



FINANCE AND AUDIT COMMITTEE PUBLIC MEETING AGENDA

The Central Okanagan Board of Education acknowledges that this meeting is being held on the Traditional Territory of the Okanagan People.

DATE: Wednesday, April 17, 2019
TIME: 4:00 pm
LOCATION: School Board Office
1040 Hollywood Road S.
Kelowna, BC

1. AGENDA
Additions/Amendments/Deletions

2. REPORTS/MATTERS ARISING

2.1 Finance and Audit Committee Public Meeting Report – April 3, 2019
(Attachment)

3. RECOGNITION/PRESENTATIONS/DELEGATIONS

3.1 Feedback on Proposed 2019-2020 Aboriginal Education Program Budget
Presenter: Member of the Aboriginal Education Council (to be determined)

4. PUBLIC QUESTION/COMMENT PERIOD

5. COMMITTEE MEMBERS QUERIES/COMMENTS

6. DISCUSSION/ACTION ITEMS

6.1 Central Okanagan Public Schools Superintendent of Schools/CEO 2019-2020 Budget Recommendations
(Attachment)

SUPERINTENDENT OF SCHOOLS/CEO RECOMMENDATION:

THAT: The Finance and Audit Committee recommends to the Board of Education:

THAT: The Board of Education approve the Central Okanagan Public Schools Superintendent of Schools/CEO 2019-2020 Budget Recommendations, as attached to the Agenda, and as presented at the April 17, 2019 Finance and Audit Committee Meeting.

6.2 Financial Update – March 31, 2019
(Attachment)

6.3 Central Okanagan Public Schools 2019-2020 Aboriginal Program Preliminary Budget - Draft
(Attachment)

7. DISCUSSION/INFORMATION ITEMS

8. COMMITTEE CORRESPONDENCE

9. ITEMS REQUIRING SPECIAL MENTION

**10. RECOMMENDATIONS/REFERRALS TO
THE BOARD/COORDINATING COMMITTEE/OTHER COMMITTEES**

11. ITEMS FOR FUTURE FINANCE AND AUDIT COMMITTEE MEETINGS

September	October	November
- Presentation: Audited Financial Statements for the Fiscal Year - Audited Financial Statements for the Fiscal Year (<i>Action Item</i>)		- Financial Update at September 30th School District No. 23 (Central Okanagan) Budget Development Principles - School District No. 23 (Central Okanagan) Budget Development Timeline
January	February	April (1st meeting)
- Amended Annual Budget for the Fiscal Year - Ministry Recalculation Allocation – School District No. 23 and Provincial - Financial Update at December 31st - Budget Survey development - Annual Review of Committee's Mandate, Purpose and Function	- Budget Presentation	- Overview of Budget Allocation - Budget Consultation Input Received - Trustee Indemnity for the 2019/2020 Fiscal Year
April (2nd meeting)	May	June
- Central Okanagan School District Preliminary Budget Proposal – Superintendent's Budget Recommendations - Financial Report at March 31st	- Auditor's Report to the Finance and Audit Committee – Initial Communication on Audit Planning for the Year - Annual CommunityLINK Allocations - Financial Update – International Education Program	- School District No. 23 (Central Okanagan) Annual Budget for the Fiscal Year

12. FUTURE FINANCE AND AUDIT 2019 COMMITTEE MEETINGS

May 15, 2019 at 4:00 pm
June 19, 2019 at 4:00 pm

September 18, 2019 at 4:00 pm
October 16, 2019 at 4:00 pm

November 20, 2019 at 4:00 pm

13. MEDIA QUESTIONS

14. ADJOURNMENT

CENTRAL OKANAGAN PUBLIC SCHOOLS – BOARD COMMITTEE REPORT

COMMITTEE: Finance and Audit Committee Meeting DATE: April 3, 2019

CHAIRPERSON: Trustee C. Cacchioni STAFF CONTACT: D. Carmichael, Assistant Secretary-Treasurer

*The Committee Chairperson acknowledged that the meeting was being held
on the Traditional Territory of the Okanagan People.*

In attendance:

Board of Education:

Trustee R. Cacchioni (Chairperson)
Trustee J. Fraser (Committee Member)
Trustee L. Tiede (Committee Member)
Trustee M. Baxter
Trustee A. Geistlinger

In attendance:

Staff:

K. Kaardal, Superintendent of Schools/CEO
T. Beaudry, Deputy Superintendent of Schools
E. Sadlowski, Secretary-Treasurer/CFO
V. Dougans, Finance Manager
M. DesRochers, Executive Assistant (*Recorder*)

Absent:

D. Carmichael, Assistant Secretary-Treasurer

Partner Group Representation:

COTA Susan Bauhart, President
COPAC No Representative
COPVPA Mike Dornian, Treasurer
CUPE David Tether, President
DSC Matthew Richardson, Grade 12, Kelowna Secondary
DSC Laura Siddall, Grade 11, Rutland Senior Secondary (*arrived at 4:12 pm*)

Agenda/Additions/Amendments/Deletions

Updated Information 7.1 2019-2020 Estimated Operating Grant
- Replacement page 008

Materials for Scheduled Item 7.2 Central Okanagan Public Schools Superintendent of Schools/CEO 2019/2020 Budget Proposal

April 3, 2019 Agenda – approved as amended.

Reports/Matters Arising

March 6, 2019 Committee Report – received as presented.

Discussion/Action Items

1. Trustee Indemnity for the 2019/2020 Fiscal Year

The Secretary-Treasurer/CFO stated that in accordance with Policy 160 – Finance and Audit Committee the Trustee Indemnity for the 2019/2020 fiscal year will increase by 2.7% as per the BC Consumer Price Index. Trustee Baxter suggested that the recommendation to the Board of Education replace the word salaries with stipend.

4:12 pm: Laura Siddall arrived to the meeting.

Outcome:

The Committee recommended that the Board of Education set the Trustee Indemnity, in accordance with the most recent BC Consumer Price Index of 2.7% for the period July 1, 2019 to June 30, 2020 thereby setting the stipends at: Trustee - \$21,163, Vice Chair - \$22,352, Chair - \$24,157.

Discussion/Information Items

1. 2019-2020 Estimated Operating Grants

The Secretary-Treasurer/CFO provided an overview of the 2019-2020 Estimated Operating Grants. The Ministry of Education provides these allocations every year, prior to spring break. Overall, the District's Operating Grants will increase for the 2019-2020 school year due to increases in enrolments, increases in per pupil allocations and increases in other funding line items.

2. Central Okanagan Public Schools Superintendent of Schools/CEO 2019-2020 Budget Proposal

The Superintendent of Schools/CEO presented his 2019-2020 budget proposal. Highlighting the budget development process, base operating budget revenue and expenses, significant changes, key assumptions for the 2019-2020 school year, budget additions, requests from/for the Central Okanagan Teachers' Association (COTA), Collaborative Learnings Services, Instructional Leadership Team, Canadian Union of Public Employees Local 3523 (CUPE), Purchasing Department, Central Okanagan Principal/Vice-Principal Association (COPVPA), and Central Okanagan School Business Officials (COSBO).

The Committee requested some reformatting to the report to ensure clarity between the budget changes driven by growth and those resulting from the partner group requests. The COTA suggested that the additional Vice-Principals at the middle schools be funded. The Superintendent of Schools/CEO 2019/2020 Budget Recommendations report will be updated pursuant to discussions at the Committee level and brought forward as an action item to the April 17th Finance and Audit Committee Meeting.

3. Public Budget Consultation Input Received

The Secretary-Treasurer/CFO stated that there were a number of themes in the feedback received from the Public Budget Consultation process including adding classroom teachers, increasing the number of specialized teachers, and ensuring schools are a welcoming environment for all students.

5:32 pm: Laura Siddall left to the meeting.

4. 2019-2020 Budget Requests – Central Okanagan Teachers' Association

The Committee reviewed this information.

5. 2019-2020 Budget Requests – CUPE 3523 Central Okanagan School Employees' Union

The Committee reviewed this information.

6. Amended Regulations 470R – Transportation Services Management

The Committee reviewed this information.

Recommendations/Referrals to the Board/Coordinating Committee/Other Committees

Public Board Meeting:

- Trustee Indemnity for the 2019/2020 Fiscal Year

Items for Future Finance and Audit Committee Meetings

September	October	November
- Presentation: Audited Financial Statements for the Fiscal Year - Audited Financial Statements for the Fiscal Year (<i>Action Item</i>)	- Financial Update at September 30th	- School District No. 23 (Central Okanagan) Budget Development Principles - School District No. 23 (Central Okanagan) Budget Development Timeline
January	February	April (1st meeting)
- Amended Annual Budget for the Fiscal Year - Ministry Recalculation Allocation – School District No. 23 and Provincial - Financial Update at December 31st - Budget Survey development	- Budget Presentation	- Overview of Budget Allocation - Budget Consultation Input Received - Trustee Indemnity for the 2019/2020 Fiscal Year

April (2nd meeting)	May	June
- Central Okanagan School District Preliminary Budget Proposal – Superintendent’s Budget Recommendations - Financial Update at March 31st	- Auditor’s Report to the Finance and Audit Committee – Initial Communication on Audit Planning for the Year - Annual CommunityLINK Allocations - Financial Update – International Education Program - Review of Policy 425 and Regulations 425R - Student Fees	- School District No. 23 (Central Okanagan) Annual Budget for the Fiscal Year - Policy 161 –Accumulated Operating Surplus

Meeting Schedule

April 17, 2019 at 4:00 pm	June 19, 2019 at 4:00 pm	October 16, 2019 at 4:00 pm
May 15, 2019 at 4:00 pm	September 18, 2019 at 4:00 pm	November 20, 2019 at 4:00 pm

Questions – Please Contact:

Trustee Rolli Cacchioni, Chairperson	Phone: 250-765-3419	email: Rolli.Cacchioni@sd23.bc.ca
Eileen Sadlowski, Secretary-Treasurer/CFO	Phone: 250-470-3224	email: Eileen.Sadlowski@sd23.bc.ca
Delta Carmichael, Assistant Secretary-Treasurer	Phone: 250-470-3233	email: Delta.Carmichael@sd23.bc.ca

Rolli Cacchioni, Chairperson



Central Okanagan Public Schools
Superintendent of Schools/CEO
2019/2020 Budget Recommendations



OVERVIEW

Central Okanagan Public Schools is in a strong financial position going into the 2019/2020 school year. This is a good news budget. Continued growth allows the District to support ongoing budget pressure as well as provide for some modest additions that will help to create sustainability and efficiency throughout the District.

The District is the fifth largest district in the province and represents 4% of the provincial enrolment (22,694 Full Time Equivalent (FTE) of its 542,650 students). The District operates thirty-one elementary, six middle and five secondary schools, as well as one alternate education school and one distributed learning program. A seventh middle school, Canyon Falls Middle, is scheduled to open September 2019. The District employs approximately 3,600 full-time and part-time staff.

The Board of Education Strategic Plan helps guide, along with the Budget Development Principles, the operational planning of the District budget. Budget requests are evaluated through the lens of the following four focused directions.

