

#### Public Notice – Resources Committee Online Public Meeting

A public meeting of the Resources Committee for School District 62 (Sooke) will be held on February 14, 2023 at 6:00 pm.

Please note that all Public Board and Committee meetings are now held in person at the District School Board Office, located at 3143 Jacklin Road, Victoria.

To participate in the meeting please click on this link: **Follow Link** 

To guide you, the following is information on how to join a live event in MS Teams. <u>https://support.office.com/en-us/article/attend-a-live-event-in-teams-a1c7b989-ebb1-4479-b750-c86c9bc98d84</u>

- Anyone who has the link can attend the online meeting without logging in to MS Teams.
- Members of the public have the opportunity to ask questions related to agenda items discussed at the meeting:
  - Select the Q&A <sup>2</sup> function on the right side of the screen.
  - When asking a question using the Q&A function, please identify yourself. Anonymous questions will not be responded to.
    - A reminder for Stakeholder groups to use the **Q&A** function.
  - Members of the media can direct their questions to the Communications Manager at School District 62 for response following the meeting.



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



### RESOURCES COMMITTEE School Board Office Via MS Teams February 14, 2023 – 6:00 p.m.

### AGENDA

**1. CALL TO ORDER AND ACKNOWLEDGMENT OF FIRST NATIONS TERRITORIES** We are honoured to be meeting on the traditional territories of the Coast Salish, specifically Esquimalt Nation, Songhees Nation, and acknowledge the three nations SD62

works with directly in our schools: Scia'new Nation, Coast Salish, and T'Sou-ke Nation; including the West Coast Pacheedaht Nation, Nuu-chah-nulth. (words gifted by the three nations SD62 works with)

- 2. REPORT (page 4)
- 3. PRESENTATIONS (10 min.)
- 4. BUSINESS
  - 4.1 2023/24 District and School Fees: Paul Block (page 7)
    - a) SD62 ADULT Learning Fee Schedule
    - b) Secondary Schools District Fee Schedule for 2023/24
    - c) Middle Schools District Fee Schedule for 2023/24
    - d) Academy Programs Proposed Fee Schedule for 23/24
    - e) International Program Fees
    - f) Transportation Fees

**Recommended Motion:** That the Board of Education of School District 62 (Sooke) approve the District and School Fees for the 2023/2024 school year as presented at the Resources Committee meeting of February 14, 2023.

- 4.2 Minor Capital Update Mhairi Bennett (page 19)
- 4.3 22/23 Q2 Financial Forecast David Lee-Bonar (page 25)
- 4.4 22/23 Amended Budget David Lee-Bonar (page 31)

**Recommended Motion:** That the Board of Education of School District 62 (Sooke) give first, second and third readings to the 2022/23 Amended Annual Budget Bylaw specifying a total budget of \$187,725,609.

#### 5. ADJOURNMENT

6. NEXT MEETING DATE: March 8, 2023



## Committee Report of Resources Committee Meeting via MS Teams January 10, 2023

Present:Amanda Dowhy, Trustee (A/Committee Chair)<br/>Trudy Spiller, Trustee (Committee Member - virtual)<br/>Cendra Beaton, Trustee (A/Committee Member)<br/>Russ Chipps, Trustee (virtual)<br/>Scott Stinson, Superintendent & CEO<br/>Harold Cull, Secretary-Treasurer<br/>Ed Berlando, STA (virtual)<br/>Trudy Court, CUPE<br/>Ceilidh Deichmann, SPVPA

Staff: Nicole Gestwa, IT

#### 1. CALL TO ORDER AND ACKNOWLEDGEMENT OF FIRST NATIONS TERRITORIES

The meeting was called to order at 6:06 pm by the Committee Chair, who acknowledged that we are honoured to be meeting on the traditional territories of the Coast Salish, specifically Esquimalt Nation, Songhees Nation and acknowledge the three nation SD 62 works with directly in our schools; Scia'new Nation, Coast Salish, and T'Sou-ke Nation; including the West Coast Pacheedaht Nation Nuu-chah-nulth. (words gifted by the three Nations SD62 works with)

#### 2. COMMITTEE REPORT

The Board of Education of Sooke School District 62 (Sooke) received the Resources Committee Report dated December 8, 2022 at its Public Board Meeting dated December 13, 2022.

At the end of the meeting, the Committee discussed the Digital Services Operational Plan as it was initially planned to be brought back to the Committee's January meeting. Staff advised that the consultation process had not been completed and that the agenda item would be discussed at the March meeting once staff had a chance to provide input.

#### 3. PRESENTATIONS

#### 4. BUSINESS

4.1 Committee Mandate/Reminders – Amanda Dowhy

Consistent with the first Committee meeting of previous calendar years, the Committee introduced themselves and then discussed their role and purpose and the valuable input the Committee has in Board decisions. These discussions can be summarized as:

<u>The Mandate of the Resources Committee</u>: To meet with the Secretary-Treasurer, other appropriate staff, and district partner groups to review and recommend to the Board direction and actions pertaining to:

- Building construction, maintenance and district facilities, transportation and custodial services;
- Develop and recommend to the Board long range planning for accommodating the District's needs related to sites and buildings;
- Make recommendations to the Board regarding the annual Capital Budget submission to the Ministry of Education;
  - Consider and make recommendations to the Board on the District's operating, special purpose and capital budgets;
  - Consider and recommend to the Board new or adjusted bylaws;
  - Consider and make recommendations to the Board on the District's business and accounting services;
  - Consider, recommend and provide advice and information to the Board related to human resources; and
  - Other matters referred by the Board.

#### The Membership consists of:

- Three Trustees appointed in December of each year by the Board Chairperson;
- Superintendent;
- District staff;
- Any Trustees not assigned may attend as a guest;
- A representative from Sooke Teachers' Association (STA);
- A representative from CUPE Local 459;
- A representative from Sooke Principals and Vice-Principals Association (SPVPA);
- A representative from Sooke Parent Education Advisory Council (SPEAC); and
- A Student representative.

#### 4.2 22/23 Budget Recalculation – Harold Cull

Harold Cull provided an overview of the recalculated Operating Grant and Classroom Enhancement Fund Grant based on the information provided by the Ministry. This info is the confirmation of the actual September 1701 enrolment from a financial/operating grant perspective.

Based on the recalculated operating grant, the Expenditure Plan approved by the BoE in December and the Q2 forecast, staff will be preparing the Amended Budget Bylaw for consideration of support by the Committee in February. The School Act requires the BoE to approve the Amended Budget Bylaw by February 28<sup>th</sup> and as all three readings of the bylaw are expected at the February meeting, a separate motion (noted below) is required to allow all 3 readings to happen at the same meeting and the Committee supported this motion going forward to the Board.

**Recommended Motion:** That the Board of Education of School District 62 (Sooke) allow all three readings of the 2022/23 Amended Budget Bylaw at its meeting of February 28, 2023.

#### 4.3 23/24 Budget Principles, Assertions and Process – Harold Cull

Consistent with previous budget cycles, Harold Cull presented the draft 23/24 Budget Principles, Assertions and Process and requested support from the Committee on these items prior to going to the BoE at the end of the month. The emphasis of the Budget Principles remained grounded in support of the Strategic Plan objectives and based on stakeholder/partner input. The Committee discussed these items and supported the following motion going forward to the Board for consideration.

**Recommended Motion:** That the Board of Education of School District 62 (Sooke) approve the proposed 23/24 budget principles, assertions and process as outlined at the January 10<sup>th</sup> Resources Committee meeting.

#### 4.4 23/24 Space Pressures and Plan – Harold Cull

Harold Cull provided an overview of the space pressures and proposed plan to address those issues. The long-range enrolment estimates were used to determine the amount of divisions required next year as compared to the amount of classrooms available. Based on this analysis, a space plan totalling \$1.000 m has been created and will be actioned by staff with the understanding that it may be amended based on actual enrolment. The Committee also discussed the potential growth at EMCS and the need to make sure adequate space is available there given the initial thoughts of decommissioning one or more of the existing portables.

#### 4.5 Social Responsibility Fund – Scott Stinson

Scott Stinson provided an overview of the Social Responsibility Fund, its purpose and potential outcomes. The Committee discussed the proposed framework and supported an application process for schools to access up to \$1,000/school. Based on this feedback, staff will update the framework for presentation to the BoE at the end of the month.

**Recommended Motion:** That the Board of Education of School District 62 (Sooke) approve the criteria and framework for the distribution funding from the Social Responsibility Fund as amended at the January 10<sup>th</sup> Resources Committee meeting.

