



# Memorandum

vancouver school board



April 19, 2013

**To:** Finance and Legal Committee (Committee V)  
**From:** Rick Krowchuk, Secretary Treasurer  
Lisa Landry, Director of Finance  
**Re:** **2013/2014 Revised Preliminary Budget Proposals**

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On April 9, 2013, the 2013/2014 Preliminary Budget Proposals were presented to the Finance and Legal Committee (Committee V). The funding shortfall for 2013/2014 is projected to be \$7.91 million. Preliminary budget proposals totaling \$8.84 million were presented at that time to offset the projected funding shortfall, and to provide for \$0.93 million in budget additions.

Public consultation with respect to the preliminary budget proposals was undertaken at the following meetings. In addition, correspondence regarding the preliminary budget proposals was received and forwarded to trustees for their review.

- April 9, 2013: public presentation of the 2013/2014 Fiscal Framework and presentation of preliminary budget proposals;
- April 16, 2013: stakeholder consultation on the 2013/2014 preliminary budget proposals; and
- April 17, 2013: public input on the 2013/2014 preliminary budget proposals.

## **Proposed Revisions to the Preliminary Operating Budget Proposals**

After the public consultation on the preliminary budget proposals, the following revisions are proposed:

### **a) Closing of School Space (B3)**

**Change  
(in \$ Millions)**

The preliminary budget proposal included closing five outbuildings, three wings in schools, and portables at seven school sites.

**\$(0.10)**

A detailed review of the identified spaces has indicated that activities in the following spaces can be accommodated within the main school building: John Oliver outbuilding 6B; Renfrew Elementary outbuilding B/C; MacCorkindale Elementary west classroom wing; Britannia Secondary portables; Maquinna Elementary portables; and McKechnie Elementary portables. The remaining proposed space closures included in the preliminary budget proposals will not proceed at this time.

### **b) Building Custodians (B5)**

**\$(0.11)**

The preliminary budget proposal included reducing the level of custodians at the Education Centre and the Workshop by two FTE.

This budget proposal has been deleted in the revised proposals.

**Change  
(in \$ Millions)**

**c) Peer to Peer Mentors (D2)**

**\$(0.09)**

The preliminary budget proposal was to eliminate all four peer to peer mentor positions and create one FTE new position of staff development consultant.

The revision is to eliminate the support position, maintain the three teacher positions and not add the staff development position.

**d) Youth and Family Workers (D3)**

**\$(0.11)**

The preliminary budget proposal was to reduce the program by eight FTEs, for YFW positions not directly linked to district programs or services, and/or positions that are in addition to staffing allotments provided to existing programs.

The revision is to reduce by only six positions, not eight.

**e) SACY Substance Use Prevention Initiative (E3)**

**\$0.12**

SACY is funded by the VBE in partnership with Vancouver Coastal Health plus federal grants. VCH provides staffing for six staff positions, and VBE currently funds four positions plus the supervisor. Funding is not in place for four staff positions funded from a federal grant as of July 1, 2013.

The preliminary budget proposal provided funding for the four FTE which were funded from a federal grant in the past. This budget proposal has been revised to fund two of the four positions previously funded by a federal grant.

**f) Local Capital Reserve (C2)**

**\$0.29**

The amount transferred from LCR to assist in funding the 2013/2014 shortfall is adjusted from \$2.69 million to \$2.99 million to provide for revisions (a) through (e) above.

The LCR balance is projected to be \$5.21 million as at June 30, 2014.

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**\$0.00**

Attached to this report is the *2013/2014 Revised Budget Proposals* document which summarizes all the changes and incorporates the above revisions to the budget proposals and the impact on the Local Capital Reserve.

**Recommendations**

IT IS RECOMMENDED THAT the Board of Trustees:

- 1) Approve the 2013/2014 Revised Budget Proposals as attached; and
- 2) Approve the transfer of \$2.99 million from the Local Capital Reserve to assist in funding the 2013/2014 budget.

VSB

## VANCOUVER BOARD OF EDUCATION

2013/2014

### REVISED BUDGET PROPOSALS



Senior Management Team

April 22, 2013



**2013/2014**

**Revised Budget Proposals**

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## 1.0 Base Budget Projections

The Base Budget projections reflect the estimated costs for 2013/2014 to maintain the same level of service as provided in 2012/2013. It is developed based on the 2012/2013 Amended Annual Budget adjusted for projected changes for enrolment, enrolment driven revenue and staffing changes, estimated salary and employee benefit increases, inflation and other factors for 2013/2014.

### 1.1 Summary of Projected Shortfall

A preliminary funding shortfall was projected for 2013/2014 in November, 2012. Based on an updated projection the shortfall is currently estimated to be \$7.91 million. The following table outlines the components of the shortfall and the changes from the November, 2012 projection.

<b>2013/2014 Projected Operating Budget Shortfall</b>			
(\$ millions)			
	<b>November 2012</b>	<b>Revised Projection</b>	<b>Change</b>
<b>Costs Not Funded by the Province</b>			
Salary Increments <sup>1)</sup>	\$ (2.15)	\$ (1.91)	\$ 0.24
Employee Benefits Increase <sup>2)</sup>	(5.57)	(5.40)	0.17
Inflation <sup>3)</sup>	(0.79)	(0.62)	0.17
	<u>\$ (8.51)</u>	<u>\$ (7.93)</u>	<u>\$ 0.58</u>
<b>Enrolment Change <sup>4)</sup></b>	<b>\$ (1.48)</b>	<b>\$ (3.71)</b>	<b>\$ (2.23)</b>
<b>Other Factors</b>			
2012/2013 Projected Operating Surplus Carryforward to 2013/2014 <sup>5)</sup>		\$ 9.29	\$ 9.29
Prior Year One-Time Revenue and Expenses <sup>6)</sup>	(9.43)	(9.71)	(0.28)
Prior Year Ongoing Revenue and Expenses <sup>7)</sup>		3.73	3.73
Ministry of Education Operating Grant Changes <sup>8)</sup>	(4.16)	0.58	4.74
PST Transition Impact <sup>9)</sup>	(0.76)	(0.69)	0.07
2013/2014 Benefit Premium Holidays <sup>10)</sup>		0.41	0.41
2013/2014 School Calendar Savings <sup>11)</sup>		0.50	0.50
Network Optimization <sup>12)</sup>		(0.60)	(0.60)
Adult Education Enrolment <sup>13)</sup>		0.45	0.45
Other <sup>14)</sup>	(0.10)	(0.23)	(0.13)
	<u>\$ (14.45)</u>	<u>\$ 3.73</u>	<u>\$ 18.18</u>
<b>Total Projected Surplus / (Shortfall)</b>	<u><u>\$ (24.44)</u></u>	<u><u>\$ (7.91)</u></u>	<u><u>\$ 16.53</u></u>

<sup>1)</sup> Includes cost increases for salary increments (for teachers, administrators and exempt staff), teacher turnover savings.

<sup>2)</sup> Includes change due to updated rate change for Teachers' Pension Plan (1.3% of salary).

<sup>3)</sup> Based on 1.8% inflation per year for supplies and generally higher rates of increase for utilities and other items under contract.

<sup>4)</sup> Projected enrolment decline as of February 2013 of 1,047 FTE compared to the 2012/2013 Final Budget offset by the impact of the projected increase in the Enrolment Decline Supplement by \$0.56 million.

<sup>5)</sup> Board approved carry forward of projected surplus from 2012/2013 Amended Annual Budget to 2013/2014.

