

*VSB*

**VANCOUVER BOARD OF EDUCATION**

**2010/2011**

**REVISED PRELIMINARY BUDGET PROPOSALS**

April 27, 2010

## **The Budget Challenge**

The Vancouver School District is a large, urban and multicultural public school district that includes some of the most affluent and impoverished urban neighbourhoods in the country. This setting provides wonderful opportunities as well as serious challenges. The district is known for the range of amazing programs available for our students. These include International Baccalaureate, Montessori, alternate programs, mini-schools, chef's training, robotics, and focus areas on the Fine Arts, technology, and athletics.

Our schools attend to a wide diversity of learner needs, and as our Core Purpose states: "It is our collective responsibility to ensure the highest quality of learning experience for all students with a focus on student engagement, learning and development in a safe, inclusive environment."

We have incredible staff who are committed to ensuring the very best educational opportunities for all of our students. Whether at the district level or out in schools, our dedicated staff, no matter what their role is, contribute in many ways to the success of our students.

In spite of the budget challenges faced over these last several years, staff and students have shown resiliency and strength to do the best job that they can in support of teaching and learning. However, the impact of the reductions proposed in order to balance the proposed 2010-2011 operating budget will shake the very core of the system. Facing such a difficult predicament, facility closure is much closer to becoming a reality for the Board and our community. Cuts and changes in areas of non-enrolling teachers, specialty teaching programs, support to schools, staff development, school and district administration, special programs, and facility operations will compound and compromise the ability for our system to maintain and continue the same level of service provided in the past. For the first time, we will consider calendar changes in order to reduce job cuts. However, given the size of the shortfall and the fact that over 90% of the operating budget is for salaries and benefits, layoffs will be inevitable.

By its very nature, this is a "Human organization." We are thoughtful, dedicated people who want the very best for the students in our collective care and we rely upon each other to ensure that this is so. These cuts will undoubtedly take a toll on an already overworked system. Out of necessity, the limited remaining support to schools will be placed in clusters around communities of schools. While still maintaining a global, district-wide support for areas such as Aboriginal Education, Alternate and Special Education, most Learning Service areas will be severely curtailed. The resultant outcome will mean reduced service to schools and the reliance of schools to work together as individual and collaborative units.

While our ultimate goal and 'Core Purpose' as stated at the outset will remain, our ability to attend to the myriad challenges and individual needs will take a very different pathway in the coming years.

## 1.0 Overview

In accordance with the School Act, the Vancouver Board of Education (VBE) is required to submit a preliminary budget for the next fiscal year by June 30<sup>th</sup>. The preliminary budget is based on the projected student enrolment for the new year, the preliminary Provincial operating grant for the Vancouver School District as announced by the Ministry of Education in March, and projected changes in costs and other revenues.

The preliminary budget cannot result in an operating deficit for the district, without approval of the Province. After adjusting for projected changes in enrolment, a preliminary funding shortfall of \$18.12 million was projected for 2010/2011 in order to provide the same programs and levels of service as currently exists within the district. Based on updated information with respect to savings available from certain employee benefit plans and the implementation of HST, the projected funding shortfall has been revised to \$16.32 million. This document presents preliminary budget proposals that will reduce expenditures and increase revenues in order to achieve a balanced operating budget for 2010/2011 (see Attachment A, page 14).

In addition to the projected funding shortfall for the operating budget, a projected funding shortfall of \$0.60 million is projected for CommunityLINK programs for 2010/2011. CommunityLINK programs include Community School Teams, School Meals Program and Youth and Family Workers Rehab. Attachment B (page 47) provides more information with respect to the CommunityLINK Programs, the estimated funding shortfall for 2010/2011 and the budget proposals to address the projected funding shortfall.

The budget proposals contained in this document have been developed by the District Management Team with input from Trustees. The Board of School Trustees will be formally consulting with stakeholders and the public regarding these proposals prior to their finalization and adoption on April 29, 2010.

## 2.0 Guiding Principles

### 2.1 Success for All Students

In setting direction and taking action, the District will be guided by its strong beliefs and values about public education.

The District places a high priority on success for all students. It will strive to:

- enable the success of *all* students through deep intellectual, academic and social engagement by:
  - personalizing learning through greater choice and flexibility;
  - creating opportunities, which lead to post-secondary education and the world of work;
  - attending to learner voice and engage *all* students in their learning through deep experiences;
  - facilitating an appropriate and technologically rich learning environment so that students can attain 21<sup>st</sup> century learning skills;
  - enhancing learning through critical thinking, problem-solving and project-based learning;
  - promoting social responsibility and good citizenship; and
  - encouraging high levels of artistic, athletic and scholastic endeavour.
- provide a safe, sustainable, healthy, orderly and caring learning environment for *all* students;
- ensure an inclusive system, which provides equality and equity for *all* learners;
- attend to organizational, instructional and leadership capacities within current contexts and constraints;
- ensure succession, efficacy, collaboration and interdependence; and
- support sustainable energy-saving, green operations.

## 2.2 **Budget Guidelines**

The preliminary budget is intended to support success for all students. To fulfill this purpose, the district will continue to advocate for adequate funding for public education from the provincial government. At this stage, however, a funding shortfall is projected for 2010/2011. Accordingly, budget proposals are required in order to achieve a balanced budget. The preliminary budget proposals presented in this document have been developed based on the following general budget guidelines:

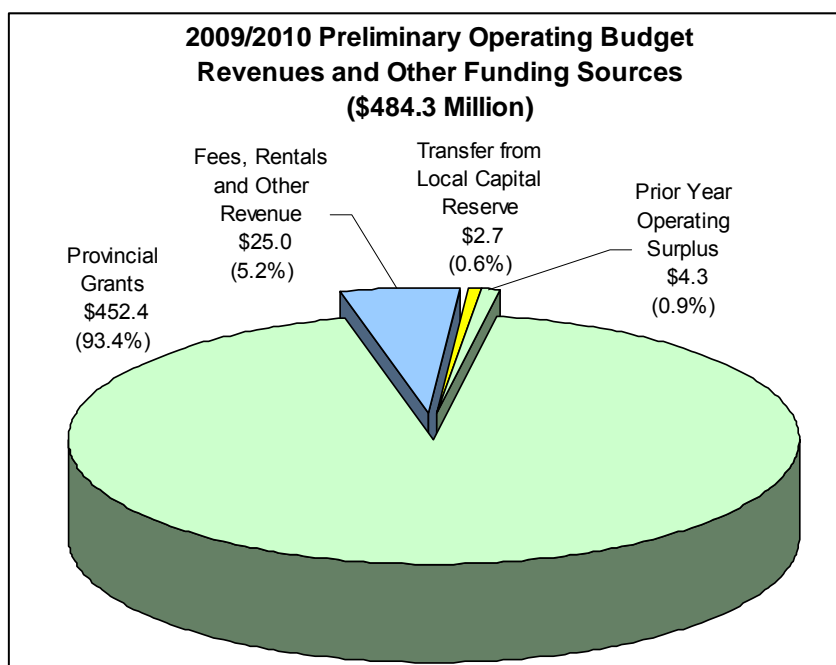
- priority should be given to the core K-12 mandate;
- minimize any negative impact on the classroom in order to continue to support the success of all students;
- services for students with unique needs (i.e. special education, ESL and Aboriginal Education) should be supported in the most effective and cost efficient manner in order to provide equity for all learners;
- opportunities to introduce new, innovative, cost effective service delivery models should be investigated and implemented, where possible;
- the interdependence of the many parts of our school system should be recognized; and
- the Board will continue to comply with existing legislative and collective agreement requirements.

### 3.0 Budget Background

#### 3.1 2009/2010 Preliminary Operating Budget

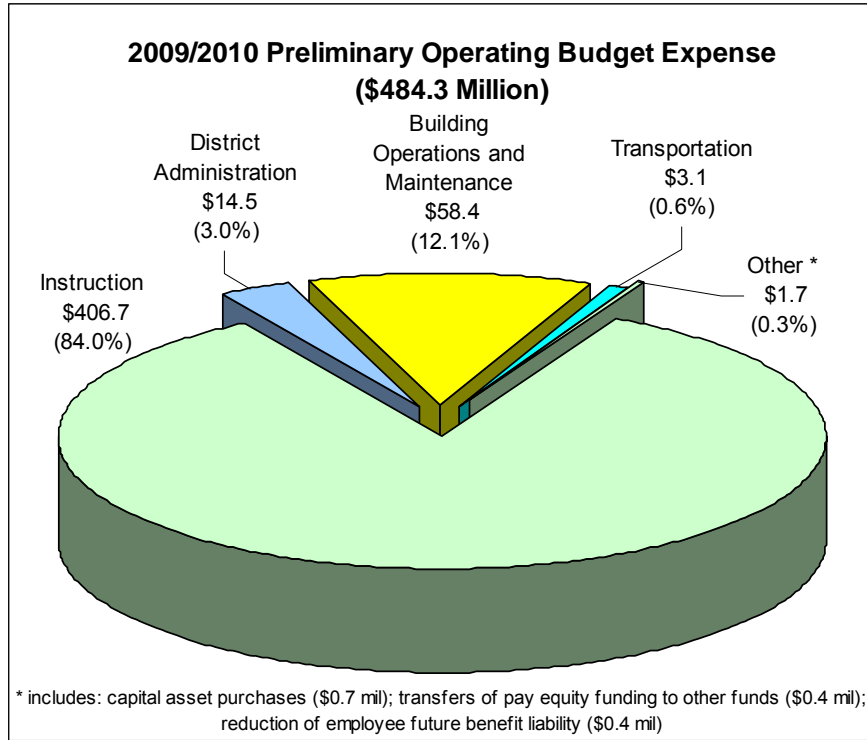
The Board of Trustees approved a 2009/2010 Preliminary Operating Budget in April, 2009. A funding shortfall of \$7.12 million was projected. Accordingly, budget proposals were approved by the Board to achieve a balanced budget. These proposals included the use of one-time funding from the Local Capital Reserve (\$2.7 million).

Based on the approved budget proposals, revenues and other funding sources totalled \$484.3 million. The majority (93.4%) of revenues is derived from provincial grants. The level of provincial funding, therefore, has a very significant impact on the educational services and programs that can be provided. VBE generated revenues represent 5.2% of total operating revenues and are primarily derived from international education student fees, rentals, leases and investment income. The revenue sources are detailed in the graph below.

