ensure that staffing allocations meet the needs of the schools. It is apparent that larger schools require additional clerical support. It is therefore proposed that the secondary clerical staffing model be modified to take into account the enrolment levels at each school. The proposed model is summarized in the table below.

Student Enrolment	No. of Schools	Base Allocation Head Elementary Secretary	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

2016/17

It is approved that clerical staffing allocations to secondary schools be increased by 0.51 FTE for an additional cost of \$0.02 million.

1.7 Teacher Allocations to Schools

Classroom teacher staffing is currently allocated using student enrolment driven formulas. The formulas for allocating teacher staffing 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 the district and provincial average class sizes are also in the table below.

Grade	Teacher Allocation Formula	2014/15 District Average Class Size	2015/16 District Average Class Size	2015/16 Provincial Average Class Size	Legislative Limit
Kindergarten	1:20.00	20.1	19.9	19.7	1:22.00
Grade 1-3	1:22.00	22.0	22.2	21.8	1:24.00
Grade 4-7	1:28.00	26.5	26.7	26.0	1:30.00
Grade 8-12	1:30.97	23.7	25.8	23.4	1:30.00

In 2014/15, there were 89 reported classes in the school district with more than 30 students, and in 2015/16 there were 61 reported classes in the school district with more than 30 students. In order to minimize the number of classes over 30 at the secondary level, and to ensure that secondary students continue to have as many options in their schedules as possible, it is proposed that a secondary staffing fund of \$0.31 million be created. This fund would be available for all secondary schools to add both counselling time and classroom teacher staffing.

2016/17

It is approved that a secondary staffing fund of \$0.31 million be established add counselling time and to minimize the number of classes over 30 at the secondary level.

1.8 International Education

The Maple Ridge – Pitt Meadows School District hosts 450 FTE to 600 FTE international students annually.

The International Education program in the school district has grown and developed since its inception in the 1990s. In 2015/16, the Maple Ridge - Pitt Meadows school district served over 1,200 international students. The estimated International Education net revenue of \$2.10 million is used to fund many signature educational programs and initiatives in our school district. At this time, we are beginning to review the organizational structure of the International Education department. We wish to integrate some of the services provided to resident students and their families with the services provided to the international students. We anticipate that the funding dedicated to the current International Education structure will be sufficient to address the subsequent organizational structure. The review of the organizational structure of the department is in line with the succession planning proposal, which identifies the organizational needs that must be addressed to provide the services required by today's student, changing curriculum, recent education research and enrolment pressures.

The focus of the department review will be on the provision of English Language Learner (ELL) services to the increased number of resident ELL students and international students who wish to live and learn in our school district. In order to effectively support staff in understanding the educational needs of ELL students and provide staff with the most recent ELL teaching and learning strategies, we need to leverage International Education staffing and resources and other ELL school district staffing to support all English Language Learners.

Additionally, summer learning programs are also popular with both international and resident students. The administration and teacher/staff leadership of summer programs needs to now be considered as an ongoing initiative of the school district. The popularity of the first elementary summer school and the popularity of our international summer school provides an opportunity to re-consider the existing International Education and summer school structure – particularly the structure of staffing support for the program. Recommendations for an ongoing structure for summer school will also be made as part of the International Education department review.

Recommendations included in the operational review conducted by Grant Thornton in 2014/15 will also be considered as part of this review.

2016/17

No changes are proposed.

1.9 Emergent Expenditure Fund

Services and supplies and utilities budgets were reviewed and potential savings of \$0.20 million were identified. These potential savings include:

- Maintaining school supplies allocations at 2015/16 levels.
- Maintaining services and supplies allocations for all district accounts at 2015/16 levels by not increasing existing allocations by estimated inflationary increases.

Some of the proposed reductions will have to be closely monitored during the year, and budgets might need to be reinstated if savings cannot be achieved. A district emergent expenditure fund of \$0.20 million is proposed to be created within the operating fund to assist schools and departments that can not achieve the budgeted savings, require temporary staffing increases or support for unexpected expenditures.

This fund will be used to assist schools and departments once budgets allocated to them have been depleted.

2016/17

It is approved that all services and supplies allocations be maintained at 2015/16 levels and that the savings be used to create an emergent expenditure fund of \$0.20 million to assist schools and departments that can not achieve the budgeted savings, require temporary staffing increases or support for unexpected expenditures.