- 6) One-time savings included in the 2012/2013 Final Budget that will not repeat for 2013/2014: School-based teachers (\$3.68 million), Net savings from the Teacher's Strike (\$0.73 million), Distribution of Holdback funding from the Ministry of Education (\$0.79 million), Costs transferred to CommunityLink (\$1.1 million), Local School Calendar savings (\$0.50 million), other one-time projected savings, Board approved benefit plans reserve withdrawals and premium holidays (\$1.51 million).
- 7) Ongoing 2012/2013 projected savings in: average teacher salaries, custodian casual usage, utilities, and benefit changes; offset by increased cost to mileage allowance and an additional projected deficit in Continuing Education.
- 8) Increased funding due to additional \$116 per school aged student funding rate as per the Ministry of Education announcement on March 14, 2013 by \$5.83 million offset by loss of Provincial Holdback (\$4.97 million) and lower Salary Differential Funding (\$0.26 million).
- 9) Province of BC has transitioned from HST back to GST-PST as of April 1, 2013.
- 10) Board approved Benefits Premium Holiday for 2013/2014.
- 11) Savings from the district closure days in 2013/2014.
- 12) Expenditure to continue with SilverPeak, a network optimization solution that will significantly increase (up to double) the amount of data to travel over our existing network.
- 13) Staffing reduction in Adult Education due to reduced enrolment.
- 14) 2010/2011 Board approved rental revenue increase for 2012/2013, changes due to Board approved correction of internal parking revenue, school space changes leading to additional custodian time and portable storage in Surrey until November 2013 and reversal of rental revenue increase due to the non-closure of Continuing Education in 2012/2013.



## 1.2 Local Capital Reserve



The Local Capital Reserve (LCR or the 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 LCR at the end of 2012/2013 is \$7.20 million including the \$2.69 million transfer from the Operating Fund to the LCR to potentially help offset the 2013/2014 funding shortfall plus an additional \$0.29 million that is proposed to be withdrawn to balance the revised budget proposals. Net revenues of approximately \$1.00 million are also expected to accrue to the LCR during 2013/2014, bringing the estimated available balance at the end of 2013/2014 to \$8.20 million.

Based on the above, the following table outlines the projected financial position of the LCR for 2013/2014.

<b>Projected Local Capital Reserve Fund Balance</b>		
(\$ Millions)		
	<u>2012/2013</u>	<u>2013/2014</u>
<b>Opening Balance as at July 1</b>	<b>\$ 7.76</b>	<b>\$ 7.20</b>
Revenue	1.16	1.16
Expenditure		
Property Expenses	(0.16)	(0.16)
Provision for 10/11 Budget Decisions - Severance Costs	(0.05)	
Provision for Technology Infrastructure Upgrade	(1.17)	
Provision for SmartFindExpress Project	(0.15)	
Provision for Renovation of Tupper	(0.20)	
	<u>(0.57)</u>	<u>1.00</u>
<b>Closing Balance as at June 30</b>	<b>\$ 7.20</b>	<b>\$ 8.20</b>
Proposed withdrawal for 2013/2014		(2.99)
<b>Closing Balance after Proposed Withdrawal</b>	<b>\$ 7.20</b>	<b>\$ 5.21</b>

### 1.3 Three Year Financial Projection



The following table presents a three-year operating budget projection for the VBE. A projected funding shortfall of \$18.25 million is estimated for 2014/2015. An additional funding shortfall of \$7.97 million is also projected for 2015/2016. 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.

The estimates for 2013/2014 and the two years following are based on the following key assumptions:

- Increase in the per student funding rate by \$116 for the operating grants as announced by the Ministry of Education of March 14, 2013;
- no change in other provincial funding (e.g. AFG, CommunityLINK, Pay Equity);
- estimated changes in general student enrolment based on a decline of 831 FTE students in 2014/2015 and another 683 FTE for 2015/2016;
- there will be continued cost increases for employee benefit costs, utilities and goods and services;
- no net cost increase for future labour settlements (assumes no increases or that they are fully funded by the Province);
- the projections have been prepared in accordance with public sector accounting standards (PSAB), without not-for-profit provisions.

Certain budget proposals for 2013/2014 are of a one-time nature. Accordingly, if they are approved, they will increase the potential funding shortfall for 2014/2015 from \$18.25 million to \$22.78 million (see the following table).



**Operating Budget Three Year Projection**  
(\$ millions)

	2013/2014	2014/2015	2015/2016
<b>Costs Not Funded by the Province</b>			
Salary Increments <sup>1)</sup>	\$ (1.91)	\$ (1.86)	\$ (1.90)
Employee Benefits Increase <sup>2)</sup>	(5.40)	(1.48)	(1.51)
Inflation <sup>3)</sup>	(0.62)	(0.67)	(0.69)
	<u>\$ (7.93)</u>	<u>\$ (4.01)</u>	<u>\$ (4.10)</u>
<b>Enrolment Change <sup>4)</sup></b>	\$ (3.71)	\$ (4.13)	\$ (3.32)
<b>Other Factors</b>			
2012/2013 Projected Operating Surplus Carryforward to 2013/2014 <sup>5)</sup>	\$ 9.29	\$ (9.29)	
Prior Year One-Time Revenue and Expenses <sup>6)</sup>	(9.71)		
Prior Year Ongoing Revenue and Expenses <sup>7)</sup>	3.73		
Ministry of Education Operating Grant Changes <sup>8)</sup>	0.58	0.09	(0.55)
PST Transition Impact <sup>9)</sup>	(0.69)		
2013/2014 Benefit Premium Holidays <sup>10)</sup>	0.41	(0.41)	
2013/2014 School Calendar Savings <sup>11)</sup>	0.50	(0.50)	
Network Optimization <sup>12)</sup>	(0.60)		
Adult Education Enrolment <sup>13)</sup>	0.45		
Other <sup>14)</sup>	(0.23)		
	<u>\$ 3.73</u>	<u>\$ (10.11)</u>	<u>\$ (0.55)</u>
<b>Total Projected Surplus / (Shortfall)</b>	<u>\$ (7.91)</u>	<u>\$ (18.25)</u>	<u>\$ (7.97)</u>
<b>Reversal of 2013/2014 One-Time Proposals</b>			
Delayed purchasing		(0.05)	
Furniture & Equipment replacement		(0.38)	
Maintenance & Construction		(0.36)	
Local Capital Reserve		(2.99)	
Holdback Allocation from MOE		(1.00)	
Continuing Education Transition Costs		0.23	
Closure costs on portables		0.01	
<b>Revised Shortfall</b>		<u>(22.78)</u>	<u>(7.97)</u>

- 1) Includes cost increases for salary increments (for teachers, administrators and exempt staff), teacher turnover savings.
- 2) Includes estimated non-vested benefit costs as required under Public Sector Accounting Standards; change due to updated rate change for Teachers' Pension Plan (1.3% of salary). MSP and extended health benefits estimated to increase 3.7% and 3.9% in 2014/15 and estimated increase of 1% applied to all other benefits accounts.
- 3) Based on 1.8% inflation per year for supplies and generally higher rates of increase for utilities and other items under contract.
- 4) Projected enrolment decline as of February 2013 of 1,047 FTE compared to the 2012/2013 Final Budget; further projected decreases of 831 FTE for 2014/2015 and 683 FTE for 2015/2016.
- 5) Board approved carry forward of projected surplus from 2012/2013 Amended Annual Budget to 2013/2014.
- 6) One-time savings included in the 2012/2013 Final Budget: School-based teachers (\$3.68 million), net savings from the Teacher's Strike (\$0.73 million), Distribution of Holdback funding from the Ministry of Education (\$0.79 million), costs transferred to CommunityLink (\$1.1 million), Local School Calendar savings (\$0.50 million), other one-time projected savings, Board approved benefit plans reserve withdrawals and premium holidays (\$1.51 million).
- 7) Ongoing 2012/2013 projected savings in: average teacher salaries, custodian's casual usage, utilities, and benefit changes; offset by increased cost to mileage allowance and an additional projected deficit in Continuing Education.

