



**RESOURCES COMMITTEE**  
**School Board Office**  
**Via MS Teams**  
**June 9, 2020 – 7:00 p.m.**

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**A G E N D A**

**1. CALL TO ORDER AND ACKNOWLEDGMENT OF FIRST NATIONS TERRITORIES**

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

**2. REPORT**

**3. PRESENTATIONS (10 min.)**

**4. NEW BUSINESS**

- 4.1 Return to School
- 4.2 2020 Workplace Engagement Survey Update
- 4.3 20/21 Budget Narrative and Details
- 4.4 21/22 Capital Plan Submission

**5. ADJOURNMENT**

**6. NEXT MEETING DATE: September 15, 2020**



## Committee Report of Resources Committee Meeting via MS Teams May 12, 2020

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**Present:** Bob Beckett, Trustee (Committee Chair)  
 Wendy Hobbs, Trustee (Committee Member)  
 Allison Watson, Trustee (Committee Member)  
 Ravi Parmar, Trustee  
 Krista Leakey, SPVPA  
 Ed Berlando, STA  
 Bruce Woodcock, CUPE  
 Amanda Dowhy, SPEAC  
 Scott Stinson, Superintendent & CEO  
 Harold Cull, Secretary Treasurer

**1. CALL TO ORDER AND ACKNOWLEDGEMENT OF FIRST NATIONS TERRITORIES**

*The meeting was called to order at 7:00 pm by the Committee Chair. Bob Beckett acknowledged that we are honoured to be meeting on the traditional territories of the Coast Salish, specifically Esquimalt Nation, Songhees Nation and acknowledge the three nation SD 62 works with directly in our schools; Scia'new Nation, Coast Salish, and T'Sou-ke Nation; including the West Coast Pacheedaht Nation Nuu-chah-nulth. (words gifted by the three Nations SD62 works with)*

**2. COMMITTEE REPORT**

The Committee Report for the March 4, 2020 Resources Committee Meeting was reviewed by the committee members.

**3. PRESENTATIONS**

There were no presentations.

**4. NEW BUSINESS**

**4.1 Transportation Administration Fee**

- Harold Cull presented an information note outlining the transportation administration fee issue and the process conducted to date
- The Committee supported the recommended motion going forward to the Board with an amendment to include that the full consultation process will be included as the process recommences in the fall of 2020

**Recommended Motion for the Board of Education:**

“That the Board of Education of School District 62 (Sooke) revisit the subject of a transportation administration fee, including the full public consultation process, in the Fall of 2020 leading into the budget process during the Winter of 2020”.

**4.2 19/20 Q3 Financial Forecast**

- Harold Cull provided an update on the Quarter 3 (March 31) financial forecast for the District
- The forecast was based on the assumption that school would not be returning by the end of the year and based on this assumption, staff estimated the District would end the year with an excess of \$1.294 m
- Staff also created a revised forecast assuming some form of in-class instruction would start prior to the end of the year and as a result, the excess could be as low as \$.700 m
- The actual amount of the year end excess will be determined by a number of variables including the K-12 Restart Plan to be created by the District

**4.3 20/21 Budget Update**

- Staff provided a presentation to the Committee outlining the latest steps conducted in the budget development process for next fiscal year
- It was re-iterated that staff will be presenting largely as status quo budget for the Board to consider in June
- Staff will be required to reconcile the existing (status quo) budget with the priorities identified during the development process to ensure the priorities of the District are continued to be met
- The latest enrolment forecast for the International Program is 60 FTEs which is down from the current year enrolment of 280 FTEs – this shortfall will be funded from the District’s reserve
- Staff will be recommending that the Board consider re-instating the \$100,000 reduction made to the Curriculum budget in the current year by delaying the hiring of the Purchasing/Office Manager position
- The Committee was advised that the anticipated reserve amount as at June 30, 2021 will be between 1.16% and 1.65% of the total operating expenditures

**4.4 21/22 Capital Plan Submission**

- The capital plan components were reviewed with the Committee
- Staff feel that the long range enrolment estimates will plateau near 2030 at a total enrolment of approximately 14,000 students
- The approach to the capital plan will be to build to this amount in order not to over build
- A gap analysis will be conducted to determine how many schools and when, these schools will be required
- Staff will bring a proposed plan to the June Resources Committee meeting for review and input

#### 4.5 2020 Employee Engagement Survey

- The Committee was advised that the 2020 Employment Engagement survey has been released and that it is expected that BC Stats will be able to provide an initial report at the June Board meeting
- The Committee requested that the survey questions be included with the meeting's report going to the Board

#### 4.6 Social Procurement

- Based on the direction received at the March 10<sup>th</sup> Board meeting, staff looked into the feasibility of adding social procurement language into the upcoming construction tenders for the District
- Staff reviewed the work to date and the Committee supported the following motion going to the Board for review and consideration

#### **Recommended Motion for the Board of Education:**

**“That the Board of Education of School District 62 (Sooke) direct staff to add specific clauses that promote the employment opportunities of SD62 students as well as the prioritization of contractors being chosen from the South Island for the construction of the new Centre Mountain Lellum Middle and Pexsisen Elementary Schools”.**

#### **5. ADJOURNMENT AND NEXT MEETING DATE:** June 9, 2020

**Committee Info Note  
Resource Committee Meeting  
June 9, 2020**

**Agenda Item: 4.2 – 2020 Workplace Engagement Survey**

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**Background**

- The District has recently conducted a Workplace Engagement Survey (WES) to measure the engagement levels of our employees
- The District's Engagement goal states:

**To foster a collaborative and healthy environment through effective engagement and communication.**

- The survey ended on June 3<sup>rd</sup> (opened on May 7<sup>th</sup>) and it is expected that the initial results of the survey will be shared with the Board at their June 23<sup>rd</sup> meeting

**2020 Survey Response Rate**

- Overall, the District had a response rate of 63% which is up from the 58% rate realized in 2018
- Attached is a summary of the 2020 response rate by work unit (school and/or department)

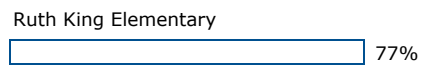
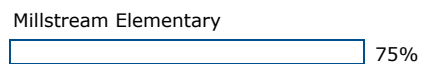
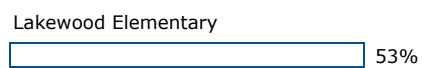
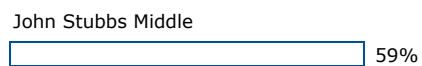
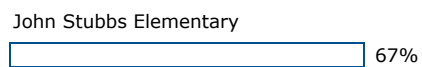
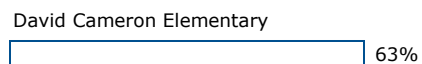
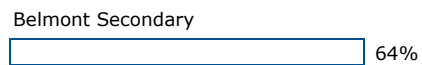