5. ADJOURNMENT AND NEXT MEETING DATE: February 14, 2023



## Committee Info Note Resource Committee Meeting February 14, 2023 Agenda Item: 4.1 23/24 District & School Fees Info Note

- Attached are the school, transportation, academies, and international fees for the Committee's review prior to go to the Board for approval
- Staff will speak to the proposed fees at the meeting
- Attached is a summary of the fees to be discussed and amounts from the current year

Prepared by:

Paul Block, Acting Superintendent & CEO

## **Resources Committee Meeting**

February 14, 2023

	Agenda Item: 4	i.1 - 2	3/24 Fe	ees					Page 8 of 43
AREA	DESCRIPTION	2	20/21		21/22	22/23	3	23/24	Comments
SCHOOL BASED	Band Instrument Rental	\$	150	\$	150	\$ 2			No change
SECONDARY SCHOOL	Band Uniform & Cleaning	\$	25	\$	25	\$			No change
	Drumline Ceramics	ې د	-	ې د	-	\$ \$		\$ 45 \$ 40	No change
		ļ		ľ		Ŷ	55	<del>,</del> 40	Increase range by \$10, due to inflation/materials
	Lifesaving	\$	-	\$	-		200		No change
	Text Books Workbooks – LOST/DAMAGED	\$10 \$5-\$	-\$100		0-\$100 -\$25	\$10-\$10 \$5-\$25		\$10-\$110 \$5-\$35	Increase range by \$10, due to inflation/materials Increase range by \$10, due to inflation/materials
	Athletic Participation	\$ \$	50	\$5 \$	-325 50	ş⊃-ş∠5 \$	50		No change
	Yearbook/Annual	\$	55	\$	55	\$	55		No change
	Food Safe Training	\$	55	\$	55	\$			No change
	Student Activity Fee	\$	20	\$	20	\$			No change
	Active Living Outdoor Ed./Enviro Science	Ş	50 150	Ş	50 150	Ş c ·			No change No change
	Outdoor Education	s S	100	ې S	100				No change
	Marine Life Science/Aquatic Chemistry Cohort (New Course	ļ	100	ľ	100	Υ ·	100	Ŷ 100	Fieldtrips: Whiffin Spit, Esquimalt Lagoon, Shaw Ocean
	offering)								Discovery, Sooke Reservoir Water Treatment Plant, East
						ė		•	Sooke Park and Galiano Island.
	Marine Biololgy P.E. 11/12 Recreation	¢	75	\$	75	\$ ¢			No change No change
	Life Saving 10-12	\$	100	\$	100	\$ 2			No change
	ADST – Wood	\$	35	\$	35	\$			Increase range by \$10, due to inflation/materials
	ADST – Metal	\$	35	\$	35	\$			Increase range by \$10, due to inflation/materials
	ADST – Auto	\$	20	\$	20	\$			Increase range by \$5, due to inflation/materials
	ADST – Electronics ADST – Cosmetology	\$ ¢	35 80	\$ ¢	35 80	\$ ¢			Increase range by \$10, due to inflation/materials Increase range by \$10, due to inflation/materials
	Food Studies	\$	20	\$	20	\$			Increase range by \$10, due to inflation/materials
	Metal TASK Program (EMCS)	\$	150	\$	150	\$ 2		•	No change
	Textiles (EMCS)	\$	-	\$	20	\$	20	\$ 25	Increase range by \$5, due to inflation/materials
MIDDLE SCHOOL	Text Books	\$	50	Ś	50	Ś	50	\$ 50	
	Lost Novel	\$	10	\$	30 10	\$ \$		\$	
	Locks	\$	10	\$	10	\$		\$ 14	Increase by \$4 due to inflation/materials
	Athletic Participation	\$	40	\$	40	\$	40	\$ 40	
	Yearbook/Annual	\$	40	\$	40	\$	40		Prices will fluctuate based on productions costs
	Food Safe Training Applied Design, Skills & Technology/Exploratory	>   as r	55 eeded	Ş as	55 needed	ې as neede		\$	If offered
	Band Instrument Rental	\$	150	\$	150		150		Less depending on instrument
	Band Uniform & Cleaning	\$	25	\$	25	\$			Optional
ADULT	Textbook Deposit	up to	\$100	un i	to \$100	up to \$10	00	up to \$100	No chango
	Workbooks	up to	o \$100 o \$25		-	up to \$10 up to \$30		up to \$100 up to \$35	No change Increase range by \$5, due to inflation/materials
	Textbooks	\$20-				\$20-\$100		\$20-\$100	No change
	Texas Instruments Mathematics Graphing Calculators	up to	\$185	up	to \$185	up to \$18	35	up to \$190	Increase range by \$5, due to inflation/materials
TRANSPORTATION	Safety Fee	\$	-	\$	25	\$	25	\$ 25	No change
	Late Registration Fee	\$	-	\$	100	•			No change
ACADEMIES					600	<u> </u>		A 705	
	Belmont Baseball	\$	680	\$	680	\$ 6	680	\$ 705	increase by \$25 for administration fee Increase by \$130 for administration fee and membership
	Belmont Climbing					\$ 8	860	\$ 990	at gym
									Increase for admin fee and increase in riding, stable costs
				<u>ح</u>	1 250				& students wanting 2 rides per week
	Belmont Equestrian	Ş	850	\$	-		300		
	Belmont Equestrian Belmont Hockey	\$ \$	850 1,615		1,250 1,615		300 615		increase by \$25 for administration fee
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### **Resources Committee Meeting**

### February 14, 2023

### Agenda Item: 4.1 - 2023-24 School Fees – SD 62 Adult Learning

ITEM	AMOUNT	Notes
Textbook/Materials Deposit	Up to \$100	To be paid by students registered with Westshore Centre's Continuing Education School or Juan de Fuca Distributed Learning when they choose to sign out a textbook or a course materials package. Refundable upon return of the item(s) signed out by the student. Actual replacement cost of textbook/materials will be charged if lost or damaged.
Workbooks & other consumable items that students write in and/ or keep	Up to \$35	Used by some math and science courses.
Texas Instruments Mathematics Graphing Calculators	Up to \$190 (equivalent to replacement price if not returned.	To be paid by students registered in some Math 11/12 courses at Westshore Centre's Continuing Education School or Juan de Fuca Distributed Learning IF they choose to use a school owned graphing calculator. Refundable upon return of the calculator in the same/similar condition as when it was issued.
No student will be denied educationa Please contact your assigned adminis Please note: a 2.5% fee will be added	trator or counsellor to ask for fee	s to be waived due to financial hardship.

Prepared by:



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SD#62 –Secondary Schools Fee Schedule

#### 2023-2024

STANDARD FEES	COST	Notes
Band Instrument Rental	\$150	Dependent on instrument
Band Uniform & Cleaning	\$20.00	Dependent on individual band program needs. (reflects maximum fee charge) (went down from 25 to 20)
Drumline	\$45.00	Equipment maintenance and replacement
Ceramics	\$40.00	Clay fee for optional / personal take home projects (Increase by \$10, inflation/materials)
Lifesaving	\$200.00	The fee covers workbook, instruction & examination for Red Cross certification. Students can participate in course without paying this fee by borrowing a workbook. Certification will require payment of the fee. Course is only offered at Belmont at this time
Text Books – LOST/DAMAGED	\$10.00- \$110.00	Replacement fee will range for all texts/novels which are damaged beyond use or lost (Increase range by \$10, inflation / materials)
Workbooks	\$5.00 - \$35.00	Workbooks are consumable and are not required – can be used free in the classroom if not written in. They are used primarily in math and science classes (Increase range by \$10, inflation / materials)
Athletic Participation	\$50.00	One fee allows students to participate on as many teams as they wish to try out for. Additional costs for travel, accommodation and meals may be required
Yearbook/Annual	\$55.00	Optional - Prices will fluctuate based on production costs
Food Safe Training	\$55.00	Fee applies only if offered
Student Activity Fee	\$20.00	Includes school-wide events, student locks, school appointments online & Locker app
Active Living	\$50.00	Various activities outside the building
Outdoor Ed./Enviro Science	\$150.00	Grades 11/12
Outdoor Education	\$100.00	Grades 9/10
Marine Life Science/Aquatic Chemistry Cohort (New Course offering)	\$150.00	Fieldtrips: Whiffin Spit, Esquimalt Lagoon, Shaw Ocean Discovery, Sooke Reservoir Water Treatment Plant, East Sooke Park and Galiano Island.
Marine Biology	\$50.00	To cover costs associated with fieldtrips
P.E. 11/12 Recreation	\$75.00	Various activities outside the building that incur travel & amenity costs
ADST – Wood	\$45.00	Optional for personal projects/take home (Increase by \$10, inflation/materials)
ADST – Metal	\$45.00	Optional for personal projects/take home (Increase by \$10, inflation/materials)
ADST – Auto	\$25.00	Optional for personal consumables (Increase by \$5, inflation/materials)
ADST – Electronics	\$45.00	Optional for personal projects/take home (Increase by \$10, inflation/materials)
ADST – Cosmotology	\$90.00	Optional for personal use & to keep: Mannequin, nail polish, make-up (Increase by \$10, inflation/materials)
Food Studies	\$45.00	Optional for personal projects/take home (Increase by \$10, inflation/materials)
Metal TASK Program (EMCS)	\$150.00	Materials for personal projects/take home
Textiles	\$25.00	Optional for personal projects/take home (Increase by \$5, inflation/materials)
Please note: a 2.5% administrative fee will be added to cover costs related to the processing of credit card payments.		

Other fees may be charged prior to a course for value-added products which students chose to purchase as an option, or for projects taken home. Cost lists will be provided:

Examples:

- Wood Tech (a) projects taken home (b) specialty wood
- Sewing/Fashion/Design (a) projects taken home (b) specialty materials
- Art/Theatre Arts (a) projects taken home (b) specialty materials
- Cooking (a) specialty ingredients (b) food taken home
- Workbooks if a student wants to write in the book and/or keep it
- Materials for elective programs required beyond the basic curriculum.

Other fees may occur in association with Optional Curricular Events such as:

#### Examples:

• Grad Ceremony, Prom, Winter Formal, School Dances & Student Conferences

- Dance outfits for performances
- Travel, accommodations, meals and registrations
- Technical Education Program (busing, projects to take home)

No student will be denied educational opportunities if they do not have the ability to pay.

• Please contact your assigned administrator or counsellor to request for fees to be waived due to financial hardship.