1. Leadership Development

The Board of Education strives to provide professional development, attract and retain high quality leaders throughout the system and support leadership skill development.

2. Sustainability as a District

The Board of Education strives to provide equitable programs and opportunities to students, support inspirational learning opportunities, is developing a wellness initiative for all staff, supports environmental operational practices and is an advocate for a more predictable, sufficient funding model.

3. Leading Learning: Attributes of a Learner

The Board of Education's Overarching Goal is that each Central Okanagan Public Schools student (K-12) will provide evidence of being a learner, thinker, innovator, collaborator and contributor through improving students' transition from secondary school with dignity, purpose and options. The Board strives to achieve this by supporting the development of effective pedagogy as well as innovative learning environments and supports equitable opportunities and performance for all Aboriginal learners.

4. Community and Partner Engagement

The Board of Education strives to promote positive public relations and enhance all areas of community and partner engagement by encouraging authentic involvement of all partners, raising understanding, awareness and confidence in the community of public education. The Board supports positive partnerships with community organizations that contribute to learner readiness.

The District is currently implementing the Ministry of Education's New BC Education Plan. The Plan is transforming education in the province so that it is more personalized and focuses on the development of Core and Curricular Competencies. The transformation of our system to meet the intentions of the Plan require that we use pedagogy that is learner centered and provides student agency, encourages innovation, embeds the First Peoples Principles of Learning throughout the curriculum, and is inclusive by design. This transformation requires educators to collaborate, possess growth mindsets and develop adaptive expertise. The budget needs to continue to support this work.

District student learning results demonstrate that previous budget decisions have resulted in investments that support student learning. The District has demonstrated student achievement above provincial and national averages and has a Ministry reported six-year graduation rate for BC residents of 94% and an Aboriginal six-year graduation rate of 82%, both of which are above the provincial average. The six-year completion rate, including students achieving both Dogwood Certificates and Evergreen Certificates, is 97%. Most importantly, the trajectory of achievement results for the District has continued to improve over the past 10 years.

To achieve these results, the District offers early learning programs, focusses on foundational skill development and the development of the attributes of a learner as described in the District's Overarching Goal by offering students diverse programs of interest. The District strives to support learner readiness through collaboration with a number of independent providers such as preschools, StrongStart BC, Ready Set Learn, Hope for the Nations and other non-profit organizations that offer early learning initiatives, breakfast, lunch and after school programs. In addition, the District provides a variety of choices through board-authorized courses, specialty academies, apprenticeship programs, trades courses, computer and software development courses and French Immersion. As well, the District partners with Okanagan College, British Columbia Institute of Technology, University of British Columbia-Okanagan, Vancouver Film School, many local businesses and other community organizations to provide dual credit, work study, leadership and transition opportunities to our students. The District should continue to invest in these programs.

BUDGET DEVELOPMENT PROCESS

Each year, in accordance with the *School Act*, the District is responsible for creating a budget plan for the upcoming school year. This plan is the culmination of a process involving presentations, input gathering sessions, discussions and feedback. The goal is to develop a proposal that balances the funding that is available with the expenses that are required to provide a quality educational experience for all students.

In addition to the Board of Education's Strategic Plan and the Districts' Mission, Vision, Cultural Values, the District will also consider the District's Overarching Goal using both the District budget development principles and guided school based budget decisions model expanded below.

DISTRICT BUDGET DEVELOPMENT PRINCIPLES

- Students come first
- Every budget allocation will be aligned to meet the District's Mission, Vision, Values and Goals
- Consideration must also be given to the individual school goals
- The District will obtain the most effective results for the dollars spent
- The Board must meet legal requirements; therefore, the budget will be balanced and all statutory requirements will be met

GUIDED SCHOOL BASED BUDGET DECISION MODEL

- Decisions are made considering:
 - school plans and District goals
 - discussions with School Administration, Assistant Superintendents, Human Resources and Finance
 - consultation with partners, parents and students
 - alignment to the school's plan and their ability to achieve the plan remain a priority

Throughout the budget process, the following opportunities for input were provided:

Date	Description
February 4, 2019	Public presentation to provide information on the 2019/2020 budget
February 12, 2019	Presentation to School District Administrators
February 20, 2019	Public Finance and Audit Committee Meeting (partner group input invited)
March 6, 2019	Public Finance and Audit Committee Meeting (partner group input invited)
April 3, 2019	Public Finance and Audit Committee Meeting (Information) Central Okanagan Public Schools Superintendent of Schools/CEO 2019/2020 Preliminary Budget Proposal Report
April 17, 2019	Public Finance and Audit Committee Meeting (Action) Central Okanagan Public Schools Superintendent of Schools/CEO 2019/2020 Final Budget Recommendations Report
April 24, 2019	Public Board Meeting Annual Budget set
June 19, 2019	Public Board Meeting Annual Budget approval

The Board of Education will engage in deliberations regarding the Superintendent of Schools/CEO's 2019/2020 Budget Recommendations Report at the April 3, 2019 Public Finance and Audit Committee Meeting, and will plan to complete this process at the April 24, 2019 Public Board Meeting. Final adjustments may be made up to June 19, 2019.

This budget proposal was developed with submissions from our District and school-based leadership teams as well as partner groups, with a focus on making the most educationally sound decisions given the multitude of factors including:

- Student classroom and composition guidelines
- District non-enrolling ratio requirements
- Teacher qualifications available
- Space restrictions
- Student demographics and access to neighborhood schools
- Student course load requests

These submissions include input through discussions at committee meetings and other formal administrative and partnership meetings with:

- Trustees
- Senior Staff (Admin Council)
- Principals, Vice-Principals and COSBO (Exempt) staff
- The Aboriginal Education Council
- The Canadian Union of Public Employees Local 3523 (CUPE)
- The Central Okanagan Parent Advisory Council (COPAC)
- The Central Okanagan Teachers' Association (COTA)
- Parents and the community

FUNDING FORMULA MODEL REVIEW UPDATE (FOR BUDGET DEVELOPMENT IN 2020/2021)

In 2018, the Ministry of Education appointed an independent Funding Model Review Panel to review and provide recommendations to the way funding is allocated in the K-12 public education sector in British Columbia. The last major changes to this formula occurred in 2002. To date, this Panel has received feedback from all 60 school districts through one on one meetings, regional meetings or written submissions. As well, a range of other stakeholders and partner organizations provided over 100 written submissions for review.

The Panel has provided the following report, '*Improving Equity and Accountability – Report of the Funding Model Review Panel 2018*' that may address these concerns in its 22 recommendations for the Minister of Education with the intent to improve the K-12 public education system for students.

https://www2.gov.bc.ca/assets/gov/education/administration/resource-management/k12funding/funding-model-review/independent_review_panel-final_report_2018.pdf

The Finance and Audit Committee has reviewed 12 of these recommendations and the Education and Student Services committee will review the remaining 10 recommendations. The Board of Education will receive a final report in April that includes comments, concerns and questions from each Committee.

The new funding formula will be implemented in the 2020/2021 school year.

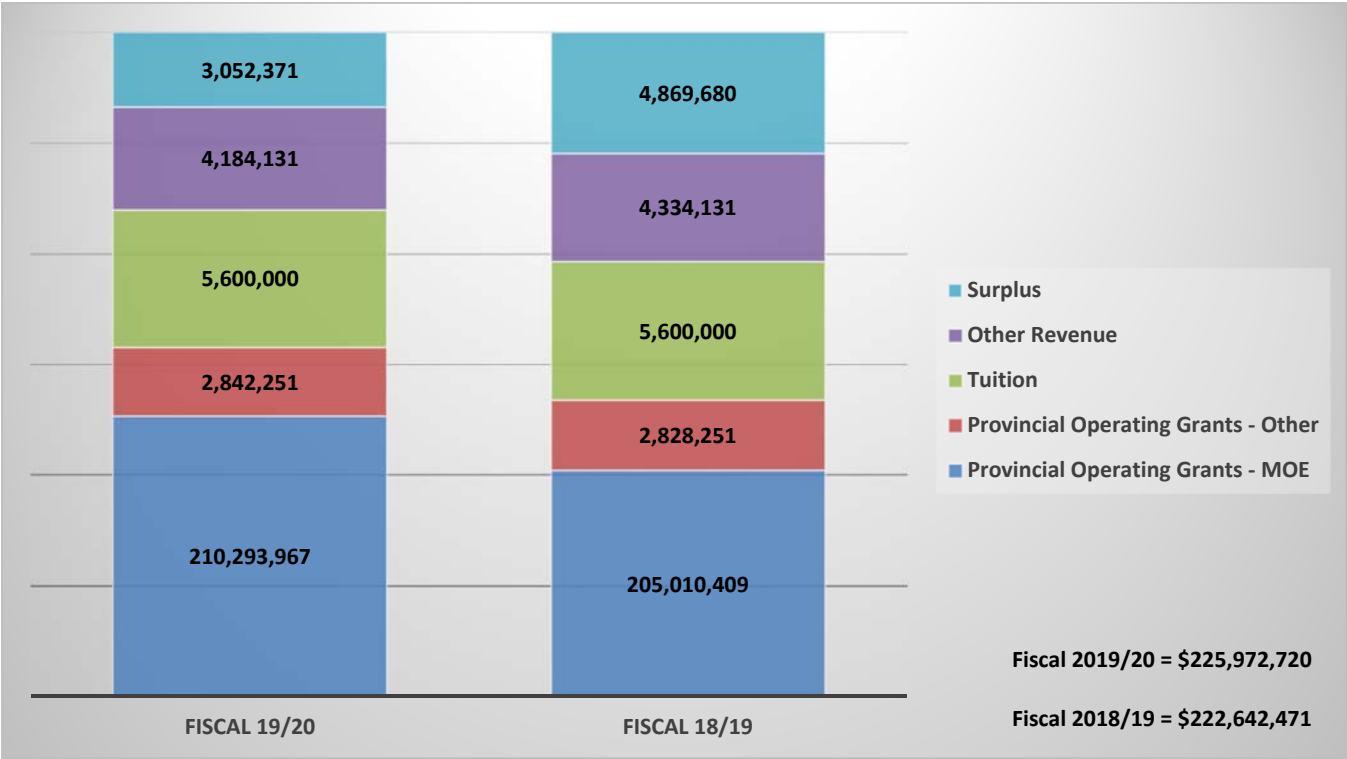
This Central Okanagan Public Schools Superintendent of Schools/CEO 2019/2020 Budget Recommendations Report considers each of the following areas:

- I. Base Operating Budget Revenues and Expenses and Other Significant Changes
- II. Key Assumptions for the 2019/2020 School Year
- III. Additional Budget Requests

I. **BASE OPERATING BUDGET REVENUE & EXPENSES**

The foundation of all budget development begins with the District Base Operating Budget. This represents the revenue and expenses of the District as they currently exist to deliver the programs and services the District provides.