## Sooke School District (SD62)

### Overall Completions



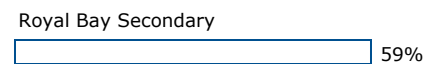
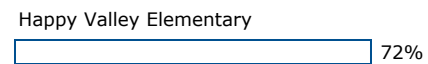
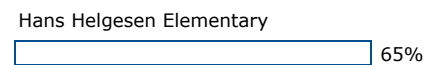
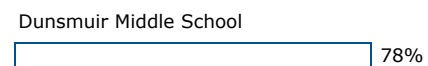
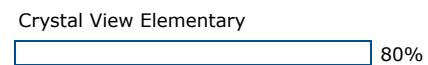
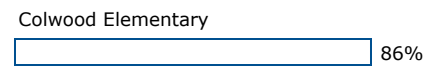
#### Belmont Family



#### On Call



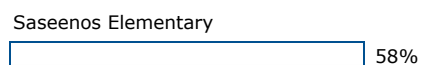
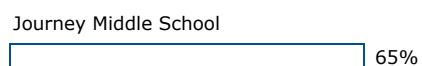
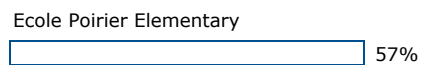
#### Royal Bay Family



#### Board Office



#### Edward Milne Family



#### Transportation



#### Westshore Centre for Learning



Sooke Elementary 75%



**Facilities**

71%



## **Committee Info Note Resource Committee Meeting**

**June 9, 2020**

### **Agenda Item: 4.3 – 20/21 Budget Narrative and Details**

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#### **Background**

- The District has been working through the 20/21 Budget Development process since the middle of February and staff have now drafted a recommended plan for the Board to consider at the June 23<sup>rd</sup> Board meeting
- Due to growth, the development process started out with the notion of having upwards of \$1.000 m available for discretionary expenditures
- Once the pandemic hit and the financial impacts started to become known, the Board gave staff the direction to focus on core service and to create a reserve of up to 4% to absorb any revenue shortfalls next fiscal year
- Staff are now looking for the Committee's final input and/or support of the attached budget plan prior to taking it to the Board at the end of this month for approval

#### **Budget Approach**

- Staff are proposing a status quo or roll over budget for the 20/21 school year
- The only exceptions to to this are:
  - Additional teachers (22) due to the growth of approximately 411 FTEs
  - Re-instating \$.100 m to Curriculum that was reduced for the current year
  - Funding inflationary pressures in salaries, benefits and contracts
- The District is expecting an International Student Program (ISP) of 60 FTEs which will result in a net decrease of \$2.319 m
- To absorb this shortfall, the financial reserve will be built up to \$4.198 m (3.50%) at the end of the current fiscal year and is expected to be \$2.003 m or 1.67% at the end of 20/21



## Next Steps

- Based on input received from the Committee, staff will make any necessary changes to the proposed plan prior to presenting to the Board at the budget meeting on June 16<sup>th</sup>
- A full presentation will be provided at the June 16<sup>th</sup> meeting prior to the Board considering and debating the budget
- If 1<sup>st</sup> reading is passed on June 16<sup>th</sup>, staff will look for the 2<sup>nd</sup> and 3<sup>rd</sup> readings to be made at the regular June 23<sup>rd</sup> Board meeting in order to make the June 30<sup>th</sup> deadline
- As the Committee will not report out to the Board until after the proposed 1<sup>st</sup> reading, Committee members will ask the Secretary Treasurer to take note of any proposed changes identified by our stakeholders at the Committee meeting
- If these changes are supported by the Committee members, the changes will be incorporated into the recommended plan submitted to the Board for consideration on June 16<sup>th</sup>



# 2020/21 ANNUAL BUDGET NARRATIVE

June 2020



This budget narrative document for School District #62 (Sooke) is meant to provide a high-level overview of the financial plan required to deliver on the goals and objectives of the District's Strategic Plan. The Board of Education has defined the strategic direction for the District and also has the responsibility to resource the work required to meet the desired outcomes found in the Strategic Plan. This document reflects the necessary revenue required to fund the District's operations and how the expenditures are expected to be made.

## THE SCHOOL DISTRICT

The District has approximately 11,400 students and serves the communities of Sooke, Port Renfrew, Metchosin, Highlands, Langford and Colwood. Surrounded by forests, ocean, mountains and lakes, we are located a short distance from Victoria, the capital city of the province of British Columbia. The District is one of the fastest growing school districts in the province.

The governing body of the School District is a Board of Education of seven school trustees who are each elected for a four-year term. The day-to-day matters are managed by the administrative staff of the School District, headed by the Superintendent of schools.

### Our Vision

We honour student voice and choice through engaging, purposeful and experiential learning in a safe and respectful community.

### Our Values

– Relationships – Choice – Respect – Integrity – Trust – Safety

## EXECUTIVE SUMMARY

The budget development process for the 20/21 school year has been anything but normal. The process started in February as planned and took a detour as the world wide pandemic hit. During these uncertain times, the Board provided direction to focus on core services and to utilize the financial reserve to absorb anticipated revenue shortfalls or expenditure pressures in the upcoming year. Staff have developed a plan that will see the financial reserve be increased for the 19/20 year-end in order to prepare for significant pressures in the following year.

The District's enrolment continues to grow and staff feel using the financial reserve is the most prudent approach in dealing with the short to medium term challenges posed by the pandemic. The District will be able to re-assess the financial situation during the 21/22 budget development process and will make any necessary structural decisions at that time.

## BUDGET DEVELOPMENT PROCESS

School Boards are required by the School Act to adopt two budgets each fiscal year:

- A preliminary or "annual" budget is adopted by June 30<sup>th</sup> for the subsequent fiscal year based on forecasted enrolment and revenues; and
- An amended budget is adopted by the end of February within the fiscal year reflecting actual fall enrolment and funding.

Similar to prior years, the District started the annual budget development process in mid-February when enrolment projections for the coming fall are due to the Ministry. Staff consulted with the District's stakeholders and developed a list of priorities that could be addressed with any discretionary funding created by growth. The process focused on increasing the stakeholder touch points on the budget with the strategic plan as the guiding document. Those plans changed as the pandemic hit and the District was forced to use the financial reserve in order to maintain a status quo budget.

When reviewing the District's risk management plan, it was determined that additional risk mitigation strategies were required to manage the risks of the pandemic to tolerable levels. As a result, both the budget development process and approach were modified in order to address the identified risks. This included:

- Delaying the budget approval process to June to understand the impacts of the pandemic more thoroughly;
- Restricting non-essential expenditures for the remainder of the 2019/20 school year to build up the reserve; and
- Recommending a status quo budget to the Board and utilizing the built-up reserve to manage the 2020/21 impacts of the pandemic.

### COVID Impact

As COVID-19 was declared a global pandemic in mid-March and travel restrictions were being implemented by governments around the world, it became increasingly likely that the pandemic would impact the finances and operations of the District in 2020/21.