### SD #62 Middle Schools Fee Schedule 2023-2024

STANDARD FEES	COST	Notes
Text Books	\$50.00	Flat fee for all texts which are damaged beyond use or lost
Lost Novel	\$15.00	Flat fee for all novels
Locks	\$14.00	Dunsmuir, Spencer, Centre Mountain Lellum and John Stubbs only (Increase by \$4, inflation/materials)
OPTIONAL FEES	COST	Notes
Athletic Participation	\$40.00	One fee (\$40) allows students to participate on as many teams as they wish. Additional costs for travel, accommodation and meals may be required
Yearbook	\$40.00- \$50.00	Optional Prices will fluctuate based on production costs (was \$40.00)
Food Safe	\$55.00	If offered
Applied Design, Skills & Technology / Exploratory		As needed throughout year (see examples below)
Band Instrument Rental	\$150.00	Less depending on instrument.
Band Uniform Rental & Cleaning	\$25.00	Optional

Please note: a 2.5% administrative fee will be added to cover costs related to the processing of credit card payments.

Other fees may be charged prior to a course for value-added products, or for projects taken home or consumed. Cost lists will be provided:

Examples:

• ADST classes (a) projects taken home (b) specialty materials (c) food taken home

Other fees may occur in association with Optional Curricular Events such as: <u>Examples:</u>

- Dance outfits for performances
- Travel, accommodations, meals and registrations
- Exploratory Program (busing, projects to take home)

No student will be denied educational opportunities if they do not have the ability to pay. Please contact your assigned principal, vice-principal or counsellor to request for fees to be waived due to financial hardship.

Prepared by:

Paul Block, Acting Superindent & CEO



## Resources Committee Meeting February 14, 2023 Agenda Item: 4.1 - 2023-24 Academies Fees

ACADEMY	FEES: proposed for 2023/24 (2022/23 in brackets)						
HIGH SCHOOL							
Belmont Baseball	\$705 Increase for admin fee (\$680)						
Belmont Climbing	\$990 Increase for admin fee and membership at Gym (\$860)						
Belmont Hockey	\$1,640 Increase for admin fee (\$1615)						
EMCS Eco	\$625.00 Increase for admin fee (\$590)						
EMCS Hockey	\$790 Increase for admin fee and coaching costs (\$755)						
EMCS Soccer	\$700 Increase for admin fee and coaching costs (\$630)						
RBSS Dance	\$1,305.00 Increase for admin fee (\$1280)						
	\$2,000.00 Increase for admin fee and membership/coaching						
RBSS Golf	fees (\$1,500)						
RBSS LAX - Girls	\$990.00 Increase for admin fee and coaching (\$890)						
RBSS LAX - NEW	\$1,425 Increase for admin fee (\$1400)						
RBSS LAX - Returning	\$1,175 Increase for admin fee (\$1150)						
RBSS Soccer	\$1,305 Increase for admin fee (\$1280)						
RBSS Soccer High Performance Bel	\$1,505 Increase for admin fee (\$1480)						
	\$3,500 Increase for admin fee and increase in riding, stable						
Belmont Equine	costs & students wanting 2 rides per week (\$2300)						
MIDDLE SCHOOL							
Dunsmuir Dance	\$1060.00 Increase for admin fee and coaching (\$975)						
Dunsmuir Soccer	\$930.00 Increase for admin fee (\$905)						
Journey Hockey	\$795.00 Admin fee (\$755)						
Spencer Hockey	\$1,450.00 Increase for admin fee (\$1375)						
DISTRICT							
Equine	\$2,250.00 Increase for admin fee and increase in riding and stable costs. (\$1850)						
Golf Learn to Play	\$1,200 Increase for admin fee and membership/coaching fees (\$1100)						
PACE	\$100.00 Increase in Admin fee and facility costs (\$50)						
Mountain Bike	\$950 New Academy in 2023/24						





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## International Student Fees Proposed 2024-25 ISP Fees

#### Comparison Chart – SD62 ISP Fees:

	2020-21	2021-22	2022-23	2023-24	2024-25		
	FY21	FY22	FY23	FY24	FY25 (Proposed)		
Application Fee	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00		
Tuition	\$ 13,500.00	\$ 13,500.00	\$ 14,000.00	\$ 14,250.00	\$ 15,000.00		
Homestay Fee	\$ 9,250.00	\$ 9,250.00	\$ 9,750.00	\$ 11,000.00	\$ 12,000.00		
Program Fee	\$ 1,550.00	\$ 1,850.00	\$ 1,850.00	\$ 1,850.00	\$ 1,850.00		
New Student	\$	\$ 140.00	\$ 250.00	\$ 325.00	\$ 375.00		
Orientation							
TOTAL	\$ 24,550.00	\$ 24,990.00	\$ 26,100.00	\$ 27,675.00	\$ 29,475.00		

#### Comparison with select other school districts (2023-24):

School District Name	Total ISP Fees (2023-24)
Greater Victoria School District	\$29,825
Saanich School District	\$28,850
Delta School District	\$28,050
Abbotsford School District	\$27,200
Nanaimo School District	\$27,000
Comox Valley School District	\$25,750

#### Notes on proposed increases:

- **Tuition:** The tuition fee increased by 3.7% and then 1.79% in FY23 and FY24 respectively. The proposed increase for FY25 represents an increase of 5.2%. This proposal would keep in line with the increase in salary and benefit costs across the various employee groups, and anticipated increases in these areas expected for FY24 and FY25.
- Homestay Fee: British Columbia's consumer price index (CPI) in December 2022 was 6.6% higher (unadjusted) than in December 2021. The cost of food climbed 9.5% from December 2021. Additionally, the cost of shelter went up 7.1%, and in this category the cost of fuel oil and other fuel,

piped gas, and electricity all increased. The transportation index increased 7.6% from December 2021, including the price of gasoline. Nationwide, there is a shortage of Homestay families, and our district is experiencing this as well. In order to attract and retain Homestay families, their honorarium for hosting needs to reflect these increases. The proposed increase of \$100 per month represents an increase of 9%. (Source:

https://www2.gov.bc.ca/assets/gov/data/statistics/economy/cpi/cpi highlights.pdf)

- New Student Orientation: The main expense in the New Student Orientation is the additional nights in Homestay. An increase in the Homestay Fee would require an increase in the New Student Orientation fee to cover the costs for these additional nights.
- **Overall:** The proposed increase represents an overall increase of 6.5% in the annual fees.

Prepared by:

Laura Schwertfeger, Principal, International and ELL Program





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Program Fee	\$ 1,550.00	\$ 1,850.00	\$ 1,850.00	\$ 1,850.00	\$ 1,850.00	
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Prepared by:

Laura Schwertfeger, Principal, International and ELL Program



## Resources Committee Meeting February 14, 2023 Agenda Item: 4.1 - 2023-24 Transportation Fees

TRANSPORTATION	FEES	Notes						
Safety Fee	\$25.00/rider	No Change from 22/23						
Late Registration Fee	\$100.00/family	No change from 22/23						
Please contact your assigned principal, vice-principal or counsellor to request for fees to be waived due to financial hardship. Please note: a 2.5% administrative fee will be added to cover costs related to the processing of credit card payments.								

Prepared by:

Harold Cull, Secretary-Treasurer



## Committee Info Note Resources Committee Meeting February 14, 2023 Agenda Item: 4.2 – Minor Capital Program

#### **Background**

- As part of their annual work plan, the Board (BoE) will be receiving quarterly updates from staff on key measures in the following areas:
  - Strategic Plan
    FESL (where applicable)
    Na'tsa'maht agreement
    Financial Forecast
    Enrolment report
    Minor & Major Capital Work
- Staff have attached to summary documents outlining the work completed on:
  - o Minor Capital projects (MoE, District, grant and PAC funded)
  - o Annual Facilities Grant
- The AFG funding is provided by the Ministry on their fiscal year (April to March) and therefore we are reporting out on government's 3<sup>rd</sup> quarter while it is the school district's 2<sup>nd</sup> quarter
- Meaning tonight's update will be for the period of April 1 to December 31, 2022

#### Minor Capital

- As the government year end is March 31<sup>st</sup>, the majority of work (90%) for the Minor Capital Program has been completed
- The window replacement work and phase 1 of the mechanical upgrade at John Muir will continue past March 31<sup>st</sup> with an extension to the Certificate of Approval (COA) having been requested
- Work is also well underway on the Other Grants and District Funded Projects and is expected to be completed by the end of the year

#### Annual Facilities Grant (AFG) Projects

- The District is mowing through the AFG program and project list and we are currently have spent 59% of the annual budget
- The summary list also identifies emergent projects that have been completed through the program this year



Prepared by:

Mhairi Bennett, Manager, Minor Capital Construction

School District Six Two (Sooke) Minor Capital Program Summary April 1, 2022 to March 31, 2023

### April 1, 2022 to Dec 31, 2022 Project Üpdate<sup>f 43</sup>

					, , , , , , , , , , , , , , , , , , , ,			
	N	MoE Funded Projects			/			
Grant Program	Location	Description		Budget	% of Minor Capital Budget	YTD	% Complete	Notes
Building Envelope (BEP)	Hans Helgesen	Hans Helgensen Roof and Envelope Replacement	\$	2,900,000	45.36%	\$ 2,800,000	97%	
School Enhancement (SEP)	Spencer	Mechanical Upgrade Phase 2	\$	1,000,000	15.64%	\$ 900,000	90%	1
Carbon Neutral Capital Program (CNCP)	John Muir	Window Replacement and Phase 1 of Mechanical Upgrade	\$	350,000	5.47%	\$ 120,000	34%	COA extension requested due to window lead time
Total - MoE Funded Projects			\$	4,250,000	66.47%	\$ 3,820,000	90%	
Other Grants & Distrcit Funded Projects								
Program	Location	Description		Budget	% of Minor	VTD	%	Notes