Base Operating Budget Revenues (2019/2020 Projected Annual Budget)



The majority of operating revenue for the District (93%) is derived from the Ministry of Education's Operating Grant. The province establishes this grant annually for public education using a funding allocation system that is intended to ensure equity across all districts in British Columbia. The allocation system is based primarily on enrolment with further allocations based on unique demographic or District characteristics. Since enrolment is the primary driver in the formula, all budget planning begins with a projected enrolment figure for the next school year.

Other sources of revenue include other provincial grants, locally generated revenue (tuition payments, fees and rentals), and surplus carry forwards from the previous year, as well as designated funds for capital or school-based activities. Central Okanagan Public Schools has focused on increasing local revenues (+75%) over the last seven years through the expansion of the International Education Program, providing fee for service in the Health and Safety Program and WorkSafeBC claims management, as well as recovering costs through the charging of rentals for facilities and a transportation fee.

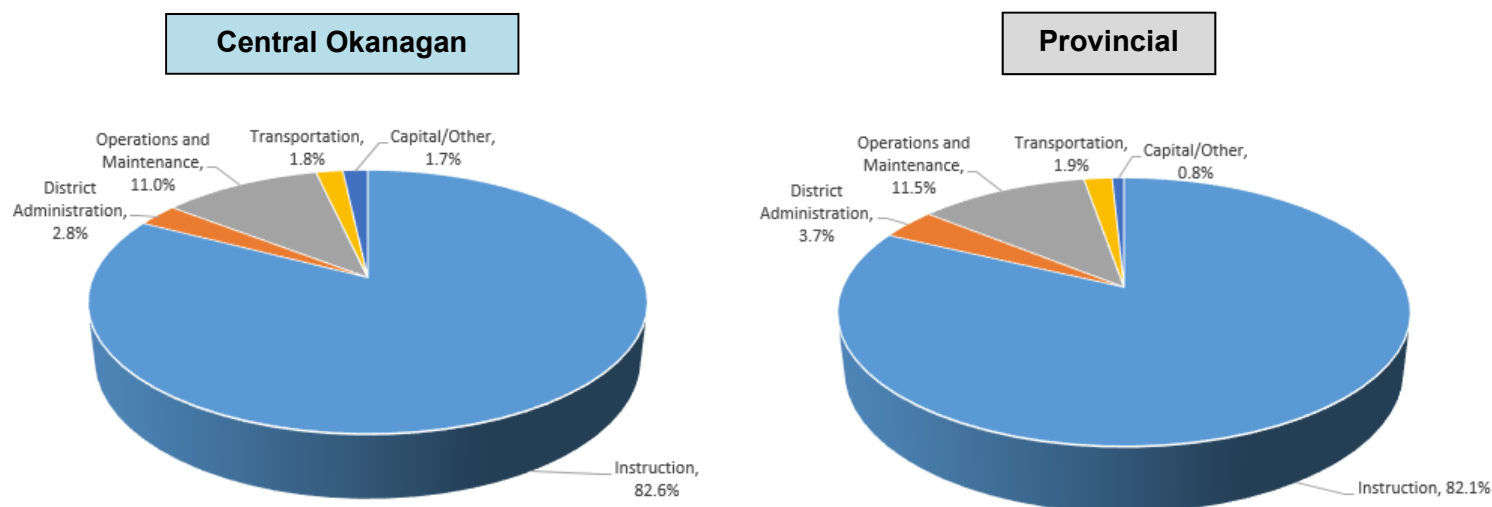
Base Operating Budget Expenses (2018/2019 Annual Budget)

Boards of Education manage and distribute their operating funding allocation based on local spending priorities. In addition, the province provides capital costs and funding for specialty programs through supplemental and special purpose grants.

All allocations are then identified and categorized into six major **program** areas. These include Instruction, District Administration, Operations and Maintenance, Transportation, Local Capital and Capital Fund.

- **Instruction** - includes all allocations to schools as well as District instructional services offered to provide educational opportunities within the District. Instructional programs are categorized as General Instruction, Career Life Programs, Library Services, Counselling, Special Education, English Language Learning, Aboriginal Education, School-Based Administration and International programs.
- **District Administration** - includes Educational Administration, Business and Human Resource Services, and Board Operations (Governance).
- **Operations and Maintenance** - relate to the services required to operate and maintain all District facilities.
- **Transportation** - includes the transportation of students to and from school.
- **Local Capital** (included in Capital/Other) - includes the provision of funding to support the Technology Refresh program as well as allocations to maintain and replace capital equipment items such as vehicles, computers, tables, chairs etc.
- **Capital Fund** (included in Capital/Other) - includes amortization of tangible capital assets and any write down of buildings and sites.

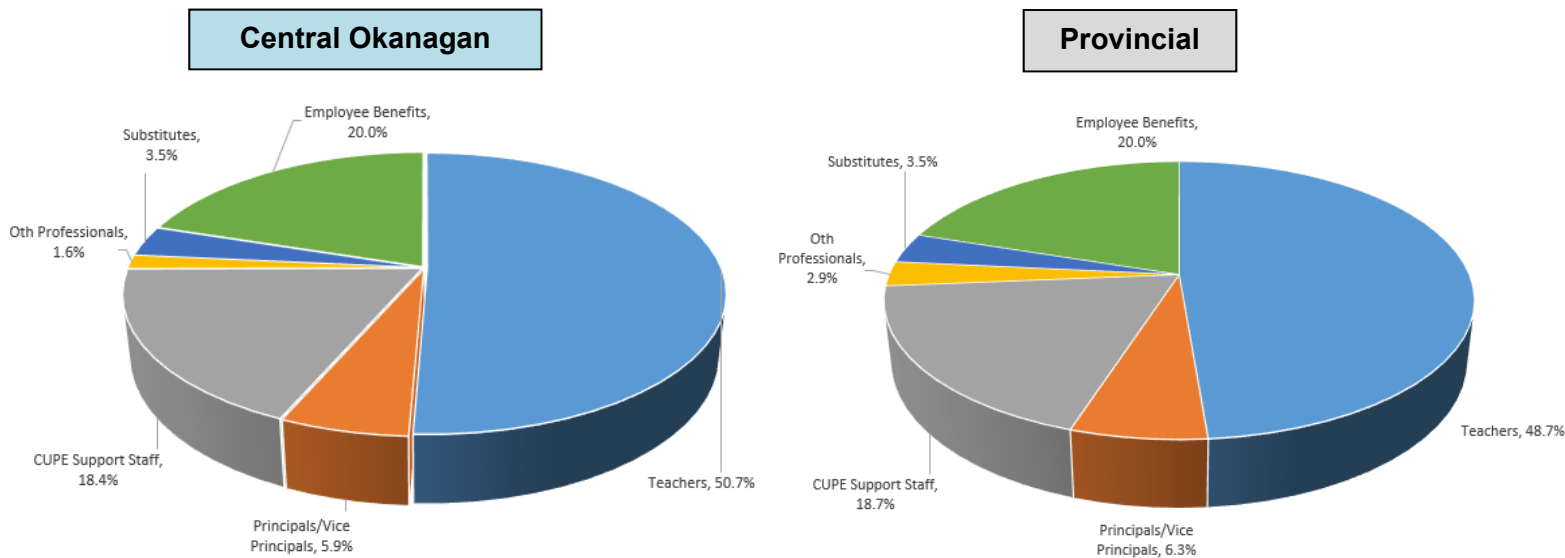
2018/2019 District's Budget by Program Compared to Provincial



When compared to the provincial average, Central Okanagan Public Schools dedicates more to instruction and capital and less to administration and operations. It also dedicates a larger percentage of its budget to capital replacement programs, which fund technology and equipment replacement. Technology replacement is coordinated through the District's Technology Refresh program, which replaces District technology on a four-year cycle.

An alternate representation of the expenses is by **object** including multiple employee groups, employee benefits, services & supplies, capital/other (which includes Local Capital and the Capital Fund).

2018/2019 District's Budget by Object Compared to Provincial



The majority of spending in these categories (87.7%) is dedicated towards salaries and benefits. Staff salaries are primarily the result of negotiations between the province and the professional associations/unions representing the various employee groups. When compared to the provincial average, the District spends more on teachers, less on principals and vice principals and other professionals and a similar amount on CUPE support staff.

Significant Changes

Significant changes that have been implemented within this base budget include:

Learning Support Services Reorganization

One of the most consistent concerns expressed by principals, teachers and support staff is finding solutions to support our most dysregulated students. This budget will continue to try to address support for classrooms where complex students present highly dysregulated, disruptive and sometimes violent behaviors. The District has initiated a number of strategies beyond the MoA:LOU#17 requirement that non-enrolling teachers meet prescribed ratios established in 2001. These include:

- i. Added a District Principal of Learning Support Services, responsible for students with dysregulated behaviors.
- ii. Increased and organized elementary counsellors to provide services within a family of schools, allowing for more efficient delivery of service.
- iii. Reorganized counselling services under the District Principal for Learning Support Services to be more responsive to schools. The District has established 11 FTE Behavioral CEA positions through the Learning Improvement Fund to support hot spots and provide temporary support until effective planning and supports are in place for students.
- iv. Provided funding, within the budget, to the Assistant Superintendents to deal with emergent student support issues as they arise.
- v. Utilized the Classroom Enhancement fund to lower class sizes to their lowest averages in District history, allowing teachers more time with each student.
- vi. Increased the number of resource teachers and middle and secondary counsellors so that workloads are similar to 1999, with the intent of improving response time and co-planning support for classroom teachers supporting complex students.
- vii. Increased the number of CEAs to provide support for dysregulated students in classrooms.

Staff recognize that, while these positions have been budgeted for, there has been some difficulty filling these positions.

The District is prototyping a project focusing on Collaborative Learning Support teams in each family of schools to help school teams develop pedagogical and systemic strategies that support students' self-regulation.

As the final step, the Superintendent of Schools/CEO plans to reorganize some of the existing behavior supports from Student Support Services plus the proactive programs supporting healthy schools and mental health under both the District Principal of Learning Support Services and the Assistant Superintendent responsible for the Healthy Schools portfolio. The plan is to form a proactive and responsive social emotional learning team that will provide positive strategies and just in time-side-by-side support that will help students feel well and self-regulate behaviors that affect their learning. If possible, staff may support an additional FTE to this reorganization.

Classroom Enhancement Fund

The final piece in the development of the 2019/2020 budget includes the ongoing implementation of the MoA:LoU#17 regarding teacher staffing. The MoA:LoU#17 resolves the matters related to the implementation of the Supreme Court of Canada decision from the fall of 2016. This has been achieved through funding provided in the Classroom Enhancement Fund. Central Okanagan Public Schools' Classroom Enhancement funding for the 2018/2019 school year is expected to be \$13.5 Million. We expect the funding for the 2019/2020 year to be similar and anticipate the need for up to an additional 12 FTE of non-enrolling teachers and classroom support during our staffing process that will increase the effective learning conditions in classrooms.