- 8) 2013/2014 increased funding due to additional \$116 per school aged student funding rate as per the Ministry of Education announcement on March 14, 2013 by \$5.83 million offset by loss of Provincial Holdback (\$4.97 million) and lower Salary Differential Funding (\$0.26 million). 2014/2015 increase due to Funding Protection of \$0.35m offset by decline in Salary Differential funding by \$0.23 million. 2015/2016 decrease due to loss of Funding Protection by \$0.35 million and decrease in Salary Differential Funding of \$0.19 million.
- 9) Province of BC has transitioned from HST back to GST-PST as of April 1, 2013.
- 10) Board approved Benefits Premium Holiday for 2013/2014.
- 11) Savings from the district closure days in 2013/2014.
- 12) Expenditure to continue with SilverPeak, a network optimization solution that will significantly increase (up to double) the amount of data to travel over our existing network.
- 13) Staffing reduction in Adult Education due to reduced enrolment.
- 14) 2010/2011 Board approved rental revenue increase for 2012/2013, changes due to Board approved correction of internal parking revenue, school space changes leading to additional custodian time and portable storage in Surrey until November 2013.





## 2.0 Summary of Revised Budget Proposals

A revised operating budget shortfall of \$7.91 million is projected for 2013/2014. The following table provides a summary of the revised proposals to achieve a balanced budget for 2013/2014 and to fund a limited number of budget additions. Attachment A provides detail with respect to the revised operating budget proposals for 2013/2014.

<b>Budget Proposals Summary</b>	
<b>Updated Base Budget Funding Shortfall</b>	<b>\$ (7.91)</b>
<b>Budget Proposals</b>	
Administration / Policy & Other	\$ 1.66
Facilities	1.02
Revenue	4.63 *
Educational	1.41
	<b>\$ 8.72</b>
<b>Initial Projected Surplus / (Shortfall)</b>	<b>\$ 0.81</b>
<b>Potential Budget Additions</b>	
Early Intervention Reading Recovery	\$ (0.34)
PLNet	(0.23)
SACY	(0.12)
Community engagement coordinator	(0.12)
	<b>\$ (0.81)</b>
<b>Revised Projected Surplus / (Shortfall)</b>	<b>\$ -</b>
<p>* Includes \$2.69m to be withdrawn from the Local Capital Reserve as previously approved by the Board, plus an additional \$0.30m to balance the revised budget proposals.</p>	

# **Attachment A**

## **Revised Budget Proposals**

## Attachment A: Revised Budget Proposals

A revised operating shortfall of \$7.91 million is projected for 2013/2014. The following proposals are presented in order to achieve a balanced operating budget for 2013/2014 and to fund a limited number of budget additions.

Additional expenditures are also proposed, both at the district and school level, to address areas of particular need.

2013/2014 Revised Budget Proposals		
Budget Items	FTE	\$ millions
<b>A Administrative/Policy &amp; Other</b>		
1 Wellness & Attendance Management		0.50
2 Media/Library Services	2.00	0.12
3 Printing strategy		0.07
4 Mileage reimbursement		0.30
5 Catering		0.03
6 Purchase order review		0.05
7 Cafeterias	1.00	0.08
8 Secondary school office support		0.02
9 Fleet vehicles		0.03
10 Consultants usage		0.10
11 Furniture & equipment replacement		0.38
<b>B Facilities</b>		
1 Adult Education Centre lease		0.30
2 Britannia Community Centre		0.30
3 Closing of space	1.06	0.07
4 Facility maintenance	4.00	0.36
Building custodians	-	-
<b>C Revenue generating</b>		
1 Rental Revenue		0.15
2 Local Capital Reserve		2.99
3 Provincial holdback funds		1.00
4 International Education	(9.44)	0.49
<b>D Educational</b>		
1 Continuing Education	9.21	0.39
2 Peer to Peer	1.00	0.07
3 Youth & family workers	6.00	0.35
4 Enrolling teachers	8.42	0.60
<b>Total Proposed Reductions</b>	<b>23.25</b>	<b>8.72</b>
<b>E Potential budget additions</b>		
1 Early Intervention	(3.60)	(0.34)
2 Upgrade PL Net at schools		(0.23)
3 SACY substance use prevention	(2.00)	(0.12)
4 Community engagement coordinator	(1.00)	(0.12)
<b>Total Proposed Additional Expenditures</b>	<b>(6.60)</b>	<b>(0.81)</b>
<b>Total Revised Budget Proposals</b>	<b>16.65</b>	<b>7.91</b>





# A1 – Wellness and Attendance Support Program

Supporting the health of our employees is critical – for both creating a healthy and rewarding work environment and for better managing the costs the district pays for absenteeism, sick leave and increasing drug and paramedical plan costs. The district’s total annual budget for replacement is \$20 million.

An analysis of the district’s patterns of attendance and sick leave usage reveals higher than average absenteeism and sick leave usage. There is an opportunity to gain cost savings by supporting employees and by aligning leave and absence management practices with legislation.

Through the development of a comprehensive wellness and attendance support program, the district will save approximately \$800,000 by:

- Fostering a healthier environment for students and staff by proactively monitoring absenteeism.
- Promoting the well-being of staff, increasing management capacity, reducing unnecessary costs related to absenteeism, and supporting student achievement by developing a healthy work culture and consistent staff attendance.
- Improving staff attendance by implementing up-to-date policies and procedures, information systems to record and analyze trends, and dedicated resources to develop and implement strategies.
- Reducing instances of culpable absenteeism and the costs associated with them.

In order to accomplish the above goals and subsequent cost savings, it is necessary to invest in staff and resources to increase capacity.

<b>Wellness and Attendance Support</b>	
<b>Anticipated Savings</b>	<b>\$800,000</b>
<b>Less Required Resources</b>	
• Disability Management Coordinator	\$85,000
• Use of 3 <sup>rd</sup> party provider for complex medical reviews	\$150,000
• Attendance reporting software & tracking tools	\$20,000
• Wellness initiatives – enhancement of EAP	\$45,000
<b>Total cost of required resources</b>	<b>\$300,000</b>
<b>Net Savings</b>	<b>\$500,000</b>

<b>Staffing Impact (FTE)</b>		
<b>Base</b>	<b>Proposed Change</b>	<b>Employee Group</b>
	(1.0)	PASA

<b>Budget Impact (\$)</b>			
<b>Salaries &amp; Benefits</b>	<b>Supplies/ Services</b>	<b>Revenue</b>	<b>Total Net impact</b>
(85,000)	(215,000)		
800,000			<b>\$500,000</b>

## A2 – Media Library Services Technology

Media Library Services department has provided supports to school-based library programs and classrooms through the cataloguing of materials and support for the library online application, and through the cataloguing and circulation of media materials.

Over the past year and a half, there have been changes in personnel due to resignations. As a result, there has been a reconfiguration of the work within the department. A staff person within the IT department is liaising with MLST staff to support library automation. A staff person with Information Technology qualifications has been hired to MLST to directly support database systems and other online district applications (Sharepoint, Wordpress, Moodle). A library technician has shifted from library support to library cataloguing.

The demand and need for physical video materials is decreasing as evidenced by circulation data from the MLST department. Ninety-six (96) percent of the materials circulated to schools are video-cassettes and DVDs. These multi-media resources can be delivered in other ways to staff and students. The district is moving forward with plans to increase access to digital resources and e-books, and to eliminate the circulation of physical media collection resources by June 2014.

The staffing changes which have occurred have already resulted in a reduction of 2 FTE over the 2012-13 school year. The proposed budget change is to formalize this reduction. The decrease in the circulation of the physical media collection has reduced the work required in the media services area. This is no longer an area requiring two staff people.

It is recommended to:

- 1) Remove the budget allocation for 1 FTE to reflect the staffing changes that have occurred this year due to resignations and reorganization.
- 2) Eliminate 1 FTE media support position.
- 3) Eliminate licensing fees for the MediaNet booking application for January 2014, resulting in savings of approximately \$4500 for the half-year period.

Staffing Impact (FTE)		
Base	Proposed Change	Employee Group
6.0	2.0*	CUPE 15

Budget Impact (\$)			
Salaries & Benefits	Supplies	Revenue	Total
120,000	4,500		<b>\$124,500</b>

\*The FTE amount was adjusted from 3 to 2 correctly reflect the staffing proposal in MLST. The dollar amount was correct in the original report.

## A3 – Printing Strategy

The VBE has approximately 390 photocopiers, 2,600 computer type printers and 140 facsimile machines throughout the district. Approximately 90 million copies/impressions are made each year. The VBE has an in-house print shop that can process high volume and specialty print jobs.