The uncertain nature of the pandemic makes it extremely difficult to project what those financial and operational impacts on the District will be. However, the provincial government and the District continues to plan for a modified return to in-class instruction in September. That said, the most significant budget implication at this time is the potential impact on international student enrolment.

In 2019/20 there were approximately 280 full-time equivalent (FTE) international students enrolled in the District. The associated tuition fees from those students provided about \$1.9 million in net revenues that supported other programs throughout the District.

Given the current restrictions on travel and the significant level of uncertainty of the impact on the international program even when travel restrictions are lifted, the District is projecting enrolment of 60 FTE – a decrease of 220 FTE from 2019/20. The decrease of 220 FTE, along with the anticipated elimination of net revenues from the international summer program, results in a reduction of net revenues of approximately \$2 million that otherwise would have supported other programs throughout the District.

	<b>A</b>	<b>B</b>	<b>C = A-B</b>
	<b>ANNUAL</b>	<b>AMENDED</b>	<b>INCREASE /</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>(DECREASE)</b>
	<b>FY21</b>	<b>FY20</b>	<b>FY21</b>
INTERNATIONAL TUITION REVENUES	\$ 1,473,000	\$ 6,860,260	\$ (5,387,260)
INTERNATIONAL PROGRAM EXPENSES	\$ 1,897,265	\$ 4,965,912	\$ (3,068,647)
NET REVENUE / (EXPENSE)	\$ (424,265)	\$ 1,894,348	\$ (2,318,613)

Also, given the uncertainty as to when the international program may return to a sense of normalcy, the District's plan is not only with consideration of the coming fiscal year but over the next several years. The budgeted expenditures assume that if not in 2020/21, a sense of normalcy for the program may return in 2021/22. As such, it is important that the infrastructure of the program is maintained to support the program should that normalcy return in the near future.

To maintain existing infrastructure and program services elsewhere in the District, the District will use the financial reserve to accommodate the anticipated loss in net revenues from the international program. The Board has approved a one-time reserve threshold of 4% of operating expenses - an increase from the reserve threshold of 2% of operating expenses stated in the reserve policy. To build up the reserve available for 2020/21, the District is focusing on core services and is now restricting non-essential expenditures for the remainder of the 2019/20 school year.

### Budget Assumptions

As noted, the provincial government and the District continues to plan for a modified return to in-class instruction in September. Accordingly, the following associated assumptions are reflected in the budget at this time:

- Domestic enrolment in 2020/21 will not be significantly impacted by the pandemic;
- Staffing levels, including replacement staff, will be consistent with 2019/20; and
- Custodial and cleaning supply costs will be consistent with 2019/20.

In other words, other than the international program accommodations noted above, the budget for 2020/21 is a status quo budget in the sense that it assumes a general sense of normalcy.

### Strategic Plan

As we approach the final year of the current 3-year strategic plan for the District, there is an opportunity to reflect and ask: What do we need to do in 2020-21 to meet the goals of learning, engagement, and growth as stated in the strategic plan?

Through consultation with the various stakeholder groups, the following areas were identified as priority focus areas for 2020/21:

PRIORITY	RESOURCES ADDED	
Inclusive Education Services	\$1,314,000	Due to growth
Curriculum	\$100,000	Re-instate from 19/20
Early Learning & Intervention		Status Quo
Safe and Healthy Schools		Status Quo
Employee Safety		Status Quo
Wellness		Status Quo
Training		Status Quo
Facilities	\$154,232	Inflationary pressures
Communication		Status Quo

## STATEMENT OF OPERATIONS AND BUDGET BYLAW

The total budget bylaw amount is presented at the end of the Statement of Operations (Statement 2).

The Statement of Operations consolidates all revenues and expenses by function reported for the Operating (Schedule 2), Special Purpose (Schedule 3) and Capital funds (Schedule 4).

The Operating Fund is where the majority of the Districts operations are reported. As this will be of particular concern to the users of the financial statements, considerable focus and analysis is provided on the Operating Fund.

### OPERATING FUND

The Operating Fund is comprised of four components: revenues, expenses, tangible capital assets purchased, and prior year surplus appropriation. The summary schedule for the Operating Fund can be found in Schedule 2.

### REVENUES

The summary schedule for the District operating revenues can be found in Schedule 2A – the Schedule of Operating Revenue by Source.

The most significant District operating revenues are generated from three sources: the operating grant, international tuition, and other Ministry of Education grants.

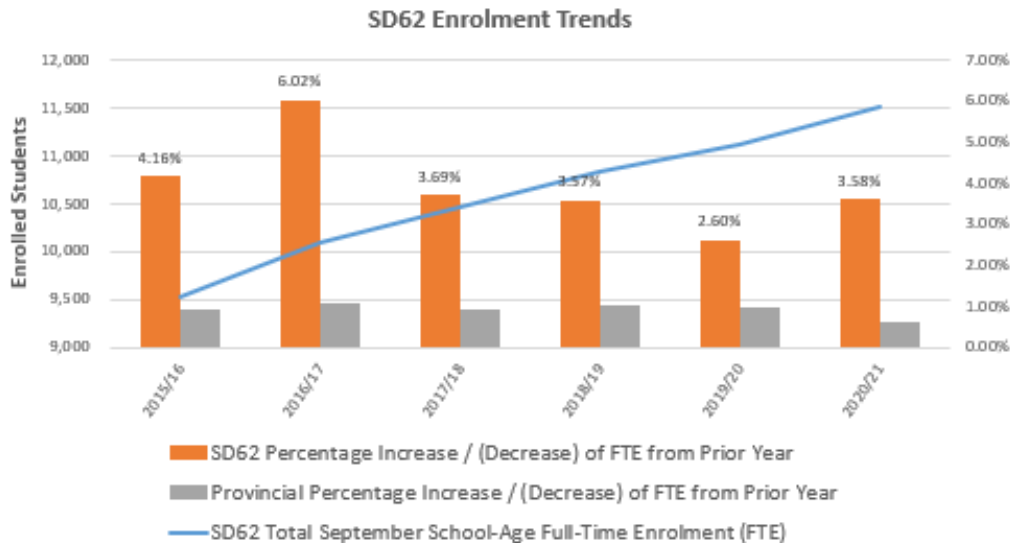
	ANNUAL BUDGET FY21	AMENDED BUDGET FY20	INCREASE / (DECREASE) FY21	INCREASE / (DECREASE) % FY21
	A	B	C = A-B	D = C/B
OPERATING REVENUES (in \$ thousands)				
MOE OPERATING GRANTS	110,740	104,465	6,275	6%
OTHER PROVINCIAL FUNDING	4,349	2,224	2,125	96%
NET LEA FUNDING	-	-	-	-
CONTINUING ED TUITION	110	110	-	-
INTERNATIONAL TUITION	1,473	6,860	(5,387)	(79%)
MISCELLANEOUS	421	571	(150)	(26%)
RENTALS AND LEASES	389	389	-	-
INVESTMENT INCOME	254	354	(100)	(28%)
TOTAL OPERATING REVENUES	117,736	114,973	2,763	2%

Budgeted operating revenues are increasing by \$2.763 million largely due to a \$6.275 million increase in the operating grant and a \$2.125 million increase in other provincial grants offset by a \$5.387 million decrease in international tuition revenues.