Funding is to be used to provide for educationally sound classroom organization and to meet the required District non-enrolling ratios as outlined in our District's Teacher Collective Agreement. Costs to the fund will include teacher costs as well as ancillary costs related to professional development and resources. The District has added an additional 147 FTE teaching staff since September 2017 to meet the requirements of the restored Collective Agreement language. If additional classroom teachers are required for 2019/2020 to meet the terms of the MoA:LoU#17, it will be determined during the spring staffing process. These additional teachers will be funded through the Classroom Enhancement Fund.

II. KEY ASSUMPTIONS FOR THE 2019/2020 SCHOOL YEAR

Inherent in this approach is the assumption that the base from which the budget is built appropriately allocates resources to the schools and departments in order to achieve their goals. The budget is not rebuilt from a 'zero base' each year as much of the District's costs are fixed and educational programs are complex and affect multiple schools and/or departments. An analysis of this magnitude would be unlikely to highlight potential reductions that are not already obvious. The budget development process also requires an extremely tight timeline as Ministry funding announcements are made approximately six weeks prior to the District's deadline for establishing staffing levels.

Rather than completing a 'line-by-line' budget analysis each year, the District performs a number of processes on an ongoing basis to ensure that the base allocations are appropriate. These include:

- Reviewing achievement relative to the goals
- Reviewing historical spending in the allocated budget areas to ensure budgets are adequate but not excessive
- Providing schools with greater decision-making over the use of discretionary funds through collaborative and guided discussions. Schools, in turn, promote accountability and efficiency by setting clear goals and aligning them with District goals, as well as gathering data on student learning to support decisions regarding instructional staffing levels as well as resource allocation.
- Comparing spending to comparative sized districts as well as to provincial averages
- Completing program reviews on a cyclical basis to ensure programs, structures and strategies continue to meet the needs of the District

Required Operational Adjustments in 2019/2020 will include:

- Staffing and overhead costs for the new Canyon Falls Middle school.
- Negotiated changes to the calculation of the elementary teacher preparation time.
- Anticipated salary adjustments for principals, vice-principals and management staff.
- Anticipated benefit adjustments.
- Changes in District programs (e.g. expansion of French Immersion, academies of Indigenous studies).
- Adjustments for surplus carryforwards available from the previous year.
- Inflationary increases to services and supplies.

Additional adjustments are made for anticipated enrolment increases affecting staffing, service and supply allocations and any adjustments required to support these students with unique needs.

Enrolment Increase Assumptions Include:

- An increase in BC resident FTE of 150 to 22,844 FTE, however this enrolment increase may trend to as high as 350 FTE. The District has built the 2019/2020 budget conservatively with an enrolment increase of 150 student FTE.
- Maintaining International Education FTE at 400 FTE.
- An increase in Special Education Level 2 students of 21 students to 923.
- An increase in English Language Learners of 101 students to 705.
- Expected increases in teaching staff and resources as a result of enrolment increases.

A summary of the 2019/2020 Estimated Operating Grants incorporating these increases and Ministry per pupil adjustments is included in "**Appendix B**".

An overview of the projected 2019/2020 budget follows, classifying expenses by object. This outlines the base 2018/2019 Final Bylaw Budget, removal of carryforward balances, adjustments for growth and other required changes and new requests for the 2019/2020 year. Funding adjustments made to the Operating Grant are sufficient to cover the negotiated COTA and CUPE costs, as well, costs due to increasing enrolments. Costs incurred that are not funded through the grant include the additional staffing requirements for Canyon Falls Middle, additional portable costs, expansion of programs, additional bus routes, principal/vice-principals and exempt management salary increases. These unfunded costs are covered through enrolment growth and reductions available in other budget areas due to efficiencies or cost reduction. Once all costs are covered, an overall budget surplus of \$315,656 remains. This surplus is available for new "ask" requests, which are detailed in "Appendix A."

REVENUE	Final Bylaw 2018/2019	Remove 30-Jun- 18 Surplus CFwd	Net Final Bylaw 2018/2019	Growth & Required Changes	2019/20 Projected Preliminary	New "ASK" Requests	2019/20 Preliminary
OPERATING GRANTS							
- Operating Grants	205,010,409		205,010,409	5,283,558	210,293,967		210,293,967
- Other Ministry Grants	2,828,251		2,828,251	14,000	2,842,251		2,842,251
- International Education	5,600,000		5,600,000		5,600,000		5,600,000
- Other Revenue	4,334,131		4,334,131	(150,000)	4,184,131		4,184,131
OPERATING SURPLUS CARRY FORWARD	4,869,680	(1,749,675)	3,120,005	(67,634)	3,052,371		3,052,371
SPECIAL PURPOSE GRANTS							
- Special Purpose Grants	17,179,074		17,179,074	(228,642)	16,950,432		16,950,432
- Other Revenue	7,300,000		7,300,000		7,300,000		7,300,000
SPECIAL PURPOSE CARRY FORWARD	588,164		588,164	(538,164)	50,000		50,000
CAPITAL GRANTS	13,195,051		13,195,051		13,195,051		13,195,051
Total Revenue	\$ 260,904,760	\$ (1,749,675)	\$ 259,155,085	\$ 4,313,118	\$ 263,468,203	\$ -	\$ 263,468,203
EXPENSES							
STAFFING & BENEFITS							
- Teachers	108,621,913	(313,000)	108,308,913	4,442,082	112,750,995	80,250	112,831,245
- Principals and Vice Principals	11,502,073		11,502,073	171,270	11,673,343		11,673,343
- Educational Assistants	16,281,278		16,281,278		16,281,278		16,281,278
- Support Staff	21,056,806		21,056,806	355,160	21,411,966	47,424	21,459,390
- Other Professionals	3,064,040		3,064,040	(100,000)	2,964,040	123,200	3,087,240
- Substitutes	7,305,045		7,305,045		7,305,045		7,305,045
- Employee Benefits	42,183,058	(77,000)	42,106,058	(221,796)	41,884,262	72,087	41,956,349
SERVICES & SUPPLIES	31,736,133	(1,359,675)	30,376,458	(305,096)	30,071,362	(7,305)	30,064,057
CAPITAL	13,195,051		13,195,051		13,195,051		13,195,051
OTHER CAPITAL	5,959,363		5,959,363	(344,158)	5,615,205		5,615,205
Total Expenses	\$ 260,904,760	\$ (1,749,675)	\$ 259,155,085	\$ 3,997,462	\$ 263,152,547	\$ 315,656	\$ 263,468,203
Net Budget Including New "ASK" Requests	\$ -	\$ -	\$ -	\$ 315,656	\$ 315,656	\$ (315,656)	\$ (0)
Staffing							
Teachers	1,382,578	(4,000)	1,378,578	11,000	1,389,578	1,000	1,390,578
Principals and Vice Principals	94,000		94,000	2,600	96,600	2,000	98,600
Other Professionals	38,700		38,700	(1,200)	37,500	2,000	39,500
Support Staff (CUPE)	913,238		913,238	10,856	924,094	1,000	925,094
Total	2,428,516	(4,000)	2,424,516	23,256	2,447,772	6,000	2,453,772

III. BUDGET ADJUSTMENTS

The following outlines the specific details of the additional budget requests that were made, along with a recommendation from the Superintendent of Schools/CEO. Requests have been categorized by the associated employee group.

Central Okanagan Teachers' Association (COTA)

With the projected growth in the 2019/2020 school year and taking into consideration the Collaborative Learning Services request below, the District anticipates adding the following teacher FTE to the 2019/2020 budget. The low column includes a 150 FTE student enrolment growth while the high column includes a 350 FTE student enrolment growth.

Description	Low	High
Expansion of French Immersion	1.0000	1.0000
Enrolment Growth	6.0000	14.0000
Additional Prep Teachers	4.0000	4.0000
Growth & Required Changes	11.0000	19.0000
<u>New "Ask" Request</u>		
Collaborative Learning Services	1.0000	1.0000
	12.0000	20.0000
<u>Est. Classroom Enhancement Request</u>	6.0000	12.0000

The allocation of Classroom Enhancement FTE above is dependent on individual student and classroom need and will require Ministry approval.

1. COTA Budget Request

The District received a submission from the COTA identifying a reduction of \$7,500.

Description	2018-19	2019-2020	Reduction
Inquiry Project	45,000	45,000	0
TTOC Fund	7,500	7,500	0
LSA Fund	25,000	25,000	0
Social Justice Grant	22,500	15,000	(7,500)
	\$ 100,000	\$ 92,500	\$ (7,500)

Rationale

The District continues to support expanded professional development opportunities that are coordinated through COTA.

Recommendation

Current Budget Allocation - \$100,000 (Resources)

Recommended Change - Per request

(\$7,500)

2. Collaborative Learning Services Staffing Budget Request

The Collaborative Learning Services (CLS) team requests an additional 1.0 FTE teacher.

Rationale

With the implementation of the redesigned curriculum, the District created the Collaborative Learning Services (CLS) initiative with the purpose of building inclusive learning environments to ensure powerful and purposeful learning for each learner. The CLS team's focused mandate is to move more district consultants to provide direct support to teachers in schools.

Recommendation

The District will provide an additional 1.0 FTE teacher to support this model.

Current Budget Allocation - \$109,000 (1.0 FTE & resources)

Recommended Increase – 1.0 FTE District wages & benefit costs

\$101,979

3. Instructional Leadership Team Staffing Budget Request

The Instructional Leadership Team is requesting 2.0 FTE additional teaching staff.

Rationale

To provide more direct support with the transformation in learning in classrooms and better meet the school demands for support with the continued implementation of the redesigned curriculum, additional staffing is required.

Response

The ILT Program continues to be an integral part of our District's strategy for implementing 21st Century learning curricula; however, we will need to continue to provide support within the current budget.

Current Budget Allocation - \$1,028,693 (5.0 FTE & resources)

Recommended Change - None

\$0

Canadian Union of Public Employees Local 3523 (CUPE)

With the new Canyon Falls Middle School opening in the Fall, the projected growth in the 2019/2020 school year and taking into consideration the Purchasing Department request below, the District anticipates adding the following CUPE FTE to the 2019/2020 budget:

Description	FTE
Clerical Staff	3.0000
Other Operations	1.0000
Custodial	2.0000
Grounds	1.0000
Noon Hr Supervisors (4 people, .5 annual FTE)	0.5000
Growth & Required Changes	7.5000
<u>New "Ask" Request</u>	
Purchasing (Driver)	1.0000
	8.5000

4. CUPE Staffing Budget Request

The District received a request from the CUPE to hire more trades and grounds staff.

Rationale

The projected student growth in the 2019/2020 school year, the addition of several new school sites, an increase in portable needs and the regularly scheduled renovations, requires additional CUPE staff be hired.

Response

Per the table above, an additional 7.50 FTE CUPE staff will be added to the 2019/2020 budget due to enrolment growth. In the 2018/2019, 3.0 FTE additional operational staff were added to the budget.

Current Budget Allocation - \$26,171,008 (District CUPE wages & benefit costs only)

Recommended Change – None.

\$0

5. Purchasing Department Staffing Budget Request

The Purchasing Department is requesting an additional 1.0 FTE driver be added to the purchasing team.

