

Public Notice – Resources Committee Online Public Meeting

A public meeting of the Resources Committee for School District 62 (Sooke) **will be held on November 9, 2021 at 6:00 pm.**

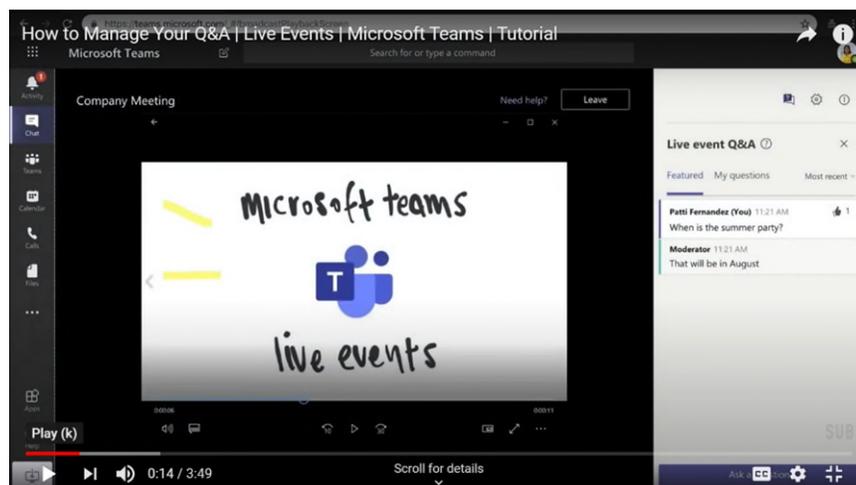
Requirements that limit the size of public gatherings due to the COVID-19 pandemic mean this meeting will proceed differently than they have in the past. The meeting will be conducted online via MS teams. We encourage members of the public to join the LIVE Event.

To participate in the meeting please click on this link: [ResourcesCommitteeMeeting-Nov-9-2021](https://support.office.com/en-us/article/attend-a-live-event-in-teams-a1c7b989-ebb1-4479-b750-c86c9bc98d84)

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

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

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



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



RESOURCES COMMITTEE
School Board Office
Live and via MS Teams
November 9, 2021 – 6:00 p.m.

A G E N D A

1. CALL TO ORDER AND ACKNOWLEDGMENT OF FIRST NATIONS TERRITORIES

We are honoured to be meeting on the traditional territories of the Coast Salish, specifically Esquimalt Nation, Songhees Nation, and acknowledge the three nations SD62 works with directly in our schools: Sc'ianew Nation, Coast Salish, and T'Sou-ke Nation; including the West Coast Pacheedaht Nation, Nuu-chah-nulth. (words gifted by the three nations SD62 works with)

2. REPORT (page 3)

3. PRESENTATIONS (20 minutes)

4. BUSINESS

4.1 First Quarter Reporting

4.1.1 Financial Forecast – David Lee Bonar (page 5)

4.1.2 Minor Capital Program – Mhairi Nicolson (page 10)

4.1.3 Growth Goal – Dan Haley/Farzaan Nusserwanji/Harold Cull (page 14)

4.2 Resource Areas' Program Review Status Report – Farzaan Nusserwanji (page 17)

4.3 Current Recruitment Challenges – Dan Haley/Nora Reid (page 18)

4.4 Amended Budget Options – Harold Cull (page 20)

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

5. ADJOURNMENT

6. NEXT MEETING DATE: December 8, 2021



Committee Report of Resources Committee Meeting Live and via MS Teams October 12, 2021

Present: Bob Beckett, Trustee (Committee Chair)
Margot Swinburnson, Trustee (Committee Member)
Ravi Parmar, Trustee
Scott Stinson, Superintendent & CEO
Harold Cull, Secretary-Treasurer
Ceilidh Deichmann, SPVPA
Sandra Arnold, SPEAC
Ed Berlando, STA
Nicole Gestwa, IT

Guests: Allison Watson, Trustee
Pete Godau, Director of Facilities
Farzaan Nusserwanji, Executive Director/CIO IT

1. CALL TO ORDER AND ACKNOWLEDGEMENT OF FIRST NATIONS TERRITORIES

The meeting was called to order at 6:03 pm by the Committee Chair, Bob Beckett acknowledged that we are honoured to be meeting on the traditional territories of the Coast Salish, specifically Esquimalt Nation, Songhees Nation and acknowledge the three nation SD 62 works with directly in our schools; Sc'ianew Nation, Coast Salish, and T'Sou-ke Nation; including the West Coast Pacheedaht Nation Nuu-chah-nulth. (words gifted by the three Nations SD62 works with)

2. COMMITTEE REPORT

The Board of Education of Sooke School District 62 (Sooke) received the Resources Committee Report dated September 14, 2021 at its Public Board Meeting dated September 28, 2021.

3. PRESENTATIONS

4. BUSINESS

4.1 Energy Sustainability Plan – Pete Godau

Staff provided the Committee with an overview of the Energy Sustainability Plan Report produced by Associated Engineering (AE). The report outlines a number of potential actions required to meet the District's objectives as well as the Clean BC emission targets. The Committee discussed finding the appropriate balance between emission reductions vs. energy consumption. The issue of looking at smaller solar energy projects at schools was discussed where the payback period makes sense. The Committee discussed a potential policy that reflects the District's desire to strive towards net zero by 2030. Staff will review the Energy goal portion of the Facilities Plan and will revise the objectives of the plan based on the AE report and will draft a policy that supports this work for review at a future Committee meeting.

