

Public Notice – Resources Committee Online Public Meeting

A public meeting of the Resources Committee for School District 62 (Sooke) **will be held on November 10, 2020 at 6:00 pm.**

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

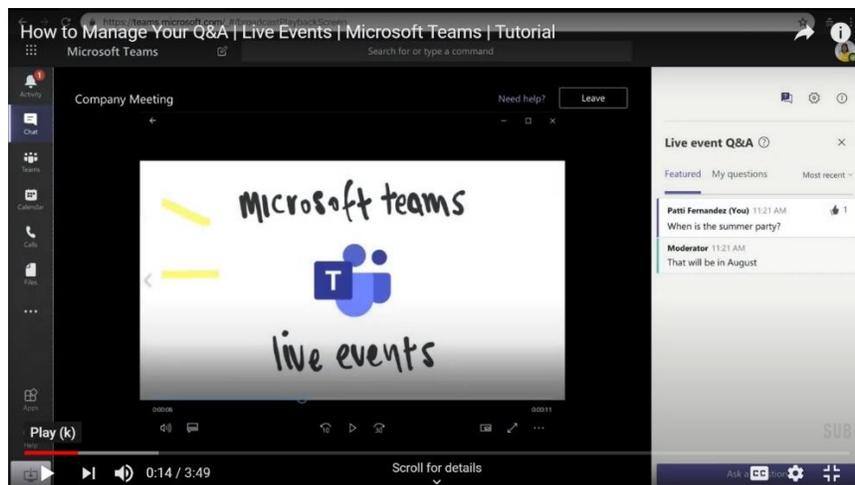
To participate in the meeting please click on this link:

<https://jump.sd62.bc.ca/ResourcesCommitteeMeeting-November-10>

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

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

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



For those who are unable to join the meetings, they will be recorded and audio will be available upon request following the meeting by emailing kross@sd62.bc.ca.

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



RESOURCES COMMITTEE

School Board Office

Via MS Teams

<https://jump.sd62.bc.ca/ResourcesCommitteeMeeting-November-10>

November 10, 2020 – 6:00 p.m.

A G E N D A

1. **CALL TO ORDER AND ACKNOWLEDGMENT OF FIRST NATIONS TERRITORIES**
*We are honoured to be meeting on the traditional territories of the Coast Salish, specifically Esquimalt Nation, Songhees Nation, and acknowledge the three nations SD62 works with directly in our schools: 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. **NEW BUSINESS**
 - 4.1 Risk Management Plan Review – Harold Cull (page 6)
 - 4.2 20/21 Quarter 1 Financial Forecast – Harold Cull (page 11)
 - 4.3 Transportation Model Feedback and Proposed Changes – Harold Cull (page 14)
5. **ADJOURNMENT**
6. **NEXT MEETING DATE:** December 8, 2020



Committee Report of Resources Committee Meeting via MS Teams Live October 13, 2020

Present:

- Bob Beckett, Trustee (Committee Chair)
- Wendy Hobbs, Trustee (Committee Member)
- Allison Watson, Trustee (Committee Member)
- Krista Leakey, SPVPA
- Ed Berlando, STA
- Bruce Woodcock, CUPE
- Amanda Dowhy, SPEAC
- Scott Stinson, Superintendent & CEO
- Harold Cull, Secretary Treasurer
- Windy Beadall, District Principal, Capital
- Pete Godau, Director, Facilities
- Tracey Syrota, Manager, Transportation
- Nicole Gestwa, IT (Producer)

1. CALL TO ORDER AND ACKNOWLEDGEMENT OF FIRST NATIONS TERRITORIES

The meeting was called to order at 6.00 pm by the Committee Chair, Bob Beckett and he acknowledged that that the Committee was 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, and T'Sou-ke Nation; including the West Coast Pacheedaht Nation Nuuchah-nulth. (words gifted by the three Nations SD62 works with)

2. COMMITTEE REPORT

The Committee Report for the September 15, 2020 Resources Committee Meeting was reviewed by the committee members. This report was received by the Board on September 22, 2020.

3. PRESENTATIONS

There were no presentations.

4. NEW BUSINESS

4.1 Catchment Review Communications Plan – Scott Stinson and Windy Beadall

Staff briefed the Committee members on the draft Communications Plan that highlighted the process and timelines of communicating the proposed changes to the District's catchment lines. This included the public Town Hall meeting scheduled as well as the District's SPEAC meeting and individual school PAC meetings. The Committee also discussed the potential impact on transportation as a result of the catchment line changes.

4.2 Enrolment Update – Harold Cull

Staff provided the Committee members an update on the District enrolment with the latest numbers as at October 8th. The final enrolment numbers are expected to be confirmed during the week of October 13, 2020. The Committee discussed the domestic and international enrolment estimates and the impact on funding within the system. Staff were able to confirm that there would be minimal impact on staffing within the system and acknowledged that, due to the pandemic, making changes in late September and/or early October would be extremely tough on the system. Staff are confident that other mitigation strategies can be found this year to minimize staff impacts for the remainder of the current year but that these resource levels would need to be reviewed during next year's budget development cycle to determine if they were sustainable.

4.3 Transportation Model Review – Harold Cull/Tracey Syrota

Staff updated members on the Transportation Model Review. Things discussed included: an administration fee to address ghost riders; school bussing only available within catchment; walk limits; and a defined registration period. The Committee also discussed creating exceptions to the defined registration period, the challenges with walk limits without safe routes to schools and the idea of surveying parents about charging a transportation fee in order to improve service levels.

4.4 Safe Return to School Grant Update – Harold Cull

Staff provided an update to the Committee on the federal funding as part of the Safe Return to School Grant. As a first instalment, the District received \$2.088 million towards staffing, learning resources, training, and equipment and supplies. Staff confirmed the majority of funding will be spent on staffing for teachers and support staff.