Rationale

In 2011, due to declining enrolment and budget constraints, 1 of 4 pick up delivery driver positions was eliminated from the budget. Since 2011, the District's enrolment has increased by approximately 1,145 students and several sites have been built. As well, Central Stores has experienced an increase in the number of requisitions from inventory (up 4% over a 3 year cycle), receiving and distributing direct charge orders to schools, and cleanouts of scrap or recyclable items from schools during the past 4 years. This increase, along with the forecasted increase in driving times to new sites and drop off points for the delivery/mail trucks, necessitates an increase in resources for the Purchasing department.

Recommendation

The District will provide a 1.0 FTE driver for the Purchasing Department.

Current Budget Allocation - \$183,531 (3.0 FTE drivers)

Recommended Increase – 1.0 FTE District wages & benefit costs

\$61,177

Central Okanagan Principal/Vice-Principal Association (COPVPA)

With the new Canyon Falls Middle school opening in the fall, the projected growth in the 2019/2020 school year and taking into consideration the requests below, the District anticipates adding the following COPVPA FTE to the 2019/2020 budget.

Description	FTE
Canyon Falls Middle	2.0000
Growth & Required Changes	2.0000
<u>New "Ask" Request</u>	
Dr. Knox Middle	1.0000
Constable Neil Bruce Middle	1.0000
	<u>4.0000</u>

6. Vice-Principals Budget Request

Staff is requesting an additional Vice-Principal be added to Dr. Knox Middle and Constable Neil Bruce Middle Schools.

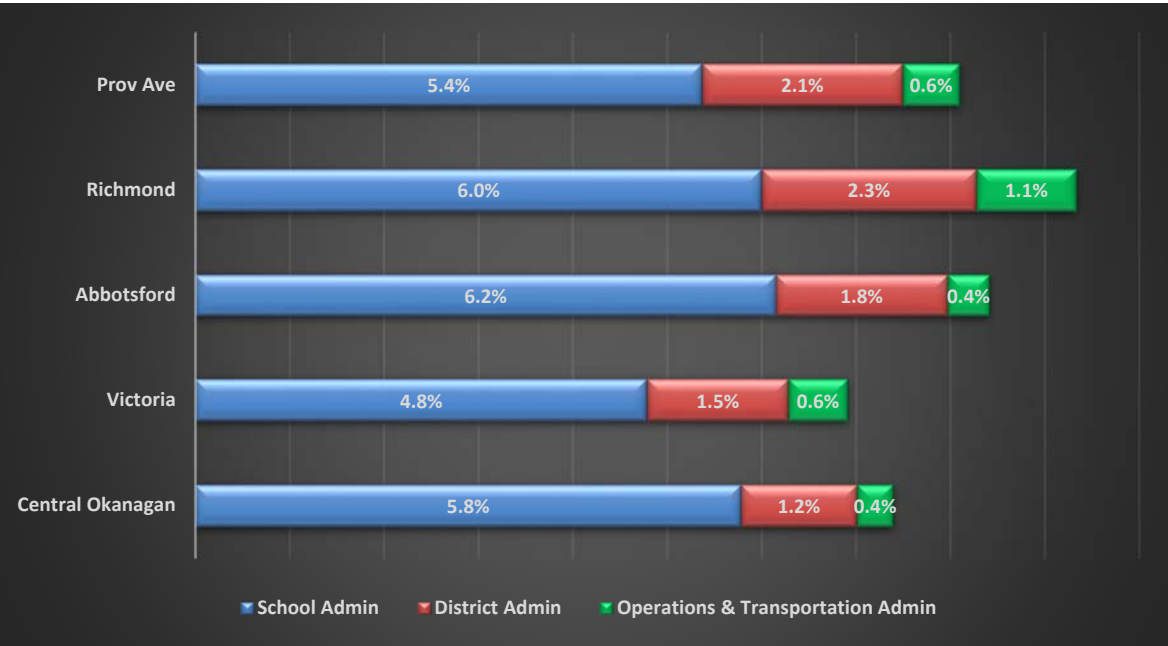
Rationale

With anticipated 2019/2020 enrolment of over 850 student FTE in each middle school, the District needs to bring administration support in line with reasonable guidelines. District guidelines are provided below as a reference. These guidelines provide more consistent administration time, is better able to support complex schools and provides guidance for school based budgeting. Currently some schools are sharing vice principals which is inefficient and difficult to manage.

School Administration Guidelines

School Type	Enrolment	ADMIN FTE	HEAD COUNT
Elementary Admin Allocation	Minimum	0.80	1.00
	201	1.00	1.00
	241	1.00	1.00
Elementary VP Added	401	1.60	2.00
	501	1.80	2.00
	601	2.00	2.00
Middle Admin Allocation	Minimum	1.80	2.00
	801	2.00	2.00
Middle VP Added	851	2.50	3.00
Secondary Admin Allocation	Minimum	1.80	2.00
	801	2.20	2.00
Secondary VP Added	851	2.50	3.00
	1,001	2.60	3.00
	1,201	3.00	3.00
Secondary VP Added	1,401	3.50	4.00
	1,601	4.00	4.00
Alternate Admin Allocation	201	2.00	2.00

Included below is a graph that shows the District's 2017/2018 administration spending. The graph illustrates that the District's overall administration spending is lower when compared to the provincial average and most of the other comparable size districts. The District focuses their administration spending on direct student support in schools.



Recommendation

The District will provide the additional 2.0 FTE Vice-Principals to the above middle schools. Costs associated with these additional 2.0 FTE will be absorbed within the existing administration envelope.

Current Budget Allocation - \$13,694,488 (District wages & benefit costs only)

Recommended Change – Redistribution of Budget

\$0

Central Okanagan School Business Officials (COSBO)

District enrolment has been consistently increasing for several years. District management does not adjust proportionately in the same manner as positions that provide direct support to students. Because of this sustained growth, the addition of several new school sites and an increase in portable needs, management is requesting an increase in District management positions in the 2019/2020 budget.

Description	FTE
<u>New "Ask" Request</u>	
Transportation Dept	1.0000
Custodial Dept	1.0000
	<u>2.0000</u>

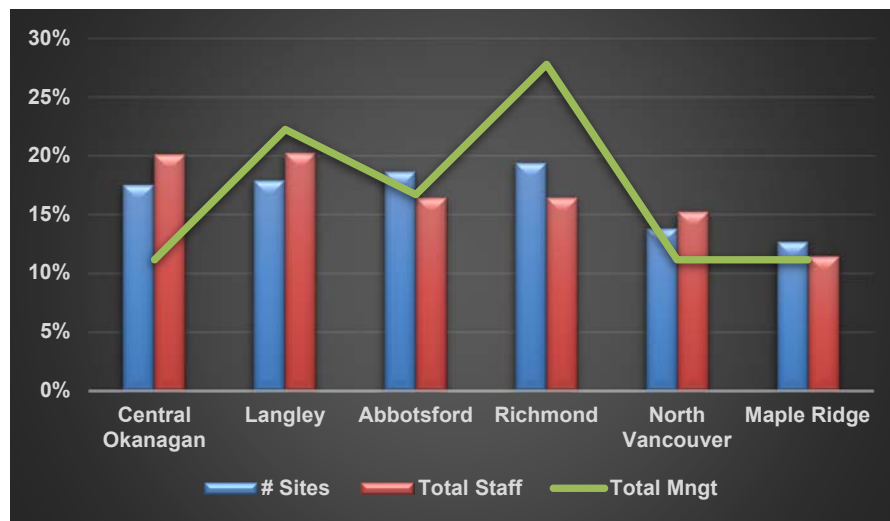
7. Custodial Staffing Budget Request

The Custodial Department is requesting an Assistant Custodial Manager.

Rationale

A new Assistant Custodial Manager would be responsible for daily afternoon shift activities such as daily visits and inspections, providing training to staff on such topics as security, Health & Safety requirements (4x per year) as well as focusing on the Attendance Management program to mitigate sick leave. They would also assist with formal performance and conduct issues, and assist with investigations and recruiting new staff.

The following graph compares the number of sites, total custodial staff and total management of our District to similar sized districts. Our current management level is comparable with both North Vancouver and Maple Ridge school districts yet we have more sites and staff than both of these districts.



Recommendation

The District will provide the additional 1.0 FTE Assistant Custodial Manager to assist the Custodial Manager as outlined above.

Current Budget Allocation - \$7,735,587 (District custodial budget)

Recommended Increase – 1.0 FTE District wages & benefit costs

\$80,000

8. Transportation Staffing Budget Request

The Transportation Department is requesting an Assistant Transportation Manager.

Rationale

A new Assistant Transportation Manager would be responsible for bus stop evaluations, follow-up on reported bus route safety concerns, assisting with performance evaluation, and providing bus driver refresher training (every 3 years). They would also manage day-to-day bus driver issues, parent phone calls and email concerns/complaints and dispatch relief drivers for absenteeism. Our District has the largest fleet in British Columbia and our current Transportation Manager oversees 105 staff and 68 school bus routes.

Recommendation

The District will provide the additional 1.0 FTE Assistant Transportation Manager to assist the Transportation Manager as outline above.

Current Budget Allocation - \$4,044,252 (District transportation budget)

Recommended Increase – 1.0 FTE District wages & benefit costs

\$80,000

9. Information Technology Refresh Budget Request

The Information Technology Department is requesting additional funds to continue to support our Refresh program.

Rationale

In the last 10 years, the District has seen growth in both the number of staff and students, 22% and 8% respectively. The number of facilities has also increased (school sites, school additions, portables and a new board office). Each facility requires additional servers, switches, wireless access points, laptops, desktops, chrome books and VOIP phones as well as ongoing licensing and maintenance costs.

Recommendation

Staff will collaborate to better balance and stabilize the Refresh budget. One suggestion is to have the refresh of the largest schools straddle multiple school years.