Program	Location	Description	9 Budget		% of Minor Capital Budget	YTD	% Complete	Notes
StartUp HVAC	Millstream	Adding CO2 sensors to classrooms downstairs	\$	6,000	0.09%	\$ 6,000	100%	
StartUp HVAC	John Muir	Unit ventilator installation room 1017	\$	55,000	0.86%	\$ 55,000	100%	
StartUp HEPA	Sangster	Unit ventilator installation room 1009	\$	60,000	0.94%	\$ 60,000	100%	
StartUp HEPA	Ruth King	Ventilation for room 1009	\$	9,000	0.14%	\$ 9,000	100%	
21/22 SEP Funding	Spencer	Room 1044 Conversion - new flooring	\$	3,500	0.05%	\$ 3 <i>,</i> 500	100%	
Major Capital	PEXSISEN	NLC washroom - addition of partitions	\$	20,000	0.31%	\$ 12,000	60%	
Grant City of Colwood	Dunsmuir	Sport courts resurfacing	\$	500,000	7.82%	\$ 80,000	16%	
Emergent	EMCS	Water valve system replacement - water pressure issue	\$	50,000	0.78%	\$ 2,000	4%	
Emergent/Grant	Transportation	Site power upgrade	\$	200,000	3.13%		0%	
Emergent	Transportation	Amy Rd lot expansion	\$	80,000	1.25%		0%	
Emergent/Grant	Various	Electric vehicle charging program - 22 stations	\$	160,000	2.50%	\$ 80,000	50%	
Enrolment/Growth	Various	New portable and portable moves	\$	1,000,000	15.64%		0%	
Total - Other Grants & District Funded Projects		\$	2,143,500	33.53%	\$ 307,500			
Total Minor Capital Program			\$	6,393,500	79%	\$ 4,127,500	65%	

#### School District Six Two (Sooke) Summary of Annual Facilities Grant April 1, 2022 to March 31, 2023

#### April 1, 2022 to Dec 31, 2022 Page 22 of 43

		PROGRAMS				
Program	Location	Description	Budget	YTD	% Complete	Notes
Roofing	John Stubbs	Gutter repairs at lower and upper roof	\$ 25,000	\$ 28,000	112%	
Roofing	Sooke Carpentry Shop	Roof Replacement	\$ 25,000	\$ 26,000	104%	
Mechanical Upgrades	EMCS	DDC Mechanical Controls Upgrade	\$ 75,000	\$ 75,000	100%	
Flooring	Journey	Replacement of carpet in raised area by windows	\$ 15,000	\$ 12,000	80%	
Flooring	Ruth King	Remove carpet in 1003 and replace with marmoleum	\$ 18,000	\$ 2,000	11%	Scheduled
Flooring	Sangster	Remove carpet in 1007 and replace with marmoleum	\$ 18,000	\$ 22,000	122%	
Flooring	Wishart	Remove carpet in 1056 and replace with marmoleum	\$ 18,000	\$ 25,000	139%	
Flooring	Sooke	Library flooring replacement (carpet tile)	\$ 18,000	\$ 20,000	111%	
		Upgrade projector in conference room (IT to support with projector				
Electrical Upgrades	RBSS	purchase)	\$ 5,000	\$-	0%	Cancelled
Electrical Upgrades	Various	Projector upgrade of 50 projectors (IT to support with material costs) Repair/replacement of automatic light switches throughout school	\$ 20,000	\$ 15,000	75%	
Electrical Upgrades	John Stubbs	(existing are failing/end of life)	\$ 15,000	\$ 8,000	53%	
Electrical Upgrades	Savory	Replace washroom light switches with keyed switches	\$ 5,000	\$ 5,000	100%	
Electrical Upgrades	Spencer	Inner circle lighting replacement (summer 2022)	\$ 70,000	\$ 85,000	121%	
Drainage	Sangster	Exterior drainage upgrade phase 2 (fire lane and modular area)	\$ 28,000	\$-	0%	Cancelled
Door Replacements	Sooke	Exterior door replacements (5x)	\$ 22,500	\$ 22,500	100%	
Parking Lot/Hard Surfaces	Willway	Parking lot upgrade/replacement of failing asphalt, new lines	\$ 125,000	\$ 125,000	100%	
Programs Total			\$ 502,500	\$ 470,500	94%	

		PROJECTS						
Project Type	Location	Description		Budget		YTD	% Complete	Notes
		Facilities Building Custodial Sink. Located on 2nd floor						
Facilities Request	Facilities/Custodial	storage/equipment room	\$	10,000	\$	2,000	20%	
Facilities Request	Facilities/Custodial	Custodial sink & custodial equipment cage in RBSS Fieldhouse	\$	10,000	\$	-	0%	
Facilities Request	Facilities/Custodial	Custodial sink on second floor at Dunsmuir. (Matt to confirm room #)	\$	10,000	\$	-	0%	
Facilities Request	Port Renfrew	Shed and fence relocation	\$	10,000	\$	15,000	150%	
Facilities Request	Various	Modular envelope repairs (similar to Sangster)	\$	15,000	\$	3,000	20%	
		Playground and parking lot lighting - to be reviewed and scope						
Health and Safety	Colwood	finalized	\$	13,000	\$	1,200	9%	Cancelled - light fixed
Health and Safety	Crystal View	FOB for lower stair door currently inaccessible from the exterior	\$	10,000	\$	10,000	100%	
Health and Safety	Journey	Installation of gates for front office for safety.	\$	3,500	\$	3,500	100%	
		Provide and install a container that could be used to hold emergency						
Health and Safety	Port Renfrew	equipment for earthquakes.	\$	7,200	\$	-	0%	
Health and Safety	Ruth King	Pathway lighting between school and rear parking lot	\$	60,000	\$	25,000	42%	
Health and Safety	Sangster	Playground border repairs and replacement	\$	21,000	\$	21,000	100%	
Health and Safety	Sooke	Handrail at lower stair - work with District of Sooke	\$	2,500	\$	-	0%	
Health and Safety	Sooke	Parking lot improvements, safe walk path	\$	7,000	\$	-	0%	
Inclusive Ed/ Accessibility	Happy Valley	Washroom dimmer for Grade 1 student (coordinate with IES)	\$	2,000	\$	2,000	100%	
Inclusive Ed/ Accessibility	Savory	Explore options for additional student support space (zen space)	\$	10,000	\$	2,000	20%	
School Request	David Cameron	Remove failing window film and replace	\$	40,000	\$	10,000	25%	Complete - reduced scope
School Request	Belmont	Bus loop area - mud pit clean up add planters and seating	\$	10,000	\$	-	0%	
School Request	Colwood	Gagaball put prep and install	\$	3,500	\$	3,500	100%	
School Request	David Cameron	Principal and VP offices painted	\$	9,000	\$	-	0%	
School Request	David Cameron	Basketball hoop follow-up - requires new post and backboard	\$	4,000	\$	4,000	100%	
School Request	Dunsmuir	Add wall with door to counselling area	\$	7,000	\$	7,200	103%	
School Request	Dunsmuir	Move phone line room 1061, closer to desk	\$	1,500	\$	1,500	100%	
School Request	Dunsmuir	Remove redundant duct work in shop	\$	5,500	\$	5,500	100%	
School Request	Dunsmuir	Room 1011 shelving for paper storage	\$	4,500	\$	4,500	100%	
School Request	Dunsmuir	Add phone line to Ab Ed room 1052	\$	1,500	\$	1,500	100%	
School Request	EMCS	Removal of teacher desk/station in room 1153.	\$	7,500	\$	-	0%	Cancelled - water pressure
School Request	EMCS	Woodshop electrical changes	\$	6,000	\$	6,000	100%	
School Request	EMCS	Build storage into the now empty space near the vending machines.	\$	5,000	\$	5,000	100%	
School Request	EMCS	Room 2043 add phone jack	\$	1,500	\$	1,500	100%	
School Request	Facilities	Window to planning room/office	\$	6,500	\$	6,500	100%	
School Request	Facilities	Grounds foreperson's office completion	\$	13,000	\$	13,000	100%	
School Request	Hans Helgesen	Planted solution for mud area between modular and gagaball pit	\$	3,500	\$	-	0%	
		Additional fencing, at top of nature play area and adjacent to new						
School Request	Hans Helgesen	walking path	\$	3,500	\$	5,650	161%	
School Request	Hans Helgesen	New sign and exterior lighting	\$	10,000	\$	10,000	100%	
School Request	Happy Valley	Add accessible options to existing play structure	\$	7,500	\$	-	0%	
School Request	Happy Valley	Complete nature playground at front of school	\$	10,000	\$	10,000	100%	
		Install 2 basketball hoops in the gym so that cross games can be played						
School Request	John Muir	(PAC to supply nets)	\$	4,000	\$	500	13%	
School Request	John Muir	Install a wall between photocopy room and adjoining room	\$	10,000	\$	10,000	100%	
School Request	John Muir	Projector installation - cord cleanup rooms 1013 and 1040	\$	1,600	\$	1,600	100%	
School Request	John Muir	Install nature playground (similar to Saseenos)	\$	6,000	\$	6,000	100%	
School Request	John Muir	Rolling library bookshelves	\$	13,000		13,000	100%	
School Request	John Muir	Install dinosaur pit (perhaps with nature playground)	\$	5,000		5,000	100%	
School Request	John Stubbs	Repair exterior stairs to field - end of life	\$	12,000		-	0%	
School Request	John Stubbs	Under bridge clean-up, seating if possible	\$	16,000		-	0%	
School Request	John Stubbs	Outdoor white board (similar to Colwood)	\$	2,500		2,500	100%	
School Request	Journey	School logo repainted on outside of gym	Ş	11,000		-	0%	
School Request	Journey	Secondary Basketball Hoop Installation	\$	5,000		-	0%	
School Request	Journey	PHE Equipment Mat Storage	\$	5,500		5,500	100%	
School Request	Journey	Installation of a Water Bottle Filling Station for Journey	\$	3,000	Ş	-	0%	