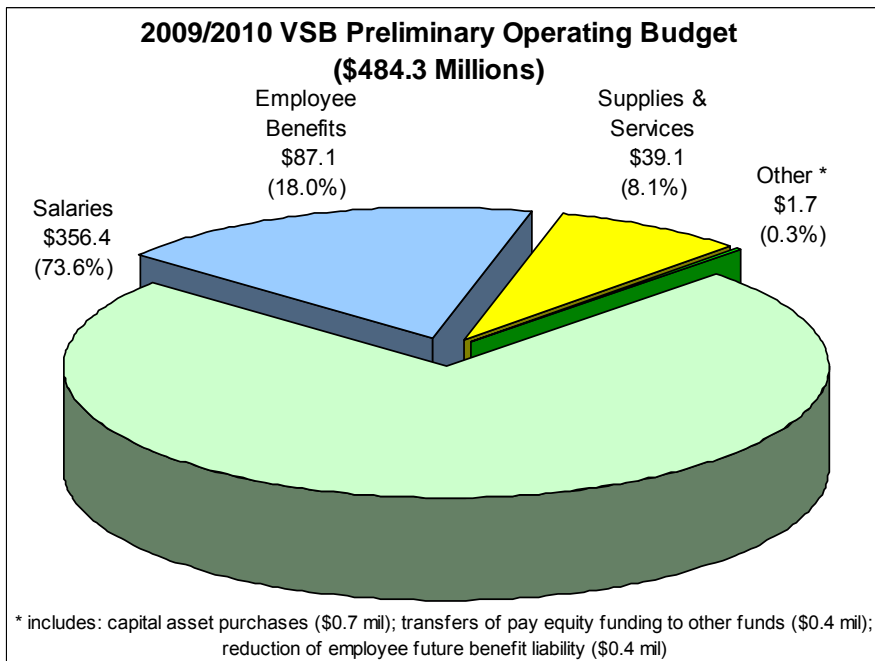


Expenditures in the 2009/2010 Preliminary Budget also totalled \$484.3 million. Approximately 84.0% of the operating budget is expected to be spent on instruction related costs. This includes teachers, educational assistants, school administrators and support staff and school based supplies and services. Facilities operations and maintenance accounts for 12.1% of expenditures, district administration 3.0% and transportation for special needs students 0.6%. Provisions for the reduction in the unfunded liability for employee future benefits (e.g. early retirement incentive plan) and interfund transfers for such things as furniture and equipment capital purchases represent 0.3% of expenditures.

The following graph outlines the operating expenditures by function for 2009/2010.



The following graph outlines the operating expenditures by type for 2009/2010. Approximately 91.6% of the \$484.3 million operating budget is expected to be spent on salaries and employee benefits (\$443.5 million). Supplies and services and other minor expenditures account for approximately 8.4% of the budget.



### 3.2 2009/2010 Amended Operating Budget

On March 1, 2010, the Board of Trustees approved a 2009/2010 Amended Operating Budget. This amended budget included approvals by the Board to date, enrolment changes as at September 30, 2009 and distributed learning enrolment as at February 5, 2010, the recalculated operating grant for the VBE, as announced by the province on December 8, 2009 and other projected changes in revenue and expenditure factors.

A surplus of \$2.9 million for 2009/2010 was projected due primarily to the following budget changes:

- higher September enrolment than anticipated (\$2.01 million);
- lower final provincial funding than anticipated (\$1.93 million);
- higher than anticipated enrolment for Distributed Learning, Special Education and refugees as at February, 2010 (\$0.94 million);
- other projected budget reductions largely attributable to lower than projected utilities costs and teacher on call costs, offset by increased fringe benefits costs (municipal pension, MSP, CPP) and decreased interest revenue due to reduction in interest rates and cash balances (\$1.24 million, net); and
- one-time appropriation of flexible purchasing budget holdback representing 10% of calculated budget allocations (\$0.65 million).

On March 1, 2010, the Board of Trustees approved that the projected operating budget surplus of \$2.9 million for 2009/2010 would be appropriated to assist in offsetting the 2010/2011 projected operating funding shortfall.

### 3.3 Revised 2010/2011 Projected Funding Shortfall

Based on projected cost increases and enrolment changes for 2010/2011, the operating budget funding shortfall for the VBE is projected to be \$16.32 million. The following table outlines the major components of the projected funding shortfall. Cost increases not funded by the Province represent the largest contributing factor to the projected funding shortfall. Another significant factor relates to one-time funding from prior year surpluses and transfers from the Local Capital Reserve that were used to help fund the 2009/2010 budget. This funding is not available in 2010/2011.

On March 15, 2010 the Province announced the 2010/2011 preliminary operating grants for school districts. The VBE was expecting a provincial operating grant of \$452.2 million for 2010/2011 based on the 2009/2010 operating grant adjusted for projected enrolment changes (including the initial implementation of All Day Kindergarten) and collective agreement increases. The preliminary operating grant for the VBE announced by the Province on March 15, 2010 was \$447.8 million, \$4.3 million less than anticipated. Accordingly, this resulted in an increase to the revised projected funding shortfall.

The revised projected funding shortfall of \$16.32 million reflects the updated savings from certain employee benefit plans (\$1.14 million) and the HST (\$0.65 million) as reported to the Board of Trustees on April 19, 2010.

<b>Revised 2010/2011 Projected Operating Budget Shortfall (\$ millions)</b>	
<b>Costs Not Funded by the Province</b>	
Salary and employee benefits Increase <sup>a)</sup>	\$ (4.19)
Teachers' Pension Plan increase <sup>b)</sup>	(2.80)
Medical Services Plan rate increase <sup>c)</sup>	(0.21)
Carbon offsets <sup>d)</sup>	(0.29)
Inflation and other costs <sup>e)</sup>	<u>(0.87)</u>
	\$ (8.36)
<b>Other Factors</b>	
2009/2010 On-going surplus/(shortfall) <sup>f)</sup>	\$ (7.29)
One-time Appropriations	
2009/2010 Operating appropriated surplus	2.90
Transfer from Local Capital Reserve <sup>g)</sup>	0.92
HST Impact <sup>h)</sup>	0.65
Enrolment changes (decline) / increase <sup>i)</sup>	(0.42)
Full-day Kindergarten <sup>j)</sup>	0.57
Reduction in investment and interest income <sup>k)</sup>	<u>(0.95)</u>
	\$ (3.62)
Less than anticipated provincial funding	(4.34)
<b>Total Projected Funding Shortfall</b>	<b><u><u>\$ (16.32)</u></u></b>

- a) Includes cost increases for salary increments (for teachers, administrators and PASA members) and employee benefits, offset by teacher turnover savings. This amount has been reduced by \$0.22 million due to the one year premium holiday for Group Life.
- b) Approximately 8% increase in Teachers' Pension Plan contributions effective July 1, 2010.
- c) MSP rate increase of 6% effective January 1, 2010.
- d) Estimated carbon offsets costs based on \$25 per tonne of green house gas emissions.
- e) Based on 2% inflation for supplies and generally higher rates of increase for utilities.
- f) Based on the \$2.90 million projected surplus for 2009/2010 adjusted for the following one-time items: 08/09 appropriated surplus of \$4.26 million, transfer from LCR of \$2.70 million, and other one-time net savings in teachers on call, utilities and other costs of \$3.23 million in 2009/2010.
- g) Transfer of surplus from Extended Health (\$0.79 million) and Dental (\$0.13 million) plans as approved by the Board on April 19, 2010.
- h) Estimated net savings primarily due to the rebate on 87% on expenditures currently subject to the PST.
- i) Estimates decline of 420 FTE regular students and 122 FTE ESL students, offset by a projected increase of 58 international students.
- j) Estimates 2,111 FTE All Day Kindergarten students and 709.50 FTE Half Day Kindergarten students. Net savings result as the VBE funded a portion of All-Day Kindergarten in the past.
- k) Estimates loss of investment income due to changes in the provincial cash flow system.

### 3.4 Local Capital Reserve

The Local Capital Reserve is comprised of proceeds from the sale and lease of Board owned property and previous years' operating surpluses transferred to the Reserve. Funds in the Reserve can be used to assist in funding the operating budget, with approval by the Board of Trustees. The Reserve has also been used to assist in funding major initiatives not funded by the Province (e.g. BCeSIS implementation, Computer Sustainability Plan and Class Size/Class Composition support).

The projected balance available in the Local Capital Reserve at the end of 2009/2010 is \$2.66 million as outlined in the following table. Net revenues of approximately \$0.9 million are also expected to accrue to the Local Capital Reserve during 2010/2011.

It is strongly recommended that the Reserve be maintained to fund any one-time costs related to the implementation of the 2010/2011 budget proposals and provide some protection against remaining budget uncertainties and any possible negative budget variances that may arise during the year.

<b>Projected Local Capital Reserve Fund Balance 2009/2010 (\$ millions)</b>	
<b>Opening Balance</b>	<b>\$ 5.15</b>
<b>Revenue</b>	<b>\$ 1.07</b>
<b>Expenditure</b>	
■ Property Expenses	(0.18)
■ BCeSIS implementation	(1.08)
■ Computer Sustainability Plan	(2.25)
	<u><b>(3.50)</b></u>
■ Class-size/Class Comp. Support Transfer	(0.50)
■ Transfer from Operating	0.44
■ Transfer of Surplus from Extended Health & Dental Plans <sup>a)</sup>	0.92
■ Transfer to Operating for 2010/2011 Budget <sup>a)</sup>	(0.92)
	<u><b>\$ (3.56)</b></u>
<b>Closing Balance</b>	<u><b>\$ 2.66</b></u>

a) These funds are transferred into and from the Local Capital Reserve to reflect their one-time nature.

### 3.5 History of Operating Budget Surplus/Shortfalls

Attachment D (page 55) provides a summary of the preliminary operating budget surplus/shortfalls since 2002/2003. Except for 2005/2006, the Vancouver Board of Education has faced a preliminary operating budget shortfall for every year since 2002/2003. In total, the Board has had to make net budget reductions of \$51 million and 276.8 FTE staff since 2002/2003.

As outlined in Attachment D, the greatest budget reductions in the past have been in district administration, transportation, school administration and facilities operations and maintenance.

### 3.6 Three Year Operating Budget Projection

The following table presents a three-year operating budget projection for the VBE. A projected funding shortfall of \$7.82 million is estimated for 2011/2012. The \$7.82 million projected shortfall for 2011/2012 could be greater if additional one-time funding sources are used to offset the 2010/2011 projected funding shortfall. An additional funding shortfall of \$5.65 million is also projected for 2012/2013. It should be noted that these are preliminary high-level estimates based on assumptions as to the major budget change factors over the next three years. Accordingly, these projections should be considered as range estimates rather than discrete numbers.

Attachment C provides a summary of the net \$51 million in budget reductions made from 2002/2003 to 2009/2010.

The three-year projections are based on the following key assumptions:

- no change in general student enrolment or ESL students for 2011/2012 or 2012/2013;
- there will be continued cost increases of 2.0% per year for employee benefit costs and inflation for goods and services;
- no net cost increase for future labour settlements (assumes no increases or that they are fully funded by the Province);
- no change in per student operating grants from the Province or in the provincial funding formula;
- gradual phase-out of the formula transition adjustment (50% in 2011/2012 and 75% in 2012/13) ; and
- no change in other provincial funding (e.g. AFG, CommunityLINK, Pay Equity).

In order to help mitigate the impact of projected funding shortfalls for 2011/2012 and future years, the following will be recommended during the next year:

- initiation of school closures within the Board approved process;
- closures of additional outbuildings;
- relocation of the Main Street Adult Education Centre from its current leased premises;
- further review of facility rental rates and cost recovery policy and practice;
- further program closures and consolidations; and
- consolidation and streamlining of finance and administration and human resources services throughout the district.

If the Board of Trustees decides to close schools in the future, the following annual operating budget savings could be expected:

- \$200,000 for the closure of a typical elementary annex;
- \$400,000 for the closure of a typical elementary school; and
- \$1,400,000 for the closure of a typical secondary school.

In addition, if a school facility is declared surplus, additional revenue could accrue from the lease of the land and facilities. Provincial approval would be required for a lease greater than 10 years or the sale of property. Owing to the uncertainty of the potential increase in enrolments due to expanded kindergarten and early learning programs, the Province has placed a moratorium on the sale or long-term lease of surplus school facilities.