4.2 Policy/Regulation Updates:

4.2.1 F-228 Pest Management Policy

The amended F-228 Pest Management Policy was provided to the Resources Committee. As discussed previously, staff will be recommending to add glyphosates to the list of banned substances to be used on school grounds. Furthermore, the Committee discussed the difference between rodent control and weed control and possibly the policy may change to incorporate “chemical management”.

4.2.2 F-335 Audit Committee Regulation

The amended F-335 Audit Committee Regulation was provided to the Resources Committee. As previously discussed, staff will be recommending to delete the portion of the Audit Committee Regulation that states the Committee elects the Chair. The process will revert back to the Board Chair making all Committee appointments.

4.3 Enrolment by School as at October 5, 2021 – Harold Cull

Staff provided the Committee with the enrolment numbers as at October 5, 2021 and highlighted some of the schools that have has the greatest projected increases. The Committee discussed the impact of the long-range enrolment estimates based on this historical growth. Staff committed to adding a column of school capacity to compare against the updated enrolment estimate.

4.4 Budget Impacts due to Enrolment Increases – Harold Cull

Staff provided the financial impact of the enrolment growth to the Committee. This plan will includes using the net grant revenue (gross revenue less the direct staffing costs) to fund the shortfall identified from the budget process, repaying of the reserve, excluded salary compensation, etc. Additionally, the Committee discussed the changes when adding funding back into the system. The enrolment numbers will be confirmed and staff will bring a set of recommendations to the Committee through the amended budget process.

4.5 Program Review of Resource Areas - Farzaan Nusserwanji

In the pursuit of organizational excellence and in the attempt to align the 2021-2025 Strategic Plan to the 2022-2023 Budget, the District has identified the need to perform a Program Review of its services. The Program Review will take several months to complete and review the following areas of resource areas: Business Services, HR Services, and Digital Services. Once complete, recommendations will be provided to improve alignment, summarize areas of efficiency and savings, or recommend improvements. The Committee discussed the need to adequately fund the resources required in the classroom and to the challenge of determining the appropriate depth of the review in each program area. Staff also reviewed the proposed timelines of the Program Review as they fit into the upcoming budget process in the Spring.

5. **ADJOURNMENT AND NEXT MEETING DATE:** November 9, 2021

Committee Info Note

Resources Committee Meeting

November 9, 2021

Agenda Item: 4.1.1 21/22 Financial Forecast @ Quarter 1

Introduction

- Staff have recently completed the financial forecast for the current school/fiscal year with actual revenues and expenditures as at September 30, 2021
- 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
- Historically the Q1 forecast is understated and the District will typically end in a better financial position than what is stated during this initial forecast

Projected Year Position

- Staff have estimated that the District will end the fiscal year (June 30) with a potential accumulated surplus of up to **\$3.048 m or 2.41%** of the operating budget
- This is taking into consideration the expected enrolment counts for February and May and would leave the District with an additional **\$518 m** to spend in order to end the school year a financial reserve of 2% (per policy)

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 150.3 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 2020/21 amount
 - d) The Ministry will fund the entire amount of enrolment growth
 - e) All other budget items will come in as forecasted

- 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)
- The 2nd Quarter forecast will be used to draft the District's Amended Budget for the Board's consideration
- At that time, staff expect the year end surplus will be greater than the Q1 projected amount of \$.518 m and staff will present a recommended plan to spend this money prior to the end of the fiscal year
- Staff feel there are too many variables and risks to prepare this expenditure plan at this point of the fiscal year

2021-22 Q1 OPERATING FORECAST SUMMARY

	Q1 SAVINGS / (PRESSURE)	
SAVINGS FROM BUDGET		
PVP SAL/BEN	\$ 85,121	
OPERATING GRANT (excl. Indigenous Ed. & Special Needs)	\$ 4,244,141	K-12=\$4.168M; ALT & DL PRESSURE=(\$0.17M); ELL=\$0.27M
INTERNATIONAL	\$ 388,407	FORECAST OF 257.65 FTE (BUDGET = 210 FTE)
MISCELLANEOUS OTHER SAVINGS	\$ 208,783	
TOTAL SAVINGS FROM BUDGET	\$ 4,926,453	
PRESSURES FROM BUDGET		
TEACHER SALARY AND BENEFITS	\$ (867,010)	
TOC SALARIES AND BENEFITS	\$ (771,948)	
FACILITIES	\$ (72,128)	
TRANSPORTATION	\$ (154,433)	DRIVER REPLACEMENT SAL/BEN
SBO BUSINESS ADMIN	\$ (49,000)	UNCOLLECTABLE LEA RECEIVABLE (\$100K)
INCLUSIVE EDUCATION SERVICES	\$ (258,229)	\$1.6M REVS (SEPT=\$1.0M; FEB=\$0.6M); DEPT TO MANAGE PRESSURE
RENTAL REVENUE	\$ (158,881)	FEWER RENTALS DUE TO COVID
INTEREST REVENUE	\$ (158,220)	LOWER CASH BAL. AND REDUCED INTEREST RATE FROM PRIOR YEAR
EMPLOYEE FUTURE BENEFITS	\$ (39,853)	
MISCELLANEOUS REVENUE	\$ (49,139)	DOMESTIC TUITION BUDGET TOO HIGH
PVP / EXEMPT COMPENSATION	\$ (350,000)	
FY22 ENHANCEMENTS	\$ (643,000)	SPENDING PLAN TO BE APPROVED BY BoE
TOTAL PRESSURES FROM BUDGET	\$ (3,571,840)	
NET SAVINGS / (PRESSURE) FROM BUDGET	\$ 1,354,612	
TOTAL RESERVE AS AT JUNE 30 2021	\$ 4,787,255	
FY22 BUDGETED DEFICIT	\$ (3,094,139)	
A FY22 BUDGETED RESERVE AS AT JUNE 30 2022	\$ 1,693,116	
B FY22 FORECASTED SAVINGS / (PRESSURE)	\$ 1,354,612	
C = A+B FORECASTED TOTAL RESERVE AS AT JUNE 30 2021	\$ 3,047,728	
D FY22 OPERATING EXPENSE BUDGET	126,490,316	
E = C/D FORECASTED TOTAL RESERVE % AS AT JUNE 30 2022	2.41%	
F 2% OF CURRENT FY22 OPERATING EXPENSE BUDGET	\$ 2,529,806	=2% * \$126.5M
G = C-F AMOUNT OF ADDITIONAL SPENDING TO REDUCE RESERVE TO 2%	\$ 517,922	