Ongoing Budget Changes 2016/17

BUDGET CHANGES	STAFFING		2016/17 BUDGET IMPACT		
	FTE	Salaries & Benefits	Supplies, Services & Other	Revenue	Total
Curriculum Implementation					
Helping Teacher	(0.89)	(91,674)			(91,694)
Communications Support	(0.50)	(34,441)			(34,441)
Supplies			(154,446)		(154,446)
	(1.39)	(126,115)	(154,446)	-	(280,561)
Education Administration and Human Resources					
Services and Supplies Reduction - Education Administration		19,000	11,000		30,000
Services and Supplies Reductions - Human Resources			1,500		1,500
		19,000	12,500	-	31,500
Facilities and Maintenance					
Custodial Supplies			9,800		9,800
Community Rentals Software License			(5,000)		(5,000)
			4,800	-	4,800
Learning Services					
Elementary Counsellor Ratio Change	(1.39)	(139,312)			(139,312)
Safe and Caring Schools	(0.20)	(20,696)			(20,696)
ELL Teacher Ratio Change	1.28	127,839	-	-	127,839
	(0.31)	(32,169)	-	-	(32,169)
Clerical Model Change					
	(0.51)	(23,018)	-	-	(23,018)
Teacher Allocations to Schools					
		(310,000)	-	-	(310,000)
Emergent Expenditure Fund					
General Supplies Reduction			203,263		203,263
Emergent Expenditure Fund			(200,000)		(200,000)
	-	-	3,263	-	3,263
Total Ongoing Budget Changes	(2.21)	(472,302)	(133,883)	-	(606,185)

Impact of Ongoing Budget Changes on 2016/17 Operating Revenue and Expense

	BASE BUDGET	ADMINISTRATIVE SAVINGS	ONGOING BUDGET CHANGES	ONGOING PRELIMINARY BUDGET	% CHANGE
Operating Revenue by Source					
Grants					
Provincial Grants - Ministry of Education	124,659,144			124,659,144	0.00%
Provincial Grants - Other	307,851			307,851	0.00%
Federal Grants	137,170			137,170	0.00%
Total Grants	125,104,165	-		125,104,165	0.00%
Tuition	7,887,146			7,887,146	0.00%
Other Revenue	856,832	(55,000)		801,832	-6.41%
Rentals & Leases	420,109			420,109	0.00%
Investment Income	416,665			416,665	0.00%
Total Operating Revenue	134,684,917	(55,000)		134,629,917	-0.04%
Operating Expense by Source					
Salaries					
Teachers	62,973,804		339,909	63,313,713	0.54%
Principals and Vice-Principals	5,722,006			5,722,006	0.00%
Education Assistants	10,446,098			10,446,098	0.00%
Support Staff	10,524,365		17,451	10,541,816	0.17%
Other Professionals/Exempt	3,643,818			3,643,818	0.00%
Substitutes	3,664,679		(6,160)	3,658,519	-0.17%
Total Salaries	96,974,770	-	351,200	97,325,970	0.36%
Employee Benefits	24,362,507		86,329	24,448,836	0.35%
Total Salaries and Benefits	121,337,277	-	437,529	121,774,806	0.36%
Services and Supplies					
Services	4,901,260	(500)	(1,500)	4,899,260	-0.04%
Student Transportation	1,063,602	(698,550)		365,052	-65.68%
Professional Development	634,428		(3,800)	630,628	-0.60%
Rentals and Leases	80,116			80,116	0.00%
Dues and Fees	142,668			142,668	0.00%
Insurance	305,964			305,964	0.00%
Supplies	2,909,469	(950)	173,956	3,082,475	5.95%
Utilities	2,596,672	(300,000)		2,296,672	-11.55%
Total Services and Supplies	12,634,179	(1,000,000)	168,656	11,802,835	-6.58%
Interfund & Capital Assets Purchased from Operating					
Capital Lease Payments	226,731			226,731	0.00%
Capital Assets Purchased from Operating	825,545			825,545	0.00%
Total Interfund & Capital Assets Purchased from Operating	1,052,276	-		1,052,276	0.00%
Total Expenses	135,023,732	(1,000,000)	606,185	134,629,917	-0.29%
Use of Prior Year Surplus or Reserves					
Projected Operating Surplus/Deficit	(338,815)	945,000	(606,185)		

ONE-TIME Use of Contingency Reserve Funds

The use of one-time funding to achieve a balanced operating budget or to fund ongoing expenditures creates a structural deficit. Once used, the funds will not be available to assist in balancing future budget shortfalls.

This section contains one-time budget changes identified in the budget process. These one-time budget changes include only items that create temporary allocations that need to be funded for a limited period of time.

The uses of contingency reserve included in this budget are not ongoing in nature, are not part of the base operating budget, and will therefore not create a structural deficit.

The contingency fund is the board's only fund for emergent expenditures. *Board Policy 4204: Contingency Reserve* states that the board shall maintain a contingency reserve of at least 1% of operating expenditures and not exceeding 3% of operating expenditures (\$1.3 million to \$3.9 million). This contingency fund will assist the board in mitigating the impact of unexpected expenditures on district operations. The current available balance of the contingency reserve fund is \$4.40 million.