Current Budget Allocation - \$2,153,413 (Technology costs only)

Recommended Change - None

\$0

Total Net "ASK" Included in 2019/2020 Budget

\$ 315,656

APPENDIX A

2019/2020 Summary Recommendations

Net Budget Position at Public Budget Presentation	\$	183,291
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Adjustments Subsequent to Public Budget Presentation

Changes Include:

- Reduction in NGN Savings Estimate	(30,484)	
- Additional Enrolment Resource Costs	(16,936)	
- Reduction of Discretionary Budgets	100,000	
- Reduction of Benefits Costs	58,580	
- Addition of 1.0 FTE French Immersion Teacher	(103,795)	
- Increased Portable Needs	(275,000)	(267,635)

Reduction of Expenses

Elimination of General Inflation	400,000	400,000
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Total 2019/2020 Net Budget Position	\$	315,656
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Recommended Budget Adjustments

- COTA's Budget Reduction	7,500	
- Additional Purchasing Dept Driver	(61,177)	
- Transportation & Custodial Managers (2.0 FTE)	(160,000)	
- Additional Collaborative Learning Services Teacher (1.0 FTE)	(101,979)	(315,656)

2019/2020 Net Budget	\$	-
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APPENDIX B

Estimated Operating Grants - 2019/20 School Year School District 23 Central Okanagan

September 2019 Enrolment Count				
School-Age Enrolment	Funding Level	Funding	Total Supplement	
Standard (Regular) Schools	22,429,1000	\$7,468	\$167,500,519	
Continuing Education	0.0000	\$7,468	\$0	
Alternate Schools	250.0000	\$7,468	\$1,867,000	
Distributed Learning	150.0000	\$6,100	\$915,000	
Home Schooling	19	\$250	\$4,750	
Course Challenges	12	\$233	\$2,796	
Total Enrolment-Based Funding (September)	22,829,1000		\$170,290,065	
September 2019 Enrolment Count				
Total Enrol. Change	Funding Level	Funding	Total Supplement	
1% to 4% Enrolment Decline	150.0000	\$3,734	\$0	
4%+ Enrolment Decline		\$5,601	\$0	
Significant Cumulative Decline (7%+)	1,036.1000	\$3,734	\$0	
Supplement for Enrolment Decline			\$0	
September 2019 Enrolment Count				
Enrolment	Funding Level	Funding	Total Supplement	
Level 1 Special Needs	18	\$42,400	\$763,200	
Level 2 Special Needs	925	\$20,200	\$18,685,000	
Level 3 Special Needs	223	\$10,250	\$2,285,750	
English Language Learning	705	\$1,495	\$1,063,975	
Aboriginal Education	2,700	\$1,450	\$3,915,000	
Adult Education	6,7500	\$4,773	\$32,218	
Vulnerable Students			\$467,793	
Supplement for Unique Student Needs			\$27,202,936	
September 2019 Enrolment Count				
Enrolment	Funding Level	Funding	Total Supplement	
Variance from Provincial Average	\$191		\$242,314	
Estimated Number of Educators	1,268.658			
FTE Distribution				
Supplement for Salary Differential	22,835.8500	\$180.33	\$4,117,989	
Supplement for Unique Geographic Factors			\$4,360,303	
Funding Protection			\$6,218,784	
Supplement for the Education Plan			\$0	
September 2019 Enrolment Count, Total			\$453,582	
			\$208,525,670	

July 2019 Enrolment Count				
Enrolment	Funding Level	Funding	Total Supplement	
Summer Learning Grade 1-7	0	\$215	\$0	
Summer Learning Grade 8-9	0	\$215	\$0	
Summer Learning Grade 10-12	0	\$430	\$0	
Supplemental Summer Learning Funding			\$0	
Cross-Enrolment, Grade 8 and 9	0	\$0	\$0	
Summer Learning, Total			\$0	
February 2020 Enrolment Count				
Enrolment	Funding Level	Funding	Total Supplement	
School-Age FTE - Continuing Education	10.0000	\$7,468	\$74,680	
Adult FTE - Continuing Education	2.0000	\$4,773	\$9,546	
K-Gr 9 School-Age FTE - Distributed Learning	7.0000	\$3,050	\$21,350	
Gr 10-12 School-Age FTE - Distributed Learning	190.0000	\$6,100	\$1,159,000	
Adult FTE - Distributed Learning	130.0000	\$4,773	\$620,490	
Level 1 Special Needs Enrolment Growth	0	\$21,200	\$0	
Level 2 Special Needs Enrolment Growth	10	\$10,100	\$101,000	
Level 3 Special Needs Enrolment Growth	20	\$5,125	\$102,500	
Newcomer Refugees	3.0000	\$3,734	\$11,202	
ELL Supplement - Newcomer Refugees	3	\$748	\$2,244	
February 2020 Enrolment Count, Total			\$2,102,012	
May 2020 Enrolment Count				
Enrolment	Funding Level	Funding	Total Supplement	
School-Age FTE - Continuing Education	8.0000	\$7,468	\$59,744	
Adult FTE - Continuing Education	1.0000	\$4,773	\$4,773	
K-Gr 9 School-Age FTE - Distributed Learning	1.0000	\$2,033	\$2,033	
Gr 10-12 School-Age FTE - Distributed Learning	100.0000	\$6,100	\$610,000	
Adult FTE - Distributed Learning	5.0000	\$4,773	\$23,865	
May 2020 Enrolment Count, Total			\$700,415	
2019/20 Full-Year Estimated Total				
Estimated 2019/20 Operating Grant from Indigenous Services Canada			\$1,034,131	
Estimated 2019/20 Operating Grant from Ministry of Education			\$210,293,966	

APPENDIX C

Additional Options for Balancing the 2019/2020 Budget

The aforementioned adjustments are, in the Superintendent's opinion, the best options for achieving a balanced budget in the 2019/2020 school year. The Board may consider other areas for adjustment in lieu of the above budget requests. Other District allocations for consideration are listed below.

	STAFFING					WAGES & BENEFIT COST	RESOURCES	TOTAL BUDGET
	PVP	OTHER PROF	TEACH	CUPE	TTOC			
District Based								
Admin Council	6.00	8.00				2,631,812	393,600	3,025,412
Business Admin		2.00		9.75		754,682	661,100	1,415,782
Career Life Programs			2.00	0.82	3,000	255,749	67,200	325,949
Collaborative Learning Services (CLS)			1.00			100,000	10,000	110,000
COTA Professional Development Support							107,010	107,010
Curriculum Resource Centre/TLC				6.00		308,998	115,500	424,498
Dual Credit Programs			2.30	1.00	51,409	278,125	450,250	779,784
Early Learning			0.50			50,000	50,000	100,000
Educational Admin		2.00		2.40	127,000	304,600	344,504	776,104
Extra-Curricular Support-Sports Busing							100,000	100,000
Family Life Program			3.00			300,000	7,000	307,000
Governance-Travel Outside of District							10,500	10,500
Governance-COPAC Grant							7,500	7,500
Graduation Support			0.43			43,000	20,000	63,000
Health Promoting Schools/Wellness			1.30			128,700	20,500	149,200
Human Resources Admin	1.00	6.00		5.00		1,126,674	428,500	1,555,174
Instructional Leadership Team	1.00		5.00		260,395	638,298	130,000	1,028,693
Literacy Support			1.00			100,000	70,000	170,000
Local Capital-Equipment							225,000	225,000
Museum/Art Gallery Grants							10,000	10,000
Numeracy Support							70,000	70,000
Operations		6.00		190.70		13,231,208	8,245,500	21,476,708
Special Education	1.00		81.00	507.30	450,000	26,120,091	594,384	27,164,475
Technology Refresh Program							2,153,413	2,153,413
Technology Support Staffing	1.00	1.00		22.71		1,953,154	1,288,000	3,241,154
Transportation		1.00		52.47		3,496,435	651,000	4,147,435
Web/Link Support							30,000	30,000
School Based								
Department Head Stipends						253,975		253,975
Principals/Vice-Principals	84.00					12,082,141		12,082,141
School Based Clerical Support				121.19		5,533,427		5,533,427
	94.00	26.00	97.53	919.34	891,804	69,691,069	16,260,461	86,843,334

APPENDIX D

Do you have any other comments or questions you would like answered regarding the Budget Development for 2019/2020?

[illegible]

Operating Fund						
	Actual to Mar 31, 2019	Forecast to Year End	2018/2019 Amended Annual Budget	Forecast (Over) Under	Forecast Variance %	Commentary
Instruction	Salaries & Benefits	118,113,248	173,250,000	173,757,890	507,890	0.29%
	Services and Supplies	8,088,385	9,513,129	10,525,927	1,012,798	9.62%
	Total	126,201,633	182,763,129	184,283,817	1,520,688	0.83%
District Administration	Salaries & Benefits	3,307,118	4,409,491	4,623,586	214,095	4.63%
	Services and Supplies	1,252,578	1,535,550	1,557,134	21,584	1.39%
	Total	4,559,697	5,945,041	6,180,720	235,679	6.02%
Operations & Maintenance	Salaries & Benefits	9,849,073	13,132,098	14,698,102	1,566,004	10.65%
	Services and Supplies	6,460,270	8,652,850	8,652,850	0	0.00%
	Total	16,309,343	21,784,948	23,350,952	1,566,004	6.71%
Transportation	Salaries & Benefits	2,018,987	2,960,557	2,990,557	30,000	1.00%
	Services and Supplies	1,017,524	1,353,695	1,053,695	(300,000)	-28.47%
	Total	3,036,511	4,314,252	4,044,252	(270,000)	-6.68%
TOTALS	\$ 150,107,184	\$ 214,807,371	\$ 217,859,742	\$ 3,052,371	1.40%	

Capital Fund						
	Actual to Mar 31, 2019	Forecast to Year End	2018/2019 Amended Annual Budget	Forecast (Over) Under	Forecast Variance %	Commentary
Capital Assets	Local Capital	2,293,864	4,755,000	4,782,731	27,731	0.58%
	Bylaw Capital	9,236,536	13,195,051	13,195,051	0	0.00%
TOTALS	\$ 11,530,400	\$ 17,950,051	\$ 17,977,782	\$ 27,731	0.15%	

Special Purpose Funds						
	Fund	Actual to Mar 31, 2019	Forecast to Year End	2018/2019 Amended Annual Budget	% of Budget Spent	Forecast (Over) Under
Annual Facilities	55/6	881,793	1,146,445	1,146,445	76.92%	Includes 17/18 AFG carry fwd to be spent by June 2019
	Learning Improv-Support Staff	368,366	786,854	786,854	46.82%	Expected to fully spend by June 30, 2019 (Not all behavioral CEAs positions have been filled yet).
	Special Education Equipment	2,014	30,187	30,187	6.67%	Spending will progress as expected throughout the year
	Service Delivery Transformation	47,911	91,684	91,684	0.00%	Must be fully spent by June 30, 2019
	School Generated	4,230,354	7,300,000	7,300,000	57.95%	Spending progressing as expected
	Strong Start	179,200	256,000	256,000	70.00%	Spending progressing as expected
	Ready Set Learn	46,148	75,950	79,750	57.87%	Spending progressing as expected
	Official Languages (French)	154,436	366,595	308,871	50.00%	Spending progressing as expected, 1 time additional funding of \$57,724 received
	Community Link	886,112	1,282,155	1,282,155	69.11%	Prior year carry forward to be spent by June 30, 2019
	Coding & Curric Implementation	21,049	23,164	23,164	0.00%	Must be fully spent by June 30, 2019
Classroom Enhancement	71	9,659,386	13,579,996	13,579,996	71.13%	Additional CEF funding requested & received, additional teachers added for composition.
	Provincial Resource Project	126,771	182,129	182,129	69.61%	Expected to fully spend by June 30, 2019
TOTALS		\$ 16,603,541	\$ 25,121,159	\$ 25,067,236	66.24%	

Total Budget Bylaw	\$ 260,904,759
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Bylaw Capital Projects				
	Fund	Actual to Mar 31, 2019	Ministry COA Budget	Forecast (Over) Under
Annual Facilities Grant	56	2,920,683	3,075,143	Expected to fully spend by March 31, 2019