<b>Operating Budget Three Year Projection (in \$ millions)</b>			
	2010/2011	2011/2012	2012/2013
2009/2010 On-Going Surplus/(Shortfall)	\$ (7.29) <sup>a)</sup>	\$ (2.90) <sup>b)</sup>	\$
Enrolment Changes (Decline) / Increase <sup>c)</sup>	(0.42)	0.02	
All Day K <sup>d)</sup>	0.57	1.22	
Salary and Employee Benefits Increase <sup>e)</sup>	(4.19)	(4.83)	(4.69)
Teachers' Pension Plan <sup>f)</sup>	(2.80)		
MSP Rate Increase <sup>g)</sup>	(0.21)	(0.22)	(0.23)
Carbon Offsets <sup>h)</sup>	(0.29)		
Inflation and Other Costs <sup>i)</sup>	(0.87)	(0.88)	(1.08)
Reduction in Investment and Interest Income <sup>j)</sup>	(0.95)		
HST Impact <sup>k)</sup>	0.65		
One-time Appropriations			
2009/2010 Operating Appropriated Surplus	2.90		
Transfer from Local Capital Reserve <sup>l)</sup>	0.92	(0.92)	
<b>Total Projected Deficit</b>	<b>\$ (11.98)</b>	<b>\$ (8.50)</b>	<b>\$ (5.99)</b>
Less than anticipated Provincial Funding <sup>m)</sup>	(4.34)	0.68	0.34
<b>Total Projected Funding Shortfall</b>	<b>\$ (16.32)</b>	<b>\$ (7.82)</b>	<b>\$ (5.65)</b>

a) Based on the \$2.90 million projected surplus for 2009/2010 adjusted for the following one-time items: 08/09 appropriated surplus of \$4.26 million, transfer from LCR of \$2.70 million, and other one-time net savings of \$3.23 million.

b) Based on the \$2.90 million appropriated surplus for 2009/2010 used to fund the 2010/2011 budget shortfall.

c) Estimates decline of 420 FTE regular students and 122 FTE ESL students, offset by a projected increase of 58 international students for 2010/2011. No enrolment changes are assumed for 2010/2012 and 2012/2013

d) Estimates 2,111 FTE All Day Kindergarten students and 709.50 FTE Half Day Kindergarten students for 2010/2011. Net savings result as the VBE funded a portion of All-Day Kindergarten in the past. Full implementation would occur in 2011/2012

e) Includes cost increases for salary increments (for teachers, administrators and PASA members) and employee benefits, offset by teacher turnover savings. Assumes that the one year life insurance premium holiday will not continue.

f) Approximately 8% increase in Teachers' Pension Plan contributions effective July 1, 2010.

g) MSP rate increase of 6% per year effective January 1, 2010.

h) Estimated carbon offsets cost based on \$25 per tonne of green house gas emissions.

i) Based on 2% inflation per year for supplies and generally higher rates of increase for utilities.

j) Estimates loss of investment income due to changes in the provincial cash flow system.

k) Estimated net savings primarily due to the rebate on 87% on expenditures currently subject to the PST.

l) Transfer of surplus from Extended Health (\$0.79 million) and Dental (\$0.13 million) plans as approved by the Board on April 19, 2010.

m) Includes the Formula Transition (labour settlement) of \$1.36 million to be phased out 50% in 2011/12 and 75% in 2012/13.

#### 4.0 2010/2011 Preliminary Budget Proposals

Attachment A (page 14) provides detail with respect to the preliminary operating budget proposals for 2010/2011. In total, these proposals would result in increased revenues or decreased expenditures of \$16.32 million in order to balance the budget given the projected funding shortfall.

The preliminary budget proposals have been developed based on the general budget guidelines outlined in section 2.0. The following table provides a summary of the budget proposals by major area.

<b>Budget Proposals Summary</b>						
<b>Area of Review</b>	<b>Base Budget</b>		<b>Proposed Reductions</b>		<b>% Reduction</b>	
	<b>FTE</b>	<b>\$</b>	<b>FTE</b>	<b>\$</b>	<b>FTE</b>	<b>\$</b>
Instructional Staff - Teachers	2,996.18	\$ 268,885,034	(69.14)	\$ (4,941,006)	(2.31%)	(1.84%)
Instructional Staff - Support Staff	1,102.20	\$ 44,359,667	(30.50)	\$ (1,468,619)	(2.77%)	(3.31%)
Instructional Staff - Substitutes		\$ 13,171,310	0.00	\$ (1,400,000)		(10.63%)
Instructional Supplies		\$ 11,502,903	0.00	\$ (748,154)		(6.50%)
School Administration	338.87	\$ 29,101,958	(14.79)	\$ (1,333,307)	(4.36%)	(4.58%)
Continuing and International Education	341.42	\$ 36,717,414	(18.30)	\$ (1,736,336)	(5.36%)	(4.73%)
District Administration	253.45	\$ 25,576,427	(10.30)	\$ (1,600,414)	(4.06%)	(6.26%)
Unallocated Benefits		\$ 15,982,217	-	\$ -		0.00%
Transportation	1.00	\$ 3,131,779	-	\$ (468,134)	0.00%	(14.95%)
Facilities	600.40	\$ 52,397,479	(18.70)	\$ (2,450,297)	(3.11%)	(4.68%)
School Closures			-	\$ -		
Other			0.00	\$ (177,018)		
<b>TOTAL Operating Budget Proposals</b>	<b>5,633.52</b>	<b>\$ 500,826,188</b>	<b>(161.73)</b>	<b>\$ (16,323,283)</b>	<b>(2.87%)</b>	<b>(3.26%)</b>

The preliminary budget proposals will result in a reduction of 161.73 FTE. The following table provides a summary of the proposed staff reductions by employee group.

<b>2010/2011 Proposed Staff Adjustments (FTE)</b>			
	<b>Base Budget</b>	<b>Proposed Budget Adjustments</b>	<b>% Change</b>
<b>CUPE 15</b>	1,231.08	(41.87)	(3.40%)
<b>CUPE 407</b>	101.00	0.00	0.00%
<b>IUOE</b>	721.85	(1.70)	(0.24%)
<b>Night School Administrators</b>	2.14	(1.23)	(57.48%)
<b>PASA / Excluded</b>	119.20	(10.50)	(8.81%)
<b>School Administrators - Admin Time</b>	151.48	(13.29)	(8.77%)
<b>School Administrators - Teaching Time</b>	40.91	8.79	21.48%
<b>Teachers / ALC</b>	3,204.86	(87.93)	(2.74%)
<b>Trades</b>	61.00	(14.00)	(22.95%)
	<b>5,633.52</b>	<b>(161.73)</b>	<b>(2.87%)</b>

5.0 **Stakeholder and Public Consultation**

The Board of Trustees will make their final deliberations and adopt the 2010/2011 Preliminary Operating Budget on April 29, 2010 at 7:00 pm in the Education Centre Boardroom.

**Attachment A**  
**Revised Preliminary Budget Proposals**

Preliminary Budget Proposals

PROPOSAL	Staffing Impact		Budget Impact			
	Base	Reduction	Salaries and Benefits	Supplies	Revenue	Total
<b>1.0 Instructional Staffing - Teachers</b>						
1.01 Learning Services - Gifted Services	10.0	2.0	135,420			135,420
1.02 Learning Services - Band and Strings Program	8.7	8.7	589,077			589,077
1.03 Learning Services - Area Counsellors	30.0	7.0	473,970			473,970
1.04 Learning Services - Special Education and Alternate Programs	147.9	8.9	599,843			599,843
1.05 Learning Services - District Consultants, Teachers and Mentors	30.0	10.4	704,184			704,184
1.06 Junior Kindergarten Program	1.6	1.6	107,659			107,659
1.07 Learning Services - Home Instruction	3.0	0.6	40,626			40,626
1.08 Learning Services - Teacher Psychologists	12.0	1.0	98,410			98,410
1.09 Learning Services - Speech Language Services	16.1	1.0	96,560			96,560
1.10 Additional Entitlements	19.8	7.9	534,286			534,286
1.11 Non-Enrolling Teachers	528.1	20.1	1,360,971			1,360,971
1.12 Consolidation of Positions			200,000			200,000
<b>Subtotal Instructional Staffing - Teachers</b>		<b>69.1</b>	<b>4,941,006</b>			<b>4,941,006</b>
<b>2.0 Instructional Staffing - Support Staff</b>						
2.01 Junior Kindergarten Program	2.5	2.5	111,600			111,600
2.02 Learning Services - Special Education and Alternate Programs	87.6	9.0	401,760			401,760
2.03 Inner City Schools Program	23.0	4.0	178,560			178,560
2.04 Learning Services - Special Education Assistants for Mainstream Classes	661.0	8.0	357,120			357,120
2.05 Learning Services - Office Support Staff	15.9	2.0	103,140			103,140
2.06 Learning Services - Education Coordinator	5.0	1.0	91,879			91,879
2.07 Learning Services - Multicultural Liaison Workers	24.0	4.0	224,560			224,560
<b>Subtotal Instructional Staffing - Support Staff</b>		<b>30.5</b>	<b>1,468,619</b>			<b>1,468,619</b>
<b>3.0 Instructional Staffing - Substitutes</b>						
3.01 Calendar Savings - TOC/EOC Cost			1,000,000			1,000,000
3.02 Elimination of Early Dismissal			200,000			200,000
3.03 Learning Services - Teachers on Call			200,000			200,000
<b>Subtotal Instructional Staffing - Substitutes</b>		<b>-</b>	<b>1,400,000</b>	<b>-</b>	<b>-</b>	<b>1,400,000</b>
<b>4.0 Instructional Supplies</b>						
4.01 Learning Services - Instructional Supplies		-		311,000		311,000
4.02 School Flexible Purchasing Budgets		-		400,000		400,000
4.03 School Growth and District Plan		-		37,154		37,154
<b>Subtotal Instructional Supplies</b>		<b>-</b>	<b>-</b>	<b>748,154</b>		<b>748,154</b>
<b>5.0 School Administration</b>						
5.01 Secondary Vice Principals Admin Time		4.9	328,881			328,881
5.02 Pilot - Two School Business Officers in Secondary Schools		(0.6)	64,151			64,151
5.03 Elementary Administration		5.5	477,805			477,805
5.04 Clerical Support to Schools		5.0	218,500			218,500
5.05 Department Head Reduction by 30%		-	148,800			148,800
5.06 Head Teacher		-		95,170		95,170
<b>Subtotal School Administration</b>		<b>14.8</b>	<b>1,238,137</b>	<b>95,170</b>	<b>-</b>	<b>1,333,307</b>
<b>6.0 Continuing and International Education</b>						
6.01 Associate's Office			4,000	17,042		21,042
6.02 Distributed Learning			67,710	3,012		70,722
6.03 Adult Education	150.2	9.5	986,940	100,000		1,086,940
6.04 Summer School	51.5	2.0	173,918	111,383		285,301
6.05 Night School	12.3	5.8	1,279,208	203,279	(1,250,156)	232,331
6.06 DPAC Consulting Services				40,000		40,000
<b>Subtotal Continuing and International Education</b>		<b>18.3</b>	<b>2,511,776</b>	<b>474,716</b>	<b>(1,250,156)</b>	<b>1,736,336</b>