The following approximate annual costs are attributed to Printing:

- Copier cost per copy (CPC) maintenance fees – \$700,000
- Printer Ink and Toner (conservative \$'s) – \$160,000
- Cost of multi-purpose type paper – \$400,000

As a part of the 2012/13 budget, a savings of \$150k was approved. The actions taken to achieve these savings continue with emphasis on environmental benefits through reduction of paper use, carbon footprint and electrical savings. Some of the actions taken to date include the endorsement by Senior Management of a document outlining the District's Goals, Strategy and Guidelines released February 2013, and an audit that will identify the location and number of printers throughout the district. In addition, as more schools purchase ink and toner under the VBE district contract, the overall cost of printer ink and toner will be reduced.

It is anticipated that further cost savings could be achieved in 2013/2014 as a result of the following:

- A conscious effort to reduced unnecessary printers.
- Communication with respect to reducing paper use and utilizing electronic means where possible.
- Sessions for School and Department staff identifying the environmental impact and true costs associated with printing.
- Moving print jobs to more cost effective devices.
- Establishing a target to reduce print by 10%.

Staffing Impact (FTE)		
Base	Proposed Change	Employee Group

Budget Impact (\$)			
Salaries & Benefits	Supplies	Revenue	Total
	\$70,000		<b>\$70,000</b>

## A4 – Mileage Reimbursement Costs

The VBE currently reimburses employees for using their own vehicles for VBE business purposes. In accordance with VBE policy, three reimbursement rates are provided:

- Casual rate – for employees who use their personal vehicle infrequently for VBE business
- Non-tool rate – for employees who regularly use their personal vehicle for VBE business
- Tool rate – for employees who regularly use their personal vehicle for VBE business and carry tools and/or materials related to their work

The current rates are as follows:

- Casual rate – \$0.53 per kilometer
- Non-tool rate – \$1.21 per kilometer up to 257 km/month  
– \$0.18 per kilometer over 257 km
- Tool rate – \$3.22 per kilometer up to 177 km/month  
– \$0.27 per kilometer over 177 km

The operating fund currently spends approximately \$1.5 million per year in mileage reimbursement costs.

The mileage reimbursement costs paid to VBE employees are relatively high compared to other school districts and public sector organizations. The original justification for the higher rates is to avoid the VBE having to acquire and maintain its own vehicle fleet.

There is currently no definition of “regular use” or “tool” in the current policy. Some employees have claimed the non-tool rate after traveling only a few kilometers per year. Although the “tool” rate was primarily directed for trade employees, over the years it has expanded to include a number of other employees as well.

It is recommended that the existing Mileage Reimbursement Policy be revised to include definitions of “regular use” and “tool”. There should also be a review of the proxy vehicles used to calculate the mileage reimbursement rates. This should reduce mileage reimbursement costs while ensuring that actual claims are consistent with the intent of the policy.

Staffing Impact (FTE)		
Base	Proposed Change	Employee Group

Budget Impact (\$)			
Salaries & Benefits	Supplies	Revenue	Total
\$300,000			<b>\$300,000</b>

## A5 - Catering

The VBE operates 10 cafeterias in secondary schools plus one cafeteria at the Education Centre. All of these cafeterias can provide internal and external catering services in addition to regular cash sales and school meal programs. School-based cafeterias provide approximately \$85,000 in internal catering and \$85,000 in external catering. The Education Centre cafeteria only provides internal catering of approximately \$130,000 per year.

Not all secondary school cafeterias are reporting external catering revenue. Therefore, there may be the possibility that some revenue is not being reported correctly.

Internal catering provided by the Education Centre cafeteria has decreased from \$160,000 in 2009/2010 to approximately \$130,000 annually. Catering requests at the Education Centre have decreased from 2,000 per year in 2009/2010 to 1,000 per year currently. Approximately \$18,000 of this represents the cost for Board and Committee catering and the balance represents catering for various meetings and events at the Education Centre throughout the year. Although a significant reduction in catering costs has occurred at the Education Centre, further reductions could be achieved.

It is proposed to introduce policies and procedures to ensure that all catering revenue is appropriately reported and accounted for. In addition, guidelines should be established with respect to the use of internal catering in schools and the Education Centre.

Staffing Impact (FTE)		
Base	Proposed Change	Employee Group

Budget Impact (\$)			
Salaries & Benefits	Supplies	Revenue	Total
	15,000	10,000	<b>\$25,000</b>

## A6 – Year End Purchase Order Review

A significant number of purchase orders are issued each year. There may be merit in reviewing purchase orders that are created in the last month or two of the school year, as there may be an opportunity to defer the purchase to the start of the following school year, reallocate existing stock sourced from another location, or avoid the proposed purchase entirely.

As purchases and projects vary from year to year, it is uncertain how many purchases can be delayed or avoided. A process will be established to review year-end purchase requisitions to determine the ability to defer or avoid the proposed purchase. As this work has not been undertaken before, we have estimated a conservative savings of \$50,000.

Staffing Impact (FTE)		
Base	Proposed Change	Employee Group

Budget Impact (\$)			
Salaries & Benefits	Supplies	Revenue	Total
	50,000		<b>\$50,000</b>

## A7 - Cafeterias

The VBE operates 10 cafeterias in secondary schools, 8 of which are teaching cafeterias. The VBE also operates a cafeteria at the Education Centre. A contractor operates smaller canteen services in 7 of our secondary schools, while the School Meals Program provides food services for King George Secondary School. Contracted cafeterias provide total net revenue of approximately \$80,000 per year to the VBE. The VBE operated cafeterias used to be subsidized by over \$1.0 million per year. However, actions have been taken over the last two years to reduce the subsidy to \$670,000.

As indicated in the following table, the VBE operated cafeterias vary in terms of their level of subsidy. This depends on the demographics of the student population, the existence of nearby commercial food alternatives and cafeteria efficiency.

<b>Cafeteria Operating Subsidy 2012/13 Budget</b>	
<b><u>Cafeteria</u></b>	<b><u>Budget</u></b>
Churchill	(\$66,840)
Tupper	(61,332)
D. Thompson	(96,897)
John Oliver	(101,649)
Killarney	(74,897)
Windermere	(37,508)
Britannia	(21,643)
Gladstone	(57,270)
Templeton	(84,615)
Van Tech	1,416
Ed Centre	1,454
Non-Site Specific	(73,996)
<b>TOTALS</b>	<b>(\$673,777)</b>

It is recommended that Food Services continue to work with VBE operated cafeterias to improve the efficiency of cafeteria operations. This will include a review of staffing levels and a focus to ensure purchases are from consolidated district supply contracts.

<b>Staffing Impact (FTE)</b>		
<b>Base</b>	<b>Proposed Change</b>	<b>Employee Group</b>
32	1	IUOE

<b>Budget Impact (\$)</b>			
<b>Salaries &amp; Benefits</b>	<b>Supplies</b>	<b>Revenue</b>	<b>Total</b>
40,000	35,000		<b>\$75,000</b>

## A8 – Secondary Office Support

Currently, the majority of secondary schools have between 4.0 and 5.0 FTE clerical support. All Head Secretaries, School Accountants and Student Records Clerks, as well as some General Office Support positions, are currently 12-month positions. The nature of the majority of the work that is expected to be completed during the summer is such that it requires the Head Secretary and Student Records Clerk to be present in the school for the majority of the summer. It is believed, however, that the School Accountant and General Office Support positions could be reduced to 10-month employees.

It is proposed that these positions would be converted from 12 to 10 months as they become vacant. King George and University Hill would be excluded from this change due to the smaller overall complement of clerical staff available to cover the office during the summer.

It is not possible to predict the exact time when each position will become vacant. Approximately half of the individuals in these positions are 55+ in age; however, they have the right to work in these positions as long as they wish. Historically, an average of approximately 1-2 positions have become vacant in each of the two categories annually; however, it is anticipated that this will likely increase.