4.5 Facilities Plan – Harold Cull/Pete Godau

The Committee members were provided an update on the draft Facilities Plan and the next steps in finalizing the plan. The Facilities Plan, will outline the future direction of Facilities and will be in strategic alignment with the direction of the District. The Plan will focus on creating, maintaining and sustaining the schools and buildings of the District.

5. **ADJOURNMENT AND NEXT MEETING DATE:** November 10, 2020

Committee Info Note
Resources Committee Meeting
November 10, 2020
Agenda Item: 4.1 – Risk Management Plan Review

Background

- The SD went through an Enterprise wide Risk Management (ERM) process in the spring of 2018 and reviewed it again at the Resource Committee meeting in October 2018
- This process included a risk identification and assessment process
- Once identified, the risks were then assessed from a likelihood and impact perspective
- The results of this process are summarized on the attached Risk Register
- It has been recommended that the register is reviewed on a regular basis

Proposed Approach

- In order to complete this review, it is suggested the Committee take a two step approach to the update:
 - 1) Review the list of risks to ensure it is complete – November 10th
 - 2) Based on the revised list of risks, identify all mitigation strategies in place to manage the risks – December 8th
- Based on these changes to the matrix, the Board will be able to re-rank the risks to ensure all risks are being managed to tolerable levels

Risk Ref	Risk Type/Category	Risk Item	Risk Description	Potential Risk Drivers	Current Mitigation/Compensating Controls	Primary Risk Impact Category	Impact	Likelihood	Risk Rating	Rank Order	Additional Mitigation/Compensating Controls	Impact	Likelihood	Risk Rating	Rank Order	Strategic Plan Linkage
22	Human Resources	Labor disruption	The risk that an agreement cannot be reached with Unions which may lead to a strike or labor disruption and that the relationship with local employee groups could negatively impact SD62's ability to meet its goals.	<ul style="list-style-type: none"> Lack of flexibility around negotiating or renegotiating collective bargaining agreements Skillssets within unionized workforce unable to meet future needs of the school district Rising costs of unionized employees 	<ul style="list-style-type: none"> Relations with Union are stronger than they have been in recent years 	Operational Efficiency and Effectiveness Risk	4.10	4.00	16.40	1		4.10	4.00	16.40	1	
2	Strategic	Organizational capacity	The risk that SD62 may not have the organizational capacity (people and expertise) to manage all current and planned initiatives and projects, while maintaining effective regular operations during a period of unparalleled growth in the School District.	<ul style="list-style-type: none"> Funding/resource constraints leading to SD62 being unable to fill needed requirements Skillssets of employees within certain roles may not meet the current needs of SD62 leaving other employees with an increased workload Continuous expansion of programming may not be aligned with staffing requirements 	<ul style="list-style-type: none"> Key leaders in management roles to drive change and add needed skillsets 	Operational Efficiency and Effectiveness Risk	3.80	3.50	13.30	2		3.80	3.50	13.30	2	
6	Reputation	Supporting students with special needs	The risk that SD62 does not have sufficient funding or available positions to adequately support and provide a positive experience to its growing volume of students with special academic or behavioral needs.	<ul style="list-style-type: none"> High rotation among special needs professionals Higher cost per student for students with special needs 	<ul style="list-style-type: none"> The School District is planning to hire more EAs and other professionals to accommodate students with special needs 	Strategic / Reputational Risk	4.00	3.20	12.80	3		4.00	3.20	12.80	3	
15	Operations	Communication	The risk that SD62 is unable to communicate key messages to key stakeholders.			Operational Efficiency and Effectiveness Risk	4.10	3.00	12.30	4		4.10	3.00	12.30	4	
12	Operations	Student and Staff Wellness	The risk that SD62 is unable to provide an engaging and healthy environment for students and teachers that is focused on wellness.			Strategic / Reputational Risk	4.00	3.00	12.00	5		4.00	3.00	12.00	5	
8	Reputation	Privacy and cyber security	The risk that SD62 may be the subject of a cyber security breach or internal leak, resulting in the loss of confidential or personal information, resulting in reputational damage, loss of credibility, and possible legal or regulatory action.	<ul style="list-style-type: none"> Ageing equipment and IT infrastructure Lack of independent internal reviews pertaining to potential system vulnerability Lack of access/permission control for users 	<ul style="list-style-type: none"> Installation of encryption software Network segregation Spam filtering Firewalls Complex password protection 	Strategic / Reputational Risk	4.10	2.80	11.48	6		4.10	2.80	11.48	6	
23	Facilities	Facility maintenance	The risk that SD62 is unable to adequately maintain all of its schools and facilities, resulting in further facility degradation, a sub-optimal teaching environment, and higher capital costs over the long-term for major repairs and replacements.	<ul style="list-style-type: none"> Ageing facilities Competing maintenance/renovation priorities Insufficient government funding for cyclical maintenance 	<ul style="list-style-type: none"> Planned/recent facility upgrades Development and institution of a long-term facilities maintenance plan 	Health and Safety Risk	3.60	3.10	11.16	7		3.60	3.10	11.16	7	
13	Operations	Business continuity	The risk that SD62 may not be able to provide sufficient appropriate educational continuity or emergency response to manage plausible events (e.g., hazards, catastrophes, pandemics) while managing the cost of continuity planning.	<ul style="list-style-type: none"> Ageing facilities and lack of funding for initiatives such as continuity planning Lack of staff training around continuity planning 		Operational Efficiency and Effectiveness Risk	3.60	3.10	11.16	8		3.60	3.10	11.16	8	
19	Financial	Underfunding of programs	The risk of consistent underfunding of educational programs and the associated infrastructure support costs required to deliver on the goals of the School District.	<ul style="list-style-type: none"> Shifts in the mandate of the Ministry of Education Shifts in government policy 		Financial Resources Risk	3.70	2.90	10.73	9		3.70	2.90	10.73	9	
21	Human Resources	Succession Planning	The risk that SD62 is unable to adequately plan for and replace potential vacancies within key management, teaching and administrative positions, leading to potential loss of organizational knowledge and skills when employees leave the School District.	<ul style="list-style-type: none"> Lack of formalized succession planning process Lack of resources to invest in processes related to succession planning 		Strategic / Reputation	3.80	2.80	10.64	10		3.80	2.80	10.64	10	
16	Financial	Political landscape/financial stability	The risk that shifts in the political landscape or changes to the funding formula may lead to changes in budgeting/funding, requiring cuts in staffing, programming, etc.	<ul style="list-style-type: none"> Shifts in the mandate of the Ministry of Education Shifts in government policy 	<ul style="list-style-type: none"> Robust, revenue-generating international student program in place 	Financial Resources Risk	3.60	2.90	10.44	11		3.60	2.90	10.44	11	
4	Strategic	Governance	The risk that a lack of clarity of roles and responsibilities between SD62's management and board leads to conflicts, lack of objective challenge of management, or			Operational Efficiency and Effectiveness Risk	4.10	2.50	10.25	12		4.10	2.50	10.25	12	
5	Strategic	Shifts in curriculum	The risk that SD62 staff are unable to efficiently and correctly deliver the new curriculum.	<ul style="list-style-type: none"> Shifts in the mandate of the Ministry of Education Shifts in the government policy Increased pressure on high schools to deliver high quality education to ensure the academic success of its students 		Strategic / Reputational Risk	3.80	2.60	9.88	13		3.80	2.60	9.88	13	