SIGNIFICANT RISKS:

- CEF	- UTILITIES	- COVID 19
- TEACHER SAL/BEN	- VACCINATION POLICY	- SALARY DIFFERENTIAL
- TOC SAL/BEN	- FEB & MAY ENROLMENT	- BENEFIT SURPLUS

NOTES

- 1 School supply budgets forecasted to budget

School District Six Two

2021/22

Summary of Q1 Forecast by Financial Statement Function

	BUDGET	Q1 FORECAST	VARIANCE	
Revenues				
Provincial Grants			-	
Ministry of Education	116,593,851	122,453,315	(5,859,464)	SEPT ENROL= \$5.3M; FEB = \$0.6M
Tuition	5,356,782	6,889,925	(1,533,143)	INT'L ENROL= 257.65 FTE (BUDGET = 210 FTE)
Other Revenue	903,169	846,337	56,832	DOMESTIC TUITION BUDGET TOO HIGH
Rentals and Leases	388,500	170,449	218,051	DUE TO COVID
Investment Income	353,875	195,655	158,220	LOWER CASH BAL. AND REDUCED INTEREST RATE FROM PRIOR YEAR
Total Revenue	123,596,177	130,555,682	(6,959,505)	
Expenses				
Instruction	106,757,296	111,825,529	(5,068,234)	INT'L = \$1.1M; IES = \$1.9M; TEACHERS = \$0.8M; TOC = \$0.7M
District Administration	5,760,211	5,870,308	(110,098)	LEA UNCOLLECTABLE RECEIVABLE (\$100K)
Operations and Maintenance	11,221,938	11,494,066	(272,128)	FY22 ENHANCEMENTS
Transportation and Housing	2,750,872	2,905,305	(154,433)	DRIVER REPLACEMENT SAL/BEN
Total Expense	126,490,316	132,095,208	(5,604,892)	
Net Revenue (Expense)	(2,894,139)	(1,539,527)	(1,354,612)	
Net Transfers (to) from other funds				
Tangible Capital Assets Purchased	(200,000)	(200,000)	-	
Surplus (Deficit), for the year	(3,094,139)	(1,739,527)	(1,354,612)	
Total Reserve as at June 30 2021	4,787,255	4,787,255	-	
Operating / Surplus (Deficit) for the year	(3,094,139)	(1,739,527)	(1,354,612)	
Total Reserve as at June 30 2022	1,693,116	3,047,728	(1,354,612)	

**School District Six Two
2021/22**

Summary of Q1 Forecast by Financial Statement Expenditure Type

	BUDGET	Q1 FORECAST	VARIANCE	
SALARIES				
TEACHERS	49,448,940	50,351,609	(902,669)	STAFFING INCR TO ADDRESS ENROLMENT INCR
PVP	8,444,762	8,610,259	(165,497)	PVP / EXEMPT COMPENSATION INCREASE
EA	10,806,148	11,647,179	(841,031)	EA INCREASE TO ADDRESS ENROLMENT INCREASE
SUPPORT STAFF	12,700,766	12,565,954	134,812	VARIOUS DEPT (LARGELY TRANSPORT) OFFSET BY REPLACEMENT INCR
OTHER PROF	4,296,896	4,670,638	(373,742)	IES DEPT PSYCHOLOGISTS & SLP
SUBSTITUTES	4,736,014	5,772,949	(1,036,935)	TOC; BUS DRIVER & EA REPLACEMENTS
TOTAL SALARIES	90,433,526	93,618,587	(3,185,061)	
EMPLOYEE BENEFITS	21,865,582	22,831,575	(965,993)	
SERVICES AND SUPPLIES				
SERVICES	5,656,726	6,602,258	(945,532)	INT'L HOMESTAY
PROFESSIONAL DEVELOPMENT AND TRAVEL	1,108,144	1,158,676	(50,532)	FY22 ENHANCEMENTS
RENTALS AND LEASES	336,249	336,249	-	
DUES AND FEES	197,404	199,002	(1,598)	
INSURANCE	387,070	501,480	(114,410)	INT'L MEDICAL INSURANCE
SUPPLIES	4,785,971	5,053,538	(267,567)	FY22 ENHANCEMENTS
UTILITIES	1,693,844	1,693,844	-	
BAD DEBT	25,800	100,000	(74,200)	LEA UNCOLLECTABLE RECEIVABLE (\$100K)
TOTAL SERVICES AND SUPPLIES	14,191,208	15,645,047	(1,453,839)	
TOTAL OPERATING EXPENSE	126,490,316	132,095,208	(5,604,892)	
TANGIBLE CAPITAL ASSETS PURCHASED	200,000	200,000	-	