### Operating Grant

The Funding Allocation System allocates the General Operating Grants using individual district enrolments and specific factors that apply to each school district.

As highlighted in the graph below, the District has seen an average annual enrolment increase of 4.0% for the past five years. The District is projecting a 3.58% increase in 2020/21 from 2019/20.



The Ministry of Education announced funding rates for 2020/21 on March 13<sup>th</sup>. Since the ratification of the teachers' collective agreement did not come until after the funding rate announcement, funding for the associated costs to implement the new terms of the agreement will be received via a separate grant, not through the operating grant. What is included in the operating grant, however, are funds for CUPE wage increases and funding for employer health tax costs amongst other things. The only Funding Model Review change within the operating grant is the introduction of a new Equity of Opportunity Supplement. Consistent with previous years, the funding rate increases and the new supplement do not reflect all of the inflationary pressures facing the District.

Also, the District is anticipating an additional \$183,000 from September distributed learning (DL) enrolment and \$200,000 from additional salary differential above the amounts noted in the operating grant for the District. The operating grant provides funding for 125 DL FTE whereas the District is projecting DL enrolment to be consistent with the average of the past 5 years: 155 FTE.

When combined with the anticipated increases in September DL enrolment and salary differential, the operating grant is budgeted to increase \$6.275 million over 2019/20.

### Other Provincial Funding

Budgeted revenues from other provincial grants is anticipated to increase by \$2.125 million due to a new grant (\$3.0 million) to cover the teacher labour settlement costs which is offset by a decrease in the employer health tax grant (\$0.8 million) now being included in the operating grant.

### International Tuition

As previously noted, the budgeted decrease of \$5.387 million in international tuition revenues is due to the anticipated impact from the pandemic. Given the current restrictions on travel and the significant level of uncertainty of the impact on the international program even when travel restrictions are lifted, the District is projecting enrolment of 60 FTE – a decrease of 220 FTE from 2019/20 - along with no revenues from the international summer program.

## EXPENDITURES

The summary schedule for the District operating expenditures (both expenses and tangible capital assets purchased) can be found in Schedule 2. The total operating expenditures budgeted for 2020/21 is an increase of \$2.896 million over 2019/20.

	ANNUAL BUDGET FY21	AMENDED BUDGET FY20	INCREASE / (DECREASE) FY21	INCREASE / (DECREASE) % FY21
	A	B	C = A-B	D = C/B
OPERATING EXPENDITURES (in \$ thousands)				
TOTAL EXPENSE	119,930	116,109	3,822	3%
TANGIBLE CAPITAL ASSETS PURCHASED	-	925	(925)	(100%)
TOTAL OPERATING EXPENDITURES	119,930	117,034	2,896	2%

The \$2.896 million increase is due to \$4.24 million for growth initiatives including additional teacher staffing, \$4.08 million for collective agreement increases, offset by a \$3.07 million decrease in international program expenses (such as homestay expenses) and a \$2.061 million decrease in expenses and tangible capital asset purchases (such as portables) for projects that were started in 2018/19 and completed 2019/20.

	EXPENSES	TANGIBLE CAP ASSETS PURCHASED	TOTAL OPER FUND EXPENDITURES
in \$ thousands			
AMENDED BUDGET 2019/20	116,109	925	117,034
FY19 CARRY FORWARD	(1,186)	(875)	(2,061)
FY21 GROWTH - ADD'L TEACHERS & INCREMENTS	2,866	-	2,866
FY21 GROWTH - INCLUSIVE EDUCATION	1,314	-	1,314
FY21 GROWTH - INDIGENOUS EDUCATION	60	-	60
FY21 COLLECTIVE AGREEMENT INCREASES	4,080	-	4,080
FY21 INT'L PROGRAM COVID IMPACT	(3,069)	-	(3,069)
FY21 ANNUAL RESERVE CONTRIBUTION	(250)	-	(250)
FY21 OTHER ADJUSTMENTS	6	(50)	(44)
ANNUAL BUDGET 2020/21	119,930	-	119,930

The summary schedule for the District operating expenses can be found in Schedule 2B (the Schedule of Operating Expense by Object) and Schedule 2C (the Schedule of Operating Expense by Function, Program and Object).

The provincial averages are taken from data available to the public on the Ministry of Education financial reporting website. At the time of issuance of this report, the provincial budgets for fiscal 2020/21 were not yet available, as such the amended provincial budgets for fiscal 2019/2020 were used for comparative purposes.

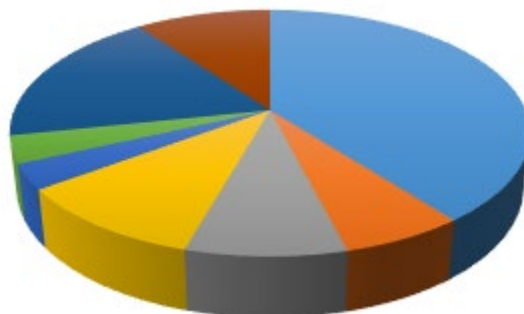
### Expenses by Type (Object)

The District's spending allocations by object are in line with provincial averages - with 89.9% of its expenses on salaries and benefits and 10.1% on services and supplies.

The chart below further details spending allocations for the District in the year compared to provincial averages.



## 2020/21 EXPENSES BY OBJECT



<span style="color: blue;">■</span> TEACHER SALARIES (SD62=39.5%; Prov=42.1%)	<span style="color: orange;">■</span> PVP SALARIES (SD62=6.5%; Prov=5.7%)
<span style="color: grey;">■</span> EA SALARIES (SD62=8.4%; Prov=8.0%)	<span style="color: yellow;">■</span> SUPPORT STAFF SALARIES (SD62=10.4%; Prov=9.1%)
<span style="color: blue;">■</span> OTHER PROF. SALARIES (SD62=3.3%; Prov=2.7%)	<span style="color: green;">■</span> SUBSTITUTE SALARIES (SD62=3.6%; Prov=3.2%)
<span style="color: darkblue;">■</span> EMPLOYEE BENEFITS (SD62=18.2%; Prov=17.3%)	<span style="color: brown;">■</span> TOTAL SERVICES AND SUPPLIES (SD62=10.1%; Prov=11.9%)