Image: 1000000000000000000000000000000000000			PROJECTS					
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School Request:         Ruth King         1005         Solution         Solutin         Solution         Solution		u u		Ľ				
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School Request     Singletr     encory space     5     2.000     2.000     Cancelled by school       School Request     Singletr     Option Learning Space (currently being fundraised for with PAC)     5     2.000     5     2.000     10.0%       School Request     Singletr     And on the ginn of option Line (waith the portable)     5     5     5.000     5     0.0%       School Request     Sino Ha     Gate at entry to HL, requested lexput.     5     5     5.000     5     0.0%       School Request     Sook     Trainsportation at the ginn of option at a fight of option at the singlet lexput.     5     8     0.000     5     0.000       School Request     Sook     Trainsportate by the polic.     5     0.000     5     0.000     5     0.000       School Request     Sook     at second.     Trainsportate by the polic.     5     0.000     5     0.000     5     0.000       School Request     Sooke     at second.     Trainsportate by the polic.     5     0.000     5     0.000     5     0.000       School Request     Sooke     at second.     Trainsportation     0.000     5     0.000     5     0.000       School Request     Spencer     Spencer     Stool Request     5 <td< td=""><td>School Request</td><td>Ruth King</td><td>Boards around the hockey court</td><td>\$</td><td>2,500</td><td>\$-</td><td>0%</td><td></td></td<>	School Request	Ruth King	Boards around the hockey court	\$	2,500	\$-	0%	
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School Request         Specens         Gym stage convertion into usable studies packers outside (near the undersource school Request         S 2,2,000         S 2,2,000         1.03%           School Request         Swory         area and inte gwn of opticing towards the portable)         S 5,000         S 5,000 <td></td> <td>Sangster</td> <td></td> <td></td> <td></td> <td>\$ -</td> <td></td> <td>Cancelled by school</td>		Sangster				\$ -		Cancelled by school
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School Request     Savery     area and on the gym rod pointing towards the portability     5     5.000     5     -     0%       School Request     Sao-14R     Gate at entry UM R- requested kyppid     5     5.000     5     -     0%       School Request     Saoke     replacement)     For Constraints the flooring     5     20.000     5     -     0%       School Request     Saoke     replacement)     For Constraints of the back parking for entrance so that doors are is     5     8.000     5     -     0%       School Request     Sooke     request manently focked. This is healts and safety request as this are is     5     8.000     5     -     0%       School Request     Sooke     request wing in room 2012     5     3.000     5     -     0%       School Request     Spencer     Reverse door swing in room 2012     5     3.000     5     -     0%       School Request     Spencer     Staff relad acces     5     3.000     5     -     0%       School Request     Spencer     Sinde frequest or an outfor outfor accuming     5     3.000     5     -     0%       School Request     Transportation     Add an exterior outfor accuming     5     4.500     5     -     0% <t< td=""><td>School Request</td><td>Saseenos</td><td>Gym stage conversion into usable student space</td><td>Ş</td><td>24,000</td><td>\$ 25,000</td><td>104%</td><td></td></t<>	School Request	Saseenos	Gym stage conversion into usable student space	Ş	24,000	\$ 25,000	104%	
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School Request     Sa0-HR     Gota 1 ctrrty to HR -requested keypad     \$     5.000     \$     0%       School Request     Socke     replecement)     F00     F00     5     20.000     \$     20.000     5     20.000       School Request     Socke     frequented by the back paring to terrance so that doors are permanently locked. This is a heath and safety request as this are is the sock paring to terrance so that doors are solved to one solved to anot raise for an outdoor hockey are similar to the one shool Request     \$     0.000     \$     0%       School Request     Socke     at sevence.     Reverse door swing in room 2012     \$     3.000     \$     0%       School Request     Spencer     Gataffoom kitchen upgrade, including adding a range     \$     3.000     \$     0%       School Request     Spencer     Staffoom kitchen upgrade, including adding a range     \$     3.000     \$     0%       School Request     Spencer     Spencer     Staffoom kitchen upgrade, including adding a range     \$     3.000     \$     0%       School Request     Spencer     Spencer     Staffoom kitchen upgrade, including adding a range     \$     3.000     \$     0%       School Request     Spencer     Spencer     Staffoom kitchen upgrade including adding a range     \$     3.000     \$     0%    <								
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Operating Contingency       Various       Contingency for capital operating expenses (vehicles, insurance, gas, etc.)       \$ 100,000       \$ 50,000       50%         Material Contingency       Various       Contingency for addition project related materials       \$ 50,000       \$ 52,250       105%       See project list below         Subtotal       \$ 404,800       \$ 154,500       38%			•	\$	-			
Material Contingency     Various     Contingency for addition project related materials     \$ 50,000     \$ 52,250     105%     See project list below       Subtotal     \$ 404,800     \$ 154,500     38%	_ · ·			1				
Subtotal         \$ 404,800         \$ 154,500         38%	Operating Contingency	Various		1.	100,000	\$ 50,000	50%	
		Various	Contingency for addition project related materials	-				See project list below
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I I I I I I I I I I I I I I I I I I I						A 000 100		
	Iotal AFG			Ş	1,697,000	ə 993,100	59%	

Additional Emergen	t Projects (using contingency - \	TD costs as indicated above)	
Emergent	Sooke	FOB for storage area, for new WLEMS equipment storage	\$ 1,500
Roll Over	Spencer	Data Cabling	\$ 10,000
Roll Over	Dunsmuir	Data Cabling	\$ 12,000
Emergent	Transportation	Power for exterior tent, and additional tent panel	\$ 1,500

		PROJECTS				
Project Type	Location	Description	Budget	YTD	% Complete	Notes
Health and Safety	EMCS	Eye wash station for science prep room	\$ 5,000			
Emergent	Millstream	New mural installation	\$ 2,500		Page 24	4 of 43
Emergent	Hans Helgesen	Additional FOB at side door	\$ 5,000			
Enrolment	Sooke	Additional cubbies for portables	\$ 8,000			
Emergent	RBSS	Artwork installation and frame	\$ 5,000			
Emergent	Wish/Will/Sangs.	Supply and installation of blinds	\$ 22,000			
Emergent	Willway	Fire alarm system replacement	\$ 20,000			
Emergent	Various	Energy Study (BC Hydro pays portion)	\$ 12,000			



## Committee Info Note Resource Committee Meeting February 14, 2023 Agenda Item: 4.3 Quarter Two Financial Forecast Info Note

### **Background Information**

- Attached are the summary documents outlining the estimated year-end financial position of the District based on the quarter 2 forecasting process.
- Summaries based on expenditures by function and STOB (standard object of expenditure) have been provided for the Committee's review as well as a summary of the changes from quarter 1.
- The actual financial information (revenues and expenditures) as at December 31<sup>st</sup> (Q2) have been used in the preparation of this forecast.

### Labour Settlement Funding

#### Release 1

- The Ministry announced release 1 of the Labour Settlement Funding on Friday, February 3 which included funding to address the financial impacts of the newly approved salary grids for the exempt/excluded staff and for the Operating Fund teacher collective agreement changes. A total of \$3,659,120 (\$630,508 for exempt/excluded staff and \$3,028,612 for teachers) was allocated to the District.
- As the details of release 1 of the Labour Settlement Grant were announced after the forecast was completed, the <u>Amended Budget</u> noted in the summary documents does not reflect any budget adjustments associated with release 1 of the Labour Settlement Funding.
- The forecasted teacher salaries and benefits <u>include</u> the labour settlement new rates as the teachers' retroactive payment and first pay at the new rates were processed prior to December 31<sup>st</sup>.
- Staff have estimated the impact of the teacher collective agreement changes and compared it to the Labour Settlement Funding. It is estimated that the District is fully funded for the teacher collective agreement changes. As such, there is no pressure or savings related to the teacher Labour Settlement Funding noted in the summary of changes from quarter 1.

- Since approval of the exempt/excluded staff new salaries occurred after December 31<sup>st</sup>, the impacts of the new salaries were not included in the December 31 (Q2) financials. As such, the quarter 2 forecasted exempt/excluded staff salaries and benefits amounts for the year do <u>not</u> reflect the new amounts.
- Staff have estimated the impact of the exempt/excluded staff changes and compared it to the Labour Settlement Funding. It is estimated that the District is <u>not</u> fully funded for these changes and will need to utilize the full \$100,000 that was included in the expenditure plan for this purpose and approved by the Board in December. As such, there is no pressure or savings related to the exempt/excluded Labour Settlement Funding noted in the summary of changes from quarter 1.