Use of Contingency Reserve to Fund One-time Expenditures

2.1 Support for School Growth Plans

All Maple Ridge - Pitt Meadows public schools have been engaged in the development of comprehensive school growth plans for the last two years. These plans have been supported with budget allocations for school growth planning time, professional development, and facilitation training. Schools have been encouraged to determine their priorities and to create action plans that support the priorities. All priorities identified in school growth plans fall under one or more of the following categories: improving learning and assessment, social and emotional learning, and culture and school identity. Additional one-time funding allocations are required to support these initiatives with time, resources, and expertise.

In the 2015/16 budget, the board provided one-time support for the school teams project. The goal of this project is to have school teams engage in collaborative dialogue and planning to address the diversity of learning needs in classrooms, develop interdependence within and between schools, and provide opportunities for teacher/staff leadership. It is proposed that \$0.11 million be allocated to continue funding this successful initiative, which supports school growth planning and new curriculum implementation, and continues to build collaboration across the school district. The funding would support all identified growth plan areas with release time for collaborative dialogue and planning, session facilitators, and resources.

Finally, supporting Social and Emotional Learning (SEL) continues to be a priority for all schools in the Maple Ridge - Pitt Meadows School District. The implementation of the SEL framework supports safe and healthy learning environments for all students, and improves school culture. To ensure the implementation of the SEL framework, continued support is proposed for 1 FTE child care worker for Keeping Kids in School (KKIS), 1 FTE coordinator for Safe and Caring Schools, 0.571 FTE teacher for KKIS, and 0.2 FTE District Counsellor position for Safe and Caring Schools (\$0.17 million) in 2016/17 and 2017/18.

2016/17

It is approved that \$0.28 million be allocated from the contingency reserve to fund professional development opportunities, in-school support and supplies for the school teams, and the Social and Emotional Learning initiative.

2017/18

It is approved that \$0.16 million be allocated from the contingency reserve to fund professional development opportunities, in-school support and supplies for the school teams, and the Social and Emotional Learning initiative.

2.2 Spirit of Learning

The Maple Ridge - Pitt Meadows School District has historically encouraged its teachers to learn, risk and grow. This approach has been evident in the district's development of a teacher-mentoring program before other districts in the province, its adoption of the *Joint Education Change Implementation Committee (JECIC)* initiative supporting teacher learning and collaboration, as well as in its prioritization of initiatives such as *Quality Teach*.

As we move into a time of continual change (both from an educational and a societal perspective), it is essential that the district supports all of its employees in developing a growth mindset that celebrates and values learning.

The teacher mentoring initiative has long provided comprehensive and collaborative support to new teachers, TTOCs and teachers who have substantially changed positions. To enhance the training of teacher mentors for the program, a one-time increase to the budget of \$9K is proposed for the 2016/17 school year. To continue to grow the peer-to-peer clerical elementary mentoring program and begin to expand it to secondary clerical, a one-time allocation of \$25K is proposed to provide coordination of the program and release time for clerical mentors and mentees.

Educational Assistants (EAs) could also benefit from a mentoring/training initiative that supports their collaboration and growth. For the 2016/17 school year, it is therefore proposed that a committee of EAs and CUPE executive be identified and that one-time funding of \$3K be allocated to release committee members to develop an EA mentoring proposal for the 2017/18 school year.

Because leading a school is a complex and challenging role, it is essential that a comprehensive training and mentoring program also be implemented in collaboration with principals and vice-principals. It is proposed therefore that one-time funding of \$20K be allocated to support this initiative and build on the training program initiated this year with the vice-principals group. The mentoring/training currently occurring for custodians and child care workers (CCWs) will also continue with support from existing funding sources.

For a school district to truly develop a "spirit of learning," it is essential that effective communication strategies, easily accessed information, and timely support are in place for both the educational and business areas of the organization. Both the finance department and the human resources department have undergone cuts and restructuring during the past few years, which have made it challenging for both departments to meet these expectations. Finance struggled to fill a CUPE position for the past two years, and ultimately worked understaffed for most of this time. It is proposed that for the 2016/17 school year, an additional temporary CUPE accounting clerk position be created at a cost of \$50K.

Similarly, over the past two years, the HR department has struggled with meeting the recruitment and training needs of the school district with its current staffing complement. In order to support the school district's HR needs, it is proposed that one temporary HR assistant be added in the 2016/17 budget for \$69K.

Finally, to ensure the successful completion of the MyEdBC student information system implementation, the school district must continue to support users of the system by providing training and release time for clerical and teaching staff. It is therefore proposed that the following MyEdBC supports be provided for the 2016/17 school year: 10 hours per week of additional clerical time to 4 secondary schools to assist with timetable development (\$51K); a Data Analyst HelpDesk MyEdBC position (\$55K). In addition, it is proposed that the IT project manager for the MyEdBC / Parent Portal and Alternative Reporting Systems be funded for 2016/17 and 2017/18 (\$92K).

2016/17

It is approved that \$0.37 million be allocated from the contingency reserve to fund a secondary staffing fund, district and secondary school level support for MyEdBC, temporary Finance and Human Resources staffing, and district-wide mentorship, training and release for collaboration opportunities.