It is recommended to reduce OSC-Accounts and OSB-General Office Support positions from 12 to 10 month positions as they become vacant. OSC-Accounts and OSB would work one week in early July for closing and two weeks at the end of the summer for opening. This would create a savings of the equivalent of approximately five weeks of salary for each of the two positions as vacancies become available.

Staffing Impact (FTE)		
Base	Proposed Change	Employee Group
	12 to 10 months	CUPE 15

Budget Impact (\$)			
Salaries & Benefits	Supplies	Revenue	Total
18,500			<b>\$18,500</b>



## A9 – Fleet Vehicles

The VBE currently has a small fleet of vehicles to support building operations and maintenance. The VBE has relied on employees using their personal vehicles for travel between school sites and has provided mileage reimbursement based on a relatively generous formula.

In order to help reduce mileage reimbursement costs, the Grounds Department has recently leased five vehicles to transport staff between sites. This is expected to produce savings of approximately \$17,000 per year.

It would be less expensive to provide certain employees who have significant business travel with access to a low cost VBE vehicle, rather than to continue to pay high mileage reimbursement costs. The current mileage reimbursement tool rate is based on reimbursing employees a fixed monthly vehicle cost of \$520 (for vehicle lease and insurance). A low cost VBE vehicle should reduce fixed and operating cost by about \$250/month.

The VBE should lease up to 10 low cost vehicles to transport facilities staff who have high travel requirements between school sites.

Staffing Impact (FTE)		
Base	Proposed Change	Employee Group

Budget Impact (\$)			
Salaries & Benefits	Supplies	Revenue	Total
	25,000		<b>\$25,000</b>

## A10 – Reduction in Consulting Costs

The 2012/2013 budget includes \$900,000 for consulting costs. This includes funding for the annual external audit by KPMG (\$75,000), design consultants for maintenance and construction projects (\$96,000), information technology consultants (\$90,000), health and safety consultants (\$30,000), consultants/contractors for Continuing Education (\$30,000) and specialized consultants for a number of projects throughout the district.

At times, the district requires consultants that have specialized skills for certain projects. The use of consultants currently requires approval of a division head, as well as the approval of the Superintendent or Secretary Treasurer if the contract is to exceed \$25,000. The existing consulting budget represents less than 0.25% of the total operating budget.

Given the projected funding shortfall for 2013/2014, it is recommended that the existing consulting budget be reduced by \$100,000 (12%).

Staffing Impact (FTE)		
Base	Proposed Change	Employee Group

Budget Impact (\$)			
Salaries & Benefits	Supplies	Revenue	Total
	100,000		<b>\$100,000</b>

# A11 – Furniture and Equipment Replacement

The total annual budget for furniture and equipment replacement within the district is \$1.1 million. This budget is used for the following:

- the replacement of essential school furniture and equipment when beyond economical repair, obsolete, potentially hazardous or unsafe, and
- the provision of new essential equipment for schools with increased enrolment.

Over the past several years, the largest portion of funds spent from this budget has been with respect to replacement of student furniture, as well as photocopiers. Even though 2013/14 will require replacements of these items, it is expected that a one-year budget reduction of \$370,000 can be managed without a significant increased impact on the schools. The Purchasing Department will track all replacement requests with the intent to prioritize the requests in an equitable manner and replace only the top priority requests. The base budget would return to \$1.1 in 2014/2015.

Staffing Impact (FTE)		
Base	Proposed Change	Employee Group

Budget Impact (\$)			
Salaries & Benefits	Supplies	Revenue	Total
	375,000		<b>\$375,000</b>

## B1 – Adult Education Centre Lease

The Vancouver Board of Education is leasing space at 333 Terminal Avenue for the Main Street Adult Education Centre (MSEC) program at an annual cost of \$618,200. Over the past year and a half, the district has continued to explore options for the relocation of the Main Street Adult Education Centre program in order to reduce leasing expenses and to provide an appropriate teaching and learning space.

The existing leased facility presents challenges for educational use, such as small classrooms and limited support facilities. Numerous maintenance issues have had to be addressed throughout the tenancy.

It is recommended that staff bring forward options for relocation of the Main Street Adult Education Centre during the 2013-14 school year. It is anticipated that any relocation would occur part-way through the year, resulting in a partial savings of the annual leasing costs.

Staffing Impact (FTE)		
Base	Proposed Change	Employee Group

Budget Impact (\$)			
Salaries & Benefits	Supplies	Revenue	Total
	300,000		<b>\$300,000</b>

## B2 – Britannia Community Centre

In 1975, the Vancouver School Board and the City of Vancouver entered into a joint agreement to construct buildings adjacent to Britannia Secondary School. Several amendments to the agreement, letters of understanding and funding formulas determine how the complex is operated and funded today.

The complex includes the elementary and secondary schools, pool, rink, library, Information Centre and other community buildings and spaces. The building operations and maintenance costs total approximately \$3.1 million per year for the entire complex. The VBE pays \$1.9 million of these costs and the Britannia Community Services Centre Society (BCSCS) is responsible for \$1.2 million of these costs. The building operations and maintenance costs for the Britannia complex are significantly greater than those for comparable VBE elementary and secondary school combinations, owing to the high number of community programs and services offered at the site (e.g. pool and rink).

The current cost-sharing formula allocates a share of total building operating and maintenance costs for the complex to each building. Then, these costs are allocated between the VBE and BCSCS based on a formula that has been in place for over 30 years. The resulting costs and sharing are not consistent with the actual costs for each building, nor are they reflective of the usage of each building by the VBE and BCSCS. Accordingly, the current formula is not transparent and does not support good financial accountability.

It is recommended that the funding formula for the building operations and maintenance costs be revised to better reflect actual costs for each building and to allocate all the costs for each building to its prime operator (i.e. either the VBE or the BCSCS). This should improve financial transparency and accountability.

In addition, the additional Vancouver School Board costs that are being spent on building operations and maintenance to support community programs should be recovered through appropriate building rentals or service agreement charges.

Staffing Impact (FTE)		
Base	Proposed Change	Employee Group

Budget Impact (\$)			
Salaries & Benefits	Supplies	Revenue	Total
		300,000	<b>\$300,000</b>

## B3 – Closing of School Space - Revised

There is an opportunity to close certain portables, outbuildings and wings within school buildings. Closure of this space would result in savings of annual cleaning, utility and building maintenance costs. In some cases, existing portables would be demolished. This would result in a one-time cost, which would be exceeded by annual savings in the future.

This space is currently being used for enrolling or non-enrolling purposes at these school sites. However, in all cases, there is sufficient capacity available in the existing school buildings on site to accommodate the classes and programs that are currently utilizing the space proposed to be closed.

The table below provides a summary of the space to be closed. This should result in savings of \$66,815 2013/2014 and \$80,815 on an annual basis in the future.

Outbuildings	Address	Area (Square Meters)	Total Budget Savings
John Oliver Secondary - Outbuilding 6B	530 E. 41st Ave.	1,508	\$ 45,940
Renfrew Elementary - Outbuilding B/C	3315 E. 22nd Ave.	190	\$ 5,785
<b>Total Outbuildings</b>		<b>1,698</b>	<b>\$ 51,725</b>

Internal School Area (Elementary)	Address	Area (Square Meters)	Total Budget Savings
MacCorkindale Elementary - West Classroom Wing	6100 Battison St.	511	\$ 15,590
<b>Total Internal Area</b>		<b>511</b>	<b>\$ 15,590</b>

Portables	Address	Area (Square Meters)	Total Budget Savings
Britannia Secondary	1001 Cotton Drive	91	\$ 4,500
Maquinna Elementary (one-time \$7,000 demo cost)	2684 E. 2nd Ave	93	\$ (2,500)
McKechnie Elementary (one-time \$7,000 demo cost)	7455 Maple Street	91	\$ (2,500)
<b>Total Portables</b>		<b>275</b>	<b>\$ (500)</b>

<b>Grand Total</b>		<b>2,484</b>	<b>\$ 66,815</b>
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Staffing Impact (FTE)		
Base	Proposed Change	Employee Group
	1.06	IUOE

Budget Impact (\$)			
Salaries & Benefits	Supplies	Revenue	Total
59,495	7,320		<b>\$66,815</b>

## B4 – Facility Maintenance

The current average Facility Condition Index (FCI) for VBE schools is 0.47. This means that the cost of deferred maintenance for school buildings is close to half the replacement cost of those buildings. In order to maintain our buildings in good condition, our average FCI should be about 0.2.