Committee Info Note
Resources Committee Meeting
November 9, 2021
Agenda Item: 4.1.2 – 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:
 - Minor Capital projects (MoE, District, grant and PAC funded)
 - 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 2nd quarter while it is the school district's 1st quarter
- Meaning tonight's update will be for the period of April 1 to September 30, 2021
- The Enrolment Report was provided to the Board in October and there is no change to report

Minor Capital

- We are off to a good start with the Minor Capital projects with 43% of the work completed to date
- The Minor Capital Committee (Facilities and Educational staff) are working well together to review and prioritize projects with an emphasis on ensuring strong communications of progress/results to the field
- The communication in this area was identified as an opportunity for improvement during the development of the Facilities Plan
- Work on MoE, District and grants funded projects is progressing on pace but staff have not received as many PAC requests as expected so far this year
- Staff will continue to manage the identified projects while being flexible to address emergent issues

Annual Facilities Grant (AFG) Projects

- The District is moving through the AFG program and project list and we are currently have spent 71.73% of the annual budget
- Being ahead of schedule, this will free up capital staff time to work on additional projects that may be identified through the budget amendment process
- These projects could include address space challenges that will alleviate pressures stemming from the increased enrolment for the 22/23 school year
- The summary list also identifies emergent projects that have been completed through the program this year

**School District Six Two (Sooke)
Minor Capital Program Summary
April 1, 2021 to March 31, 2022**

**April 1st, 2021 to Sept 30th, 2021
Project Update**

Page 12 of 22

MoE & District Funded Projects	Budget	% of Minor Capital Budget	YTD	% Complete	Notes
EMCS Theatre Seating	\$35,000	0.69%	\$12,000	90.00%	Accessibility to be resolved
Major Capital (WLEMS Millwork)	\$300,000	5.89%	\$90,000	30.00%	Scheduled completion May 2022
Space Invaders	\$20,000	0.39%	\$00	0.00%	No room conversions funding
Hans Helgesen Envelope	\$1,500,000	29.43%	\$300,000	20.00%	Scheduled completion April May 2022
David Cameron Boiler Upgrade	\$350,000	6.87%	\$250,000	95.00%	Completion Nov 2021
Specialized Capital Funding not used for Grants	\$140,000	2.75%	\$29,000	20.00%	Various/ongoing
Hans Helgesen Roof Replacement (SEP)	\$1,000,000	19.62%	\$950,000	99.00%	Completion Nov 2021
Spencer Mechanical Upgrade (SEP)	\$1,000,000	19.62%	\$300,000	30.00%	Scheduled completion December 2021
Total - Moe & District Funded Projects	\$4,345,000	85.26%	\$1,931,000	44.44%	
Grants					
Annual Playground Program (PEP)	\$165,000	3.24%	\$165,000	100.00%	Complete
Colwood Outdoor Leaning	\$6,100	0.12%	\$6,000	100.00%	Complete
RBSS Welders	\$80,000	1.57%	\$75,000	100.00%	Complete
Total - Grants	\$251,100	4.93%	\$246,000	97.97%	
PAC					
School PAC Funds Elementary	\$200,000	3.92%	\$15,000	5.00%	Other projects TBD 21-22
District Gaming Funds (with Specialized Capital for Labour)	\$300,000	5.89%	\$10,000	10.00%	Other projects TBD 21-22
Total - PAC	\$500,000	9.81%	\$25,000	5.00%	
Total Minor Capital Program	\$5,096,100	75.76%	\$2,202,000	43.21%	