2017/18

It is approved that \$0.09 million be allocated from the contingency reserve to fund the IT project manager for MyEdBC / Parent Portal and Alternative Reporting Systems.

2.3 Literacy

Literacy is the foundation for all learning. It is essential that our young learners have rich and comprehensive literacy instruction. A district committee comprised of a principal representative, district helping teachers and 10 teachers (including classroom teachers, support teachers and a librarian), has been working to develop a district-wide literacy framework to facilitate quality literacy instruction in our schools, and to provide a literacy continuum to form common assessment language. Six Maple Ridge - Pitt Meadows schools participated in the Literacy Framework pilot project in the 2015/16 school year. It is proposed that this program be expanded to an additional seven schools in the 2016/17 school year. A budget allocation of \$0.13 million is proposed to support a 0.45 FTE literacy teacher, resources, and training for this expanded project.

2016/17

It is approved that \$0.13 million be allocated from the contingency reserve to fund the expansion of the Literacy Framework project to an additional seven schools.

2.4 Early Learning

The Maple Ridge - Pitt Meadows School District has received a provincial grant for an Early Years Centre beginning in 2016/17. This centre is part of a district wide Early Learning initiative that promotes engaging students early, and focusing on play based learning and social interaction. In order to support the Early Learning initiative and the Early Years Centre, it is proposed that funding be provided for 0.2 FTE Early Learning teacher (\$21K) in 2016/17 and 2017/18.

2016/17

It is approved that \$0.02 million be allocated from the contingency reserve to fund the Early Learning initiative.

2017/18

It is approved that \$0.02 million be allocated from the contingency reserve to fund the Early Learning initiative.

2.5 Succession Planning

The education sector is grappling with significant turnover for executives, principal/vice-principals and managers. Succession planning is now a critical success factor for school districts.

Over the next three years, the Maple Ridge - Pitt Meadows School District will be facing a significant change in principals/vice-principals, senior team and exempt staff positions due to pending retirements. There are approximately 10 school-based principal and district principal positions where the incumbents are eligible for retirement. These employees have provided significant service to our school district and would provide invaluable mentorship to staff wanting to move into administrative roles.

As well, there are approximately eight members of senior team and district exempt staff who are also eligible to retire due to their age and/or their longtime service to the school district. As this is not an issue unique to our school district, it is anticipated that some of the existing management staff may choose to seek employment in neighbouring school districts, widening the gap even further. This significant leadership change requires a well-considered recruitment process, careful management of the change-over of leadership, and the thoughtful transfer of significant district knowledge so that we protect and consider the future needs of our students and our school district community. We need to be thoughtfully building leadership capacity so that the district moves seamlessly through these changes.

In order to build capacity, the lean levels of school vice-principal and principal staffing need to be temporarily augmented. We are recommending the use of contingency reserve funds to support a three year plan for recruiting, hiring and training new elementary and secondary vice-principals. The modestly expanded vice-principals cohort will allow the school district to seamlessly transfer experienced administrators into positions that become available through anticipated retirements.

The table below contains the proposed modified ratios for the next three years for elementary vice-principals. The implementation of this proposed allocation beginning 2016/17 would result in two additional elementary vice-principals and increased admin time for existing vice-principals (0.90 FTE admin time, 1.10 FTE teaching time) for an estimated annual cost of \$0.14 million.

Enrolment	Elementary PVP Admin Time	Elementary PVP Teaching Time
Under 189	0.6	0.4
190-304	0.8	0.2
305-410	1.0	0.0
411-516	1.2	0.8
517-622	1.3	0.7
Over 623	1.4	0.6

Within the next three years, four secondary principals will be eligible for retirement. In order to ensure thoughtful succession planning an overlap period of at least one year is necessary. At the same time, our secondary schools require additional Safe and Caring Schools supports.

In order to immediately address the need for additional Safe and Caring Schools supports and allow for adequate recruitment and deployment of new teaching vice-principals, it is proposed that for 2016/17 secondary schools with only two administrators be supported through additional teaching staffing for Safe and Caring Schools (\$0.20 million).

To ensure an overlap period of at least one year, it is proposed that consideration be given to implementing the proposed modified ratios included in the table below effective 2017/18. This revised allocation would result in four additional secondary vice-principals (0.80 FTE admin time, 3.20 FTE teaching time).

Enrolment	Secondary PVP Admin Time	Secondary PVP Teaching Time
Under 899	2.2	0.8
900-1199	2.5	0.5
Over 1200	3.0	0.0

At the end of the three year plan, the financial position of the school district will determine whether the temporary staffing structure will be retained or if the school district will revert to the lean school based administrative staffing allocations that currently exist.