Currently, approximately \$15 million in operating funds is spent annually on facility maintenance. This is in addition to the \$10.8 million spent through AFG funding. These amounts are not sufficient to even maintain the existing condition of our buildings.

Approximately 32,000 work orders are issued annually. Most of this work is carried out by 120 trades staff.

Given that the VBE is facing a funding shortfall for 2013/2014, minor reductions could be made to the facilities maintenance budget. However, it should be noted that slower response times to maintenance issues (e.g. leaky pipes, drains, gutters and failures of fans, pumps and shop equipment) may occur. This reduction should be considered short term in nature and should be reviewed before continuing beyond next year.

It is recommended that the following reductions be made for a one year period:

Staffing Impact (FTE)		
Base	Proposed Change	Employee Group
21.0	4.0	Trades

Budget Impact (\$)			
Salaries & Benefits	Supplies	Revenue	Total
355,000			<b>\$355,000</b>

## C1 – Rental Revenue

The VBE currently receives approximately \$2.1 million per year in revenue from renting out school gyms, classrooms and other school space for community and non-profit use. Annual revenue has increased by nearly \$775,000 over the past five years as a result of a 5% increase to all rental rates over a three year period (2010-2012), implementing a full cost recovery rate for childcare programs and introducing a \$25 processing fee to all rental contracts.

Most of the rental revenue is derived from gym rentals. The average rental utilization for elementary gyms is 45% and 30% for secondary school gyms.

VBE’s rental rates for gyms and multi-purpose rooms are below the average rates of surrounding school districts. There would also appear to be an opportunity to increase the utilization of gyms, in particular at secondary schools.

Rental rates should be increased to closer to the average rate of surrounding school districts. In addition, an effort should be made to increase the utilization of gyms in the evenings and weekends. This would increase revenue for the VBE and provide greater community use of public assets.

Staffing Impact (FTE)		
Base	Proposed Change	Employee Group

Budget Impact (\$)			
Salaries & Benefits	Supplies	Revenue	Total
		150,000	<b>\$150,000</b>



## C2 – Local Capital Reserve - *Revised*

The Local Capital Reserve can be used by the Board to provide operating or capital funding that would not otherwise exist. The balance in the Local Capital Reserve is estimated to be \$7.2 million at the end of 2012/2013 and increase to \$8.2 million by the end of 2013/2014. As part of the 2011/2012 year-end projections, the Board transferred \$2.69 million from the Operating Fund to the Local Capital Reserve to potentially help offset the projected funding shortfall for 2013/2014.

The Local Capital Reserve is the only reserve account that the Board has to fall back on in the event of unanticipated negative financial impacts during the year. In the past, VBE staff have recommended that as a general guideline, the Reserve balance should be maintained at about 1% of the annual operating budget (i.e. about \$5.0 million currently). As the Reserve is projected to be \$8.2 million at the end of 2013/2014, there currently is the ability to make use of the Reserve funds to help offset the projected funding shortfall for 2013/2014. It should be noted, however, that this would be one-time funding only and that it would result in a higher funding shortfall for 2014/2015.

It is recommended that the Board transfer \$2.99 million from the Local Capital Reserve to the Operating Fund to assist in funding the 2013/2014 funding shortfall. This amount was transferred to the Reserve as part of the 2011/2012 year end projections with the intent of using it to offset the projected funding shortfall for 2013/2014 plus an additional \$0.30 million to balance the revised budget proposals. This would leave approximately \$5.2 million in the Reserve at the end of 2013/2014.

Staffing Impact (FTE)		
Base	Proposed Change	Employee Group

Budget Impact (\$)			
Salaries & Benefits	Supplies	Revenue	Total
		2,990,00	<b>\$2,990,000</b>

## C3 – Provincial Holdback Funds

The Ministry of Education holds back a certain amount of its proposed grants to school districts each year pending final enrolment counts. Once final enrolment and all other funding formula factors are known, the Ministry usually allocates any remaining holdback funds to school districts.

In recent years, the Ministry has held back a significant amount of holdback funds in the preliminary grant allocations and ended up distributing substantial holdback funds during the year. The VBE received \$6.7 million in holdback funds in 2010/2011 and \$7.6 million in 2011/2012. The VBE received \$5.0 million in provincial holdback funds in December, 2012 with respect to 2012/2013; however, the provision for funding protection was reduced by a similar amount, resulting in a very small net gain.

Even though the VBE may be under funding protection in 2013/2014, if the Ministry releases holdback funds to school districts after December, 2013, the VBE can realize a net financial gain during 2013/2014 as adjustments to funding protection are not made after December of each year.

Although the Ministry does not indicate in advance the amount and timing of holdback releases, the VBE could anticipate that there will be a release of holdback funds in 2013/2014 after December. There also could be a release of remaining holdback funds for the current 2012/2013 year. If a release of holdback funds does not happen, this would result in a negative budget impact that would have to be offset by an expenditure reduction, revenue increase or transfer from the Local Capital Reserve during 2013/2014.

It is recommended that the Board anticipate receiving a net budget benefit from provincial holdback funds of \$1.0 million with respect to 2012/2013 and/or 2013/2014.

Staffing Impact (FTE)		
Base	Proposed Change	Employee Group

Budget Impact (\$)			
Salaries & Benefits	Supplies	Revenue	Total
		1,000,000	<b>\$1,000,000</b>

## C4 – International Education Program

The international education program co-ordinates and supports international student enrolment in VBE elementary and secondary schools, and in adult education centres. The program provides leadership for district support of over 1,110 international students at 18 secondary schools, 24 elementary schools and 2 adult education centres. The international program has successfully promoted VBE’s program to attract students from 18 different countries.

Additionally, the program continues to profile the VBE as an education destination of choice for international students and models best practices in infrastructure to effectively meet student and school needs.

As the international student enrollment increases, there is a corresponding need for specialized support to meet the issues unique to these children who are studying in a new cultural and education environment and living away from family and friends. It would be beneficial to add to the student support consultation time with additional counsellor time to provide support for the issues of isolation and other health issues proactively.

The international program promotional efforts overseas result in increased inquiries, increased student applications and resulting administrative work. A support staff position for promotions and marketing would assist with program growth. A secondary principal could assist with overseas promotional trips.

It is proposed to increase the number of international students in the district by 125 for 2013/2014. This would result in \$1.6 million additional revenue. However, the following additional costs are also proposed to support the international education program.

- Teacher/Counsellor 0.3 teacher
- Promotions Assistant 1.0 CUPE
- Secondary Principal Secondment 1.0 principal
- Commission Budget Increase \$180,000

Staffing Impact (FTE)		
Base	Proposed Change	Employee Group
0.2	(0.3)	Teachers
8.70	(1.0)	CUPE
	(1.0)	Principal
59.38	(7.14)	Teachers

Budget Impact (\$)			
Salaries & Benefits	Supplies	Revenue	Total
(28,000)			
(65,000)			
(148,000)	(34,000)		
(685,000)	(180,000)	1,625,000	<b>\$485,000</b>

## D1 – Continuing Education

The VSB Continuing Education (CE) program offers general interest, certificate and diploma courses to adults on a fee-paying basis. The program has been in place since 1907 and, through the decades, has provided the community with access to a variety of learning experiences, as well as creating opportunities for contracted instructors to deliver courses in their specialty areas of interest. The CE program is offered over three terms and a brief summer session. Courses run during daytimes, evenings and weekends within space at the Vancouver Board of Education (VBE) building, and at various schools throughout the district.

Despite its tradition and past success, the VSB Continuing Education program continues to operate at a deficit and is not part of the district’s core services of a K-12 educational system. The Resource Allocation Review conducted by PricewaterhouseCoopers noted that ‘the operating costs for Continuing Education consistently exceed the revenues generated from the program’ and that discontinuing the program would provide the ‘ability to focus on cores services and higher demand programs’ and to ‘redeploy resources to other core areas of the school board’, to address ongoing budget pressures.