**School District Six Two (Sooke)
Summary of Annual Facilities Grant
April 1, 2021 to March 31, 2022**

April 1st, 2021 to September 30th, 2021

Programs	Location	Description	Budget	YTD	% Complete	Notes
Roofing	SBO	Roofing (Sections TBD)	\$110,000	\$-	0.00%	Cancelled - to accommodate additional roofing sections at Sooke
Roofing	Sooke Elementary	Roofing (Sections TBD)	\$220,000	\$390,000	100.00%	Complete
Exterior Painting	Poirier	Exterior Painting cinder blocks	\$10,000	\$-	0.00%	
Exterior Painting	Sooke Elementary	Exterior Painting	\$65,000	\$-	100.00%	Work Complete - Awaiting Invoicing
Mechanical Upgrades	TBD	Mechanical Upgrades	\$75,000	\$-	0.00%	
Mechanical Upgrades	Various	ELM Upgrades and maintenance	\$75,000	\$37,500	50.00%	Annual Upgrades
Electrical Upgrades	EMCS	CAT 6 wiring upgrade	\$100,000	\$106,000	100.00%	Complete
Electrical Upgrades	Saseenos-	Fire Alarm upgrade	\$12,500	\$-	0.00%	Cancelled - to accommodate Savory failing alarm system
Electrical Upgrades	Sooke Elementary	Fire Alarm upgrade	\$12,500	\$-	0.00%	Cancelled - to accommodate Savory failing alarm system
Electrical Upgrades	Spencer Middle	Lighting upgrade (inner circle)	\$25,000	\$-	0.00%	
Flooring	Journey Middle	Flooring Upgrades main office, stair landings, rm. 1130	\$40,000	\$21,000	100.00%	Complete
Flooring	Saseenos	Flooring Upgrades 1041, 1042, hallway and library	\$70,000	\$73,000	100.00%	Complete
Flooring	Savory Elementary	Flooring Upgrades 1022, 1023, library and support rm.	\$35,000	\$32,000	100.00%	Complete
Flooring	Sooke Elementary	Flooring Upgrades 1002, 1003, 1044	\$35,000	\$30,000	100.00%	Complete
Drainage	Sangster	Exterior drainage upgrade	\$40,000	\$36,000	100.00%	Complete
Drainage	Spencer Middle	Field Upgrade	\$50,000	\$57,000	100.00%	Complete
Door Replacement	Millstream	FOB Access 2 sets of doors (gym access)	\$22,000	\$10,000	50.00%	In-Progress
Door Replacement	Sangster	FOB Access 2 sets of doors (annex access)	\$22,000	\$5,000	25.00%	In-Progress
Door Replacement	Sooke Elementary	Exterior door replacement (1 double and 4 single)	\$30,000	\$13,000	75.00%	In-Progress
Programs Total			\$1,049,000	\$810,500	77.26%	

Location	Project Description	Budget	YTD	% Complete	Notes
Belmont	Bus loop area landscaping/ clean-up	\$8,000	\$-	0.00%	Scheduled Fall 2021
Colwood	Pea gravel removal and site prep	\$35,000	\$38,000	100.00%	Complete
Colwood	Pathway from new crosswalk to school	\$12,000	\$9,000	100.00%	Complete
Crystal View	Outdoor Classroom	\$6,000	\$5,500	100.00%	Complete
David Cameron	Installation of PAC funded items	\$6,000	\$3,000	50.00%	In-Progress
EMCS	Vented cabinet and eye wash for science lab	\$2,500	\$500	100.00%	Complete
EMCS	Venting for range in room 1167 Skills for Life	\$3,500	\$-	10.00%	In-Progress
EMCS	Makers space audit/ safety plan	\$10,000	\$4,000	25.00%	In-Progress
Facilities Office	Additional office for Facilities	\$85,000	\$-	0.00%	ON HOLD - based on need
Hans Helgesen	Forest access pathway	\$15,000	\$-	0.00%	ON HOLD - feasibility
Hans Helgesen	Small portion of fencing beside parking	\$3,000	\$-	0.00%	Scheduled Fall 2021
Happy Valley	Ground treatment for kindergarten area	\$15,000	\$15,000	100.00%	Complete
Happy Valley	Nature Play	\$10,000	\$-	0.00%	Scheduled for Spring 2022
John Muir	Parking lot study - planning	\$6,000	\$-	10.00%	In-Progress
John Stubbs	Safety under the bridge, clean up area	\$8,000	\$-	0.00%	Scheduled Fall 2021
Journey	Replace broken pavers with asphalt on pathway	\$21,500	\$28,000	100.00%	Complete
Lakewood	Ground treatment replacements	\$40,000	\$-	0.00%	Scheduled for Spring 2022
Millstream	Replace gymnasium ceiling and upgrade lighting	\$78,000	\$95,000	100.00%	Complete
Ruth King	Garden Fencing	\$14,000	\$13,500	100.00%	Complete
Ruth King	Kitchen Refresh	\$20,000	\$25,000	100.00%	Complete
Ruth King	Gates for play areas (3)	\$2,400	\$-	0.00%	Scheduled Fall 2021
Ruth King	Nature Play	\$10,000	\$-	0.00%	Scheduled for Spring 2022
Sangster	Repurpose 1017 / Chromebook Relocation	\$5,000	\$2,000	100.00%	Complete
Saseenos	Nature Play	\$10,000	\$10,000	100.00%	Complete
Saseenos	Hockey court	\$12,000	\$26,000	100.00%	Complete
SBO	Half doors at entries to HR and Finance	\$7,000	\$-	0.00%	Scheduled Fall 2021
SBO	Balcony and door removal with window install	\$20,000	\$12,000	100.00%	Complete
Sooke Elementary	Outdoor Classroom (Under the Cedars)	\$6,000	\$-	100.00%	Complete
Sooke Elementary	Ramp access for playground	\$6,500	\$-	10.00%	In-Progress
Spencer Middle	Install vent for range in Skills for Life classroom	\$3,500	\$3,000	100.00%	Complete
Various	Gender neutral washroom planning	\$10,000	\$-	10.00%	In-Progress
Various	Engineered wood fibre playground top ups	\$60,666	\$-	0.00%	ON HOLD - budget
Westshore Colwood	Clean and paint stairs treads for visibility	\$2,000	\$2,200	100.00%	Complete
Westshore Colwood	Air quality for room 1046, dampers and CO2 sensor	\$5,000	\$-	0.00%	Scheduled Fall 2021
Westshore Colwood	Move shed to align along fence line	\$2,000	\$-	0.00%	Scheduled Fall 2021
Willway	Nature Play	\$10,000	\$-	0.00%	Scheduled for Spring 2022
Willway	Outdoor Classroom	\$6,000	\$-	0.00%	Scheduled for Spring 2022
Willway	Replace first aid pocket door with swing door	\$5,000	\$5,000	100.00%	Complete
Miscellaneous	Additional AFG funding received	\$68,156			
Project Totals		\$649,722	\$296,700	45.67%	
Total AFG (Programs and Projects)		\$1,698,722	\$1,169,600	68.85%	