PROPOSAL	Staffing Impact		Budget Impact			
	Base	Reduction	Salaries and Benefits	Supplies	Revenue	Total
<b>7.0 District Administration</b>						
7.01 Co-ordinator of Initiatives and Information	1.0	1.0	91,879			91,879
7.02 Learning Services-District Principal Educational Technology		(1.0)	(142,490)			(142,490)
7.03 Learning Services-District Principal		1.0	142,490			142,490
7.04 Amalgamation of Administrative & Clerical Services in the Superintendent's, Secretary-Treasurer's and Area Office	4.0	2.0	129,484			129,484
7.05 BCeSIS - Support		(3.5)	(260,134)			(260,134)
7.06 Office of the Assistant Secretary Treasurer - Finance			84,000	59,223		143,223
7.07 Accounting	16.0	1.0	62,705	21,973		84,678
7.08 Material Services	11.0	2.0	102,200	60,000		162,200
7.09 Payroll and Benefits	15.5	1.8	102,098			102,098
7.10 Printing Services	7.0	1.0	55,670			55,670
7.11 Purchasing and Food Services	8.8	0.5	27,280	298,115		325,395
7.12 Cafeterias				150,000		150,000
7.13 Human Resources Staff Reduction		3.0	181,921			181,921
7.14 HR Training Support		-	163,289	63,711		227,000
7.15 Learning and Information Technology		1.5	72,000	135,000		207,000
<b>Subtotal District Administration</b>		<b>10.3</b>	<b>812,392</b>	<b>788,022</b>	<b>-</b>	<b>1,600,414</b>
<b>8.0 Transportation</b>						
8.01 Transportation				468,134		468,134
<b>Subtotal Transportation</b>		<b>-</b>	<b>-</b>	<b>468,134</b>	<b>-</b>	<b>468,134</b>
<b>9.0 Facilities</b>						
9.01 Increase Rental Revenues					247,000	247,000
9.02 Reduce Utility Budgets				310,000		310,000
9.03 Portable Classroom Closure		-	27,450	29,250		56,700
9.04 Partial Facility Closure - Outbuildings		1.7	92,985	40,612		133,597
9.05 Facility Leases for District Learning Services Programs		-		20,000		20,000
9.06 Contribution Towards Playground Site Prepreparation		-		36,000		36,000
9.07 Grounds Weed Control Program		-		35,000		35,000
9.08 Gravel Playfield Maintenance		-		25,000		25,000
9.09 Suspend Custom Millwork for One Year	9.0	1.0	82,000			82,000
9.10 Contract Inspectors (Roofing and Minor Alterations)	2.0	2.0	174,000			174,000
9.11 Capital Projects Coordinator		1.0	90,000			90,000
9.12 Elimination of Lifetime Guarantee for Repairs on VBE Fabricated Furniture	27.0	1.0	85,000	10,000		95,000
9.13 Suspend Interior Painting for One Year	17.0	12.0	1,146,000			1,146,000
<b>Subtotal Facilities</b>		<b>18.7</b>	<b>1,697,435</b>	<b>505,862</b>	<b>247,000</b>	<b>2,450,297</b>
<b>10.0 School Closures</b>						
10.01 School Closures						
<b>Subtotal School Closures</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>11.0 Other</b>						
11.01 Employee Future Benefits			177,018			177,018
<b>Subtotal Other</b>		<b>-</b>	<b>177,018</b>	<b>-</b>	<b>-</b>	<b>177,018</b>
<b>Grand Total</b>		<b>161.7</b>	<b>14,246,382</b>	<b>3,080,057</b>	<b>(1,003,156)</b>	<b>16,323,283</b>

**1.0 Instructional Staffing - Teachers**

**1.01 Learning Services - Gifted Services**

Consolidation of five Multi-Age Cluster Classes (MACC) into four is required to run on strict class size in keeping with the designated maximum of 25 students per class. In addition, one full-time teacher would be reduced from Challenge Centre Support.

Staffing Impact		
Base	Reduction	Employee Group
10.0	2.0	Teachers

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$135,420	-	-	\$135,420

**1.02 Learning Services - Band and Strings Program**

The itinerant band and strings program provides opportunities for elementary students to learn to play a band or string instrument. Currently 19 schools have a strings program and 32 elementary schools have a band program. Schools could attempt to provide some of these programs through a user pay or a school staffed program.

Staffing Impact		
Base	Reduction	Employee Group
8.7	8.7	Teachers

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$589,077	-	-	\$589,077

**1.03 Learning Services - Area Counsellors**

The number of Area Counsellors would be reduced from 30 FTE to 23 FTE. The service delivery model to elementary schools would be recreated around a family of schools model. Annexes and Main schools would be serviced as one unit. This would create a ratio of 1 to 1,200, consistent with other metro school districts.

Staffing Impact		
Base	Reduction	Employee Group
30.0	7.0	Teachers

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$473,970	-	-	\$473,970

**1.04 Learning Services - Special Education and Alternate Programs**

Reduce or consolidate the following program classes within Elementary and Secondary Special Education and Secondary Alternative Programs: Learning Disabilities/Behaviour Support – Mackenzie (1 FTE); Special Remedial – Franklin (1 FTE); Communications - Kingsford Smith (1 FTE); Byng Satellite (1.143 FTE); Special Education Block reductions – Templeton (1.143 FTE); Learning Support Blocks: for David Thompson, Van Tech, Windermere (1.286 FTE); Language Assistance – Tupper (1.143 FTE); and Learning Support – Tupper (1.143 FTE).

Staffing Impact			Budget Impact			
Base	Reduction	Employee Group	Salaries & Benefits	Supplies	Revenue	Total
147.9	8.9	Teachers	\$599,843	-	-	\$599,843

**1.05 Learning Services - District Consultants, Teachers and Mentors - REVISED**

Currently a small staff of district consultants and mentors support schools in their professional growth and learning and development in a variety of areas. The proposed cuts would include the elimination of: Math Consultant (1 FTE), 2 Math Mentors (0.8 FTE), Learning and Development Consultant (1 FTE), Behaviour Strategies Consultant (1 FTE), Inclusion Consultant (1 FTE), Social Responsibility Consultant (0.5FTE), Anti-Racism Consultant (1 FTE), Anti-Homophobia Consultant (0.8 FTE), Literacy Consultant (1 FTE), 5 Literacy Mentors (2 FTE), Assessment Teacher (0.5 FTE), Teacher Librarian Consultant (1 FTE). Also, a 0.4 FTE Teacher Librarian Mentor position, a 0.4 Anti-Racism Mentor position and a 0.4 Anti-Homophobia Mentor position will be added.

There would be very limited support for schools remaining in Learning Services. The remaining Learning Services teaching staff would comprise: Literacy Consultant (1 FTE), 2 Literacy Mentors, Secondary (0.8 FTE), Reading Recovery Teacher Leader (1 FTE), ESL Consultant (1 FTE), Aboriginal Consultant (1 FTE), Modern Languages Consultant (0.4 FTE from Operating budget), Case Managers (3 FTE), Behaviour Strategies Consultants (2 FTE), Inclusion Consultants (2 FTE), Gifted Education Consultant (1 FTE), Augmentative Communication Speech & Language Pathologists (2 FTE), Pre-School Resource Teacher (1 FTE) would assume additional responsibilities for early learning, Apprenticeship Resource Teacher (0.7 FTE), ESL Assessment Teacher (0.5 FTE).

The preliminary proposed reduction has been revised from 11.4 FTE to 10.4 FTE by reinstating one Case Manager position. The restoration of this position would prevent the program responsibilities of the remaining two case managers going from 30 programs to 45. This would allow for service levels to continue in the three geographic areas until further developments of the overall organisation and support to schools if revised.

Staffing Impact		
Base	Reduction	Employee Group
30.0	10.4	Teachers

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$704,184	-	-	\$704,184

**1.06 Junior Kindergarten Program**

The three Junior Kindergartens in the Inner City would be eliminated. Currently these programs run for 4-year-olds in Queen Alexandra, Strathcona and Seymour with no funding from the government. The new funded programs for early learning, including Full Day Kindergarten for all students and Strong Start for young children and their caregivers, offer some opportunities that were not in place when the Junior Kindergarten programs were first implemented.

Staffing Impact		
Base	Reduction	Employee Group
1.6	1.6	Teachers

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$107,659	-	-	\$107,659

**1.07 Learning Services - Home Instruction**

Reduce Home Instruction by 0.6 FTE. The reduction in staff would require a change in the service delivery model.

Staffing Impact		
Base	Reduction	Employee Group
3.0	0.6	Teachers

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$40,626	-	-	\$40,626

**1.08 Learning Services - Teacher Psychologists - REVISED**

Reduce Teacher Psychologists from 12 FTE to 11 FTE. The model of service delivery to schools would have to be re-examined in light of the proposed reductions.

The preliminary proposed reduction has been revised from 2 FTE to 1 FTE. The addition of one FTE Teacher Psychologist would result in a full time load of 10 schools. Our current levels allow for 9 schools and a range of services, including consultation and other proactive measures, to support SBTs in addition to full assessments. The model of service delivery would have to be reviewed with those reductions in service taken into consideration.

Staffing Impact		
Base	Reduction	Employee Group
12.0	1.0	Teachers

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$98,410	-	-	\$98,410

**1.09 Learning Services - Speech Language Services - REVISED**

Reduce Speech and Language Pathologists from 16.1 FTE to 15.1 FTE (1 FTE reduction). The number of schools served by each Speech and Language Pathologist would be increased. This will reduce the overall assessment and therapy time provided to students.

The preliminary proposed reduction has been revised from 2.2 FTE to 1 FTE. The restoration of 1.2 FTE SLP would reduce the overall impact on student services. While there would still be a result of less direct service to students through a 1FTE cut, the restoration will slightly reduce the overall impacts. SLPs carry a varying caseload of students and provide a range of services within that caseload. It is a group within the district that has sustained great pressure due to the rise in students with full diagnosis of autism entering mainstream classes in Kindergarten.

Staffing Impact		
Base	Reduction	Employee Group
16.1	1	Teachers

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$96,560	-	-	\$96,560

**1.10 Additional Entitlements - REVISED**

The preliminary proposal has been revised. The following reductions are now proposed:

- City School - Eliminate one (1) FTE (over formula) provided to King George for the City School Program. Currently 2.0 FTE are assigned to City School. The 1.0 FTE remaining assigned plus the entitlement for 30 students will create a 1:15 student teacher ratio.
- French Immersion - Eliminate additional blocks (over formula) provided to Secondary schools for French Immersion program. Currently 1.57 FTE are provided to Churchill (0.5714FTE), Kitsilano (0.5714FTE), and Vancouver Technical (0.4286 FTE) to allow for flexibility in timetabling for French Immersion programs. The elimination of these blocks will limit flexibility of course offerings and may impact class size issues in the French Immersion program.
- Small School Allowance – Eliminate 1FTE currently provided to University Hill (0.5714 FTE) and King George (0.4286 FTE).