When the Board adopted the preliminary budget for 2012-2013, a motion was adopted which extended the operation of the program for the fall term 2012, with a focus on revamping content, advertising and delivery of the program. On November 5, 2013, the Board approved a further continuation of the Continuing Education program for the winter and spring 2013 terms, with a further report and recommendation as to program status, to be brought to the Board prior to the adoption of the 2013 -2014 preliminary budget.

Despite significant measures undertaken between May 2012 and March 2013, the CE program has not achieved a break-even budget position and continues to operate with an increasing deficit position.

The table below compares revenue and expenditures over a five-year period. Please note that the program offerings and number of locations were decreased over this time period as well.

<b>Revenues and Expenditures</b>					
	<b>2008/09 Actual</b>	<b>2009/10 Actual</b>	<b>2010/11 Actual</b>	<b>2011/12 Actual</b>	<b>2012/13 Projected</b>
Income & Recovery	\$2,256,340	\$1,861,942	\$1,175,094	\$975,631	\$995,432
Salary & Fringe Benefit*	(\$1,982,700)	(\$1,524,502)	(\$946,590)	(\$890,528)	(\$794,244)
Supplies & Expenses	(\$744,531)	(\$593,674)	(\$448,269)	(\$451,609)	(\$397,343)
<b>Surplus / (Deficit)</b>	<b>(\$470,892)</b>	<b>(\$256,234)</b>	<b>(\$219,765)</b>	<b>(\$366,505)</b>	<b>(\$196,155)</b>

\*Does not include the \$267K cost of related administrative staff that is coded to another department.

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District staff have met with representatives from other organizations who have expressed an interest in working with VSB staff to:

- Incorporate specific courses into their CE programs;
- Work with the instructors of those courses to service the client base they have built over the years;
- Potentially rent space within school sites to offer courses;
- Continue providing a service to the Vancouver community.

It is recommended that the Continuing Education program be discontinued as of August 30, 2013. On an ongoing basis, net savings are estimated to be \$615,000 annually, including \$150,000 as a result of additional rental income opportunities. Net savings for 2013/2014 are estimated at \$390,000 after providing for \$225,000 of in transition and closure costs.

Staffing Impact (FTE)			Budget Impact (\$)			
Base	Proposed Change	Employee Group	Salaries & Benefits	Supplies	Revenue	Total
.91	.91	Administrators	78,489			
6.3	6.3*	CUPE 15	396,596			
2.0	2.0	PASA	218,398			
		Instructors	272,969			
				398,023	(995,431)	
			(Casual hours CUPE and IOUE) (225,000)	95,778	150,000	
		Transition Costs				<b>\$389,822</b>

\*The FTE amount was adjusted from 5.9 to 6.3 correctly reflect the staffing in CE. The dollar amount was correct in the original report.

## D2 – Peer to Peer Mentors/Staff Development – *Revised*

Currently there are three Peer to Peer teacher mentors and one Peer to Peer support staff mentor. One of the teachers provides support and training to Resource teachers, while the other two provide confidential assistance to teachers upon request with: planning; resource identification; strategies for classroom management and instruction; and self-regulation and alternate assessment practices, as well as presenting workshops for general attendance.

The support staff Peer to Peer mentor provides assistance to SSAs and SSBs around strategies for supporting learning and behaviours of special needs students.

The term of all three teacher Peer to Peer mentors ends in June 2013. The support staff Peer to Peer position does not have a term conclusion date. If the support staff position was discontinued, there would be a restructuring of supports provided to SSAs and SSBs within the Special Education department for the development of staff capacity for supporting special needs students and to align this professional development work within the overall Learning Services strategic plan. Supports related to special assistance technologies would be integrated with IT services.

It is recommended to eliminate the support position, maintain the three teacher positions and restructure the supports provided to SSAs and SSBs as described above.

Staffing Impact (FTE)		
Base	Proposed Change	Employee Group
1.0	1.0	CUPE

Budget Impact (\$)			
Salaries & Benefits	Supplies	Revenue	Total
72,830			<b>\$72,830</b>

## D3 – Youth & Family Workers - *Revised*

Youth and Family Workers (YFW) work within schools to provide support to students and to develop connections between school and families. These positions are part of staffing provided to district programs or services, such as:

- Special Education Services
- Alternative Education programs
- Community Schools Teams (CST)
- Inner City Schools Projects

There are a number of YFW positions that are not directly linked to district programs or services, or are in addition to staffing allotments provided to existing programs. These positions were created in the past, and staffing levels have not been readjusted to match changing school enrollment levels or to reflect equity of service levels among programs.

These include:

- a Special Remedial class with 2 YFWs. All other Special Remedial classes have 1 YFW. There is no rationale for providing more staffing to this particular class.
- elementary schools where additional YFWs are onsite, beyond those provided by either the CST or the Inner City Schools Project. In each of these schools there are a number of other support staff, including YFWs with clearly defined responsibilities.

It is recommended to reduce 6 YFW positions.

Staffing Impact (FTE)		
Base	Proposed Change	Employee Group
	6.0	CUPE

Budget Impact (\$)			
Salaries & Benefits	Supplies	Revenue	Total
348,000			<b>\$348,000</b>

## D4 – Enrolling Teachers

Enrolling teachers represent 41% of the district’s operating budget. In an attempt to achieve budget savings in this significant cost area, the proposal is to reduce 8.42 FTE from the overall staffing allotment. This would yield a total of \$600,000 in savings.

This reduction represents a small decrease (less than one-third of 1%) of the total enrolling teacher entitlement therefore the impact on schools would be minimal.

Staffing Impact (FTE)		
Base	Proposed Change	Employee Group
2,088	8.42	Teachers

Budget Impact (\$)			
Salaries & Benefits	Supplies	Revenue	Total
600,000			<b>\$600,000</b>



## E1 – Early Intervention

Beginning in the 2006-07 school year, the Vancouver School District initiated an Early Intervention model at 9 schools, which was expanded on a yearly basis and now includes 39 schools in the 2012-13 school year. Both English and French Immersion program schools are involved in the initiative.

The following benefits have been identified:

- Systematic assessment and intervention for all students who are “at risk” of failing to achieve literacy expectations beginning in Kindergarten
- Required level of support allocated and adjusted throughout the year
- Continued monitoring of progress of all students Kindergarten to Grade Three
- Annual reporting of disaggregated data for all students Kindergarten to Grade Three
- Early Literacy teams are established and become an integral part of every school.
- Ongoing Professional Development for Reading Recovery teachers

This model requires trained, dedicated staffing to provide the intervention to students. Trained Reading Recovery teachers bring valuable expertise and leadership skills to their schools. The district provides an Early Intervention staffing allocation of .3 FTE which is matched by the school with non-enrolling incremental staffing bringing the total EI funding to .6 FTE. This funding is to be targeted for Kindergarten and Grade One support.

In March 2012, the Board was presented with an Early Intervention Five Year Plan 2012-17 which provided an outline of the intervention model, a summary of the significant gains achieved by students to date, and a proposal to achieve full implementation of the Early Intervention model by 2017. The Board approved the expansion of Early Intervention to all schools, in principle, and approved a second motion to indicate that funding to support the staffing would be presented through the annual budget process.

It is recommended that 3.6 FTE be allocated from the operating budget to expand the Early Intervention model to 12 additional schools in 2013-14. In addition to staff salary and benefits, there would be additional supply monies required (\$2700 per school) to purchase materials, and literacy kits for small group instruction.

Staffing Impact (FTE)			Budget Impact (\$)			
Base	Proposed Change	Employee Group	Salaries & Benefits	Supplies	Revenue	Total
	(3.6)	Teacher	(307,600)	(32,400)		<b>(\$340,000)</b>

## E2 – Upgrade PLNet Services at Schools

To be efficient in how we organize and perform the work of running schools and the District, processes are moving online to support document creation, sharing, and collaboration, electronic forms, record keeping, and reporting, communication through portals, email, social media, and video.