Additional Emergent Projects (Apr. 2021 to Sept. 2021)

YTD	% Complete	Notes
\$500	100.00%	EMCS Polycorrosive cabinet install
\$5,000	100.00%	Colwood accessible crosswalk installation
\$1,200	100.00%	Millstream roof top climbing deterrent
\$1,200	100.00%	EMCS security camera (wiring installation)
\$1,000	100.00%	Ruth King hose bibb for garden
\$2,500	100.00%	EMCS self storage compressed air tanks
\$22,000	100.00%	Savory fire alarm system upgrade
\$3,000	100.00%	EMCS outside theatre lighting (flies)
\$18,000	100.00%	Dunsmuir portable walkway replacement (non-slip/drainage)
\$8,000	100.00%	John Muir gymnasium acoustic upgrade



Committee Info Note

Resources Committee Meeting

November 9, 2021

Agenda Item: 4.1.3 – 1st Quarter Reporting (Growth Goal)

Background

- Further to the development of the District Strategic Plan, the executive is seeking input on the establishment of metrics that would support the Strategic Plan Objectives under the **Growth Goal**
- These suggested metrics are a starting point for discussion and input and tie back to FESL and Student Support Metrics covering Growth Goals and will form part of the evidence to be used on the attached Accountability Framework rubric
- To begin the conversation, staff have created the following suggested key metrics for discussion:

Growth Goal Objective	Suggested KPI
Strengthen organizational practices to ensure equity, diversity and inclusion	<ul style="list-style-type: none"> • Employee Attrition Rate • Employee Diversity (e.g. BIPOC, WIL)
Build and maintain spaces and resources that support our creative and critical learning and culture of belonging	<ul style="list-style-type: none"> • # of Learning Spaces • # of temporary learning spaces • # of culturally based learning spaces/standards • # of student and staff devices/ratio
Embrace digital technologies and manage increasing complexity by leveraging the strategic use of resources	<ul style="list-style-type: none"> ▪ Customer Satisfaction of <ul style="list-style-type: none"> ○ Business Services ○ HR Services ○ Digital Services ○ Communications ○ Core Education ○ Student Support ○ Special Programs ○ Others • # of data dashboards created • # of digital applications • Budget allocated per strategic plan priority area
Expand our culture of social responsibility and implement long term commitments that strive to support society and protect the environment	<ul style="list-style-type: none"> • # socially responsible policies • # of electric buses/vehicles • Progress to reaching Clean BC 2030 targets

School District #62 (Sooke) – Strategic Plan Accountability Framework for the Growth Goal

The assessment of where each objective has progressed to, will be judged after considering a variety of data points and evidence, part of which is articulated in FESL, some will come from operational plans and others will come from annual data gathering processes.

GROWTH	Emerging Evidence of initial achievement/performance	Developing Evidence of partial achievement/performance	Proficient Evidence of complete achievement/performance	Extending Evidence of extended achievement/performance	Evidence
GOAL: Pursue organizational excellent to support a vibrant school district			<ul style="list-style-type: none"> + Practices and standards that support the diverse pop of the school district. + Physical assets, space and resources that support student success and the school comm + Utilizes data to support the organization increate productivity and adaptability + Enhanced service levels to student, staff and the community, + Decisions and actions are ethical and socially to positively impact society and the environment. 		TBD with metrics and other evidence
O1 To strengthen organizational practices to ensure Diversity, Equity and Inclusion.	There is initial work to define the District’s organizational practices with regards to EDI	Parts of the organization have defined practices in operation with regards to EDI	<ul style="list-style-type: none"> + The whole organization has defined practices in operation with regards to EDI + Initiatives.... + Full understanding of diversity in our workplaces and have + Barriers understood and reduced + Consciously seeking out hires in the areas to reflect our community. 	+ Organizational EDI practices undergo continuous improvement and follow current best practice	TBD with metrics and other evidence
O2 To build and maintain spaces and resources that support our creative and critical learning and our culture of belonging.			<ul style="list-style-type: none"> + Robust capital plan + Highly responsive and resourced facilities plan that links maintenance, minor capital. 		TBD with metrics and other evidence

			<ul style="list-style-type: none"> + The SD budget is aligned to the goals and outcomes of the strategic plan and student success. 		
<p>O3 To embrace digital technologies and manage increasing complexity by leveraging the strategic use of resources</p>			<ul style="list-style-type: none"> + Process automation....workflows, + Org breadth – right skills and capacity + Increased support from Digital technologies 		<p>TBD with metrics and other evidence</p>
<p>O4 Expand our culture of social responsibility and implement long-term commitments that strive to support society and protect the environment</p>			<ul style="list-style-type: none"> + Utilization of ethnical decision-making framework for district (bias, reduction in system racism, env impacts) + Reduced environmental footprint for district operations + Reviewed district ops to ensure that there is no systemic or internal + Creating a mechanism to review district decision to ensure they consider racial bias and consider the TRC. 		<p>TBD with metrics and other evidence</p>