- Remove additional entitlements (staffing over formula) for secondary schools as per the following:

Reduce the District Specified Alternative Programs (DSAP) staffing:

- Britannia: from 0.2857 to 0.1429 FTE (from 2 blocks to 1 block)
- David Thompson: from 0.2857 to 0.1429 FTE (from 2 blocks to 1 block)
- Gladstone: from 0.2144 to 0.0715 FTE (from 1.5 blocks to 0.5 block)
- Hamber: from 0.2857 to 0.1429 FTE (from 2 blocks to 1 block)
- Windermere: from 0.2857 to 0.1429 FTE (from 2 blocks to 1 block)
- Vancouver Technical: from 0.5714 to 0.1429 FTE (from 4 blocks to 1 block)

Reduce Mini school staffing:

- Byng: from 0.2857 to 0.1429 FTE (from 2 blocks to 1 block)
- Churchill: from 1.3339 to 0.2857 FTE (from 9.3 blocks to 2 blocks)
- Gladstone: from 0.2144 to 0.0715 FTE (from 1.5 blocks to 0.5 blocks)
- John Oliver: from 0.4286 to 0.1429 FTE (from 3 blocks to 1 block)
- Point Grey: from 0.4286 to 0.1429 FTE (from 3 blocks to 1 block)
- Prince of Wales: from 0.4286 to 0.1429 FTE (from 3 blocks to 1 block)
- Templeton: from 0.4286 to 0.1429 FTE (from 3 blocks to 1 block)

- Elementary - Eliminate 0.7 FTE (over formula) provided to Britannia and Macdonald when populations were significantly higher than the current student population. Currently one (1) FTE is assigned to Macdonald and was in place when Macdonald was well over 200 students – current population is about 70. A reduction by 0.5 FTE would more than maintain the intent of the original accord. Britannia Elementary has 0.4 additional library time assigned as a result of an out-of-date letter of agreement. It is proposed to reduce Britannia by 0.2 FTE this year and eliminate the remainder allocation the following year.

Staffing Impact		
Base	Reduction	Employee Group
19.2	7.9	Teachers

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$534,286	-	-	\$534,286

### 1.11 Non-Enrolling Teachers - REVISED

Reduce non-enrolling teachers by 21.2 FTE. This will increase the workload of remaining non-enrolling teachers and/or reduce programs and services for students as well as consultation and support for teachers, parents and administrators. Non-enrolling teacher positions include resource teachers (ESL and Special Education), learning assistance/skills development teachers, secondary school counsellors and teacher librarians.

Staffing Impact		
Base	Reduction	Employee Group
528.1	21.2	Teachers

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$1,360,971	-	-	\$1,360,971

1.12 **Consolidation of Teaching Positions**

By implementing a Local School Calendar with consistent start and end times for school, teaching positions will be able to be consolidated into more full-time positions, thus creating approximately \$200,000 in additional savings.

Staffing Impact		
Base	Reduction	Employee Group
-	-	Teachers

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$200,000	-	-	\$200,000

## 2.0 Instructional Staffing - Support Staff

### 2.01 Junior Kindergarten Program

The three Junior Kindergartens in the Inner City would be eliminated. Currently these programs run for 4-year-olds in Queen Alexandra, Strathcona and Seymour with no funding from the government. The new funded programs for early learning, including Full Day Kindergarten for all students and Strong Start for young children and their caregivers, offer some opportunities that were not in place when the Junior Kindergarten programs were first implemented.

Staffing Impact		
Base	Reduction	Employee Group
2.5	2.5	CUPE 15

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$111,600	-	-	\$111,600

### 2.02 Learning Services - Special Education and Alternate Programs

Consolidate the following program classes within Elementary and Secondary Special Education and Secondary Alternative Programs as well as reduce SSA/SSB supports as additional entitlement: Learning Disabilities/Behaviour Support – Mackenzie (2 SSA); Special Remedial – Franklin (1 SSA and 1 SSB); Byng Satellite (1 SSA and 1 SSB); Language Assistance – Tupper (1 SSA); and MacDonald: Additional Support (1 SSA and 1 SSB).

Staffing Impact		
Base	Reduction	Employee Group
87.6	9.0	CUPE 15

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$401,760	-	-	\$401,760

### 2.03 Inner City Schools Program

A reduction of 4.0 FTE SSA positions in Inner City Schools is proposed. This Inner City School staffing has been assigned to designated schools to support parent and community engagement, liaise with community organizations, and provide support to teachers and to children in classrooms. As there is differentiated Inner City School staffing, this will impact some Inner City schools that currently have more than 1 FTE Inner City School SSA staffing. This would reduce the capacity of the school to foster family and community involvement in the school and to support the goals of the Inner City Schools Program.

Staffing Impact		
Base	Reduction	Employee Group
23.0	4.0	CUPE 15

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$178,560	-	-	\$178,560

**2.04 Learning Services - Special Education Assistants for Mainstream Classes**

Entitlements for Special Education Assistants are determined based on a staffing formula related to student special education designation levels. In the past, additional staffing has been approved above the formula. It is proposed to reduce this additional (over formula) entitlement by 8 positions.

Staffing Impact		
Base	Reduction	Employee Group
661.0	8.0	CUPE 15

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$357,120	-	-	\$357,120

**2.05 Learning Services – Office Support Staff**

A large number of the support staff in Learning Services serve specific roles such as Work Experience Facilitation (2 FTE), Registrars and clerks for the DRPC (3 FTE), and Transportation Coordinator (1 FTE). Thus, the general clerical support is already very limited. The proposal is to cut two clerical support positions from more general roles as there will be fewer people in professional roles needing office support.

Staffing Impact		
Base	Reduction	Employee Group
15.9	2.0	CUPE 15

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$103,140	-	-	\$103,140

**2.06 Learning Services - Education Coordinator**

Currently one of the five Education Coordinators is assigned to Learning Services. The proposal is to eliminate this position. Some of the functions performed by the position will be reassigned to the remaining Education Coordinators. Some of the committee work currently supported by this role will have to be eliminated.

Staffing Impact		
Base	Reduction	Employee Group
5.0	1.0	PASA

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$91,879	-	-	\$91,879

**2.07 Learning Services - Multicultural Liaison Workers**

Reduce 4.0 Multicultural Liaison Workers (MCLW). The reduction would include one MCLW in each of the following groups: Chinese, Khmer, Indian and Vietnamese. The reduction in staffing will mean less available services for the students and families in these particular language groups; however, given the declining number of new students entering the district from Cambodia, India and Vietnam, an adequate level of services could still be provided to these groups through the existing MCLW and Settlement Workers in Schools (SWIS) workers or through other means. Although the vast majority of new immigrant students entering the district continue to come from China, the loss of an additional Chinese MCLW would require other MCLW's and SWIS staff to take on greater responsibilities in order to provide an adequate level of service for Mandarin/Cantonese speaking students and families.

Staffing Impact		
Base	Reduction	Employee Group
24.0	4.0	CUPE 15

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$224,560	-	-	\$224,560

**3.0 Instructional Staffing - Substitutes**

**3.01 Calendar Savings – Teacher On Call/Employee On Call Cost**

By implementing a Local School Calendar that reduces the number of instructional days from 185 to 175, the Board can save approximately \$1.0 million in TOC/EOC costs.

Staffing Impact			Budget Impact			
Base	Reduction	Employee Group	Salaries & Benefits	Supplies	Revenue	Total
-	-	-	\$1,000,000	-	-	\$1,000,000

**3.02 Elimination of Early Dismissal**

By implementing a Local School Calendar that eliminates the early dismissal of students one afternoon per week, there will be Teacher on Call and consolidation of positions savings (more full-time positions) of approximately \$200,000.

Staffing Impact			Budget Impact			
Base	Reduction	Employee Group	Salaries & Benefits	Supplies	Revenue	Total
-	-	-	\$200,000	-	-	\$200,000

**3.03 Learning Services - Teachers on Call**

Currently, staff in Learning Services provide release time for a variety of areas of support. These include support for Literacy (\$118,000), Assessment (\$65,000), Libraries (\$30,000), ESL (\$30,000), Math (\$30,000), Learning and Development (\$96,000), Fine and Performing Arts (\$30,000), Athletics (\$10,000), Career Programs (\$ 44,000) Special Education (\$95,000), French Programs (\$242,000) and Social Responsibility (\$62,000) and other release time for miscellaneous projects. Most of this release time is provided for professional development activities.

The proposal is to cut \$200,000 from this budget. Another \$400,000 of the total, including all the Professional Development funds currently kept at the District level, will be allocated for direct access by schools for release time for assessment for learning and professional development.

The release time will be allocated based on size of school: 5 days for schools under 250, 10 days for schools between 250 and 500, 15 for schools between 500 and 1,000, and 20 for schools over 1000. The remainder will be kept at the district level for such activities as the Assessment Series for school teams, French Program support, and for special education training such as Non-Violent Crisis Intervention Training (CPI).

Staffing Impact		
Base	Reduction	Employee Group
-	-	-

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$200,000	-	-	\$200,000

**4.0 Instructional Supplies**

**4.01 Learning Services - Instructional Supplies**

Cuts in this area include supplies to support a variety of program and curriculum areas and the purchase of professional resources (\$100,000). In addition, funds for printing, research, contracting professional services, and for meetings and travel will be reduced or eliminated. There will be a reduced ability to support schools in areas, including programs such as Destination Imagination, Student Leadership, Science Fairs, Writing projects and partnership programs in Teacher Education.

Staffing Impact		
Base	Reduction	Employee Group
-	-	-

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
-	\$311,000	-	\$311,000

**4.02 School Flexible Purchasing Budgets**

Schools receive about \$6.0 million in total for purchases of school supplies and services through Flexible Purchasing Budgets. It is proposed to reduce the Flexible Purchasing Budget allocation to schools by \$400,000 (7%).

Staffing Impact		
Base	Reduction	Employee Group
-	-	-

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
-	\$400,000	-	\$400,000

**4.03 School Growth and District Plan**

Reduce release time for collaboration and professional development for school planning and for the development of the District Plan.

Staffing Impact		
Base	Reduction	Employee Group
-	-	-

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
-	\$37,154	-	\$37,154

**5.0 School Administration**

**5.01 Secondary Vice-Principals Admin Time**

Assigned Vice-Principal administration time will be reduced. The reduction of Vice-Principal administration time will add to the workload of the current staff affecting organizational efficiencies, instructional leadership, professional development and possibly student safety. As well, there will be a commensurate increase in teaching time for Vice-Principals of 4.8572 FTE resulting in a decrease in teaching positions to the same amount.

Staffing Impact			Budget Impact			
Base	Reduction	Employee Group	Salaries & Benefits	Supplies	Revenue	Total
	4.9	Sch Admin Admin Time Sch Admin Tchg Time Teachers				
	(4.9)					
	4.9		\$328,881	-	-	\$328,881
	4.9		\$328,881	-	-	\$328,881

**5.02 Pilot – Two Vice-Principals/School Business Officers in Secondary Schools**

Reduce two Vice-Principals in two secondary schools and replace each with a school business officer.

This is a proposed pilot project which assigns a school business officer to the secondary school. The remaining Vice-Principals will be able to concentrate on school leadership and not spend as much time on the more business oriented tasks of their current assignments.

The effectiveness of this pilot will be analyzed prior to year end of June 2011.

Staffing Impact			Budget Impact			
Base	Reduction	Employee Group	Salaries & Benefits	Supplies	Revenue	Total
	(2.0)	CUPE 15 Sch Admin Admin Time Sch Admin Tchg Time Teachers	(\$142,780)	-	-	(\$142,780)
	1.4		\$175,446	-	-	\$175,446
	0.6		\$70,174	-	-	\$70,174
	(0.6)		(\$38,689)	-	-	(\$38,689)
	(0.6)		\$64,151	-	-	\$64,151

**5.03 Elementary Administration - REVISED**

It is proposed to reduce the budget for school based elementary administration through a combination of: increase of teaching for administrators generally; the twinning of schools with currently low student population, and the designation of schools with low population as annexes for staffing purposes. These initiatives will be accomplished over a period of time through an attrition process.