Annual Facilities Grant	57	0	3,075,143	3,075,143	0.00%	Expected to fully spend by March 31, 2020
Canyon Falls Middle	33	20,980,104	31,806,058	10,825,954	65.96%	Must be fully spent by March 31, 2019, will request extension as required.
H.S. Granda Middle	33	482,019	28,852,848	28,370,829	1.67%	Must be fully spent by June 1, 2021, will request extension as required.
Dust Collectors	34	830,972	1,300,000	469,028	63.92%	To be spent by March 31, 2019.
MBSS Bathroom Upgrade	35	0	5,900,000	5,900,000	0.00%	To be spent by March 31, 2020.
RLE Playground	35	0	105,000	105,000	0.00%	To be spent by March 31, 2020.
SLE Playground	35	0	105,000	105,000	0.00%	To be spent by March 31, 2020.
Replacement Buses	34	1,379,534	1,979,624	600,090	69.69%	To be spent by March 31, 2019.
Replacement Buses	35	0	984,008	984,008	0.00%	To be spent by March 31, 2020.
TOTALS		\$ 26,698,311	\$ 77,287,824	\$ 50,589,513	34.54%	

Other Information						
Appropriated Surplus			2018/2019 Figures (30 Sept-18)	2017/2018 Figures		Notes
Unappropriated Surplus				4,869,680		
				0		
				2,519,656		
Total Surplus			\$ -	\$ 7,389,336		Available for carry forward
Staffing FTE						
Teachers			1,382.51	1,347.34		
Principal/Vice Principals			94.00	94.00		
Educational Assistants			510.00	493.00		Additional CEAs required
Support Staff			498.00	495.00		Ab Ed. clerical + school support
Other Professionals			38.70	38.00		Assistant Director of Operations
Total Staffing FTE			2,523.21	2,467.34		
Funded Students (FTE)					Change	
School Age			22,279,600	21,810,187	469.41	(270 projected + 200 additional in September)
Alternate Schools			255,000	194,000	61.00	
Distributed Learning (DL)			144,500	79,125	65.38	
Total Enrolment Based Funding			22,679,100	22,083,312		
Level 1 Special Needs			18,000	14,000	4.00	
Level 2 Special Needs			904,000	847,000	57.00	
Level 3 Special Needs			223,000	255,000	(32.00)	
English Language Learners			604,000	527,000	77.00	
Aboriginal Education			2,679,000	2,500,000	179.00	
Adult Education			6,750	7,625	(0.88)	
Supplemental for Unique Student Needs			4,434,750	4,150,625		
CE - Feb/May (Recount)			12,000	32,000		Feb/19 FTE now included, May/19 to be determined
DL - Feb/May (Recount)			327,000	381,875		Feb/19 FTE now included, May/19 to be determined
Level 2 Special Needs			10,000	27,000		Feb/19 FTE now included, May/19 to be determined
Level 3 Special Needs			20,000	0,000		Feb/19 FTE now included, May/19 to be determined
ELL Supplement - Newcomer Refugees			3,000	4,000		Feb/19 FTE now included, May/19 to be determined
Total Feb & May Enrolment Counts			372,000	444,875		
International Education			400,000	400,000		To be determined
Total Student FTE			27,885,850	27,078,812		



Memorandum

Date: April 15, 2019
To: Finance and Audit Committee
From: Eileen Sadlowski, Secretary-Treasurer/CFO
Prepared by: Terry-Lee Beaudry, Deputy Superintendent

Action: **Central Okanagan Public Schools 2019/2020 Aboriginal
Education Program Preliminary Budget - Draft**

1.0 RELEVANT BOARD MOTION/DIRECTION

None.

2.0 BACKGROUND

The Board of Education has structured several District committees to support the work of the Board. The Aboriginal Education Council is one of the Board's District Committees (see Appendix A – Aboriginal Education Council Terms of Reference).

In February and March of each calendar year, staff prepare a proposed budget for targeted funding and present this draft proposal to the Aboriginal Education Council to garner feedback. Once finalized by the Board of Education, this budget is then incorporated into the overall District budget for submission to the Ministry by June 30.

3.0 INFORMATION STATEMENT

Targeted Aboriginal education funding requires the collaboration of Boards of Education and local Aboriginal communities to develop and deliver Aboriginal education programs and services that integrate academic achievement and Aboriginal culture or language or both.

School age students of Aboriginal ancestry participating in Aboriginal education programs and services offered by public schools are eligible for Aboriginal education funding. Adult students are not eligible.

Targeted funding provided to boards of education must be spent on the provision of Aboriginal education programs and services. The delivery and outcomes of these programs and services must be documented, preferably through Enhancement Agreements.

Funded Aboriginal education programs and services must be in addition to any other program and service which an Aboriginal student is eligible.

Targeted Aboriginal education funding must not be used:

- to replace other funded programs such as Special Education or English Language Learning

- for the delivery of the provincial curriculum (including courses such as BC First Nations Studies and English First Peoples).

(The aforementioned description of targeted funding is quoted from the BC Ministry of Education website.)

For the 2018-2019 school year, the BC Ministry of Education allocated \$1,230.00 for each student self-identifying as Indigenous. The BC Ministry of Education has increased this targeted funding for the 2019-2020 school year by \$220.00 to \$1,450.00 per student. With an anticipated enrolment of 2700 Indigenous students (K-12), the District will receive nearly \$600,000.00 of additional targeted funding, resulting in an annual budget of \$3,915,000.00.

On April 3, 2019, staff met with the Aboriginal Education Council at a Special Budget Meeting to present the proposed 2019-2020 targeted budget. Staff received a number of recommendations for consideration. Additionally, the following motion was passed:

MOVED by Denise Clough, SECONDED by Sheldon Louis.

THAT: The Board of Education fund the Vice-Principal position within the Core funding for the 2019-2020 Budget.

CARRIED

On April 11, 2019, staff met with the District's Aboriginal Education Council at a second Special Budget Meeting to present a revised 2019-2020 proposed targeted budget reflecting some of the suggestions provided by the Aboriginal Education Council members at the April 3, 2019 meeting. Specifically, the proposed addition for tutorial support was removed and additional funding was allocated to support the Elders in Residence program, early learning, language and culture learning resources as well as dedicated funding for parents to organize workshops, guest speakers, and networking opportunities.

At the April 11th, 2019 meeting, staff provided rationale for allocating targeted funding for a Vice-Principal. At least eight School Districts, in the province of British Columbia, use 100% of targeted funding for an administrative position in the program and a further nine School Districts fund a portion of administrative positions. Central Okanagan Public Schools supports 100% of the District Principal position from CORE funding. With the increase in targeted funding, staff believe there is sufficient funding to support additional administrative services and supports within the current proposed targeted budget.

Although the Aboriginal Education Council supports the addition of a Vice-Principal to support the work of the District Principal of Aboriginal Education, the Aboriginal Education Council feels strongly that the funding of a Vice-Principal should come from Core funding. Hence, the motion put forward at the April 3, 2019 meeting remained supported by the Aboriginal Education Council.

4.0 SECRETARY-TREASURER'S COMMENTS

With the expansion of the program over the last number of years, additional administrative support is needed to support the program. As the District funds the Principal position 100% from CORE funding, it is appropriate that the Vice-Principal come from targeted funds.

5.0 STAFF RECOMMENDATION

THAT: The Finance and Audit Committee recommends to the Board of Education:

THAT: The Board of Education approve staff's proposed 2019/2020 Aboriginal Education Program Preliminary Budget.

6.0 APPENDICES

- A. Aboriginal Education Council Terms of Reference
- B. April 3, 2019 Aboriginal Education Council Minutes
- C. Proposed 2019-2020 Aboriginal Education Council Budget (as prepared by staff)



ABORIGINAL EDUCATION COUNCIL

CENTRAL OKANAGAN SCHOOL DISTRICT

TERMS OF REFERENCE

The Aboriginal Education Council (AEC) of the Central Okanagan School District acknowledges and honours the traditional territory and history of the Okanagan (Syilx) People and Westbank First Nation as our host band. We also acknowledge the traditional teachings of all our Elders and the wisdom of their Aboriginal culture.

PURPOSE

The purpose of the Central Okanagan Aboriginal Education Council is to support, enhance, and increase school success for all Aboriginal students in the Central Okanagan School District.

STRUCTURE AND OPERATION OF THE COUNCIL

The Council will represent Aboriginal interests in the design, implementation, and assessment of programs and services that will improve the school experience and academic achievement of Aboriginal students.

The Council will:

- Oversee and evaluate the implementation of the Enhancement Agreement.
- Work to determine programming and shared funding initiatives related to the Ministry of Education's Aboriginal Targeted Funding Policy.
- Make recommendations, to the Board of Education, on any Ministry or locally initiated changes to curriculum or services that will affect Aboriginal students.
- Review District and Ministry of Education policies related to Aboriginal students
- Recommend to the Board of Education, changes to District policies.
- Ensure that Okanagan (Syilx) language, history, culture, traditions and protocols are recognized and incorporated in the school curriculum at all grade levels.
- Ensure that Aboriginal language, history, culture, traditions, and contributions of Aboriginal people to Canadian society are recognized and incorporated in the school curriculum at all grade levels.
- Ensure current topics affecting Aboriginal peoples are presented in the curriculum from an Aboriginal perspective.
- Review annually the Aboriginal Education programs and services for all Aboriginal students and make recommendations to the Board of Education.
- Review annually the Targeted Funding budget and make recommendations to the Board of Education.
- Ensure that Aboriginal student data are collected and reported annually.
- Inform, communicate, and engage with Aboriginal communities and parents on an ongoing basis.
- Ensure that the interests of all Aboriginal students in the District are met regardless of residency.

- Support and advocate for the hiring of Aboriginal people within all District programs and services.
- Support and advocate ongoing research regarding Aboriginal education issues.
- Promote Okanagan (Syilx) Protocol and Aboriginal cultural awareness and understanding within all staff groups in the District.
- Provide direction to support the activities and initiatives of the District Aboriginal Advisory Committee.

COUNCIL MEMBERSHIP

Voting Council members will be the appointed representatives or alternates as follows:

- Three representatives from Westbank First Nation (WFN) – one from Chief and Council, two appointed by Chief and Council
- One representative from Okanagan Nation Alliance
- One representative from Okanagan Indian Band
- Two representatives from Kelowna Métis Association
- Two representatives from Ki-Low-Na Friendship Society
- One representative from Lake Country Native Association
- Two representatives from the Aboriginal Parent and Family Education Council
- One Elder representative from the Okanagan Territory (who is an Okanagan speaker) appointed by Westbank First Nation Chief and Council.
- Two Central Okanagan School District Trustees

REQUEST FOR MEMBERSHIP TO THE ABORIGINAL EDUCATION COUNCIL

An application for representation by a First Nation Band or Aboriginal organization as a voting member will be made to the Aboriginal Education Council using the respective First Nation Band or organization process (First Nation Band Council/Organization Resolution). The Aboriginal Education Council will forward a recommendation to the Board of Education.