**SOOKE
SCHOOLS 62**
Shaping Tomorrow Today

Committee Info Note

Resources Committee Meeting

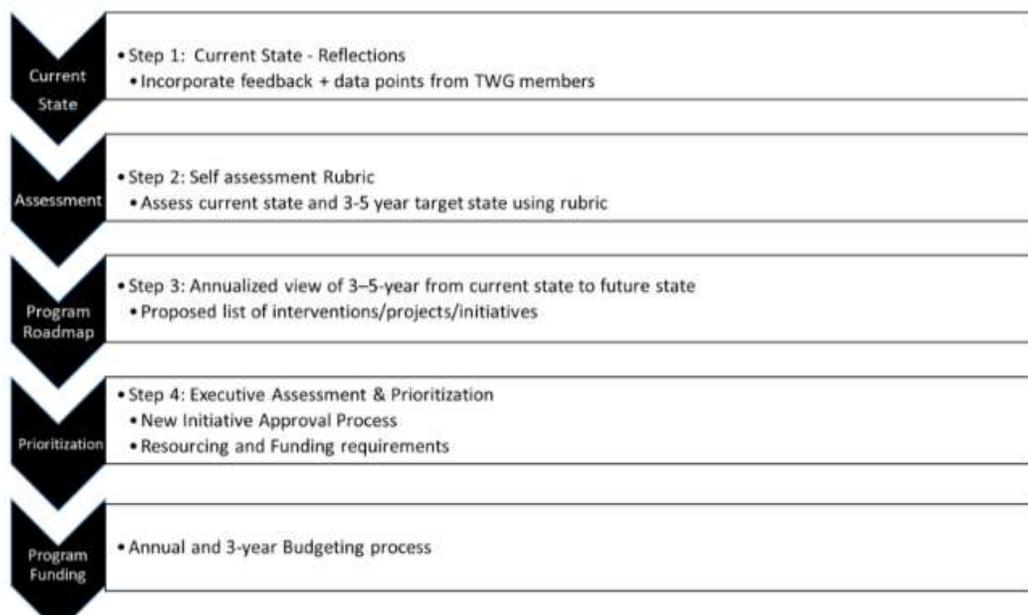
November 9, 2021

Agenda Item: 4.2 – Program Review Status Report

Background

- Staff are working their way through the Current State reflections stage as noted below in the Overview
- Each Technical Working Group (TWG) has met twice and will host their 3rd meeting of this stage during the week of November 8th
- At the conclusion of this phase, each TWG will have reviewed the Current State of their section of the District and will begin to identify potential recommendations for the Executive to consider to move forward
- The Executive will be meeting on November 22nd to hear the recommendations (cost and no cost items) that are flowing from the groups and will determine which recommendations will be pursued to create the road map toward the future, ideal state

Program Review Methodology Overview



Committee Info Note

Resources Committee Meeting

November 9, 2021

Agenda Item: 4.3 – Current Recruitment Challenges

Background

- there are a number of positions that the District is finding challenging to fill on a regular basis
- The District has focused on filling these positions but the growth in our District and the volume of staff we need, sometimes outflanks the supply
- Recruitment is one of the key areas of our HR Plan (as highlighted below) and staff have been working on addressing these challenges



Challenges

- Some of the staffing challenges we have seen include:
 - ✓ Growth – increased enrollment
 - ✓ Concerns working while in a pandemic (not certain schools, not more than one school, increased requests for unavailability/leaves)
 - ✓ Competition with other districts and private organizations (signing bonuses, higher salaries, remote work)
 - ✓ Labour market shortages – shrinking candidate pools
 - ✓ Cost of living in Victoria/housing – troubles attracting
 - ✓ The great resignation – evaluation of work/life in light of pandemic (work less/work remote/change careers)
 - ✓ Societal changes (casuals aren't as committed and willing to work)
 - ✓ Constraints hiring in the summer to actively prepare for September start

Hard to Fill Positions

- There are a few positions that the District has struggled with keeping up to the demand due to growth:
 - EAs (lack of applicants, growth, competition)
 - Bus Drivers (lack of applicants, class 2, experience requirements)
 - Custodians (internal movement)
 - Indigenous Education, Inclusion Support, Finance positions (lack of qualified applicants with experience and coursework)
 - FRIMM Teachers (lack of applications, competition)
 - Casual Pools – keeping it replenished

Potential Recommendations

- HR Staff, as part of the District's overall HR Plan, have been working on developing a strategy to address these recruitment challenges
- Some initial thoughts are to:
 - Dedicate resources to create recruitment strategies and be more visible in the community to form partnerships and talent pipelines
 - Review qualifications for positions (combination of experience and education)
 - Paid training, discount training or reimbursement of training (EAs and bus drivers)
 - Proactive recruitment approaches (in-house careers fairs, advertising, social media, etc.)
 - Referral Program
 - Paid Relocation
- Staff would like the Committee's thoughts on the following questions to help design the District's updated recruitment strategy:
 - 1) What are you hearing/seeing in the community as challenges? From your members?
 - 2) What do you think the District can do? Ideas?