#### Release 2

- The Ministry announced the remaining (release 2) Labour Settlement Funding on Friday, February 10. Release 2 of the Labour Settlement Funding is to fund the Support Staff (CUPE) collective agreement changes and teacher collective agreement impacts on the Classroom Enhancement Fund staffing and overhead costs. A total of \$1,453,779 for Support Staff and \$760,720 for Classroom Enhancement Fund impacts was allocated to the District.
- As the details of release 2 of the Labour Settlement Grant were announced after the forecast
  was completed, the <u>Amended Budget</u> noted in the summary documents does not reflect any
  budget adjustments associated with release 2 of the Labour Settlement Funding.
- Since ratification of the CUPE collective agreement occurred after December 31<sup>st</sup>, the impacts
  of the new salaries were not included in the December 31 (Q2) financials. As such, the quarter
  2 forecasted CUPE staff salaries and benefits amounts for the year do <u>not</u> reflect the new
  amounts.
- Staff have yet to complete analysis of the estimated impact of the CUPE collective agreement changes compared to the Labour Settlement Funding to be received. As such, there is no pressure or savings related to the Support Staff Labour Settlement Funding noted in the summary of changes from quarter 1.

#### **Next Steps**

• The actual financial information (revenues and expenditures) as at March 31<sup>st</sup> (Q3) will be used in the quarter 3 forecast. It is anticipated that the labour settlement impacts will be included in the financials as at March 31<sup>st</sup>. As such, the quarter 3 forecast should provide further clarity of the financial impact of the labour settlements to the District.

### **Forecasted Year End Position**

- There is a forecasted pressure of \$613,974 from the Amended Budget at this time which would result in a \$1,850,930 reserve to end the year at June 30, 2023.
- The forecasted reserve of \$1,850,930 is 1.27% of the total Amended Budget Operating expenditures of \$145.896M.
- Staff are cognizant that the Q2 forecast has the potential to understate the actual reserve that will be realized by the end of the fiscal year (June 30).
- Staff will continue to monitor the District's revenues and expenditures and will provide the quarter 3 update to the Committee in May.

Prepared by:

David Lee-Bonar, Assistant Secretary-Treasurer

# SOOKE SCHOOL DISTRICT

## 2022-23 Q2 FORECAST CHANGE SUMMARY

				BUDGETED RESERVE AS AT	FORECASTED RESERVE AS AT	FORECASTED RESERVE % BUDGETED
		•		JUNE 30 2023	JUNE 30 2023	EXPENSES
Α	Q1 - FORECASTED SAVINGS FROM BUDGET	\$	<b>707,876</b> \$	\$ 2,508,040 \$	3,215,916	2.32%
В	DECEMBER UPDATE - REDUCED EXPENSES	\$	978,918			
C = A + B	DECEMBER FORECASTED SAVINGS FROM BUDGET	\$	<b>1,686,794</b> \$	\$ 2,508,040 \$	4,194,834	3.02%
	CHANGES SINCE Q1 BOARD DECISIONS FY23 EXPENDITURE PLAN AUDIT FEES SOCIAL RESPONSIBILITY FUND	\$ \$ \$	(1,905,000) (10,565) (25,000)			
	Q2 FORECAST CHANGES					
	FY23 ENHANCEMENTS - PORTABLES	\$	(400,000)			
	TOC - INCREASED USAGE	\$	(276,000)			
	INTEREST REVENUE INCREASE	\$	190,000			
	MISC SAVINGS	\$	125,797			
D	SUBTOTAL OF CHANGES SINCE Q1	\$	(2,300,768)			
E = C+D	Q2 FORECASTED PRESSURE	\$	<mark>(613,974)</mark> \$	\$ 2,464,904 \$	1,850,930	1.27%

# School District Six Two Summary of Q2 Forecast by Financial Statement Function

				•
_	AMENDED BUDGET	Q2 FORECAST	VARIANCE	
Revenues				
Provincial Grants				
Ministry of Education	130,423,464	133,206,052	(2,782,588)	Labour Settlement Funding
Municipal Grants Spent on Sites			-	
Tuition	6,899,749	6,257,926	641,823	Int'l Enrol under Budget by 7.2 FTE (242.8 FTE vs Budget 250 FTE)
Other Revenue	945,666	1,062,708	(117,042)	Add'l Crossing Guard revenues (\$45K) & Transportation Safety Fees (\$67k
Rentals and Leases	502,500	524,432	(21,932)	
Investment Income	353,875	966,141	(612,266)	December interest rate = 4.75%; Sept 2021 rate = .95%
Total Revenue	139,125,254	142,017,259	(2,892,005)	-
Expenses				
Instruction	118,394,566	120,704,800	(2,310,234)	Teacher labour settlement impacts (offset by funding)
District Administration	6,654,842	6,759,250	(104,408)	Trustee election (\$50K)
Operations and Maintenance	11,936,230	12,271,876	(335,646)	Facilities inflationary pressures
Transportation and Housing	3,246,422	3,620,891	(374,469)	2 add'l routes (\$200K)
Total Expense	140,232,060	143,356,817	(3,124,757)	
Net Revenue (Expense)	(1,106,806)	(1,339,558)	232,752	
Net Transfers (to) from other funds				
Tangible Capital Assets Purchased	(1,654,418)	(2,035,640)	381,222	FY23 portables (\$400K)
Transfer to Local Capital	(350,000)	(350,000)	-	Expenditure plan capital contribution
Surplus (Deficit), for the year	(3,111,224)	(3,725,198)	613,974	
Total Reserve as at June 30 2022	5,576,128	5,576,128	-	
Operating Surplus (Deficit) for the year	(3,111,224)	(3,725,198)	613,974	
Total Reserve as at June 30 2023	2,464,904	1,850,930	613,974	-
Reserve % of Total Expenditures as at June 30 2023	1.73%	1.27%		

# School District Six Two

# Summary of Q2 Forecast by Financial Statement Expenditure Type

	AMENDED BUDGET	Q2 FORECAST	VARIANCE	-
SALARIES				-
TEACHERS	52,375,729	53,803,769	(1,428,040)	Labour settlement impacts
PVP	9,406,175	9,305,008	101,167	
EA	13,091,205	12,949,862	141,343	EA vacancies
SUPPORT STAFF	13,086,375	12,813,024	273,351	Vacancies (EG Facilities & lunchtime supervisors) offset by replacement sta
OTHER PROF	5,093,722	5,125,100	(31,378)	
SUBSTITUTES	5,160,173	6,251,579	(1,091,406)	Labour settlement impacts & increased TOC usage
TOTAL SALARIES	98,213,379	100,248,342	(2,034,963)	
EMPLOYEE BENEFITS	25,058,493	25,525,168	(466,675)	Labour settlement impacts
SERVICES AND SUPPLIES				
SERVICES	7,627,049	7,619,136	7,913	
STUDENT TRANSPORTATION			-	
PROFESSIONAL DEVELOPMENT AND TRAVEL	1,062,180	1,014,855	47,325	
RENTALS AND LEASES	386,891	468,117	(81,226)	
DUES AND FEES	153,156	153,521	(365)	
INSURANCE	467,651	526,750	(59,099)	
SUPPLIES	5,456,617	5,998,688	(542,071)	Facilities inflationary pressures
UTILITIES	1,780,844	1,797,378	(16,534)	
BAD DEBT	25,800	4,863	20,937	
TOTAL SERVICES AND SUPPLIES	16,960,188	17,583,307	(623,119)	-   -
TOTAL OPERATING EXPENSE	140,232,060	143,356,817	(3,124,757)	
TANGIBLE CAPITAL ASSETS PURCHASED	2,004,418	2,385,640	(381,222)	FY23 portables (\$400K)



## Committee Info Note Resources Committee February 14, 2023 Agenda Item: 4.4 – 22/23 Amended Budget

#### **Background**

- Pursuant to Section 156 of the *School Act* (Accounting Practices), Boards of Education are required to prepare and submit budgets to the Minister, in the form, with the information, and at the time required by the Minister
- The Minister is requiring Amended Annual Budgets to be prepared, adopted by bylaw and submitted by February 28, 2022

#### 22/23 Amended Budget

- This Amended Annual Budget is the Board of Education's updated financial plan for the 2022/23 school year
- The total budget bylaw amount, which includes expenses and asset purchases from all funds, is presented at the end of Statement 2 (attached)
- The Amended Annual Budget Bylaw amount of \$187,725,609 is an increase of \$16,156,703 from the Annual Budget bylaw amount of \$171,568,906 approved by the Board on May 24, 2022
- The \$16,156,704 increase is due to the following:

	2022-23	2022-23	
	Amended	Annual	Incr / (Decr)
	\$	\$	\$
Budget Bylaw Amount			
Operating - Total Expense	145,344,959	137,328,912	8,016,047
Operating - Tangible Capital Assets Purchased	1,654,418	0	1,654,418
Special Purpose Funds - Total Expense	28,602,142	22,823,740	5,778,402
Capital Fund - Total Expense	11,774,090	11,416,254	357,836
Capital Fund - Tangible Capital Assets Purchased from Local Capital	350,000	0	350,000
Total Budget Bylaw Amount	187,725,609	171,568,906	16,156,703

• The \$357,836 **Capital Fund Expense** increase is due to an anticipated increase in amortization of tangible capital assets

- The \$5,778,402 Special Purpose Fund Expense increase is largely due to the Classroom Enhancement Fund (\$2.36M), the Student and Family Affordability Fund Grant (\$1.25M), and carry forward amounts from 2021/22 (\$1.63M)
- As indicated in the Schedule 2 table below, the \$1.65M increase in **Tangible Capital Assets** is mostly due to the acquisition of portables, electric buses and charging stations.
- As part of the revised expenditure plan approved by the Board in December, the Tangible Capital Assets Purchased from Local Capital amount reflects the decision to contribute this fiscal \$350,000 of the \$1,000,000 commitment towards the South Langford Elementary capital project.
- Also indicated in the Schedule 2 table below, the \$8,016,047 increase in Operating Fund Expenses is due to the 2021/22 carry forward amounts (\$1.53M), associated expenditures with an increase in the Operating Grant (\$1.31M), and associated expenses with the Labour Settlement Funding (\$5.11M).