Risk Ref	Risk Type/Category	Risk Item	Risk Description	Potential Risk Drivers	Current Mitigation/Compensating Controls	Primary Risk Impact Category	Impact	Likelihood	Risk Rating	Rank Order	Additional Mitigation/Compensating Controls	Impact	Likelihood	Risk Rating	Rank Order	Strategic Plan Linkage
3	Strategic	International student program	The risk that SD62 is unable to diversify its base of international students and that the program is perceived to be denying access to domestic students in favor of international students.	<ul style="list-style-type: none"> Rising cost of housing in the region Shifting demographics 	<ul style="list-style-type: none"> The District continues to grow its strong brand 	Financial Resources Risk	3.00	3.10	9.30	14		3.00	3.10	9.30	14	
17	Financial	Financial Management Training	The risk that SD62's staff responsible for financial management lack sufficient financial training and skills to			Financial Resources Risk	3.60	2.40	8.64	15		3.60	2.40	8.64	15	
20	Human Resources	Performance management	The risk that SD62 does not have sufficient performance management processes in place to identify underperformance or reward high performers.	<ul style="list-style-type: none"> Lack of formal performance management processes Lack of defined performance expectations Change-resistant culture 	<ul style="list-style-type: none"> Performance expectations are high and lived through the District's culture rather than being formally instituted 	Human Resources Risk	3.10	2.60	8.06	16		3.10	2.60	8.06	16	
11	Operations	Student and staff safety	The risk that incidents related to the safety of students and staff within SD62's care, including violence, threats and emergency preparedness, require significant resources to prevent and manage.	<ul style="list-style-type: none"> Ageing facilities Lack of employee awareness around health and safety policies/procedures/controls Lack of staff training around health and safety Inadequate understanding of external health and safety requirements 	<ul style="list-style-type: none"> Increased focus on health and safety through a number of District-wide initiatives Good relationship with the local Police Regular lock-down drills Good communication procedures 	Strategic/Reputational Risk	3.50	2.30	8.05	17		3.50	2.30	8.05	17	
9	Reputation	Relationship with the Provincial and Local Governments and other stakeholders	The risk that SD62's inability to maintain a solid relationship with the Provincial and Local Governments and other stakeholders will hinder the district from reaching its goals.			Strategic / Reputational Risk	3.50	2.10	7.35	18		3.50	2.10	7.35	18	
7	Reputation	Ethical breaches by staff	The risk that ethical breaches or misconduct by SD62 staff results in legal or financial penalties or reputation damage (or possibly a decrease in enrollment levels).	<ul style="list-style-type: none"> Increased use of social media Difficulty associated with monitoring and identifying ethical breaches 	<ul style="list-style-type: none"> Heightened scrutiny around teacher/student conduct Development and institution of policies 	Strategic / Reputational Risk	3.50	2.10	7.35	19		3.50	2.10	7.35	19	
10	Operations	Regulatory compliance	The risk that SD62 does not adequately comply with regulatory requirements (e.g., the School Act, OH&S rules, changing building codes, union requirements for staff, data storage requirements).	<ul style="list-style-type: none"> Lack of internal reviews to detect compliance breaches Lack of employee awareness regarding policies/procedures/controls Compliance-related policies may not reflect current practice Increase in external regulatory and procedural 	<ul style="list-style-type: none"> Success in increasing awareness of certain regulatory requirements and establishing protocols to ensure that they are met Independent audit to address issues related to health and safety compliance and performance (e.g., the lack of asbestos management program or safe work procedures) 	Compliance Risk (Regulatory / Legal / Contractual)	3.50	1.80	6.30	20		3.50	1.80	6.30	20	
14	Operations	Managerial governance and accountability	The risk that SD62's organizational alignment, including lines of authority and accountability, decision making structure and holding people accountable for their performance/activities are not effective and/or lack strategic focus.	<ul style="list-style-type: none"> Lack of formal performance management process Lack of defined performance expectations 	<ul style="list-style-type: none"> Performance expectations are high and lived through the District's culture rather than being formally instituted 	Operational Efficiency and Effectiveness Risk	3.10	1.90	5.89	21		3.10	1.90	5.89	21	
1	Strategic	Resistance to change	The risk that SD62 staff are resistant to the adoption of the Strategic Plan and that the School District is unable to adequately deploy the resources required for this change.	<ul style="list-style-type: none"> Lack of turnover in certain positions Lack of flexibility around unionized roles 	<ul style="list-style-type: none"> Key leaders in management roles to drive change and add needed skillsets 	Operational Efficiency and Effectiveness Risk	2.80	2.10	5.88	22		2.80	2.10	5.88	22	
18	Financial	Financial fraud	The risk of successful fraudulent activities perpetrated by employees, stakeholders, or students against SD62 (e.g., misappropriation of financial, physical, or information assets).	<ul style="list-style-type: none"> Lack of budget review (variance tracking) and follow-up 	<ul style="list-style-type: none"> Improved procurement/vendor selection process Implementation of online payment system to reduce cash handling at schools Increased focus on internal controls as well as segregation of duties. 	Financial Resources Risk	3.00	1.60	4.80	23		3.00	1.60	4.80	23	