For the 2010 -2011 budget year:

- General increase to teaching time of 4.3 teaching FTE
- Twinning of Franklin and Lord with one principal and one vice-principal with 1.6 FTE shared administrative time
- Twinning of Britannia Elementary and MacDonald with one principal and one vice-principal with 1.6 FTE shared administrative time
- Mount Pleasant for staffing purposes becomes an annex of Nightingale with 1.8 FTE shared administrative time (this occurs in 2010-11)
- Elimination of vice-principals in schools with student headcount below 400 (McBride)

For the 2011-2012 budget year:

- Fraser Elementary, for staffing purposes becomes an annex of Cavell with 1.8 FTE shared administrative time
- Seymour for staffing purposes becomes an annex of Strathcona with 2.2 FTE shared administrative time
- Queen Victoria for purposes of staffing becomes an annex of Nelson with 1.3 FTE shared administrative
- Garibaldi for purposes of staffing becomes an annex of Begbie with 1.2 FTE shared administrative time
- Tyee for purposes of staffing becomes an annex of Maple Grove with 1.8 FTE shared administrative time
- Grandview for purposes of staffing becomes an annex of Queen Alexandra with 1.8 FTE shared administrative

The reduction of administration time will add to the workload of the current staff at schools affecting organizational efficiencies, instructional leadership, professional development and possibly student safety.

Staffing Impact			Budget Impact			
Base	Reduction	Employee Group	Salaries & Benefits	Supplies	Revenue	Total
	5.5	Sch Admin Admin Time Sch Admin Tchg Time Teachers	\$661,720	-	-	\$661,720
	(4.5)		(\$488,610)	-	-	(\$488,610)
	4.5		\$304,695	-	-	\$304,695
	5.5		\$477,805	-	-	\$477,805

**5.04 Clerical Support to Schools**

A general reduction to 5.0 FTE of office support category B (OSB) to schools is proposed. This will be accomplished through an adjustment of current formula for extra clerical support. The proposed reduction will place an increased workload on existing office staff.

Staffing Impact		
Base	Reduction	Employee Group
-	5.0	CUPE 15

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$218,500	-	-	\$218,500

**5.05 Department Head Reduction by 30%**

A 30% reduction in Department Head positions is proposed. A reduction in Department Heads will impinge on curriculum development and school based professional development. This reduction will also include a change in staffing process for department head positions to a more differentiated model. Rather than a set number by school the number of positions per school will be based on student and staff FTE. This reduction will reduce position count by 72 leaving approximately 10 department head positions per secondary school.

Staffing Impact		
Base	Reduction	Employee Group
-	-	-

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$148,800	-	-	\$148,800

**5.06 Head Teacher - REVISED**

Reduce the allotment of Elementary school small school allowance by 50% and establish a pilot of two head teacher positions (in schools in the range of 350 to 399 headcount students) that will assume duties that are similar to the department head position in secondary schools.

Staffing Impact		
Base	Reduction	Employee Group

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$	\$95,170	-	\$95,170

## 6.0 Continuing and International Education

### 6.01 Associate's Office

This reduction (e.g. paper, printing costs, hardware, etc) will limit supplies available to carry out the division's operations.

Staffing Impact		
Base	Reduction	Employee Group
-	-	-

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$4,000	\$17,042	-	\$21,042

### 6.02 Distributed Learning

It is proposed to reduce the support blocks for distributed learning allocated to secondary schools by 1 FTE. The reduction in supplies means less material support for the program.

Staffing Impact		
Base	Reduction	Employee Group
2.6	1.0	Teachers

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$67,710	\$3,012	-	\$70,722

### 6.03 Adult Education

This reduction in teachers (8.0 FTE), support staff (0.5 FTE), program advisor time (0.5 FTE), administration (0.5 FTE) and supplies will mean larger classes, less direct support for students and limited materials available for program support.

Staffing Impact		
Base	Reduction	Employee Group
15.4	0.5	CUPE 15
7.8	0.5	PASA
7.0	0.5	Sch Admin
		Admin Time
120.0	8.0	Teachers
	9.5	

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$25,785	-	-	\$25,785
\$40,592	-	-	\$40,592
\$43,440	-	-	\$43,440
\$695,040	-	-	\$695,040
\$182,083	\$100,000	-	\$282,083
\$986,940	\$100,000	-	\$1,086,940

**6.04 Summer School**

Summer School will be consolidated from eight (8) elementary schools to six (6) to reduce costs. With fewer sites, there will be savings in teacher, administration, custodial, clerical and supplies' expenses. Students will be encouraged to attend the nearest summer school site to maximize enrolment.

Staffing Impact		
Base	Reduction	Employee Group
51.5	2.0	Teachers

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$173,918	\$111,383	-	\$285,301

**6.05 Night School**

The night school program is being downsized from eight (8) schools to four (4) schools, with corresponding reductions in program coordinators (\$264,783), clerical staff (\$131,063), administration (\$116,839), night school instructor costs (\$717,187), advertising and supplies (\$203,279). Fewer night school course offerings means fewer opportunities to generate revenue, so course fees will be increased wherever possible. These budget reductions will enable the program to fully recover direct program costs.

Staffing Impact		
Base	Reduction	Employee Group
8.3	1.6	CUPE 15 Night Sch Admin PASA
2.1	1.2	
4.0	3.0	
	5.8	

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$89,558	-	-	\$89,558
\$116,839	-	-	\$116,839
\$264,783	-	-	\$264,783
\$808,029	\$203,279	(\$1,250,156)	(\$238,849)
\$1,279,208	\$203,279	(\$1,250,156)	\$232,331

**6.06 DPAC Consulting Services**

It is proposed to eliminate the consulting services budget for DPAC. The \$40,000 budget for school financial support would be maintained.

Staffing Impact		
Base	Reduction	Employee Group
-	-	-

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
-	\$40,000	-	\$40,000

**7.0 District Administration**

**7.01 Co-ordinator of Initiatives and Information**

The elimination of the position of Co-ordinator of Initiatives and Information will mean that the annual preparation of the Superintendent Report on Student Achievement and other coordinating duties will need to be reallocated to existing personnel.

Staffing Impact			Budget Impact			
Base	Reduction	Employee Group	Salaries & Benefits	Supplies	Revenue	Total
1.0	1.0	PASA	\$91,879	-	-	\$91,879

**7.02 Learning Services - District Principal Educational Technology**

The proposed addition of a District Principal for Educational Technology will provide support and leadership for the use of information and communication technology throughout the curriculum. The position is intended to directly support teaching staff in understanding, accessing and applying a wide range of technologies and strategies that help engage students in their learning as well as help guide the strategic directions of technology within the District as a whole.

Staffing Impact			Budget Impact			
Base	Reduction	Employee Group	Salaries & Benefits	Supplies	Revenue	Total
-	(1.0)	PASA	(\$142,490)	-	-	(\$142,490)

**7.03 Learning Services - District Principal**

Currently there is a position in Learning Services responsible for leadership development, learning and development. It is proposed that this position be eliminated. The loss of this position will mean that there will be no means for carrying on the leadership development program that is currently offered to all employee groups; there would be no induction programs for Principals and Vice-Principals; and, there would be no ongoing professional development programs for Principals and Vice-Principals. In addition, the work on learning and development, including the Teacher Inquiry Groups that have been supported would be eliminated.

Staffing Impact			Budget Impact			
Base	Reduction	Employee Group	Salaries & Benefits	Supplies	Revenue	Total
-	1.0	Sch Admin Admin Time	\$142,490	-	-	\$142,490

**7.04 Amalgamation of Administrative and Clerical Services in the Superintendent's, Secretary-Treasurer's and Area Office**

The elimination of one Administrative Assistant position in the Secretary-Treasurer's Office will mean a combination of greatly reduced services in a variety of areas required to administer insurance requirements and support for schools, Freedom of Information requests, administering the board policies and contracts for the district.

The elimination of the clerical support in the Area Office will impact timely access to the Associate Superintendents for parents, school staffs and administrators, and the reduction of clerical functions which support the operation of the Area Office, such as maintenance of paper and electronic files, organization of meetings and appointments, word processing and reception.

There will be an amalgamation of staff and support services provided through the Superintendent's Office, Secretary Treasurer's Office and the Area office.

Staffing Impact		
Base	Reduction	Employee Group
1.0	1.0	CUPE 15 PASA
3.0	1.0	
	2.0	

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$61,196	-	-	\$61,196
\$68,288	-	-	\$68,288
\$129,484	-	-	\$129,484

**7.05 BCeSIS – Support**

It is proposed to add 1 BCeSIS teaching consultant, 1.5 ITB technicians and 1 TRC training support position. The BCeSIS implementation funding from the Local Capital Reserve finishes in June 2010; therefore, the current training and support team will be eliminated. However, the proposed positions are required to support the increasing use of BCeSIS and information technology in general. These additions will provide a minimum necessary level of training and support to teachers and office support staff.

Staffing Impact		
Base	Reduction	Employee Group
-	(2.5)	CUPE 15 Teachers
-	(1.0)	
	(3.5)	

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
(\$162,670)	-	-	(\$162,670)
(\$97,464)	-	-	(\$97,464)
(\$260,134)	-	-	(\$260,134)

**7.06 Office of the Assistant Secretary Treasurer – Finance**

It is proposed that the budget for contracted services be eliminated (\$27,223) and that the budget for professional services be reduced by \$32,000. In addition, a district-wide budget for unanticipated increases in mileage reimbursement costs will be reduced by \$84,000. The reduction in the contracted and professional services budget will restrict the funds available to perform audits and obtain specialized financial or tax advice. The reduction in mileage budget will increase the risk of a budget variance if gas prices or other vehicle related costs increase more than expected during the year.

Staffing Impact		
Base	Reduction	Employee Group
-	-	-

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$84,000	\$59,223	-	\$143,223

**7.07 Accounting**

It is proposed that Accounting Support be reduced by one FTE. This will be accomplished by changing or automating business processes relating to tax receipting of donations, mileage claims processing, emergency payments, capital assets accounting and reporting.

In addition, the audit fees budget would be reduced by \$21,973 because there will be no fees for auditing the year-end financial statements for the Vancouver Training Institute as this entity no longer exists.

Staffing Impact		
Base	Reduction	Employee Group
16.0	1.0	CUPE 15

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$62,705	\$21,973	-	\$84,678

**7.08 Material Services**

It is proposed to reduce 1.0 FTE support position in the Stores Office and 1.0 FTE in the Stores Room. The reduction of the support person in the Stores Office may result in the delay of processing updates to the inventory system, resulting in less reliable information for planning maintenance work. The filling of requisitions of maintenance materials from the Stores Room would be reallocated among remaining staff.

Currently Material Services staff are responsible for moving teachers' own materials and boxes if they move or are transferred to a different classroom. It is proposed that teachers would be responsible to move/transfer their own materials and boxes. This would result in savings of \$60,000 per year in summer casual help.

Staffing Impact		
Base	Reduction	Employee Group
11.0	2.0	CUPE 15

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$102,200	\$60,000	-	\$162,200

**7.09 Payroll and Benefits**

It is proposed to reduce 0.8 FTE as a result of implementing a timesheet only system for processing Adult Education and Night School instructor payroll and consolidating them with the hourly payroll system. In addition, the payroll/benefits receptionist position would be eliminated and the filing and mail distribution work of the receptionist reassigned within the Payroll Department.

Staffing Impact		
Base	Reduction	Employee Group
15.5	1.8	CUPE 15

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$102,098	-	-	\$102,098

**7.10 Printing Services**

The Printing and Distribution Department provides printing and mail services to schools and district departments. It is proposed to eliminate one printing press operator position. Efficiencies have been gained through the use of automated equipment and some duties will be reallocated to other Printing staff. Some reduction in printing services to schools and departments will occur.