Schee	dule 2							
		2022-23	FY23	FY23	FY23	FY22	2022-23	
		Amended	Labour	Operating	Department	Carry	Annual	Incr / (Decr)
		Budget	Settlement	Grant	Reallocation	Over	Budget	S
	Total Revenue	144,238,153	5,112,899	2,760,776	58,800	0	136,305,678	7,932,475
	Total Expense	145,344,959	5,112,899	1,313,912	63,345	1,525,891	137,328,912	8,016,047
	Tangible Capital Assets Purchased	1,654,418	0	1,140,000	(4,545)	518,963	0	1,654,418
	Transfer to Local Capital	350,000	0	350,000	0	0	0	350,000
Surph	us (Deficit), for the year	(3,111,224)	0	(43,136)	0	(2,044,854)	(1,023,234)	(2,087,990)

• As per Schedule 1, the Budgeted Accumulated Surplus for the end of year is \$2,464,904. This amount is calculated as follows:

Accumulated Surplus, beginning of year	5,576,128
2021-22 Restricted Surplus / Carry Over	(2,044,854)
2022-23 Operating Grant Recalculation	633,630
2022-23 Board Approved One-Time Expenditures	(1,700,000)
Surplus (Deficit), for the year	(3,111,224)
Budgeted Accumulated Surplus, end of year	2,464,904

• The end of year Budgeted Accumulated Surplus of \$2,464,904 is 1.68% of budgeted total expenses and tangible capital asset purchases of \$146,999,377

**Recommended Motion:** That the Board of Education of School District #62 (Sooke) give first, second, and third readings to the 22/23 Amended Annual Budget Bylaw specifying a total budget of \$187,725,609.

Prepared by:

David Lee-Bonar, Assistant Secretary-Treasurer

## AMENDED ANNUAL BUDGET BYLAW

A Bylaw of THE BOARD OF EDUCATION OF SCHOOL DISTRICT NO. 62 (SOOKE) (called the "Board") to adopt the Amended Annual Budget of the Board for the fiscal year 2022/2023 pursuant to section 113 of the *School Act*, R.S.B.C., 1996, c. 412 as amended from time to time (called the "*Act*").

- 1. The Board has complied with the provisions of the *Act*, Ministerial Orders, and Ministry of Education and Child Care Policies respecting the Amended Annual Budget adopted by this bylaw.
- 2. This bylaw may be cited as School District No. 62 (Sooke) Amended Annual Budget Bylaw for fiscal year 2022/2023.
- 3. The attached Statement 2 showing the estimated revenue and expense for the 2022/2023 fiscal year and the total budget bylaw amount of \$187,725,609 for the 2022/2023 fiscal year was prepared in accordance with the *Act*.
- 4. Statement 2, 4 and Schedules 1 to 4 are adopted as the Amended Annual Budget of the Board for the fiscal year 2022/2023.

READ A FIRST TIME THE 28th DAY OF FEBRUARY, 2023;

READ A SECOND TIME THE 28th DAY OF FEBRUARY, 2023;

READ A THIRD TIME, PASSED AND ADOPTED THE 28th DAY OF FEBRUARY, 2023;

Chairperson of the Board

(Corporate Seal)

Secretary Treasurer

I HEREBY CERTIFY this to be a true original of School District No. 62 (Sooke) Amended Annual Budget Bylaw 2022/2023, adopted by the Board the 28th DAY OF FEBRUARY, 2023.

Secretary Treasurer



## Committee Info Note Resource Committee Meeting February 14, 2023 Agenda Item 4.5: 23/24 Budget Development

#### **Background**

- The budget development process for the 23/24 fiscal year (July 1-June 30) has begun.
- Based on the Resources Committee recommendation from January 2023, the Board has approved the budget principles, assertions and timelines presented at last month's Committee meeting.
- From the Resources Committee's perspective, the following is a snapshot of the Committee's role and timing in the budget development process:

Resource Committee
Jan 10 - review and input on
process & timelines
Feb 14 - Review & input on draft
Operational Plan work
March De la Director de Ch
Mar 8 – Review & input on draft
Operational Plan priorities
Operational Plan priorities
Operational Plan priorities Apr 11 – Review and input on
Operational Plan priorities Apr 11 – Review and input on draft Budget

#### **Operational Plan**

- One of the first steps in the budget development process is to create the District's Operational Plan.
- The intent of the annual Operational Plan is to outline the work required to continue to deliver on the objectives of the 2021-2025 Strategic Plan.
- Once the Operational Plan is confirmed, it can be incorporated into the budget process to ensure adequate funds are available and prioritized with other initiatives of the District.
- The following diagram reflects the District's Planning Framework and the position of the Operational Plan in the framework:



- The Operational Planning process is under way and the Executive has created a list of <u>proposed</u> projects, with input from the District Principals, that will make up the 23/24 District Operational Plan.
- The attached list of proposed projects has been included to gather Committee feedback and the following should be noted:
  - The list is an initial brainstorm of ideas for projects to be started/continued in 23/24;
  - These projects are a combination of projects started, to be started in 23/24 and projects that will continue into future years;
  - The Executive will have to **prioritize the list** to focus on what is achievable and can be resourced in the existing budget framework; and
  - It is understood that **not all of these projects** will make the final 23/24 Operational Plan to be presented to the Board due to time and fiscal restraints.

#### **Committee Ask**

- Noting the limitations identified above, the Committee is asked to review the initial list of 23/24 Operational projects and performance rubric and provide their thoughts on:
  - 1) Are there other priorities that should be considered on the Operational Plan?
  - 2) What do you feel are the top three (3) projects under each goal area?
  - 3) What is a realistic rubric target for each goal area to achieve by June 30, 2024?

#### **Initial Budget Estimates**

#### Starting Point

- Although enrolment for 23/24 has not yet been confirmed (mid-February) and the budget instructions have not been provided (mid-March), staff have started estimating the impacts on next year's budget.
- Using the Quarter 2 forecast (agenda item 4.2), staff are expecting to end this fiscal year with a financial reserve of \$1.851 m or 1.30% of the operating budget. This is approximately \$.994 m or .70% below the reserve target of 2%.

#### Estimated Enrolment and Direct Costs

- Using long range enrolment estimates and local knowledge, confirmation of which will be provided by the February 1701 process, the District is expected to grow by 550 FTEs.
- Using the existing funding formula, the additional operating grant revenue will be approximately \$4.337 million.
- Staff continue to identify the direct costs for additional enrolling/non-enrolling teachers, TTOCs, additional bus & driver, supplies and other student FTE driven costs.
- A further update at the meeting will be provided by staff on the known budget factors at this time.

#### Next Steps

- Per the Board approved Budget Process and Timeline, staff will bring the Program Review/Operational Plan priorities to the Resources Committee and Board meetings in March for review and input.
- Staff will provide a presentation to the Committee to bridge some of the gaps not filled by this Information Note.

Prepared by:

Sue Grundy, Manager, Operations

Obj		Proposed Operational Plan for 2023-2024	Lead	# item
L1	•	Teacher resources for diversity, equity and	Dave	1
		inclusion (DEI) - Enhance opportunities for learners to		
		understand DEI through sourcing/building.		
	•	Audit recommendations for Diversity, equity and	Monica	2
		inclusion (DEI) - Review and develop an		
		implementation plan to respond to the audit		
		recommendations following an audit of district		
		Diversity, Equity and Inclusion.		
	•	Indigenous Graduation Credit - Implement and	Dave/Paul	3
		monitor Indigenous graduation credit courses to		
		ensure students have access to Indigenous content		
		courses and educators have access to resources. (L1)		
	•	Sexual Orientation and Gender Identity (SOGI)	Dave/Monica?	
		<b>Network</b> - Enhance the SOGI Leads Network to fully		
		implement the Board Policy on and to align with the		
		work taking place on DEI.		
L2	•	Early Learning Programs - Continue to build: (1) our	Dave	4
		early learning programs effective pathways for		
		transition to school; and (2) building community		
		partnerships.		
	•	Early Learning - Professional Learning - Offer	Dave	5
		opportunities for professional learning for school-		
		based administrators, kindergarten teachers, and		
		early childhood educators (ECEs) particularly in area		
		of the early learning framework.		
	•	Seamless Day - Continue to pilot the seamless day	Dave	6
		childcare programs and look for ways to expand the		
		program. Work with community partners to begin to		
		address child care needs and resources for our		
		communities.		
	•	Curriculum Operations Plan- Implement the	Dave	8
		curriculum operations plan		
		$\circ$ (1) for middle and secondary with a focus on		
		the literacy plan		