	ANNUAL BUDGET FY21	AMENDED BUDGET FY20	INCREASE / (DECREASE) FY21	INCREASE / (DECREASE) % FY21
EXPENSES BY OBJECT (in \$ thousands)	A	B	C = A-B	D = C/B
<b>SALARIES</b>				
TEACHERS	47,360	43,822	3,538	8%
PRINCIPALS AND VICE PRINCIPALS	7,796	7,592	205	3%
EDUCATIONAL ASSISTANTS	10,120	8,719	1,400	16%
SUPPORT STAFF	12,509	11,793	715	6%
OTHER PROFESSIONALS	3,946	3,897	49	1%
SUBSTITUTES	4,295	3,820	475	12%
<b>TOTAL SALARIES</b>	<b>86,025</b>	<b>79,643</b>	<b>6,382</b>	<b>8%</b>
EMPLOYEE BENEFITS	21,830	20,797	1,033	5%
SERVICES AND SUPPLIES	12,075	15,668	(3,593)	(23%)
<b>TOTAL OPERATING EXPENSES</b>	<b>119,930</b>	<b>116,109</b>	<b>3,822</b>	<b>3%</b>
TANGIBLE CAPITAL ASSET PURCHASES	-	925	(925)	(100%)
<b>TOTAL OPERATING BUDGETED EXPENDITURES</b>	<b>119,930</b>	<b>117,034</b>	<b>2,896</b>	<b>2%</b>

As noted above, the \$7.415 million increase in salaries and benefits is due to collective agreement increases, more teacher staffing to accommodate the anticipated enrolment growth, and more educational assistants to accommodate the anticipated enrolment growth of students with special needs. The \$4.519 decrease in service and supplies, and tangible capital asset purchases is largely due to the completion of the carry over projects (one-time projects started in 2018/19 that were completed in 2019/20) and a reduction in international program services.

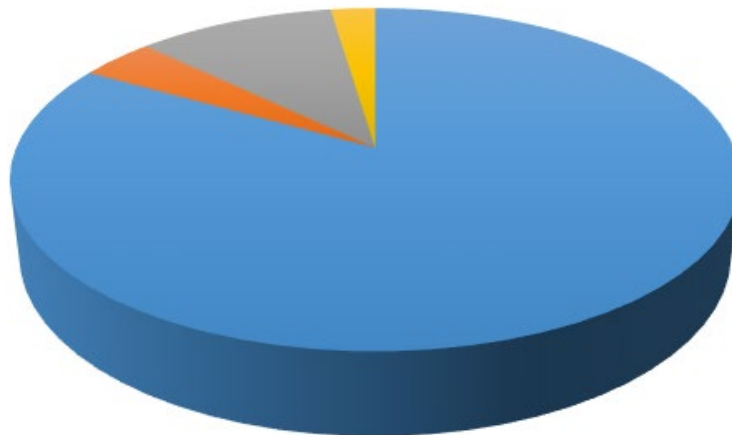
## Expenses by Function

The District's expenditures can be categorized by the following functions: Instruction; District Administration; Operations and Maintenance; and Transportation. The functions are defined as follows:

- The **Instruction** function incorporates all programs related to the instruction of students.
- The **District Administration** function incorporates the cost of all programs related to district governance and district administration of educational, business, human resource and labour relations activities.
- The **Operations and Maintenance** function incorporates all programs related to the district's responsibility for the operation, maintenance and safety of sites, buildings, and equipment.
- The **Transportation** function incorporates programs involving the transportation of students.

Over 84% of the District's expenses are categorized under the Instruction function.

### 2020/21 EXPENSES BY FUNCTION



**INSTRUCTION**  
(SD62=84%; Prov=83%)

**OPERATIONS AND MAINTENANCE**  
(SD62=9%; Prov=11%)

**TRANSPORTATION**  
(SD62=2%; Prov=2%)

**DISTRICT ADMINISTRATION**  
(SD62=5%; Prov=4%)

The District's expense allocations are generally in line with the Provincial averages, however the District's expenditures are slightly more heavily allocated towards Instruction and less in Operations and Maintenance than other Districts.

	ANNUAL BUDGET FY21	AMENDED BUDGET FY20	INCREASE / (DECREASE) FY21	INCREASE / (DECREASE) % FY21
EXPENSES BY FUNCTION (in \$ thousands)	A	B	C = A-B	D = C/B
INSTRUCTION	100,779	97,891	2,888	3%
DISTRICT ADMINISTRATION	5,647	4,951	696	14%
OPERATIONS AND MAINTENANCE	10,800	10,646	154	1%
TRANSPORTATION	2,704	2,620	84	3%
TOTAL OPERATING EXPENSES	119,930	116,109	3,822	3%

The \$2.888 million increase in **Instruction** is due to collective agreement increases, more teacher staffing to accommodate the anticipated enrolment growth, more educational assistants to accommodate the anticipated enrolment growth of students with special needs, along with a reduction in international program services.

The \$0.696 million increase in **District Administration** is due to a reclassification of the District's contribution to the province for MYEDBC and Next Generation Network (NGN). Instead of separate fees for each, in 2020/21 the District will be paying the province a single 'digital services' fee which is to be reported in the District Administration function. Both MYEDBC and NGN are reported in the Instruction and Operations and Maintenance functions in 2019/20.

The \$0.154 million increase in **Operations and Maintenance** and \$0.084 million increase in **Transportation** are largely due to collective agreement increases.

### Tangible Capital Assets Purchased

The 2019/20 Amended Budget has \$0.925 million in one-time funds carried over from 2018/19 for the completion of capital projects (EG portables) that began in 2018/19. Those projects are expected to be completed in 2019/20 and no additional capital projects are budgeted for in 2020/21.

### ACCUMULATED SURPLUS / RESERVE

In 2018 the Board established a financial reserve policy of building and maintaining an accumulated reserve to ensure the necessary resources are available when required. Given the uncertainty as to when the international program may return to a sense of normalcy, the District will use the financial reserve to accommodate the anticipated loss in net revenues from the international program.

	A		B		C = A+B	D	E	F = C+D+E
	AMENDED	FY19	ANNUAL	TOTAL	ANNUAL	FY20	FY20 Q3	Q3 FORECAST
	BUDGET	CARRY	CHANGES	CHANGES	BUDGET	RESERVE	FORECASTED	BUDGET
ACCUMULATED SURPLUS (in \$ thousands)	FY20	FWD	FY21	FY21	FY21	ANNUAL	EXCESS	FY21
OPERATING SURPLUS, BEG OF YEAR	4,716	(2,061)	-	(2,061)	2,654	250	1,294	4,198
REVENUES	114,973	-	2,763	2,763	117,736	-	-	117,736
EXPENSES	116,109	(1,186)	5,008	3,822	119,930	-	-	119,930
TANGIBLE CAPITAL ASSETS PURCHASED	925	(875)	(50)	(925)	-	-	-	-
SURPLUS (DEFICIT) FOR THE YEAR	(2,061)	2,061	(2,195)	(133)	(2,195)	-	-	(2,195)
OPERATING SURPLUS, END OF YEAR	2,654	-	(2,195)	(2,195)	459	250	1,294	2,003
OPERATING SURPLUS AS % OF EXPENSES					0.38%			1.67%

The 2020/21 Budget leaves an operating reserve of \$459,360 or 0.38% of budgeted expenses. However, to build up the aforementioned 4% reserve available for 2020/21, the District is now restricting non-essential expenditures for the remainder of the 2019/20 school year.