Risk Assessment Framework

Objectives: The implicit and explicit goals/outcomes SD62 is trying to achieve (e.g., strategic, reputational, financial, human resource related) at the district-wide, divisional, departmental, project, process, and other levels.

Risk: A potential action or event that, if it occurs or does not occur, could adversely affect SD62's achievement of one or more of its objectives. Measured as a combination of likelihood of event occurrence (or failure to occur) and impact (consequence) if it does occur (or fails to occur).

Impact (consequence): The result or effect on outcomes from realization of a risk (there may be a range of possible impacts associated with an event).

Likelihood (probability): The probability that a risk will occur (or fail to occur) and/or the frequency of occurrence of the risk event.

Inherent/Gross Risk: The level of risk to SD62 in the absence of any actions management is taking, or might take to alter the risk's likelihood and/or impact.

Residual/Net Risk: The level of risk to SD62 considering the actions management is taking (responses) to alter the risk's likelihood and/or impact, and the effectiveness of those responses (e.g., processes and controls used to manage or mitigate the risks).

Risk Management Processes: The processes applied during strategy setting and divisional activities across the organization to identify, assess, and manage risks through risk management actions that avoid, reduce, transfer, or accept risk.

Risk Tolerance: The maximum amount of residual risk that SD62 considers acceptable. Acceptable risk tolerance varies depending on the nature and level of the objective, and is generally higher at the entity level than at the divisional unit, project, process, and other levels.

Ranking and Response Framework: The following provides guidance on SD62's response to risk rankings

4 - Extreme	Immediate attention required, risk treatment plan to be developed and monitored.	2 - Moderate	Active monitoring and response procedures required.
3 - High	Detailed planning and review by senior management.	1 - Low	Managed through routine procedures.



Risk Assessment Framework

Risk Category	Description	Severity of Impact				
		1. Negligible	2. Minor	3. Moderate	4. Major	5. Extreme
Strategic/Reputation	Impacts SD62's reputation and/or ability to execute on current and/or future strategic directions.	No adverse publicity. The strategic direction, and/or the nature and/or activities of SD62, may be forced to change in an undesired but negligible way, or be prevented from changing in a desired but negligible way. Potential outcomes remain within risk tolerances.	Minor adverse publicity. The strategic direction, and/or the nature and/or activities of SD62, may be forced to change in an undesired but minor way, or be prevented from changing in a desired but minor way. Potential outcomes remain within risk tolerances.	Localized adverse publicity. The strategic direction, and/or the nature and/or activities of the SD62, may be forced to change in an undesired moderate way, or be prevented from changing in a desired moderate way. Potential outcomes may or may not remain within risk tolerances.	Adverse publicity in the media. The strategic direction, and/or the nature and/or activities of the SD62, may be forced to change in an undesired major way, or be prevented from changing in a desired major way.	Sustained adverse publicity in the media. Potential outcomes are highly unacceptable. Existence of SD62 in recognizable form may be terminated.
Financial Resources	Impacts SD62's financial resources.	Financial impact of event is less than \$125,000	Financial impact of event exceeds \$125,000, but is less than \$5M	Financial impact of event exceeds \$3M, but is less than \$10M	Financial impact of event exceeds \$10M, but is less than \$25M	Financial impact of event exceeds \$25M
Human Resources	Impacts SD62's achievement of a high performance, safe work environment that results in satisfactory employee involvement, development, and engagement.	No impact on employee engagement, retention, performance or other Human Resources objectives. Potential outcomes remain within risk tolerances.	Limited impact on employee engagement, retention, performance or other Human Resources objectives. Potential outcomes remain within risk tolerances.	Significant impact on employee engagement, retention, performance or other Human Resources objectives. Potential outcomes may or may not remain within risk tolerances.	Substantial impact on employee engagement, retention, performance or other Human Resources objectives. Potential outcomes are outside risk tolerances.	Sustained impact on employee engagement, retention, performance or other Human Resources objectives. Potential outcomes are highly unacceptable.
Operational Efficiency & Effectiveness (includes IT- related risks)	Impacts SD62's ability to achieve operating efficiencies while maximizing student and stakeholder satisfaction.	SD62 is able to deliver its academic programs and services with no disruption. Potential outcomes remain within risk tolerances.	SD62 is able to deliver its academic programs and services with limited disruption. Potential outcomes remain within risk tolerances.	SD62 is able to deliver its academic programs and services with significant disruption. Potential outcomes may not remain within risk tolerances.	SD62 is unable to deliver significant aspects of its academic programs and services. Potential outcomes are outside risk tolerances.	SD62 is unable to deliver its academic programs and services. Potential outcomes are highly unacceptable.
Student Outcomes	Impacts SD62's ability to deliver a strong educational experience with high levels of student achievement.	Immaterial impact on student achievement.	Student achievement metrics begin to show a decline.	Stakeholders raise concerns about student achievement.	Overall student competency levels are below standards.	Inability to satisfactorily deliver curriculum or key programs.
Compliance (Regulatory/Safety/Legal /Contractual)	Impacts SD62's ability to comply with relevant applicable laws and regulations, and/or with SD62's contractual obligations.	No regulatory/legal consequence or injury risk. Outcomes remain within risk tolerances.	Limited regulatory/legal consequence and minor reversible injury risk. Potential outcomes remain within risk tolerances.	Significant regulatory/legal consequence and major reversible injury risk. Potential outcomes may or may not remain within risk tolerances.	Substantial regulatory/legal consequence and irreversible injury or death risk. Potential outcomes are outside risk tolerances.	Substantial regulatory/legal consequence and irreversible multiple injury or death risk. Potential outcomes are highly unacceptable.