Staffing Impact		
Base	Reduction	Employee Group
7.0	1.0	CUPE 15

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$55,670	-	-	\$55,670

**7.11 Purchasing and Food Services**

The Purchasing Department currently has a budget of \$169,000 for contracted services. This budget is used for specialty repairs such as appliances, fax machines, musical instruments, and physical education equipment repairs. It is proposed that this budget be reduced by \$65,000 (38%). In addition, the telecommunications budget will be reduced by \$65,000 (7%) and the furniture and equipment replacement budget for schools by \$170,000 (26%). A reduction of 0.5 FTE for 2010/2011 (1 FTE on a full year basis) will be achieved through the implementation of the e-Procurement system.

This reduction will limit the funds available for equipment repairs and replacements throughout the district.

Staffing Impact		
Base	Reduction	Employee Group
8.8	0.5	CUPE 15

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$27,280	\$298,115	-	\$325,395

**7.12 Cafeterias**

The VBE operates cafeterias in 10 secondary schools plus the Education Centre. Culinary Arts programs operate in eight of the school cafeterias. Total expenditures for these cafeterias currently exceed revenues. As a first step, it is proposed to reduce this subsidy by \$150,000 by either increasing prices or achieving reductions in expenditures. Additional changes will be considered in the future.

Staffing Impact		
Base	Reduction	Employee Group
-	-	-

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
-	\$150,000	-	\$150,000

**7.13 Human Resources**

Reduce two PASA positions within Human Resources. Given the expected reduction in hiring and training over the near future, the Criminal Record Review position duties will be spread among the individual departments of Human Resources. As well the current position that maintains and updates the Human Resources Information System and work flow will also have their duties assigned within the individual departments. In addition, it is proposed to eliminate the Human Resources receptionist position.

Staffing Impact		
Base	Reduction	Employee Group
-	1.0	CUPE 15 PASA
-	2.0	
	3.0	

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$51,553			\$51,553
\$130,368	-	-	\$130,368
\$181,921	-	-	\$181,921

**7.14 Human Resources Training Support**

Reduce monies set aside for training/support of new employees, and ongoing training/support of current employees. With impending layoffs and a likely reduction in hiring, training accounts can be temporarily reduced.

Staffing Impact		
Base	Reduction	Employee Group
-	-	-

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$163,289	\$63,711	-	\$227,000

**7.15 Learning and Information Technology**

Through a reorganization of positions within the Learning and Information Technology team, services can be aligned to better meet the needs of schools, gaining efficiencies and cost savings in the process. With a net saving of 1.5 FTE (\$72,000), existing positions will be reconfigured to focus on direct support for end users in the field.

Reductions will also be made with respect to instructional programs and supplies (\$135,000). These reductions will mean that the technology requirements or media resources to support specific instructional programs will have to be funded from within existing departmental budgets responsible for those programs.

Staffing Impact		
Base	Reduction	Employee Group
-	1.5	CUPE 15

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$72,000	\$135,000	-	\$207,000

**8.0 Transportation**

**8.01 Transportation**

Reductions will be made in transportation for students. Services will continue to be provided for students attending special education program classes, and those students whose medical or learning profiles require special support in accessing a school program. However, reductions will be achieved through a review of students being transported to their neighbourhood school who do not have special medical needs and students being transported to cross boundary placements not dictated by their special medical or learning needs. Reductions in funds available for mileage, temporary taxi arrangements and bus passes will also occur.

After the reduction of \$468,134, the expenditure budget for transportation will be approximately equal to the provincial funding received for transportation (\$2.6 million).

Staffing Impact		
Base	Reduction	Employee Group
-	-	-

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
-	\$468,134	-	\$468,134

**9.0 Facilities**

**9.01 Increase Rental Revenues**

- It is proposed that all non-profit and commercial rates be increased by 5% per annum each of the next 3 years, rental rates for fields be aligned with the Parks Board, monthly fees for external parkers at the Education Centre be increased, and that rental fees for Heritage Language Programs be based on the non-profit rates.
- It is proposed that an initial fee of \$1,000 apply to each new application for leases and licenses. For extension or renewal of existing leases and licenses, an application fee of \$500 is recommended.
- It is proposed that a \$25 processing fee be applied to all rentals (new applications and renewals). It is also recommended to introduce a \$25 amendment fee.
- It is proposed rental revenues be increased by installing building access control systems at a number of school gyms. This would reduce the need for engineering time, making the rates more affordable which in turn it is estimated to increase demand for weekend use of gyms.
- It is proposed that all Secondary gyms be closed at 8:00 pm for one additional night per week to allow for late night rentals. This does not include any existing rentals in secondary schools.

Staffing Impact		
Base	Reduction	Employee Group
-	-	-

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
-	-	\$247,000	\$247,000

**9.02 Reduce Heating and Other Utility Budgets**

Savings suggested in this section are predicted to be realized from past or current energy savings installation programs. The savings from these programs have traditionally gone back into the Facilities budget to finance further such projects for future years.

- Reduce utility budgets by \$120,000 by reducing heating temperatures and run hours at all locations (8:00 – 3:00).
- Reduce utility budgets by \$15,000 by implementing the proposed 2010/2011 Local School Calendar
- The installation of Power Management Software and current lighting upgrade projects are estimated to save \$150,000 in electricity costs.
- There are a number of water conservation projects currently underway at schools which are expected to save \$25,000.

Staffing Impact		
Base	Reduction	Employee Group
-	-	-

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
-	\$310,000	-	\$310,000

**9.03 Portable Classroom Closures**

A review of facility utilization has identified some portables that could be considered for closure. The intent is that building engineers would still be responsible for overseeing the security and condition of the facilities, but that schools would have no access to closed facilities. The closure of such facilities would require one-time facility work such as changing door locks, boarding windows, and adjusting mechanical systems to shut down operating mode.

Projected annual operating savings are \$56,700 for 9 portables.

Staffing Impact			Budget Impact			
Base	Reduction	Employee Group	Salaries & Benefits	Supplies	Revenue	Total
-	-	IUOE	27,450	\$29,250	-	\$56,700

**9.04 Outbuilding Closures**

A review of facility utilization has identified that some outbuildings that could be considered for closure.

The intent is that building engineers would still be responsible for overseeing the security and condition of the facilities but school access to the closed facilities would not be permitted. The closure of such facilities would require one-time facility work such as changing door locks, boarding windows, and adjusting mechanical systems to shut down operating mode.

Projected operating savings are \$133,597/annum for reduced custodial/cleaning services and reduced energy consumption.

Outbuildings that should be considered for closure are listed:

- Macdonald Elementary Building B - 290 m2 (Projected savings \$10,380/annum)
- Seymour Elementary Building B - 2,036 m2 (Projected savings \$72,890/annum)
- Lord Elementary Building A - 1,196 m2 (Projected savings \$42,820/annum)
- Carleton Elementary Building C - 228 m2 (\*Fire Damaged) (Projected Savings \$8,160/annum)
- Carleton Elementary Building D - 146 m2 (Projected Savings \$5,230/annum)
- Nelson Elementary Building C - 220 m2 (Projected Savings \$7,880/annum)

Staffing Impact			Budget Impact			
Base	Reduction	Employee Group	Salaries & Benefits	Supplies	Revenue	Total
-	1.7	IUOE	\$92,985	\$40,612	-	\$133,597

**9.05 Facility Leases for District Learning Services Programs**

Annual lease savings of \$20,000 would result from special education program closures and consolidations.

Staffing Impact		
Base	Reduction	Employee Group
-	-	-

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
-	\$20,000	-	\$20,000

**9.06 Contribution Towards Playground Site Preparation**

Currently, as per VBE policy, the Grounds Department provides \$6,000 of funding support for the installation costs of every new school sponsored playground. It is proposed that VBE policy be changed to eliminate the \$6,000 Grounds contribution towards playground site preparation costs.

Staffing Impact		
Base	Reduction	Employee Group
-	-	-

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
-	\$36,000	-	\$36,000

**9.07 Grounds Weed Control Program**

Currently Grounds annually employs an outside contractor who uses special equipment which generates steam to kill weeds in the grass and on school play fields without the use of pesticides. This proposal would eliminate the contracted work, but subsequently the work will be manually performed by existing CUPE 407 workers.

Staffing Impact		
Base	Reduction	Employee Group
-	-	-

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
-	\$35,000	-	\$35,000

**9.08 Gravel Play Field Maintenance**

Currently Grounds annually employs an outside contractor to power groom gravel fields at an annual cost of \$25,000. This proposal would eliminate the work of the contractor and subsequently Grounds would purchase the required equipment so that the work could be performed by existing CUPE 407 staff.

Staffing Impact		
Base	Reduction	Employee Group
-	-	-

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
-	\$25,000	-	\$25,000

**9.09 Suspend Custom Millwork for One Year**

Currently the VBE trades do all the custom millwork required for our schools and buildings. The work is done for capital projects, school repayable work, and approx. 15% of the work is repair work funded by the maintenance operating budget. It is proposed that the repair work funded by the maintenance operating budget be suspended for 1 year which will result in savings of \$82,000 and the layoff of 1.0 FTE. It should be noted that this reduction is one-time for 2010/2011. The 2011/2012 base budget will be adjusted to reflect normal service levels.

Staffing Impact		
Base	Reduction	Employee Group
9.0	1.0	Trades

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$82,000	-	-	\$82,000

**9.10 Contract Inspectors (Roofing and Minor Alterations)**

The current Maintenance & Construction organization has Contract Inspectors who supervise outside contractors involved in everything from roofing, exterior painting, flooring, asphalt, minor renovation projects, and portable moves. This proposal transfers the Contract Inspectors from the operating budget to the Annual Facility Grant special purpose fund.

Staffing Impact		
Base	Reduction	Employee Group
2.0	2.0	PASA

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$174,000	-	-	\$174,000

**9.11 Capital Projects Coordinator**

This proposal transfers one Capital Projects Coordinator from the operating budget to capital.

Staffing Impact		
Base	Reduction	Employee Group
-	1.0	PASA

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$90,000	-	-	\$90,000

**9.12 Elimination of Lifetime Guarantee for Repairs on VBE Fabricated Furniture**

Currently Maintenance & Construction pays for all furniture repairs on any furniture it manufactures. Costs of these repairs amount to approximately \$140,000/yr. It is proposed that the guarantee be reduced to 1 year, after which time the schools would be required to pay for repairs as desired.

Staffing Impact			Budget Impact			
Base	Reduction	Employee Group	Salaries & Benefits	Supplies	Revenue	Total
9.0	1.0	Trades	\$85,000	\$10,000	-	\$95,000

**9.13 Suspend Interior Painting for One Year**

No interior painting would be done by VBE trades maintenance forces in the 2010/11 school year. Currently the painting operating budget supports 17 of 22 core list painters. The remaining 5 painters are supported by repayable work. This proposal suspends all programmed maintenance painting resulting in the layoff of 12 core list painters. Five painters would be kept on to perform essential work on graffiti and vandalism issues. It should be noted that this reduction is one-time for 2010/2011. The 2011/2012 base budget will be adjusted to reflect normal service levels.

Staffing Impact			Budget Impact			
Base	Reduction	Employee Group	Salaries & Benefits	Supplies	Revenue	Total
17.0	12.0	Trades	\$1,146,000	-	-	\$1,146,000

10.0 **School Closures**

10.01 **School Closures**

It is proposed that the initiation of school closures be done within legislative and Board approved processes beginning this spring. The District Management Team will prepare a preliminary list of schools that might be considered for closure.