Committee Info Note

Resources Committee Meeting

November 9, 2021

Agenda Item: 4.4 – Amended Budget Options

Background

- At the October Board meeting, staff recommended that the District allocate one-time funding of **\$.643 m** into the system now and then wait to determine how much of the structural funding of **\$.1.844 m** is allocated after the December budget recalculation is completed by the Ministry and the District completes their 2nd quarter forecast in February
- As discussed in agenda item 4.1.1, the District is forecasting an initial pressure of \$1.366 m that, if it materializes, will reduce the amount of available funding that can be allocated (currently calculated to be \$.518 m)
- The uncertainty with the budget recalculation and the results from the quarterly forecast process lends itself well to waiting until February before releasing additional funds into the system
- As a reminder, this funding is a result of this year's enrolment growth and the proposed recommendation fits nicely into the amended budget process that the Board will complete in January and February
- Staff have created a list (below and attached) of potential spending options for the **\$.643 m** and this list has been compared against the Strategic Plan, budget priorities and emerging needs of the system
- The proposed list has been reviewed by the Leadership Team on November 4th and staff ranked by High (3), Medium (2) and Low (1) with average scores noted below

SCHOOL DISTRICT 62				
SUMMARY OF BUDGET RECOMMENDATIONS FOR AMENDED 21/22 BUDGET PROCESS				
NOVEMBER 2021				
REQUESTED ITEM	ESTIMAT	STRAT PLAN LINK	TYPE (see NOTE 1)	Avg. Score
Minor Capital Projects (TBD)	\$ 100,000	G3.2	Growth / space pressure	2.82
Elementary Learning Resources	\$ 62,500	G1.2	FY22 budget priority	2.73
Port Renfrew Elementary PDR	\$ 100,000	G3.2	Emerging priority	2.63
Gender Neutral Signage	\$ 4,500	G1.3 , G2.4, G3.1	Emerging priority	2.27
NIE Agreement Renewal Lead	\$ 55,000	G1.1, G1.2, G2.1, G2.2, G3.1	Emerging priority	2.18
Clerical - data entry in HR (temp)	\$ 40,000	G3.2	Growth / space pressure	2.18
MS Blended Learning Program Math Specialist	\$ 35,000	G1.1, G1.4	Emerging priority	2.00
VoIP Installation @ 3 schools	\$ 90,000	G3.2	Emerging priority	2.00
Payroll Clerk (temp)	\$ 40,000	G3.2	Growth / space pressure	1.82
Middle School lunch supervisor	\$ 36,000	G1.3	Emerging priority	1.55
Shared Pro D	\$ 35,000	G1.3, G1.4	Emerging priority	1.55
Engagement Survey	\$ 45,000	G2.3, G2.4	FY22 budget reduction	1.18
Recommendations - November (One-Time)	\$ 643,000			
				Scoring: H = 3, M = 2, L = 1

- Staff feel the list is a strong balance between all three strategic plan priorities (Learning, Engagement and Growth) and the items make sense in terms of one-time funding uses

Next Steps - \$.643 m

- Staff would like the Committee to consider recommending the following motion to the Board:

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

Next Steps - \$1.884 m or \$.517 m or \$?

- Staff will now turn their attention to creating a list of funding uses for the remainder of structural funding that has been created due to the enrolment growth
- As discussed last month, staff will confirm with government, through the budget recalculation process, that the funding that has been identified will be received and if there is any adjustment through the Salary Differential calculation
- Once this is completed in December, staff will present a list of options for the Board to consider approving through the amending budget process starting in January
- The majority, if not all, of the future recommendations will be also one-time in nature in order to retain funding for the structural funding challenges beginning in 22/23
- This additional time will allow the options to be fully explored (scope and budget requirements) prior to being recommended
- This additional layer of review is another example of the District's pursuit of organizational excellence

REQUESTED ITEM	ESTIMATE	STRAT PLAN LINK	TYPE (see NOTE 1)
Gender Neutral Signage	\$ 4,500	G1.3 , G2.4, G3.1	Emerging priority
Middle School lunch supervisor	\$ 36,000	G1.3	Emerging priority
Port Renfrew Elementary PDR	\$ 100,000	G3.2	Emerging priority
NIE Agreement Renewal Lead	\$ 55,000	G1.1, G1.2, G2.1, G2.2, G3.1	Emerging priority
Clerical - data entry in HR (temp)	\$ 40,000	G3.2	Growth / space pressure
Engagement Survey	\$ 45,000	G2.3, G2.4	FY22 budget reduction
MS Blended Learning Program Math Specialist	\$ 35,000	G1.1, G1.4	Emerging priority
Shared Pro D	\$ 35,000	G1.3, G1.4	Emerging priority
Minor Capital Projects (TBD)	\$ 100,000	G3.2	Growth / space pressure
Payroll Clerk (temp)	\$ 40,000	G3.2	Growth / space pressure
VoIP Installation @ 3 schools	\$ 90,000	G3.2	Emerging priority
Elementary Learning Resources	\$ 62,500	G1.2	FY22 budget priority
Recommendations - November (One-Time)	\$ 643,000		

NOTES

TYPE	DESCRIPTION
FY22 budget priority	An item that was identified as a priority through the 2021/22 budget process
FY22 budget reduction	An item that was cut/reduced through the 2021/22 budget process
Program review recommendation	An item that is surfacing as a priority through the Program Review process
Growth / space pressure	An item identified as a priority due to growth / space pressures (EG portables)
Emerging priority	An item outside of the other 4 types noted above