Committee Info Note

Resources Committee Meeting

November 10, 2020

Agenda Item: 4.2 20/21 Quarter 1 Forecast Update

Introduction

- Staff have recently completed the financial forecast for the current school/fiscal year with actual revenues and expenditures as at September 30, 2020
- Given the amount of time left in the year, there remains a significant number of outstanding items to be estimated which makes the forecasting process difficult to accurately estimate at this time
- As a result, the following is staff's best estimate of where we expect to end the year and these estimates will be revised as we work through the financial forecasts after quarters 2 and 3
- Given the amount of time left in the year, historically the Q1 forecast is understated as the District was projecting a year end deficit of \$800,000 that it was able to address even without the impacts of the pandemic

Projected Year Position

- Staff have estimated that the District will end the fiscal year (June 30) with a potential deficit of up to **\$632,000** based on budgeted September enrolment shortfalls which would leave a year end reserve amount of **\$1.970 m or 1.58%** of the operating budget
- These numbers are for the September count only with the February and May counts still to be reported along with Operating Grant supplements such as Salary Differential
- The majority of the revenue and expenditure estimates are expected to be close to budget and will continued to be monitored during the 2nd and 3rd quarter forecasts

Assumptions and Next Steps

- There are a number of assumptions used in this forecast that may impact the final numbers
- These assumptions include:

- a) A Classroom Enhancement Fund (CEF) recovery of 133.2 FTEs
 - b) That there will be no impact from the Ministry's Salary Differential calculation
 - c) There will be a benefit holiday received this fiscal year similar to the 2019/20 amount
 - d) All other budget items will come in on budget
- Next steps include completing the 2nd quarter forecast in February at which time more of the variables will be known (CEF recovery, Salary Differential, February enrolment and actual staffing)
 - If a pressure remains, staff will develop a plan to:
 - a) reduce discretionary expenditures;
 - b) increase revenues where possible; and/or
 - c) request Board approval to access the Financial Reserve

School District Six Tu

2020-21 Q1 Operating Forecast Summary

Q1 FORECAST SAVINGS / (PRESSURE)

SAVINGS FROM BUDGET		
PVP SAL/BEN	66,000	
TEACHER SALARY AND BENEFITS	119,000	\$558K BENEFITS SAVINGS OFFSET BY \$440K SALARIES PRESSURE
TOC SALARIES AND BENEFITS	194,000	
		BUDGETED FOR 60 FTE; 68 FTE STARTED IN SEPTEMBER WITH 12 MORE
INTERNATIONAL STUDENT PROGRAM DEPARTMENT	392,000	FTE ARRIVING IN NOV
CURRICULUM DEPARTMENT	100,000	
FACILITIES DEPARTMENT	200,000	
IT DEPARTMENT	100,000	
UTILITIES	282,000	
FINANCE DEPARTMENT	43,000	VACANT PURCH MANAGER BENEFITS (\$25K) & SERVICES (\$23K)
SBO BUSINESS ADMIN	38,000	ANTICIPATED REDUCTION IN POSTAGE & COPIER COSTS
NEW SCHOOL DIVISIONS FURNITURE & EQUIP	29,000	
INTEREST REVENUE	35,000	
MISCELLANEOUS OTHER SAVINGS	33,000	
TOTAL SAVINGS FROM BUDGET	1,631,000	

PRESSURES FROM BUDGET		
		\$1.8M SEPT ENROL PRESSURE (\$1.3M Standard; \$0.4M Byte/Alt, DL; &
OPERATING GRANT (excl. Indigenous Ed. & Special Needs)	(1,589,000)	\$0.1M ELL) OFFSET BY \$0.25M DL SAVINGS IN FEB
RENTAL REVENUE	(35,000)	REDUCED REVENUES FROM WESTSHORE PARKS AND REC
MISCELLANEOUS REVENUE	(75,000)	REDUCED DOMESTIC FEE REVENUES
PVP / EXEMPT COMPENSATION	(328,000)	ESTIMATED COST = \$273,710 + 20% BENEFITS
INCLUSIVE EDUCATION SERVICES	(200,000)	
FY20 ENHANCEMENTS	(36,000)	ELECTRIC BUS CHARGING STATIONS
TOTAL PRESSURES FROM BUDGET	(2,263,000)	

NET SAVINGS / (PRESSURE) FROM BUDGET **(632,000) A**

TOTAL RESERVE AS AT JUNE 30 2020	7,192,890	B
FY21 BUDGETED DEFICIT	(4,591,311)	C
FY21 BUDGETED RESERVE AS AT JUNE 30 2021	2,601,579	D = B+C
FY21 Q1 FORECASTED SAVINGS / (PRESSURE)	(632,000)	A

FORECASTED TOTAL RESERVE AS AT JUNE 30 2021 **1,969,579 E = D+A**

FY21 OPERATING EXPENSE BUDGET	124,808,555	F
FORECASTED TOTAL RESERVE PERCENTAGE AS AT JUNE 30 2021	1.58%	G = E/F

SIGNIFICANT RISKS:

- | | |
|---------------------------|--------------------------------|
| - CEF | - UTILITIES |
| - MORNEAU BENEFIT SURPLUS | - TOC SAL/BEN |
| - IES | - TEACHER SAL/BEN |
| - COVID 19 | - VACATION ACCRUAL ADJUSTMENTS |
| - SALARY DIFFERENTIAL | - AFG |
| - PORTABLES/NEW SPACES | |

Committee Info Note Resource Committee Meeting November 10, 2020

Agenda Item: 4.3 – Transportation Model Feedback and Proposed Changes

Background

- Based on the discussion at the October Resource Committee meeting, staff have looked deeper into the following systematic challenges of the District's transportation system:
 - ✓ Defined Registration period
 - ✓ Service to Catchment Schools only
 - ✓ Update of and compliance with walk limits
 - ✓ Implementation of an administration fee
- Staff committed to gathering feedback from our stakeholders on these challenges and as a result, a Thought Exchange was issued from October 14-27 with the following information:

SD62 needs your input on these proposed changes about our school district's school bus transportation service:

1. **A \$25 registration fee** (fees waived for families in financial need) that will be used to directly improve student and driver safety.
2. **Defined registration period:** February – April. Route information sent to registrants in June. Registrations can take place after the registration window, but will be subject to space/availability.
3. School bussing only available **within catchment**. School bus transportation would not be available for a student who attends a school outside of their catchment or family of schools. (French Immersion would be in the French Immersion catchment). BC Transit hub stations may be used for secondary students who attend a school other than their catchment school. They would have the option to take SD62 transportation to a BC Transit exchange to continue the remainder of the way to school on public transportation.
4. **A rider fee** of \$175-250 (with a max amount per family) that would improve service levels and wait times. Fees waived for families in financial need.
5. **Walk limits** (1 km for Elementary and 2 km for Middle/Secondary) in urban areas only.

Data Received

- The Thought Exchange was well subscribed to and included:
 - 1,032 participants
 - 1,425 thoughts
 - 28,913 ratings
- The attached summary report reflects the **top 50 ranked thoughts** with the amount of times that each thought was referenced reflected in brackets:
 - 1) **No Fees (23)** – the common feeling was that no rider fees should be charged (thoughts ranked #4 and #5 also indicated that a \$25 registration fee should not be charged)
 - 2) **No Fees & Essential Services (7)** – the thought was that rider fees should not be charged and transportation should be considered an essential service
 - 3) **Walk Limits (6)** – safety and the length of walk are the main issues for not supporting the implementation of walk limits
 - 4) **Essential Services (5)** – people felt that transportation is essential and should not be considered a discretionary service provided by the Board
 - 5) **Service Improvements (4)** – ride and wait times are too long
 - 6) **Registration Period (3)** – there should be some flexibility in the registration period and that routes should be published in advance
 - 7) **Public Transit (2)** – not in favour of coordinating services with BC Transit or using transit hubs to transport secondary school students
- Staff are asking similar questions to other school districts and will be able to provide any data received from that process to the Committee at the November 10th meeting

Proposed Policy and Regulation Changes

- Based on the feedback received from our stakeholders through the Thought Exchange process, staff are considering making changes and/or adjustments to the Board's transportation policy and regulation
- These proposed changes can be summarized by:

Defined Registration period – create a defined registration period that includes a period for parents to submit their:

- a) Intent to utilize transportation services (Notice of Intent); and
- b) Registration request based on pre-defined routes

The Notice of Intent (NoI) period would open early in the calendar year and end on February 28th. Based on the number and location of students intending to ride, routes are created and posted by May 1st. Families are then encouraged to register for routes that best meet their needs with confirmation provided to all families by June 30th.

Staff will confirm accepted registrations by June 30th of each year by emailing parents their student's route information (stops and times). Registration will remain open and further requests will be accepted only within existing routes pending enough room on the route.

Another option would be to open registration on January 1 and then use a cut-off period of March 31st to begin creating routes. Registration would remain open with the caveat that riders registering after March 31st would only be placed on routes if capacity existed.

Service to Catchment Schools only – in order to improve service levels by reducing ride and wait times, staff are suggesting that transportation services will only be provided to in-catchment students (English and French Immersion). This will allow our existing fleet of buses and drivers to focus on providing services to those students in the geographical area of our schools thereby reducing the length of routes and improving pick up and drop off times.

This method of reducing the number of riders will also allow the District to manage growth in a more sustainable manner.

The disadvantage of this recommendation is that it may impact a student's ability to choose an elective program if that program is not offered in their catchment school.

For the December 2nd Education Policy meeting, staff will gather data to reflect the number of out of catchment students using the transportation system and will attempt to quantify the service level improvements by identifying the time savings of ride and wait times being reducing for the remaining riders.

Update of and compliance with walk limits – staff are recommending removing the walk limits in the current regulation until a full review of safe routes to schools can be completed. Walk limits can be an effective portion of the transportation system when combined with defined routes to schools that are safe for our students. A summary of riders in the 19/20 school year has been attached to reflect the number of riders, within 1km to 4km of their school at each level.

Reviews at the school level can be completed which may result in varying lengths of walk limits depending on the school and surrounding area. The District could partner with the CRD *Ready Step Roll Program* which is an annual active school travel planning initiative that partners with local governments, throughout the Capital Region, to help students and their families walk and wheel to and from school more often.

Combining walk limits with safe routes is a more wholistic approach to getting students to school in a safe and healthy manner.

Implementation of an administration fee – although not highly contested, staff are not recommending charging an administration fee for the 21/22 school year. The negative financial impacts that the pandemic has created does not lend itself to the District charging a fee now. The District will continue to look for ways to dissuade students from registering for bussing but not using the system.