### **SPECIAL PURPOSE FUNDS**

All restricted contributions received, with the exception of capital contributions and unearned revenues (tuition, rentals, etc.) must be reported as special purpose funds. Revenues are recognized when the stipulation or restriction the contribution is subject to is met.

The following table compares the most material special purpose funds (SPF) expense budgets for 2020/21 to the prior year.

	ANNUAL BUDGET FY21	AMENDED BUDGET FY20	INCREASE / (DECREASE) FY21	INCREASE / (DECREASE) % FY21
SPECIAL PURPOSE FUNDS (in \$ thousands)	A	B	C = A-B	D = C/B
ANNUAL FACILITIES GRANT	337	337	-	0%
LEARNING IMPROVEMENT FUND	399	391	8	2%
SCHOOL GENERATED FUNDS	3,200	3,845	(645)	-17%
STRONG START	192	241	(49)	-20%
OFFICIAL LANGUAGES IN EDUCATION PROTOCOL	182	182	-	0%
COMMUNITY LINK	784	859	(76)	-9%
ACADEMIES	730	730	-	0%
CLASSROOM ENHANCEMENT FUND - STAFFING	11,994	13,327	(1,333)	-10%
CLASSROOM ENHANCEMENT FUND - OVERHEAD	1,430	1,604	(174)	-11%
RURAL EDUCATION ENHANCEMENT FUND	-	230	(230)	-100%
OTHER	142	334	(192)	-58%
TOTAL SPECIAL PURPOSE FUNDS EXPENSES	19,390	22,079	(2,690)	-12%

Most SPF allow a carryover of unspent funds to the subsequent year which is why the budget for school generated funds (SGF) is \$0.645 million less than 2019/20. When the 2019/20 financial statements are completed and the carry over amount becomes known, the 2020/21 SPF budgets will likely increase. Also, the classroom enhancement fund (CEF) staffing budget of \$11.994 million is reflective of the amount notionally approved by the Ministry at this time. Adjustments to the District's allocation may be made once final Fall 2020 staffing is known.

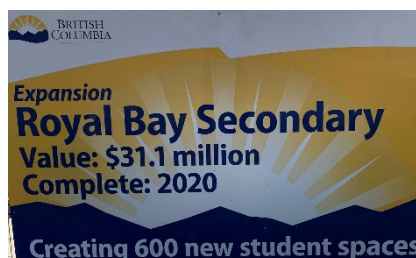
Two changes that have been finalized by the Ministry is the elimination of the \$0.230 million rural education enhancement fund (REEF) grant and a \$0.174 reduction in the CEF overhead allocation.

## STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

The Statement of Changes in Net Financial Assets (Statement 4) presents the surplus for the year plus the changes in non-financial assets including tangible capital asset acquisitions.

The 2020/21 budget includes \$40.028 million in anticipated total capital additions.

	ANNUAL BUDGET FY21
CAPITAL ADDITIONS (in \$ thousands)	A
CAPITAL FUND	
EXPANSION PROGRAM	37,588
SCHOOL ENHANCEMENT PROGRAM	1,500
BUS ACQUISITION PROGRAM	808
ANNUAL FACILITIES GRANT	132
OPERATING FUND	-
SPECIAL PURPOSE FUND	-
TOTAL CAPITAL ADDITIONS	40,028



Some of the more significant capital projects include:

- **Expansion Program (EXP)** – \$30.831 million for the commencement of building construction and continued site development of Pexsisen Elementary & Centre Mountain Lellum Middle Schools; and \$6.756 million for completion of the Royal Bay Secondary School Expansion.
- **School Enhancement Program (SEP)** - \$1.5 million for window and mechanical upgrades at Dunsmuir Middle School.
- **Bus Acquisition Program (BUS)** – \$0.808 million in capital funding from the Ministry for 2 electric buses and 3 propane buses.

## RISKS AND UNCERTAINTIES

The 2020/21 budget is predicated on the general assumption that, other than a reduction to 60 FTE enrolled in the international program, the financial and operational impact of the pandemic will be minimal and a general sense of normalcy will return.

The uncertain nature of the pandemic makes it extremely difficult to project what the financial and operational impacts on the District will be. Accordingly, in addition to the annual risks that exist every year, there are also significant COVID-related risks to the budget.

### COVID Risks

The provincial government and the District continue to plan for a modified return to in-class instruction in September. Details of the plan for the fall are in development at this time, but if certain safe work procedures are implemented in 2020/21, they could cause significant pressure on the financials of the District:

- **Replacement staff costs** – as the flu season returns in the fall, if staff that are ill are required to stay home for an extended period, there will be a significant increase in replacement staff costs.
- **Custodial and cleaning supply costs** – if enhanced cleaning procedures and additional custodial staff are required, this may have a significant cost.
- **Social distancing implementation** – if capital projects, furniture and equipment and other measures are required to implement social distancing, this may have a significant cost.

### Annual Risks

The following list are some of the significant annual financial risks (risks that are present every year) that the District is aware of that could negatively affect operations:

- **Enrolment** – enrolment drives the District's revenues and an inaccurate estimation of future enrolment could result in either an over or under deployment of resources.
- **Staff benefit rates** – benefit rates fluctuate from year to year dependent on staff usage so are difficult to accurately predict.
- **Utilities** – expenditures on utilities fluctuate based on usage so is difficult to predict.
- **Leave liability** – leave balances (such as unused vacation balances) are recorded in the year they are earned. The larger the balance, the larger the expense. It is difficult to predict with accuracy across the District exactly how many vacation days staff plan on using in any given year.
- **Salary differential** – a component of the Operating Grant is the supplement for salary differential which provides additional funding to districts with average teacher salaries higher than the provincial average. Since it is difficult to predict whether the district's average teacher salary is higher or lower than the provincial average, this could reduce the amount of the Operating Grant the district receives.

## NEXT STEPS

As we approach the fall, the 2020/21 fiscal climate will become clearer. The 2019/20 financials will be completed and the total reserve available for 2020/21 will be known. As the amended budget is adopted by the end of February 2021, there will be an opportunity for the District to reassess the risks and adjust the strategic approach accordingly.

Annual Budget

## **School District No. 62 (Sooke)**

June 30, 2021

# School District No. 62 (Sooke)

June 30, 2021

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\*NOTE - Statement 1, Statement 3, Statement 5, Schedule 1 and Schedules 4A - 4D are used for Financial Statement reporting only.



## ANNUAL BUDGET BYLAW

A Bylaw of THE BOARD OF EDUCATION OF SCHOOL DISTRICT NO. 62 (SOOKE) (called the "Board") to adopt the Annual Budget of the Board for the fiscal year 2020/2021 pursuant to section 113 of the *School Act*, R.S.B.C., 1996, c. 412 as amended from time to time (called the "Act").