Within senior team and our excluded staff, we also need to consider thoughtful succession planning. An immediate need has been created by the anticipated retirement in 2016/17 of a long-serving member of senior team. Because this individual holds many portfolios related to important staff development initiatives across virtually all employee groups of the school district, this change-over requires a significant overlap between the incumbent and the new team member. It is therefore proposed that the board approve the one-time funding of \$0.16 million to support a one year transition process.

2016/17 It is approved that \$0.50 million be allocated from the contingency reserve to fund additional Safe and Caring Schools supports for secondary schools with only two administrators, succession planning for principals, vice-principals and management.
2017/18 It is approved that \$0.34 million be allocated from the contingency reserve to fund succession planning for principals and vice-principals.
2018/19 It is approved that \$0.34 million be allocated from the contingency reserve to fund succession planning for principals and vice-principals.

2.6 Implementation of Strategic Facilities Plan Recommendations

In October 2015, the board approved the Strategic Facilities Plan, which includes recommendations for new or enhanced programs of choice, increased utilization of school district facilities, and priorities for existing and new facilities. The implementation of the recommendations included in this plan requires the allocation of one-time resources.

In order to continue the dialogue with the community, increase community awareness of existing programs of choice, facilitate the implementation of new programs of choice (e.g. Fine Arts, International Baccalaureate, and Trades), enhance the use of school district facilities and support the development of new facilities, it is recommended that the board provide continued funding for a Program Manager - Community Connections and Healthy Living partially funded by United Way (\$45K) and fund increased community outreach communications support (\$34K).

The implementation of new programs of choice will require one-time funding allocations over the next three years. It is estimated that a minimum of \$91K annually will be required to fund these initiatives.

2016/17

It is approved that \$0.18 million be allocated from the contingency reserve to continue funding the Program Manager - Community Connections and Healthy Living partially funded by United Way (\$45K), fund increased community outreach communications support (\$34K) and staffing and other resources required to implement new programs of choice (\$101K).

2017/18

It is approved that \$0.09 million be allocated from the contingency reserve to fund the implementation of new programs of choice recommended in the Strategic Facilities Plan.

2018/19

It is approved that \$0.09 million be allocated from the contingency reserve to fund the implementation of new programs of choice recommended in the Strategic Facilities Plan.

2.7 Regular Student Transportation Transition Fund

After several years of deep cuts that had created an instability in the system, in 2015, the Board found itself facing two unpalatable options: increase class size for a third consecutive year and adversely affect all students across the district, or discontinue regular student busing and affect those families in remote rural communities who relied on the school district's transportation services. Before making its decision, the Board completed a robust public consultation process so that it could hear not only from parents/guardians across the district, but also from those families who would be most affected by the potential discontinuation of this service.

Having considered all the public feedback including concerns raised in the student transportation public meetings and online surveys, the Board made the difficult decision to discontinue regular student busing in September 2016, giving families a year to plan for this change.

The Maple Ridge – Pitt Meadows School District is taking the following steps to assist families affected by the discontinuation of regular student busing:

- We will be offering an annual \$215 transportation subsidy to low-income families that currently use SD42 regular busing.
- We have asked TransLink to help service more rural routes. (TransLink has in turn responded to say that it had insufficient funding to extend public transportation to these areas.)
- We are working with the City of Maple Ridge and the City of Pitt Meadows to lobby TransLink to improve public transportation services in our school district.
- With the help of a United Way grant, we have hired a community coordinator who will assist with establishing and offering affordable before and after school programming and activities in the affected schools to extend the student drop-off and pick-up periods.

In order to fund the above listed activities aimed at supporting the school communities affected by the discontinuation of regular student transportation services effective September 2016 it is proposed that \$0.10 million be allocated from the contingency reserve to create a regular student transportation transition fund.

2016/17

It is approved that \$0.10 million be allocated from the contingency reserve to create a one year regular student transportation transition fund.

2.8 Purchase of Capital Assets

The existing operating budgets are not sufficient to support the procurement or timely replacement of school district assets.

The Maple Ridge - Pitt Meadows School District has been working on an Emergency Preparedness Plan for a number of years. Some of the schools in our school district don't have emergency preparedness containers. It is proposed that one-time funding of \$55K be allocated to support the purchase of emergency preparedness containers for schools that don't have these containers.

In the 2015/16 budget, the board allocated funds for the replacement of teacher laptops that were at end of life. After the refresh of teacher laptops, the current fleet of staff computers contains 111 devices that are over 4 years old and need to be replaced in order to enable staff to access current resources and effectively integrate technology in their work. The existing IT budget is not sufficient to fund the replacement of these devices in the next year and a one-time allocation of \$74K is needed to fund this purchase.

Through the *Strategic Facilities Plan*, the board reaffirmed its commitment to maximizing the use of school district facilities. Currently all facilities rentals are managed using a database developed in house. This product is no longer meeting the needs of the department, and continued use of the existing product would require the allocation of additional IT and facilities staff resources. It is proposed that \$11K be allocated for the purchase and implementation of a commercially developed software for community rentals.