Next Steps

- As discussed at the October Resource Committee and Board meetings, the following table reflects the next steps in the process to review and consider changes to the Transportation policy and regulation (F100)
- The Committee and/or Board may want additional data or input from the public and could consider hosting a Town Hall meeting as we did with the Catchment Review process
- Staff have revised the transportation policy and regulation to reflect these changes and will now form the documents for the Committee and Board to review and consider

Meeting	Date	Action
Board of Education	October 27	Advise Board the review has been restarted and proposed approach
Resources Committee	November 10	Review feedback received and proposed policy & regulation changes
Education Policy	December 1	Present proposed policy and regulation changes for consideration
Board of Education	December 15	Consider changes & Notice of Motion (if supported by Ed Policy)
Education Policy	January 5	Review and feedback on proposed changes
Board of Education	January 26	Debate the revised Transportation Policy and Regulation (F100)

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TOP THOUGHTS - SUMMARY REPORT: TRANSPORTATION REVIEW 2020

RESULTS

School District No. 62 Sooke



Search

Reflecting on the five proposed changes to SD62 school bus transportation, what are your thoughts or questions?

1 of 29 >

A rider fee of \$250 is not helping anyone out during this time period of people loosing jobs or reduce hours while providing care for their kids. Kids have to travel different distances to get to their closest school, and this program was available was part of SD62.

4.4 ★★★★★ (27)
 Ranked #1 of 1322

- 5 ★
- 4 ★
- 3 ★
- 2 ★
- 1 ★

Kids shouldn't be denied of education because they dont have a ride to school and go home safely. t

4.4 ★★★★★ (17)
 Ranked #2 of 1322

- 5 ★
- 4 ★
- 3 ★
- 2 ★
- 1 ★

Fees The proposed fee is significant considering I have two kids that require busing. 500\$ is steep

4.3 ★★★★★ (27)
 Ranked #3 of 1322

- 5 ★
- 4 ★
- 3 ★
- 2 ★
- 1 ★

Going from free one year to \$175 + \$25 registration fee the next year is ridiculous. How will services be improved with this fee?

4.3 ★★★★★ (27)
 Ranked #4 of 1322

- 5 ★
- 4 ★
- 3 ★
- 2 ★
- 1 ★

Please.....no more fees!!!!!! We are already paying for supplies , student fees, athletics. Paying 25\$ admin then another 200\$ will not be welcome!

4.3 ★★★★★ (27)
 Ranked #5 of 1322

- 5 ★
- 4 ★
- 3 ★
- 2 ★
- 1 ★

Walking distance 1km is a LONG walk to catch a bus for k-3, especially when busses can pickup at sunrise and this is in the pitch black with rain and poor visibility.



Parents and Grandparents have to drive. Causes more stress in households and does not support climate action . Better for environment to have bus vs individual cars.



Very strongly opposed to introducing bus fees Once you have fees, they start to creep up year by year. This is just another tax on parents, at a time when many of us can least afford it right now!



\$250/ student is much too high. Even families that don't meet the subsidy level are still on tight budgets. With the cost of everything sky rocketing this is a big ask of families



I would not want to have to start paying for bus service. Why is charging us money for bus transportation all of a sudden serving us better?



I worry about the fees Even \$250 a family is significant



Time of pickup and travel time Bus pickups at 618 and 627 am arent realistic for families.



Asking families for up too \$250 is not acceptable I dont know about other families but I know personally we live pay cheque to pay cheque and that extra fee could make a big difference in our budget



I think it's ridiculous for families of children in public schools to have to pay for the school bus. This should be subsidized by the local government as it's their quick build of the community that has caused this issue.



My son currently spends 4 hours a day on a bus. Absolutely insane. 2 hours to school, 2 hours home. We live 20 minutes from the school. My husband has cut back to working 2 days a week so he can drive our soon to school and back, for 2.5 hours of school a day. Let's do better than this



No one should have to pay to get a bus to school. If both

NO ONE SHOULD HAVE TO PAY TO GET A BUS TO SCHOOL. IF BOTH PARENTS WORK HOW DO THEY GET THEIR KIDS TO AND FROM SCHOOL? School is essential What if your child transfers to another school in the district due to sports academics or other. Does this mean they cant get the bus.



Rider Fee seems quite high Single parents of multiple children will most likely not be able to afford this and have no other option to school transportation.



It depends on what is considered an "urban area". Even 1km on a highway (e.g. Sooke Road) is too far for elementary students, 2km even worse.



Makes bussing unaffordable With four children, despite having a decent income we couldn't afford to have to pay for the school bus for all of them. Not reasonable.



Not interested in paying a "rider fee" of \$175-\$250



There should be no fee charged for school bus service School bus transportation plays a very important role in ensuring children get to school and return home. Many rural families rely on this service.



The province recently did away with bussing fees. Please lobby the ministry for the funding necessary for good bus service. \$175-200 per rider is a significant amount of money, and is not affordable for most families, given the high costs of housing, and everything else.



Why are these fees not included in municipality taxes? why are these fees not included with the school taxes all residence pay in the city - why are we having yet another amount added to our list



Catchment We should be encouraging kids to go to high school and make it safe and easy to attend. Not introduce barriers like city busses.



Distance is not always the best way to judge for ridership. Sidewalks, accessibility and safety during weather events should be considered getting to school safely should be priority for bussing



Fees are too expensive with multiple children No fees and finding grants should be considered



Paying hundreds of bucks per kid for the bus is a significant burden on families that rely on transportation, particularly those with only one parent School should be free legally, but there are already a lot of costs - school supplies, activity fees etc. and with the bus it's not fair.



\$175-\$200 per student is not affordable for everyone It is not inclusive to the whole community



I think that with regards to walk limits, the lack of sidewalks is an issue. Colwood/Sooke are especially hazardous. Safety of our kids.



Public school must be accessible, and busing is an essential component of that accessibility Without busing, working families (including single parents) are disadvantaged.



Please don't install fees - they are a barrier to young families living pay cheque to pay cheque!



I agree with registration timeframes with some flexibility Need some flexibility for family that can't register if they Have just moved and are new to the area



School busses should be free! Every child should have a safe, reliable way to school no questions asked!