1. Board has complied with the provisions of the Act respecting the Annual Budget adopted by this bylaw.
2. This bylaw may be cited as School District No. 62 (Sooke) Annual Budget Bylaw for fiscal year 2020/2021.
3. The attached Statement 2 showing the estimated revenue and expense for the 2020/2021 fiscal year and the total budget bylaw amount of \$149,007,559 for the 2020/2021 fiscal year was prepared in accordance with the *Act*.
4. Statement 2, 4 and Schedules 2 to 4 are adopted as the Annual Budget of the Board for the fiscal year 2020/2021.

READ A FIRST TIME THE 16th DAY OF JUNE, 2020;

READ A SECOND TIME THE 23rd DAY OF JUNE, 2020;

READ A THIRD TIME, PASSED AND ADOPTED THE 23rd DAY OF JUNE, 2020;

( Corporate Seal )

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Chairperson of the Board

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Secretary Treasurer

I HEREBY CERTIFY this to be a true original of School District No. 62 (Sooke) Annual Budget Bylaw 2020/2021, adopted by the Board the 23rd DAY OF JUNE, 2020.

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Secretary Treasurer

# School District No. 62 (Sooke)

Annual Budget - Revenue and Expense

Year Ended June 30, 2021

	2021 Annual Budget	2020 Amended Annual Budget
<b>Ministry Operating Grant Funded FTE's</b>		
School-Age	11,644,000	11,248,625
Adult	63,000	58,813
<b>Total Ministry Operating Grant Funded FTE's</b>	<b>11,707,000</b>	<b>11,307,438</b>
<b>Revenues</b>	<b>\$</b>	<b>\$</b>
Provincial Grants		
Ministry of Education	139,092,529	139,882,030
Municipal Grants Spent on Sites		582,000
Tuition	1,583,000	6,970,260
Other Revenue	4,782,485	5,666,841
Rentals and Leases	388,500	388,500
Investment Income	263,875	386,992
Amortization of Deferred Capital Revenue	7,718,490	7,369,239
Amortization of Deferred Capital Revenue - for lease	61,477	61,477
<b>Total Revenue</b>	<b>153,890,356</b>	<b>161,307,339</b>
<b>Expenses</b>		
Instruction	119,832,222	119,633,827
District Administration	5,647,275	4,951,476
Operations and Maintenance	20,371,413	19,922,284
Transportation and Housing	3,156,649	3,069,966
<b>Total Expense</b>	<b>149,007,559</b>	<b>147,577,553</b>
<b>Net Revenue (Expense)</b>	<b>4,882,797</b>	<b>13,729,786</b>
<b>Budgeted Allocation (Retirement) of Surplus (Deficit)</b>	<b>2,194,758</b>	<b>2,061,497</b>
<b>Budgeted Surplus (Deficit), for the year</b>	<b>7,077,555</b>	<b>15,791,283</b>
<b>Budgeted Surplus (Deficit), for the year comprised of:</b>		
Operating Fund Surplus (Deficit)		
Special Purpose Fund Surplus (Deficit)		
Capital Fund Surplus (Deficit)	7,077,555	15,791,283
<b>Budgeted Surplus (Deficit), for the year</b>	<b>7,077,555</b>	<b>15,791,283</b>

# School District No. 62 (Sooke)

Annual Budget - Revenue and Expense

Year Ended June 30, 2021

	<b>2021</b>	2020 Amended
	<b>Annual Budget</b>	Annual Budget
<b>Budget Bylaw Amount</b>		
Operating - Total Expense	<b>119,930,423</b>	116,108,634
Operating - Tangible Capital Assets Purchased		925,420
Special Purpose Funds - Total Expense	<b>19,389,848</b>	22,079,374
Capital Fund - Total Expense	<b>9,687,288</b>	9,389,545
Capital Fund - Tangible Capital Assets Purchased from Local Capital		1,084,597
<b>Total Budget Bylaw Amount</b>	<b>149,007,559</b>	149,587,570

## Approved by the Board

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Signature of the Chairperson of the Board of Education

Date Signed

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Signature of the Superintendent

Date Signed

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Signature of the Secretary Treasurer

Date Signed

**School District No. 62 (Sooke)**  
 Annual Budget - Changes in Net Financial Assets (Debt)  
 Year Ended June 30, 2021

	<b>2021</b>	2020 Amended
	<b>Annual Budget</b>	Annual Budget
	\$	\$
<b>Surplus (Deficit) for the year</b>	<u>4,882,797</u>	13,729,786
<b>Effect of change in Tangible Capital Assets</b>		
Acquisition of Tangible Capital Assets		
From Operating and Special Purpose Funds		(925,420)
From Local Capital		(1,084,597)
From Deferred Capital Revenue	<u>(40,027,868)</u>	
<b>Total Acquisition of Tangible Capital Assets</b>	<u>(40,027,868)</u>	(2,010,017)
Amortization of Tangible Capital Assets	<u>8,438,856</u>	8,141,113
<b>Total Effect of change in Tangible Capital Assets</b>	<u>(31,589,012)</u>	6,131,096
	<u>-</u>	-
<b>(Increase) Decrease in Net Financial Assets (Debt)</b>	<u><u>(26,706,215)</u></u>	<u>19,860,882</u>

**School District No. 62 (Sooke)**  
 Annual Budget - Operating Revenue and Expense  
 Year Ended June 30, 2021

	2021 Annual Budget	2020 Amended Annual Budget
	\$	\$
<b>Revenues</b>		
Provincial Grants		
Ministry of Education	114,765,405	106,364,727
Tuition	1,583,000	6,970,260
Other Revenue	744,885	895,195
Rentals and Leases	388,500	388,500
Investment Income	253,875	353,875
<b>Total Revenue</b>	<b>117,735,665</b>	<b>114,972,557</b>
<b>Expenses</b>		
Instruction	100,779,188	97,891,267
District Administration	5,647,275	4,951,476
Operations and Maintenance	10,800,318	10,646,086
Transportation and Housing	2,703,642	2,619,805
<b>Total Expense</b>	<b>119,930,423</b>	<b>116,108,634</b>
<b>Net Revenue (Expense)</b>	<b>(2,194,758)</b>	<b>(1,136,077)</b>
<b>Budgeted Prior Year Surplus Appropriation</b>	<b>2,194,758</b>	<b>2,061,497</b>
<b>Net Transfers (to) from other funds</b>		
Tangible Capital Assets Purchased		(925,420)
<b>Total Net Transfers</b>	<b>-</b>	<b>(925,420)</b>
<b>Budgeted Surplus (Deficit), for the year</b>	<b>-</b>	<b>-</b>

# School District No. 62 (Sooke)

Annual Budget - Schedule of Operating Revenue by Source  
Year Ended June 30, 2021