2016/17

It is approved that \$0.14 million be allocated from the contingency reserve to fund the purchase of emergency preparedness containers for school, the refresh of non-teaching computers that are 4 years or older, and the purchase and implementation of a community rentals management software.

One-Time Use of Contingency Reserve to Fund One-Time Expenditures 2016/17, 2017/18, 2018/19

ONE-TIME BUDGET CHANGES	STAFFING		2016/17 BUDGET IMPACT		
	FTE	Salaries & Benefits	Supplies, Services & Other	Revenue	Total
Use of Contingency Reserve for One-Time Expenditures					
Contingency Reserve Allocation				1,721,833	1,721,833
Support for School Growth Plans	(2.77)	(163,716)	(117,080)		(280,796)
Spirit of Learning	(5.14)	(317,811)	(57,055)		(374,866)
Literacy	(0.45)	(129,543)			(129,543)
Early Learning	(0.20)	(20,685)			(20,685)
Succession Planning	(3.94)	(495,872)			(495,872)
Implementation of Strategic Facilities Plan Recommendations	(1.50)	(118,181)	(106,999)	45,000	(180,180)
Regular Student Transportation Transition Fund			(100,000)		(100,000)
Purchase of Capital Assets			(139,891)		(139,891)
Total One-Time Budget Changes	(14.00)	(1,245,808)	(421,025)	1,766,833	-

ONE-TIME BUDGET CHANGES	STAFFING		2017/18 BUDGET IMPACT		
	FTE	Salaries & Benefits	Supplies, Services & Other	Revenue	Total
Use of Contingency Reserve for One-Time Expenditures					
Contingency Reserve Allocation				700,361	700,361
Support for School Growth Plans	(2.77)	(163,716)			(163,716)
Spirit of Learning	(1.00)	(91,844)			(91,844)
Early Learning	(0.20)	(20,685)			(20,685)
Succession Planning	(1.70)	(336,706)			(336,706)
Implementation of Strategic Facilities Plan Recommendations			(87,410)		(87,410)
Total One-Time Budget Changes	(5.67)	(612,951)	(87,410)	700,361	-

ONE-TIME BUDGET CHANGES	STAFFING		2018/19 BUDGET IMPACT		
	FTE	Salaries & Benefits	Supplies, Services & Other	Revenue	Total
Use of Contingency Reserve for One-Time Expenditures					
Contingency Reserve Allocation				424,116	424,116
Succession Planning	(1.70)	(336,706)			(336,706)
Implementation of Strategic Facilities Plan Recommendations			(87,410)		(87,410)
Total One-Time Budget Changes	(1.70)	(336,706)	(87,410)	424,116	-

Summary of Approved Contingency Reserve Use

	2016/17	2017/18	2018/19
Use of Contingency Reserve to Fund One-Time Expenditures			
Support for School Growth Plans	(280,796)	(163,716)	
Spirit of Learning	(374,866)	(91,844)	
Literacy	(129,543)		
Early Learning	(20,685)	(20,685)	
Succession Planning	(495,872)	(336,706)	(336,706)
Implementation of Strategic Facilities Plan Recommendations	(180,180)	(87,410)	(87,410)
Regular Student Transportation Transition Fund	(100,000)		
Purchase of Capital Assets	(139,891)		
Total One-Time Budget Changes			(2,846,310)
Available Contingency Reserve			1,553,690

FIGURE 1: Preliminary Budget Changes 2016/17

BUDGET CHANGES	STAFFING		2016/17 BUDGET IMPACT		
	FTE	Salaries & Benefits	Supplies, Services & Other	Revenue	Total
Curriculum Implementation					
Helping Teacher	(0.89)	(91,674)			(91,674)
Communications Support	(0.50)	(34,441)			(34,441)
Supplies			(154,446)		(154,446)
	(1.39)	(126,115)	(154,446)	-	(280,561)
Education Administration and Human Resources					
Services and Supplies Reduction - Education Administration		19,000	11,000		30,000
Services and Supplies Reductions - Human Resources			1,500		1,500
		19,000	12,500	-	31,500
Facilities and Maintenance					
Custodial Supplies			9,800		9,800
Community Rentals Software License			(5,000)		(5,000)
			4,800	-	4,800
Learning Services					
Elementary Counsellor Ratio Change	(1.39)	(139,312)			(139,312)
Safe and Caring Schools	(0.20)	(20,696)			(20,696)
ELL Teacher Ratio Change	1.28	127,839	-	-	127,839
	(0.31)	(32,169)	-	-	(32,169)
Clerical Model Change	(0.51)	(23,018)	-	-	(23,018)
Teacher Allocations to Schools		(310,000)	-	-	(310,000)
Emergent Expenditure Fund					
General Supplies Reduction			203,263		203,263
Emergent Expenditure Fund			(200,000)		(200,000)
			3,263	-	3,263
Total Ongoing Budget Changes	(2.21)	(472,302)	(133,883)	-	(606,185)
Use of Contingency Reserve for One-Time Expenditures					
Contingency Reserve Allocation				1,721,833	1,721,833
Support for School Growth Plans	(2.77)	(163,716)	(117,080)		(280,796)
Spirit of Learning	(5.14)	(317,811)	(57,055)		(374,866)
Literacy	(0.45)	(129,543)			(129,543)
Early Learning	(0.20)	(20,685)			(20,685)
Succession Planning	(3.94)	(495,872)			(495,872)
Implementation of Strategic Facilities Plan Recommendations	(1.50)	(118,181)	(106,999)	45,000	(180,180)
Regular Student Transportation Transition Fund			(100,000)		(100,000)
Purchase of Capital Assets			(139,891)		(139,891)
Total One-Time Budget Changes	(14.00)	(1,245,808)	(521,025)	1,766,833	-
Grand Total Budget Changes	(16.21)	(1,718,110)	(654,908)	1,766,833	(606,185)