		$\circ$ (2) for K-12 Literacy with Inclusive practices		
		and resources.		
		<ul> <li>(3) For K-9 Numeracy with inclusive practices</li> </ul>		
		and resources.		
		<ul> <li>(4) To focus on and expand learning related to</li> </ul>		
		critical, creative and social thinking, as key		
		components of the core competencies and to		
		support student self-reflection aligned to the		
		new reporting policy guidelines.		
	• Mi	ddle School Philosophy - Continue to implement	Monica	9
	the	Middle School Philosophy by seeking alignment		
	an	d consistency among the middle school timetables.		
	• Inc	ligenous student supports - Implement and utilize	Paul	10
	the	e learner profile tool and supports for Indigenous		
	lea	rners.		
L3	• Sa	fe Schools – Define and enhance the practices and	Monica	11
	pro	ocesses of the work of the Safe Schools Team in		
	ord	ler to more effectively balance responses emerging		
		ues in conjunction with ongoing planning, training		
		d monitoring.		
L4	• We	stshore post-secondary - Develop comprehensive	Paul	12
	pla	n for program pathways and course offerings at the		
	We	stshore post-secondary site.		
	• Di	gital Literacy - Explore the use of digital tools for	Farzaan	13
	lea	rning to enhance pedagogy and digital literacy.		
	(No	ote - Could be Ops Plan 2024-2025).		
	• Alt	ernative Education - Develop a business case for	Paul	14
		2024-2025 budget process to create space for		
		dents in Grades 9-12 and for the Take A Hike		
		ogram.		
	1.1.1		Davil	10
	• Ca	reers/Applied Design, Skills, and Technologies	Paul	16
		reers/Applied Design, Skills, and Technologies OST) - Enhance support for the Career and ADST K-	Paul	16
	(Al	<b>DST) -</b> Enhance support for the Career and ADST K-	Paul	16
	<b>(A</b> I 12	<b>OST) -</b> Enhance support for the Career and ADST K- curriculums in support of voice and choice	Paul	16
	(Al 12 • Wo	<b>DST) -</b> Enhance support for the Career and ADST K-		

	<ul> <li>Trades Awareness Skills and Knowledge (TASK) Extend the Task program:         <ul> <li>(1) Launch Auto TASK, a pre-apprenticeship program with focus to identify Red Seal Foundations program students.</li> <li>(2) Plan for Women in Trades TASK based at RBSS pre-apprenticeship program with focus to identify Red Seal Foundations program students in support of diversity, inclusion and equity in the skilled trades employment sector. (Launch 2024-2025)</li> </ul> </li> </ul>	Paul	18
	• <b>Try a Trade</b> - Pilot 'Try a Trade' at one school (2024- 2025 hope to grow to all Grade 7 students). Skilled trades.	Paul	19
E1	<ul> <li>Equity Hiring Practices Plan - Create and implement equity hiring practices plan         <ul> <li>This includes policy development based on Employment Equity Survey data and recommendations from the DEI Audit.</li> <li>Develop leadership competency around the policy.</li> <li>Develop advisory group to create recommendations for DEI Staff training.</li> </ul> </li> </ul>	Fred	20
	<ul> <li>Onboarding (Equity Hiring Practices) – In order to understand the diversity of hires, any individual support needs, and their experience of being hired by the district:         <ul> <li>Develop an onboarding process for gathering, tracking and understanding demographic data including:</li> <li>Develop and implement a new hire EE questionnaire (Indigenous, Vis. Minorities, Gender &amp; Disability)</li> </ul> </li> </ul>	Fred	21
	• Inclusive Languages (Equity Hiring Practices) - Review HR forms to ensure Inclusive language in forms and other corporate documentation.	Fred	22

	• <b>Recruitment of Staff with Indigenous Ancestry</b> - Achieve Human Rights Tribunal (HRT) exemption for recruitment of staff with Indigenous ancestry.	Fred	23
	<ul> <li>Leadership Training - Labour Relations- Develop and implement training tools for the leadership team on labour relations, the Collective Agreement, conflict management, having difficult conversations.</li> </ul>	Fred	24
	<ul> <li>Leadership Training – Sexual Assault and Harassment – Determine and then implement training for leadership to deal with receiving claims of sexual assault and sexual harassment</li> </ul>	Monica	25
	• Engagement – Community Outreach - Gather data on engagement to monitor which stakeholders it is targeted to, to ensure we are reaching relevant parts of the school district's community.	Scott	26
	• Engagement – Board Decisions - Monitor evidence that Board decision-making is reflective of a variety of perspectives and inclusive of the feedback re. District initiatives.	Scott/Harold	27
	<ul> <li>Issues Resolution - Create a policy/regulation on resolution process for issues brought forwards by parents/public.</li> </ul>	Scott	28
E2	• Na'tsa'maht Enhancement Agreement (NEAR) - Continue implementation and monitor NEAR objectives and expansion of work within the Agreement.	Paul	29
	• Supports for students with Indigenous ancestry - Increase graduation outcomes for students with Indigenous ancestry by using a data gathering tool and process to track progress. (E2/L2)	Paul	30
	• Indigenous Languages - Create opportunities and resources to learn and value Indigenous languages in schools (Curriculum/NIE) (L1, E2)	Dave/Paul	31
E3	• <b>Culture of Belonging</b> - Develop a common understanding of what a culture of belonging is, what we are already doing and create strategics to help us achieve it.	Scott	32

	<ul> <li>Communications – implement the following aspects of the strategic communications plan: <ol> <li>Increase the frequency of communicating out about what is going on in our schools.</li> <li>Undertake ongoing training in branding and use of the style guide.</li> <li>Use baseline demographic data to determine the language needs of our families to ensure key district communications are accessible.</li> <li>Implement a district-wide approach to address inappropriate/disrespectful communications directed towards district staff.</li> <li>Improve, enhance and align our internal and external website and social media with our brand identity.</li> </ol> </li> </ul>	Scott	33
E4	• <b>Employee Supports</b> - Implement new Employee Attendance Support Program with an emphasis on providing supports for those in need.	Fred	34
	<ul> <li>Healthy Schools, Healthy People: Continue to implement the HSHP Framework in support of staff and student wellness. Specifically:         <ul> <li>a focus on sexual health</li> <li>health competencies such as self-esteem, mental health awareness</li> <li>safety and social media, including awareness of grooming and exploitation.</li> </ul> </li> </ul>	Dave	35
G1	• <b>Onboarding</b> - Gather demographic data during onboarding. Undertake a New Hires Employment Equity questionnaire	Fred	36
G2	• <b>Building Specifications</b> - Create and implement the use of technical specs that complement the design guidelines.	Harold	37
	• Long Range Facilities Plan - Implement the LRFP to support annual and multi-year space planning activities.	Harold	38
		1	

	<ul> <li>Community Use Bookings - Implement Performance Measures and Accountability Framework on community use bookings</li> </ul>	Harold	39
G3	<ul> <li>Organizational inventory - Develop a system overview that includes an inventory of business and educational processes linked to policy. (E1/G3)</li> </ul>	Farzaan	40
	<ul> <li>Data Integration - Integrate data across Business and Educational departments to align resourcing across Strategic and Operational Objectives linking back to Student Success (G3)</li> </ul>	Farzaan	41
	• <b>Staff Training</b> - Provide training and raise awareness of security and privacy legislation and district obligations. Develop competency in implementing Cyber Risk and Security policy in partnership with curricular, inclusive, and safe school objectives (regulatory requirement and audit recommendation)	Farzaan	42
	<ul> <li>Digital Integration and Governance – oversee acquisition, integration, and management of digital assets in support of educational and support services (G3)</li> </ul>	Farzaan	43
	<ul> <li>Digital Literacy – enhance pedagogy and delivery of educational and support services through technology (L2)</li> </ul>	Farzaan	44
	• <b>Records Management</b> - Facilitate the development of Records Management Framework for the Board, district depts, and schools.	Farzaan	45
G4	• Ethical Framework - Create an ethical decision- making framework to guide decisions around social responsibility including dealing with systemic racism and addressing TRC actions and other issues.	Monica? (maybe a few depending on aspect)	46
	• <b>Reducing Environmental Footprint</b> – Develop a plan to create reductions in district's environmental footprint	Harold	47
	• <b>Strategic Planning</b> - Undertake a scan of the district ahead of renewing the strategic plan	Scott	48
	<ul> <li>Organizational Growth – Undertake a Request For Information (RFI) to gather insight on approach to organizational growth</li> </ul>	Scott/Harold	49



## STRATEGIC PLAN ACCOUNTABILITY FRAMEWORK RUBRIC PROGRESS

At June 30, 2022

			EMERGING	DEVELOPING	PROFICIENT	EXTENDING
Develo		AL upport adaptable learners who are creative, critical Ikers with the capacity to be educated citizens				
OBJECTIVE	1 2 3 4	To provide opportunities for learners to understand, respect and appreciate diversity and inclusion To provide opportunities for learners to develop critical and creative thinking skills To ensure our learning environments are safe, accessible and welcoming. To enhance student choice and voice				
	GEMENT a cultur	GOAL re of belonging				
OBJECTIVE	1 2 3 4	To develop, expand and implement, inclusive and collaborative, practices and processes To further the goals of the Na'tsa'maht agreement following the objectives of 'One Mind' and 'One Spirit" To develop, expand and implement respectful, effective, clear and transparent communications To continue to develop, expand and implement a culture of wellness				
		L zational excellence to support a vibrant school				
OBJECTIVE	1 2 3 4	To strengthen organizational practices to ensure diversity, equity and inclusion (DEI). To build and maintain spaces and resources that support our creative and critical learning and our culture of belonging. To embrace digital technologies and manage increasing complexity by leveraging the strategic use of resources Expand our culture of social responsibility and implement long-term commitments that strive to support society and protect the environment				