SCHOOL DISTRICT STAFF

To provide resources and support to the Council:

- Superintendent of Schools and/or designate
- District Principal of the Aboriginal Education Program
- The Central Okanagan School District will appoint a person to the Aboriginal Education Council to take attendance of Council members present and record and distribute minutes of the meeting

APPOINTMENT OF MEMBERS

Members representing a First Nation band or Aboriginal organization will be appointed by using the respective First Nation Band or organization process (First Nation Band Council/Organization Resolution).

LENGTH OF TERM

Up to a three year renewable term, with a letter from the First Nation Band or respective organization, confirming the appointment or reappointment.

ROLES AND RESPONSIBILITIES OF MEMBERS

The Members of the Aboriginal Education Council shall work together in the spirit of cooperation ensuring a safe, respectful environment for all voices to be heard.

Council members are expected to attend Council meetings.

Council members are expected to reflect the interests, concerns and perspectives of the organization on whose behalf they are speaking. Where they are unable to do so for any reason (e.g. their organization has not discussed the issue), but wish to offer a personal or professional observation, they should make any such observation with the added comment that they are doing so not on behalf of the organization, but in their personal capacity. Representatives should advise their organizations about such issues.

It is also expected that the representatives will provide the means through which these interested organizations be kept informed about the affairs and decisions of the Council.

CHAIR AND VICE-CHAIR

The Chairperson will be appointed by Westbank First Nation Council.

The Chairperson will be responsible for presiding at all meetings, maintaining order and must perform such other duties as may be assigned by the Council.

The Chairperson shall be responsible for making any Council recommendations and/or reporting to the Board of Education.

In the absence of the Chairperson, the Vice-Chairperson will act in the place of the Chairperson.

The Vice-Chairperson will be elected annually (June) by the Aboriginal Education Council.

MEETINGS

In general, the Council will follow the Four Vital Voices of Community Enowkinwixw: A Syilx (Okanagan) Protocol of Respect to make decisions.

The Aboriginal Education Council will meet five times during the school year and may meet at such other times as necessary to carry out its responsibilities.

A quorum is required to hold a meeting of the Aboriginal Education Council. A quorum means 50% plus one additional voting member in attendance.

The Aboriginal Council will meet with the Aboriginal Education Advisory Committee at least once in each calendar year to discuss budget, staffing, and updates/reports of the Aboriginal Education Program.

The AEC members and the Board of Education will meet annually to enhance their relationship and shared responsibilities.

CONFLICT OF INTEREST

Disclosure

Every AEC member who is in any way directly or indirectly interested in any existing or proposed contract, transaction or arrangement with the Central Okanagan School District and the AEC, or who otherwise has a conflict of interest, will declare the interest fully at AEC meetings and shall leave the meeting until such time as the conflict matter has been dealt with.

The AEC member may give a prepared statement regarding the conflict of interest, but shall leave the meeting for the decision-making process. The AEC reserves the right to recall the member to answer questions that would provide further clarification.

Time of Declaration

A member will disclose any conflict of interest at the first possible meeting when the issue will be discussed.

Effect of Declaration

If an AEC member has made a declaration of his or her conflict of interest and has refrained from discussion and decision-making, they are not accountable for the decision made by the AEC.

Non-Disclosure

When there is a perception of a conflict of interest, another member may request an agenda item to ask the member to declare the conflict. The AEC will decide whether the member is in conflict, and record its decision.

CONFIDENTIALITY

The following are not within the mandate of the Aboriginal Education Council:

- Personnel matters
- Personal and confidential information on students, parents, teachers, other employees and members of the school community
- Performance or conduct of individual employees, students, parents and members of the school community
- Terms and conditions of employment contracts

As individual AEC members may have access to confidential information, AEC members will sign a Confidentiality Agreement.

REVIEWING AND AMENDING THE TERMS OF REFERENCE

The Aboriginal Education Council will review the Terms of Reference at least once every three (3) years or one year prior to the signing of an Enhancement Agreement and make recommendations to the Board of Education.

Together We Learn


**Central Okanagan
Public Schools**

Aboriginal Education



ABORIGINAL EDUCATION COUNCIL (AEC)

Wednesday, April 3, 2019

8:30 am – 11:30 am

School Board Office - Board Room 1

(1040 Hollywood Road S., Kelowna, BC V1X 4N2)

SPECIAL AEC BUDGET MEETING - 2019/2020 MINUTES

Council Members:	Elder Wilfred Barnes Westbank First Nation Elder Denise Clough Westbank First Nation Julia Fraser Board of Education Cherylee Morrison Aboriginal Parent & Family Education Council	Ann Bell Lake Country Native Association Chantelle Colthorp Kelowna Métis Association Kelly L'Hirondelle Kelowna Métis Association Roberta Shaw Aboriginal Parent & Family Education Council	Norah Bowman Board of Education Roberta Robin Dods Ki-Low-Na Friendship Society Sheldon Louis Okanagan Indian Band Edna Terbasket Ki-Low-Na Friendship Society
School District Staff:	Terry-Lee Beaudry Central Okanagan Public Schools	Joanne De Guevara Central Okanagan Public Schools	
Guests:	Eileen Sadlowski Central Okanagan Public Schools		
Regrets:	Fernanda Alexander Westbank First Nation Jennifer Lewis Okanagan Nation Alliance	Raf De Guevara Westbank First Nation	Kevin Kaardal Central Okanagan Public Schools

1. Opening Prayer

Wilfred Barnes led the opening prayer.

2. Welcome

Chairperson Fernanda Alexander sent her regrets. In the absence of the Chairperson, Vice-Chairperson Kelly L'Hirondelle welcomed everyone to the Aboriginal Education Council (AEC) special meeting to discuss the 2019-2020 proposed budget.

For Discussion / Decision

3. Adoption of the April 3, 2019 Agenda

MOVED by Denise Clough, SECONDED by Julia Fraser

THAT: The Agenda for April 3, 2019 be adopted as received.
CARRIED

4. 2019/2020 Draft Aboriginal Education Program Preliminary Budget

Eileen Sadlowski, Secretary-Treasurer, shared that the Ministry of Education's March Budget Announcement included an increase of \$220 per self-identified Indigenous student resulting in an additional \$594,000 of targeted funding. The proposed 2019-2020 Aboriginal Program Budget and the timeline for finalizing this year's budget was reviewed with the Aboriginal Education Council. The District Principal of Aboriginal Education explained the rationale for each of the proposed budget additions.

The Chairperson led the Aboriginal Education Council in circle sharing, enabling committee members to provide feedback regarding the proposed budget additions.

10:15 am: Meeting recessed.

10:30 am: Meeting reconvened.

5. 2019/2020 Aboriginal Education Program Budget Recommendations

The following are the proposed budget considerations recommended by the Aboriginal Education Council:

- Increase Elders in Residence Program
- Increase Okanagan Language Resources and Support
- Provide additional support to Aboriginal Parent and Family Education Council

The Aboriginal Education Council also proposed the following:

- That the Vice-Principal position be funded within the District's Core funding rather than by targeted funds.
- That an Early Learning Intervention worker position be added to the Wellness Worker Program.

MOVED by Denise Clough, SECONDED by Sheldon Louis.

THAT: The Board of Education fund the Vice-Principal position within the Core funding for the 2019-2020 Budget.

CARRIED

Trustee representatives at the AEC meeting encouraged the Council to have a member attend an upcoming Finance and Audit Committee meeting or a Board of Education meeting to speak regarding this motion.

The Secretary-Treasurer recommended that the Council create a priority list for surplus funding or additional funding that may come forward. The Deputy Superintendent recommended that a second meeting be scheduled to review an amended budget proposal based on the Council's feedback prior to forwarding the proposed 2019-2020 Aboriginal Program Budget to the Board of Education for review and final approval.

Next AEC Meeting: *A Doodle Poll will be sent to the AEC to schedule an additional Special AEC Budget Meeting. (Yvonne Hildebrandt)*

Action Item: *to add the following topics to a future regular AEC meeting agenda:*

1. Fundraising for bursaries
2. Orange Shirt Day fundraising

Meeting adjourned at 11:25 am.

Expected Funding				
	FTE	Fund/FTE		
Targeted Funding	2,700	1,450	\$	3,915,000
Increase in Budget from 19-FINAL Budget Recommendations.xlsx				20,000
Anticipated Previous Year Surplus				157,672
Total Targeted Funding				4,092,672
Budgeted Expenses				
Cultural & Language Expenses	FTE	Cost/FTE	Total	
Okanagan Lang/Culture Instructor	2.00	50,444	100,888	1.286 FTE Added
Aboriginal Cultural Presenter	2.50	50,424	126,059	
Cultural Program Coordinator	1.00	52,085	52,085	
Subtotal	5.50		279,032	279,032
Community Cultural Events(UBC Career Fair,siya,Lake Country Group)				5,700
Contract-Elders in Residence				80,000
Contract-Elders in Residence Coordinator				20,000
Cultural Program/Presentation and Supplies			45,300	Added \$40,000
RECOVER FR CORE FUNDING - Cultural Program/Presentations			(10,300)	New line item
Curriculum Resources-OK Language				25,000
Total Cultural & Language Expenses				444,732
General Staffing Expenses	FTE	Cost/FTE	Total	
Ab Ed Resource Teacher	1.00	99,000	99,000	
Vice Principal	1.00	133,541	133,541	New line item - Waiting on April 17th F&A
Secondary School Tutors	5.20	99,000	514,800	Added .4 FTE - Redistribute the .4
Clerical Support (PG6, CL10)	1.00	47,010	47,010	
Clerical Support (PG4, CL10)	0.50	43,614	21,807	
Advocates	48.00	49,303	2,366,544	Added 3 FTE
Youth Wellness Workers (3 FTE @ 12 mth)	3.00	67,640	202,920	Added 1 FTE
Subtotal	59.70		3,385,622	3,385,622
TOC Release (Curriculum Implementation)				10,000
Total General Staffing Expenses				3,395,622
General Program Expenses				
Aboriginal Parent and Family Education Council				12,000
Contract-Clinical Supervisor for Wellness Workers				30,000
Curriculum Development Committee				10,000
Field Studies				20,000
General District Level Account				20,000
General Teaching Supplies				33,819
Graduation & Grad Retreat				40,000
Meeting Expenses				5,000
Mileage - Staff				20,000
Parent/Elder AEC Meeting Honorariums				2,000
Professional Development-Principal/ Support Staff				20,000
Student Awards				5,500
Student Leadership				10,000
Student Transportation				20,000
Telephone				4,000
Total General Program Expenses				252,319
Recovered from CORE Funding	FTE	Cost/FTE	Total	
District Principal (1.0)	1.00	143,296	143,296	
Okanagan Language Teacher	2.00	99,000	198,000	Added 1.2 FTE
Curriculum Resource Teacher	1.00	99,000	99,000	
Subtotal	4.00		440,296	
RECOVER FR CORE FUNDING				(440,296)
Subtotal				0
Total District Level Program Expenses				4,092,672
BALANCE REMAINING				0