FIGURE 2: Summary of 2016/17 Operating Revenue and Expense

	BASE BUDGET	ADMINISTRATIVE SAVINGS	ONGOING BUDGET CHANGES	ONGOING PRELIMINARY BUDGET	% CHANGE
Operating Revenue by Source					
Grants					
Provincial Grants - Ministry of Education	124,659,144			124,659,144	0.00%
Provincial Grants - Other	307,851			307,851	0.00%
Federal Grants	137,170			137,170	0.00%
Total Grants	125,104,165	-		125,104,165	0.00%
Tuition	7,887,146			7,887,146	0.00%
Other Revenue	856,832	(55,000)		801,832	-6.41%
Rentals & Leases	420,109			420,109	0.00%
Investment Income	416,665			416,665	0.00%
Total Operating Revenue	134,684,917	(55,000)		134,629,917	-0.04%
Operating Expense by Source					
Salaries					
Teachers	62,973,804		339,909	63,313,713	0.54%
Principals and Vice-Principals	5,722,006			5,722,006	0.00%
Education Assistants	10,446,098			10,446,098	0.00%
Support Staff	10,524,365		17,451	10,541,816	0.17%
Other Professionals/Exempt	3,643,818			3,643,818	0.00%
Substitutes	3,664,679		(6,160)	3,658,519	-0.17%
Total Salaries	96,974,770	-	351,200	97,325,970	0.36%
Employee Benefits	24,362,507		86,329	24,448,836	0.35%
Total Salaries and Benefits	121,337,277	-	437,529	121,774,806	0.36%
Services and Supplies					
Services	4,901,260	(500)	(1,500)	4,899,260	-0.04%
Student Transportation	1,063,602	(698,550)		365,052	-65.68%
Professional Development	634,428		(3,800)	630,628	-0.60%
Rentals and Leases	80,116			80,116	0.00%
Dues and Fees	142,668			142,668	0.00%
Insurance	305,964			305,964	0.00%
Supplies	2,909,469	(950)	173,956	3,082,475	5.95%
Utilities	2,596,672	(300,000)		2,296,672	-11.55%
Total Services and Supplies	12,634,179	(1,000,000)	168,656	11,802,835	-6.58%
Interfund & Capital Assets Purchased from Operating					
Capital Lease Payments	226,731			226,731	0.00%
Capital Assets Purchased from Operating	825,545			825,545	0.00%
Total Interfund & Capital Assets Purchased from Operating	1,052,276	-		1,052,276	0.00%
Total Expenses	135,023,732	(1,000,000)	606,185	134,629,917	-0.29%
Use of Prior Year Surplus or Reserves					
Projected Operating Surplus/Deficit	(338,815)	945,000	(606,185)		

FIGURE 2: Summary of 2016/17 Operating Revenue and Expense (continued)