Over the past decade, School Districts have been implementing wireless networks in schools enabling a new freedom of learning and teaching anyplace on any device. The VSB is currently implementing a highly capable wireless network in its schools. Thousands of mobile digital learning devices are in our schools now and this is certain to increase once the wireless network is complete

Schools are provided with a base-level network service connection through the BC PLNet (PLN) program funded by the Ministry of Education (MoE). The PLN was created in 1998 to supply basic Internet connections to schools. At that time, most Internet content was text-based and on average there was little bandwidth in most schools. Upgrades are available but must be funded by Districts. Essentially, the network backbone of the VSB has reached capacity and requires a substantial upgrade to keep up. The wireless network implementation will push the current network past the breaking point. Currently, students and teachers are experiencing systemic performance problems when accessing tools and resources, to the point where educators to have to abandon planned lessons.

The minimum level of bandwidth provided through PLN by default is insufficient – our use continues to outgrow what is provided at the base level of PLN. It is common practice for BC school districts to buy-up to higher bandwidth capacities to address their needs.

This proposal is to upgrade 41 school connections to a minimum E10 (3-5X greater) level for elementary, alternate, and adult education schools and to a minimum E100 (10X greater) level for 13 secondary schools. We should expect that within three years we may need to increase our bandwidth further at our larger or more digitally active sites.

Staffing Impact (FTE)			Budget Impact (\$)			
Base	Proposed Change	Employee Group	Salaries & Benefits	Supplies	Revenue	Total
				(230,000)		(\$230,000)

\*There is also a one-time cost of \$75,000 which is not included in the \$230,000 annual costs, as it is proposed to be funded separately from flex holdback funds as proposed in a previous board report.

## **E3 – SACY Substance Use Prevention Initiative – *Revised***

The School Age Children and Youth – Substance Use Prevention Initiative (SACY) is a partnership initiative of the Vancouver School Board and Vancouver Coastal Health. Since its beginnings in 2006, SACY has interacted with thousands of youth and parents from all secondary schools in the Vancouver School District. There are three intersecting SACY streams – Youth, SACY TEEN ENGAGEMENT PROGRAM (S.T.E.P.) and Parent Engagement program.

The VSB provides funding for staffing for the Supervisor, 2 Youth Engagement Workers, 1 Parent Support worker, 1 STEP worker. Four other staff (1 Youth, 2 Parent Support and 1 STEP worker) were funded by a grant until March 2013. The Board approved the extension of these four positions until June 30, 2013, through the use of CommunityLINK funding. Vancouver Coastal Health provides staffing for an additional 6 Youth Engagement workers.

Funding is not in place for the four staff positions as of July 1, 2013. If the program staff is reduced it will result in fewer direct services to youth at the 18 secondary schools.

It is recommended that funding for 2 FTE previously funded by a federal grant be allocated from the VBE operating budget for 2013-2014 in support of the SACY program.

<b>Staffing Impact (FTE)</b>			<b>Budget Impact (\$)</b>			
<b>Base</b>	<b>Proposed Change</b>	<b>Employee Group</b>	<b>Salaries &amp; Benefits</b>	<b>Supplies</b>	<b>Revenue</b>	<b>Total</b>
	(2.0)	CUPE	(120,030)			<b>(\$120,030)</b>

## E4 – Community Engagement Coordinator

We have argued previously that our *schools are the heart of the community and soul of the neighbourhoods*. The Vancouver School Board supports 110 elementary and secondary schools serving over 55,000 students and more than 8,000 staff. The world of education is a competitive place. Parents have many options to consider when they are deciding where to enroll their children for elementary school. For public schools this means we need to be constantly innovating and improving the services and programs that we offer.

Each year our schools produce thousands of interesting, powerful and positive stories. The Community Engagement Coordinator would work closely with the Public Relations Manager to identify and document these narratives and help our schools celebrate their accomplishments in the broader community. The Community Engagement Coordinator would have a background in communications, marketing and/or public engagement. They would be excited and comfortable with engaging our school-based communities both on the ground in face-to-face meetings as well as online through the management of school and district community channels such as *Facebook, Vimeo, YouTube, Twitter, Pinterest, Flickr* as well as other online communications platforms. The individual would need to work on a flexible schedule in order to participate directly or indirectly through active, community-oriented events and via static standalone booths at local community events where he or she would showcase and describe the VSB and the merits of public education in Vancouver. The individual would ideally support the need for the VSB to reach out to ethnic communities through multi-cultural outreach as well as by supporting the translation of documents for various languages.

The Community Engagement Coordinator would assist senior staff and the VSB Communications Department in the development and creation of an innovative social networking campaign aimed at providing schools with the tools they need to effectively tell their stories in their communities and neighbourhoods. They would be the driving force in a campaign designed to develop interest among parents considering independent schools to choose the public education system for their child.

Ideally, the individual would have a background or experience in community consultation and as well as movement building campaigns. It would be incumbent on them to build relationships with school communities and their key stakeholders and empower the leaders with the material support needed to connect with other community members in order to encourage them to choose a VSB school for their children. The Community Engagement Coordinator would be knowledgeable about issues and trends in education as well as broader social and community matters of interest to school populations. On behalf of the VSB Communications Department, the Community Engagement Coordinator would respond to emerging community matters and would liaise with school staff, parents and community groups and neighbourhoods.

The Community Engagement Coordinator's primary focus would be to work closely with schools to develop stories and appropriate materials in order to increase the capacity of public schools locally with the aim of increasing public school enrollment and community engagement.

The coordinator would work collaboratively with school principals, staff, students and neighbourhood parents to develop customized materials, both paper and online in order to assist in the marketing of our schools at a local level. The individual would assist in the development and implementation of a grassroots marketing campaign in partnerships with like-minded organizations such as the City of Vancouver, Parks Board, neighbourhood houses, community centres, the public library and others who share our collective interest in public education.

During the summer, the coordinator would develop and lead a community engagement program, which would increase the presence of neighbourhood schools at local community events, for example, Kerrisdale Days, the Kitsilano Farmers' Market and Summer Car Free Day on Main Street. During the school year, the coordinator could also work closely with secondary student ambassadors to empower and support grassroots outreach into the community to highlight school based success stories. Some examples of supplies costs are as follows:

- Branded VSB tent for use during summer and fall festivals (Kerrisdale Days, Car Free Days, Point Grey Fiesta, Greek Days, Farmers Markets, Children's Festival, etc.)
- VSB branded water bottles/pens/tote bags for summer festivals/events
- Display shelves and crafts/kid-zone space (and supplies) for VSB booth during summer events as well as yearlong student/child focused events
- Pull banners (one for secondary, one for elementary)
- Community centre/library/neighbourhood house posters in target neighbourhoods
- School focused brochures featuring each family of schools
- Specific pre-school and daycare targeted brochures highlighting the district's elementary schools as options
- Updated Options 2014 colour pamphlet redesigned with new photos/write ups to highlight the district's amazing variety of secondary programs
- Individual school pamphlets/backgrounders for targeted elementary schools
- Translation costs
- Graphical "School Success Story Micro-site" highlighting successes in VSB news and traditional media around the City
- Secondary school student engagement prizes
- Advertisement costs connected to specialty public education forums
- School focused highlight videos (showcasing the unique programs/offerings of each neighbourhood school)

Over the past several years, the Vancouver School District has depended upon one individual to mostly handle all public relations, media, communications, and marketing. Several school districts have more than one individual supporting this critical area of the school district. Surrey School District has at least two individuals. Edmonton had about 20 supporting communications, public relations and marketing. With current funding at about \$6900/student, with fewer than 20 more students than we have now, the position would begin to pay for itself.

Staffing Impact (FTE)			Budget Impact (\$)			
Base	Proposed Change	Employee Group	(a) Salaries & (b) Benefits	Supplies	Revenue	Total
	(1.0)	Excluded	a) (65,000) b) (15,000)	(40,000)		<b>(\$120,000)</b>