Staffing Impact			Budget Impact			
Base	Reduction	Employee Group	Salaries & Benefits	Supplies	Revenue	Total
-	-	-	\$	\$	-	\$

If the Board of Trustees decides to close schools in the future, the following annual operating budget savings could be expected at a minimum for each and every year:

- \$200,000 for the closure of a typical elementary annex;
- \$400,000 for the closure of a typical elementary school; and
- \$1,400,000 for the closure of a typical secondary school.

For example, should the Board choose to consolidate and close an elementary school, the savings compounded over three years would be approximately \$1.2 million.

In addition, if a school facility is declared surplus, additional revenue could accrue from the lease of the land and facilities.

11.0 **Other**

11.01 **Employee Future Benefits**

With the introduction of generally accepted accounting principles in 2004/2005, the VBE recognized a liability for employee future benefits (e.g. early retirement incentives, death benefits). The VBE has been making contributions over time from its operating budget to fully fund this liability.

Over the last few years, the VBE has been making contributions of \$442,546 towards the reduction of the unfunded liability. The Board agreed to suspend the contribution for 2009/2010.

It is proposed to amortize the remaining unfunded liability (\$2.655 million) over a 10-year period (i.e. \$265,528 per year). This will result in savings of \$177,018 for 2010/2011.

Staffing Impact		
Base	Reduction	Employee Group
-	-	-

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$177,018	-	-	\$177,018

**Attachment B**  
**CommunityLINK**

## CommunityLINK

CommunityLINK funding, which is not included in the Operating Budget, is used to support programs for vulnerable children. Within the Vancouver Board of Education, this funding supports the Community School Teams, School Meals Program and Alternative Programs Youth and Family Workers.

The Community School Teams program is based on a hub model of service delivery. Twelve integrated teams of staff work in a hub, or family of schools, each team centred on a secondary school and its associated elementary feeder schools. Each team includes a coordinator, teacher, youth and family worker(s) and activity programmer(s). The central purpose of the program is to serve vulnerable children and families through a variety of programs and services which operate at school during the day, as well as out of school time into the evening and weekends.

The School Meals Program provides all children in designated schools with the opportunity to consume a nutritious and affordable meal while at school. The program is currently in 27 elementary schools, 21 alternate programs and available to vulnerable students in all secondary schools. Parent contributions help offset a portion of the cost of the program.

The Alternative Programs Youth and Family Workers provide services in District programs and some schools. Such services as group and individual counselling, development and/or implementation of behaviour management strategies, social/emotional learning programs and liaison with community agencies are offered to vulnerable children and youth.

The following table provides a projection of the revenues and expenses of the CommunityLINK programs for 2010/2011 and the estimated funding shortfall of \$0.6 million. The estimated funding shortfall is primarily due to the elimination of any remaining CommunityLINK fund balance in 2009/2010 (\$0.52 million) and increases to salary and supplies costs for 2010/2011 (\$0.08 million). The following pages outline the budget proposals to address the 2010/2011 projected funding shortfall.

<b>CommunityLINK- 2010/2011 Projected Base Budget</b>	
	<b><u>2010/2011 Base Budget</u></b>
<b>Revenue</b>	
Ministry Grant Including Labour Settlement Funding	\$8,761,287
Pay Equity and Excluded Salary Increases	374,512
Total Revenue	<u>9,135,799</u>
<b>Expenses</b>	
Community School Teams	4,258,000
School Meals	5,230,695
Less Parent Contributions for School Meals	(2,086,804)
YFW Rehab	2,330,723
Total Expenses	<u>9,732,614</u>
<b>Net Surplus/(Deficit)</b>	<u><u>(\$596,815)</u></u>

PROPOSAL	Staffing Impact		Budget Impact			
	Base	Reduction	Salaries and Benefits	Supplies	Revenue	Total
<b>1 .0 CommunityLINK - CST</b>						
1 .01 CommunityLINK School Grants				175,000		175,000
1 .02 CommunityLINK LIFT Grant				30,000		30,000
1 .03 Programmer Time		-	25,613			25,613
<b>2 .0 CommunityLINK - YFW</b>						-
2 .01 CommunityLINK Alternative Programs Support	67.0	3.0	156,920			156,920
<b>3 .0 CommunityLINK - School Meals Program</b>						-
3 .01 Defer Expansion of the Meals Program to New Sites		3.0	133,300	80,000		213,300
						-
<b>Grand Total</b>		<b>6.0</b>	<b>315,833</b>	<b>285,000</b>	<b>-</b>	<b>600,833</b>

**1.0 CommunityLINK – Community School Team**

**1.01 CommunityLINK School Grants**

It is proposed to reduce the school grants by half and adjust allocations to schools based on criteria used in the Inner City Review. School grants provide flexible funds to address specific and unique challenges faced by Inner City elementary schools and secondary schools with high numbers of ‘vulnerable’ students. These funds support implementation of the School Plans and meeting the goals of the Inner City Schools Program.

Loss of these grants will impact schools’ capacity to provide programs, services and subsidies for vulnerable children and youth such as homework clubs, after school programming, art and music therapy, additional MCHSW and occupational therapy services.

Staffing Impact		
Base	Reduction	Employee Group
-	-	-

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
-	\$175,000	-	\$175,000

**1.02 CommunityLINK LIFT Grant**

Eliminate funding for part-time LIFT coordinator and part-time LIFT supervisor. LIFT is operated in partnership with Pacific Coastal Resource Society. The program provides after school academic support for grades 7-9 at risk youth in the Broadway Corridor. LIFT also trains and coordinates volunteers from UBC Learning Exchange and Langara College. LIFT has aggressively sought grants from community sources/agencies. With an annual budget of \$190,000 LIFT operates out of 3 sites and provides services to over 150 students. Loss of these positions will impact the capacity to offer this program to vulnerable youth. Community partners will seek alternate sources of funding.

Staffing Impact		
Base	Reduction	Employee Group
-	-	-

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
-	\$30,000	-	\$30,000

**1.03 Programmer Time**

Reduce the amount of programmer time in Community School Team (CST) hubs. Programmers work with schools and CST Coordinators to provide and supervise Out of School Time programs for vulnerable children and youth. This reduction will equalize funds allocated to each of the 12 hubs for programmer time, reduce the number of programs offered in schools and increase the need for Coordinators to secure grants to make up the loss.

Staffing Impact		
Base	Reduction	Employee Group
-	-	-

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$25,613	-	-	\$25,613

**2.0 CommunityLINK – Youth and Family Workers**

**2.01 CommunityLINK Alternative Programs Support**

The following reductions are proposed:

- 1.0 FTE SSA for the Killarney Learning Support Program
- 1.0 YFW at the Byng Satellite Program
- 1.0 YFW currently assigned to the Pinnacle Program

This will result in the loss of school based services for students who are experiencing social, emotional, mental health and behavioural difficulties. This could include such services as group counselling, developing and implementing behaviour management strategies, support to families/caregivers, social emotional learning programs, liaison with community agencies and supporting students in transition.

Staffing Impact		
Base	Reduction	Employee Group
67.0	3.0	CUPE 15

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$156,920	-	-	\$156,920

**3.0 CommunityLINK – School Meals Program**

**3.01 Defer A Portion of the Planned Expansion of the Program to New Sites**

As part of the Inner City Schools Review last year, it was recommended that the School Meals Program would be reallocated to achieve better alignment with the vulnerability index school rankings. This would have resulted in program resources being reallocated from 9 existing elementary schools to 9 new elementary schools.

Under this proposal, the program would cease at the previously recommended 9 schools in September, 2010. Sufficient funding would be available to permit implementation of a School Meals Program at 4 new inner city elementary schools (Cook, Selkirk Annex, Henderson and Henderson Annex). The proposed expansion to the remaining 5 schools would be deferred at this time.

The 9 schools that will lose the program (as per Inner City Schools Review recommendations) are:

- Lord
- Dickens
- Dickens Annex
- Secord
- Nelson
- Wolfe
- Elsie Roy
- Lloyd George
- University Hill

It should be noted that the schools losing the subsidized program will be given an opportunity to participate on a “full pay” basis at the projected rate of \$3.70/meal.

The 5 schools in which the proposed expansion would be deferred at this time are:

- Bruce
- Beaconsfield
- Waverley
- Franklin
- Mackenzie

Staffing Impact		
Base	Reduction	Employee Group
-	3.0	IUOE

Budget Impact			
Salaries & Benefits	Supplies	Revenue	Total
\$133,300	\$80,000	-	\$213,300

**Attachment C**

**Operating Budget (Reductions)/Additions  
From 2002/2003 to 2009/2010**

OPERATING BUDGET (REDUCTIONS) / ADDITIONS FROM 2002/2003 TO 2009/2010 (In Thousands of Dollars)																						
	2001-02		2002-03		2003-04		2004-05		2005-06		2006-07		2007-08		2008-09*		2009-10		Total Additions/ (Reductions)		% Over 2007/02 Final Budget	
	Prelim. Budget	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE
Instruction (including CIE) (a)	4,616.1	295,300.0	(252.9)	(17,054.6)	35.1	2,169.1	(50.7)	(3,963.2)	94.6	5,621.0	8.1	(1,665.9)	(35.2)	(1,932.2)	42.0	3,215.7	(18.5)	(2,695.9)	(177.5)	(16,306.0)	(3.8%)	(5.5%)
School Based Administration (b)	218.4	16,102.8	(24.3)	(1,104.5)	(2.5)	(224.0)	(4.1)	(238.4)	18.0	898.0	0.8	115.8	(1.5)	(153.3)			(7.0)	(528.4)	(20.6)	(1,234.9)	(9.4%)	(7.7%)
District Based Administration	124.8	9,285.4	(9.2)	(630.0)	(15.5)	(1,006.9)	(9.0)	(813.8)	3.7	270.9	5.0	390.0			3.0	871.4	(2.2)	(621.1)	(24.2)	(1,539.6)	(19.4%)	(16.6%)
Facilities, Operation & Maintenance	667.7	49,965.2	(35.4)	(2,509.2)	(3.0)	(215.1)	(16.7)	(1,423.2)					(1.5)	(125.0)	1.0	422.2	1.0	(132.0)	(54.6)	(3,982.3)	(8.2%)	(8.0%)
Transportation		2,952.9		(300.0)			(73.0)													(373.0)		
Revenues (Increase)/Decrease				(688.1)		(1,371.6)		(357.5)				(2,250.0)								(6,364.2)		
Interfund Transfers																						
Local Capital Reserve																						
Other								(1,361.0)														
Accrued Employee Future Benefits								151.8														
Appropriated Surplus				(3,200.0)																		
	5,627.0	373,606.3	(321.8)	(25,486.5)	14.1	(4,437.5)	(80.5)	(8,078.3)	116.3	6,789.9	13.9	(3,410.0)	(38.2)	(5,820.0)	46.0	(3,540.0)	(26.7)	(7,120.0)	(276.8)	(51,102.4)		

(a) This budget incorporates all programs related to the instruction of students. This includes cost of teachers, instructional support, and supplies and expenses for programs such as Regular Instruction, Library Services, Special Education, ESL, CIE, and Aboriginal Education.

(b) This budget includes costs related to administering both instructional and business activities at the school level. This includes office school clerical staff and non teaching time for Principals and Vice-Principals.