	ONGOING PRELIMINARY BUDGET	BOARD APPROVED ONE-TIME	ONE-TIME BUDGET CHANGES	PRELIMINARY BUDGET	% CHANGE
Operating Revenue by Source					
Grants					
Provincial Grants - Ministry of Education	124,659,144			124,659,144	0.00%
Provincial Grants - Other	307,851			307,851	0.00%
Federal Grants	137,170			137,170	0.00%
Total Grants	125,104,165	-	-	125,104,165	0.00%
Tuition	7,887,146			7,887,146	0.00%
Other Revenue	801,832		45,000	846,832	5.61%
Rentals & Leases	420,109			420,109	0.00%
Investment Income	416,665			416,665	0.00%
Total Operating Revenue	134,629,917	-	45,000	134,674,917	0.03%
Operating Expense by Source					
Salaries					
Teachers	63,313,713	81,068	186,023	63,580,804	0.42%
Principals and Vice-Principals	5,722,006		192,368	5,914,374	3.36%
Education Assistants	10,446,098		64,828	10,510,926	0.62%
Support Staff	10,541,816		78,723	10,620,539	0.75%
Other Professionals/Exempt	3,643,818		306,253	3,950,071	8.40%
Substitutes	3,658,519	373	162,698	3,821,590	4.46%
Total Salaries	97,325,970	81,441	990,893	98,398,304	1.10%
Employee Benefits	24,448,836	20,218	240,387	24,709,441	1.07%
Total Salaries and Benefits	121,774,806	101,659	1,231,280	123,107,745	1.09%
Services and Supplies					
Services	4,899,260		90,739	4,989,999	1.85%
Student Transportation	365,052		100,000	465,052	27.39%
Professional Development	630,628			630,628	0.00%
Rentals and Leases	80,116			80,116	0.00%
Dues and Fees	142,668			142,668	0.00%
Insurance	305,964			305,964	0.00%
Supplies	3,082,475	10,000	57,567	3,150,042	2.19%
Utilities	2,296,672	200,000		2,496,672	8.71%
Total Services and Supplies	11,802,835	210,000	248,306	12,261,141	3.88%
Interfund & Capital Assets Purchased from Operating					
Capital Lease Payments	226,731			226,731	0.00%
Capital Assets Purchased from Operating	825,545			825,545	0.00%
Total Interfund & Capital Assets Purchased from Operating	1,052,276	-	-	1,052,276	0.00%
Total Expenses	134,629,917	311,659	1,479,586	136,321,162	1.26%
Use of Prior Year Surplus or Reserves	-	311,659	1,434,586	1,746,245	
Projected Operating Surplus/Deficit	-	-	-	-	

FIGURE 3: Contingency Reserve Use 2015/16, 2016/17, 2017/18 and 2018/19

	2015/16	2016/17	2017/18	2018/19
Balance as of June 30, 2015	5,697,756			
Transfer from Operating of Budgeted Available Surplus	1,790,145			
Use of Contingency Reserve to Fund One-Time Expenditures				
New Student Information System Implementation	(469,863)			
Energy Management Plan Funding	(1,465,056)			
Emergency Preparedness (Communication and Standby Power)	(256,400)			
Program Manager Community Connections and Healthy Living (United Way)	(35,000)			
Capital Planning - New Schools	(200,000)			
Staff Computers Refresh		(211,290)		
Utilities Bridging		(200,000)	(100,000)	
Secondary Innovation Support 2016/17		(43,025)		
Elementary Helping Teacher 2016/17 and 2017/18		(38,633)	(38,634)	
Youth Learning Community Pilot Project 2016/17		(30,000)		
Support for School Growth Plans		(280,796)	(163,716)	
Spirit of Learning		(374,866)	(91,844)	
Literacy		(129,543)		
Early Learning		(20,685)	(20,685)	
Succession Planning		(495,872)	(336,706)	(336,706)
Implementation of Strategic Facilities Plan Recommendations		(180,180)	(87,410)	(87,410)
Regular Student Transportation Transition Fund		(100,000)		
Purchase of Capital Assets		(139,891)		
Total One-Time Budget Changes				(5,928,848)
Available Contingency Reserve				1,553,690

PARTNER GROUPS AND PUBLIC CONSULTATION

The Board of Education made its final deliberations and adopted the *2016/17 Preliminary Budget* on **April 27, 2016 at 6:00 pm** in the District Education Office boardroom.

The following board approved 2016/17 Budget Process Timeline shows the schedule of budget meetings.

Wednesday, February 3, 2016 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 2016/17, 2017/18, 2018/19
Wednesday, February 24, 2016 DEO Boardroom 6:00 pm	BOARD MEETING <ul style="list-style-type: none"> • Presentation and Board Approval of the 2015/16 Amended Annual Budget
Wednesday, March 9, 2016 DEO Boardroom	BUDGET COMMITTEE OF THE WHOLE <ul style="list-style-type: none"> • Presentation of preliminary estimates to partner groups
Wednesday, March 30, 2016 DEO Boardroom	BUDGET COMMITTEE OF THE WHOLE <ul style="list-style-type: none"> • Partner groups presentation of 2016/17 budget balancing options
Wednesday, April 13, 2016 Thomas Haney Secondary 4:00 pm	BOARD MEETING <ul style="list-style-type: none"> • Public Presentation of the 2016/17 Proposed Preliminary Budget
Wednesday, April 20, 2016 Thomas Haney Secondary 6:00 pm - 9:00 pm	BUDGET COMMITTEE OF THE WHOLE <ul style="list-style-type: none"> • Public and Partner Groups Input on the 2016/17 Proposed Preliminary Budget
Wednesday, April 27, 2016 DEO Boardroom 6:00 pm	BOARD MEETING <ul style="list-style-type: none"> • Final deliberations and adoption of the 2016/17 Proposed Preliminary Budget Changes and the 2016/17 Preliminary Budget Bylaw

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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