The proposed user fee seems high. 3 kids could be \$750 to take the bus. A one time user/registration fee would be reasonable



Transportation should be for students that live to far to safely walk and would be greater than 15 min walk Certain streets ie Latoria from happy valley to veteran memorial has too much construction, traffic to be a safe walking corridor or bike corridor



Am concerned with total travel time and waits at the school and am interested in knowing in advance of registering what



and am interested in knowing in advance or registering what the maximum wait time will be Current bus schedule has my child leaving home 2 hours before class starts to arrive an hour early for school.

4.1 (27) Ranked #36 of 1322

4 ★
3 ★
2 ★
1 ★

Ideal to not have to pay for the service or if a cost it were nominal. We already do pay a lot in taxes and raising a family and providing for them is not easy.

4.1 (27) Ranked #37 of 1322

5 ★
4 ★
3 ★
2 ★
1 ★

Keep it free! Having several kids on the bus is expensive and will impact all families trying to get their kids to school safely. I have no choice but to send my children on the bus to make it from before school care to school safely and on time. This applies for after as well.

4.1 (27) Ranked #38 of 1322

5 ★
4 ★
3 ★
2 ★
1 ★

Students using buses reduces congestion around schools SD policy should encourage bus usage to reduce congestion on roads around schools. This improves student safety and makes schools better neighbours.

4.1 (27) Ranked #39 of 1322

5 ★
4 ★
3 ★
2 ★
1 ★

Inconvenient schedules Some of these schedules are putting kids on a bus much too early to school or a really long wait for the bus, or a really roundabout route.

4.1 (26) Ranked #40 of 1322

5 ★
4 ★
3 ★
2 ★
1 ★

I don't see the connection between instituting a fee for service and reducing wait times, unless it is by lowering ridership Free, reliable transportation to schools is essential for many families, especially for those where parents work out of the home

4.1 (25) Ranked #41 of 1322

5 ★
4 ★
3 ★
2 ★
1 ★

I think the busing fees are way to high- bussing should be a part of the Ministry of Educations responsibility. Bussing fees are an added expense in times where families are already struggling financially and will then only service a designated population-

4.1 (23) Ranked #42 of 1322

5 ★
4 ★
3 ★
2 ★
1 ★

I don't agree with the fee. It's like asking parents to supple teachers with supplies. we are not actually fixing the issue. Adequate funding should be supplied.

4.1 (22) Ranked #43 of 1322

5 ★
4 ★
3 ★
2 ★
1 ★

User fee is too expensive hard to afford that with 3 kids,

4.1 (22) Ranked #44 of 1322

5 ★
4 ★
3 ★
2 ★
1 ★

When assessing how far kids should walk you need to take into account the age and environment of the child. Some area are really dangerous to walk in. A six year old may not be able to problem solve if they get lost. The density of cars on the street

4.1 (22) Ranked #45 of 1322

5 ★
4 ★
3 ★
2 ★
1 ★

has increased leading to frustrated drivers

I dont see how money from parents will fix wait times, the busses used to get parents to pay....did the government stop funding?

4.1 (21)
Ranked #46 of 1322

- 5
- 4
- 3
- 2
- 1

The school bus should be free to all income levels I think everyone is struggling financially during this pandemic not just low income families

4.1 (21)
Ranked #47 of 1322

- 5
- 4
- 3
- 2
- 1

Public transit not appropriate for elementary/middle students.

It's not safe nor appropriate to ask an elementary student to take public transit to get home. Save that for high school students.

4.1 (20)
Ranked #48 of 1322

- 5
- 4
- 3
- 2
- 1

Route maps It would be greatly beneficial for me to have access to propose routes and times so that I may select which one works best for my family.

4.1 (20)
Ranked #49 of 1322

- 5
- 4
- 3
- 2
- 1

Defined registration periods are great, but you are always going to get families moving into district after the deadline. There needs to be flexibility to accommodate new residents.

4.1 (19)
Ranked #50 of 1322

- 5
- 4
- 3
- 2
- 1

School District #62 (Sooke)
Summary of Riders within 4KM of their School
Fiscal 19/20

ELEMENTARY SCHOOLS	WALK LIMITS			
	1KM	2KM	3KM	4KM
COLWOOD ELEM/NO BUSSING	0	0	0	0
CRYSTAL VIEW ELEM	61	101	132	138
DAVID CAMERON ELEM	56	125	207	303
HANS HELGESEN ELEM	6	20	43	70
HAPPY VALLEY ELEM	199	262	320	349
JOHN MUIR ELEM	21	81	124	133
JOHN STUBBS ELEM				
LAKEWOOD ELEM	169	258	320	367
MILLSTREAM ELEM	110	176	197	220
POIRIER ELEM	109	170	224	286
PORT RENFREW/NO BUSSING	0	0	0	0
RUTH KING ELEM/NO BUSSING	0	0	0	0
SANGSTER ELEM	110	134	153	165
SASEENOS ELEM	20	33	54	70
SAVORY ELEM	37	107	176	189
SOOKE ELEM	42	126	222	270
WISHART	243	333	390	429
WILLWAY ELEM	89	110	134	137
TOTAL	1272	2036	2696	3126

MIDDLE SCHOOLS	WALK LIMITS			
	1KM	2KM	3KM	4KM
DUNSMUIR MIDDLE	65	156	245	316
JOURNEY MIDDLE	34	119	223	326
SPENCER MIDDLE	69	212	387	616
TOTAL	168	487	855	1258

SECONDARY SCHOOLS	WALK LIMITS			
	1KM	2KM	3KM	4KM
BELMONT SECONDARY	63	144	369	389
ED MILNE COMMUNITY SCHOOL	6	33	117	318
ROYAL BAY SECONDARY	9	77	222	345
TOTAL	78	254	708	1052

TOTAL	1518	2777	4259	5436
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