	2021 Annual Budget	2020 Amended Annual Budget
	\$	\$
<b>Provincial Grants - Ministry of Education</b>		
Operating Grant, Ministry of Education	110,357,155	104,464,657
ISC/LEA Recovery	(323,885)	(323,885)
Other Ministry of Education Grants		
Pay Equity	931,052	931,052
Funding for Graduated Adults	40,000	40,000
Transportation Supplement	358,365	358,365
Carbon Tax Grant		45,000
Employer Health Tax Grant		837,538
FSA and Monitored Marking	12,000	12,000
Labour Settlement	3,007,718	
Anticipated Enrolment Increase	183,000	
Anticipated Salary Differential Increase	200,000	
<b>Total Provincial Grants - Ministry of Education</b>	<u>114,765,405</u>	<u>106,364,727</u>
<b>Tuition</b>		
Continuing Education	110,000	110,000
International and Out of Province Students	1,473,000	6,860,260
<b>Total Tuition</b>	<u>1,583,000</u>	<u>6,970,260</u>
<b>Other Revenues</b>		
Funding from First Nations	323,885	323,885
Miscellaneous		
Grants for Crossing Guards	70,000	80,000
Rebates	51,000	91,000
SGF Discretionary	200,000	261,360
Miscellaneous	100,000	138,950
<b>Total Other Revenue</b>	<u>744,885</u>	<u>895,195</u>
<b>Rentals and Leases</b>	<u>388,500</u>	<u>388,500</u>
<b>Investment Income</b>	<u>253,875</u>	<u>353,875</u>
<b>Total Operating Revenue</b>	<u><u>117,735,665</u></u>	<u><u>114,972,557</u></u>

# School District No. 62 (Sooke)

Annual Budget - Schedule of Operating Expense by Object  
Year Ended June 30, 2021

	2021 Annual Budget	2020 Amended Annual Budget
	\$	\$
<b>Salaries</b>		
Teachers	47,359,788	43,821,569
Principals and Vice Principals	7,796,276	7,591,659
Educational Assistants	10,119,944	8,719,485
Support Staff	12,508,690	11,793,322
Other Professionals	3,945,908	3,897,096
Substitutes	4,294,731	3,820,202
<b>Total Salaries</b>	<b>86,025,337</b>	<b>79,643,333</b>
<b>Employee Benefits</b>	<b>21,829,922</b>	<b>20,796,833</b>
<b>Total Salaries and Benefits</b>	<b>107,855,259</b>	<b>100,440,166</b>
<b>Services and Supplies</b>		
Services	4,244,670	6,222,772
Professional Development and Travel	1,156,941	1,642,837
Rentals and Leases	298,349	268,349
Dues and Fees	204,342	197,842
Insurance	287,180	339,580
Supplies	4,039,038	5,172,244
Utilities	1,793,844	1,774,044
Bad Debt	50,800	50,800
<b>Total Services and Supplies</b>	<b>12,075,164</b>	<b>15,668,468</b>
<b>Total Operating Expense</b>	<b>119,930,423</b>	<b>116,108,634</b>

# School District No. 62 (Sooke)

Annual Budget - Operating Expense by Function, Program and Object  
Year Ended June 30, 2021

	Teachers Salaries	Principals and Vice Principals Salaries	Educational Assistants Salaries	Support Staff Salaries	Other Professionals Salaries	Substitutes Salaries	Total Salaries
	\$	\$	\$	\$	\$	\$	\$
<b>1 Instruction</b>							
1.02 Regular Instruction	39,346,044	225,391	141,855	1,846,252	340,970	2,697,458	44,597,970
1.03 Career Programs	216,685			168,603		22,355	407,643
1.07 Library Services	1,351,290			257,086		5,761	1,614,137
1.08 Counselling	1,944,387						1,944,387
1.10 Special Education	2,537,247	254,340	9,616,089	92,596	891,159	836,380	14,227,811
1.30 English Language Learning	1,106,126			40,000			1,146,126
1.31 Indigenous Education	600,500	136,000	362,000	89,350	30,000	17,000	1,234,850
1.41 School Administration		6,924,822		2,317,931		216,887	9,459,640
1.61 Continuing Education				22,889			22,889
1.62 International and Out of Province Students	247,640	255,723		361,316			864,679
<b>Total Function 1</b>	<b>47,349,919</b>	<b>7,796,276</b>	<b>10,119,944</b>	<b>5,196,023</b>	<b>1,262,129</b>	<b>3,795,841</b>	<b>75,520,132</b>
<b>4 District Administration</b>							
4.11 Educational Administration					773,628		773,628
4.40 School District Governance					120,500		120,500
4.41 Business Administration	9,869			588,838	1,459,631	107,206	2,165,544
<b>Total Function 4</b>	<b>9,869</b>	<b>-</b>	<b>-</b>	<b>588,838</b>	<b>2,353,759</b>	<b>107,206</b>	<b>3,059,672</b>
<b>5 Operations and Maintenance</b>							
5.41 Operations and Maintenance Administration				117,201	137,100		254,301
5.50 Maintenance Operations				4,487,178	97,311	314,284	4,898,773
5.52 Maintenance of Grounds				532,778			532,778
5.56 Utilities							-
<b>Total Function 5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,137,157</b>	<b>234,411</b>	<b>314,284</b>	<b>5,685,852</b>
<b>7 Transportation and Housing</b>							
7.41 Transportation and Housing Administration				114,288	95,609	610	210,507
7.70 Student Transportation				1,472,384		76,790	1,549,174
<b>Total Function 7</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,586,672</b>	<b>95,609</b>	<b>77,400</b>	<b>1,759,681</b>
<b>9 Debt Services</b>							
<b>Total Function 9</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Functions 1 - 9</b>	<b>47,359,788</b>	<b>7,796,276</b>	<b>10,119,944</b>	<b>12,508,690</b>	<b>3,945,908</b>	<b>4,294,731</b>	<b>86,025,337</b>



# School District No. 62 (Sooke)

Annual Budget - Operating Expense by Function, Program and Object  
Year Ended June 30, 2021

	Total Salaries	Employee Benefits	Total Salaries and Benefits	Services and Supplies	2021 Annual Budget	2020 Amended Annual Budget
	\$	\$	\$	\$	\$	\$
<b>1 Instruction</b>						
1.02 Regular Instruction	44,597,970	11,795,367	56,393,337	3,303,252	59,696,589	55,969,142
1.03 Career Programs	407,643	107,614	515,257	298,930	814,187	800,686
1.07 Library Services	1,614,137	395,978	2,010,115	65,162	2,075,277	1,943,470
1.08 Counselling	1,944,387	469,557	2,413,944	7,487	2,421,431	2,278,860
1.10 Special Education	14,227,811	3,411,931	17,639,742	608,385	18,248,127	16,538,054
1.30 English Language Learning	1,146,126	277,759	1,423,885	30,000	1,453,885	1,147,135
1.31 Indigenous Education	1,234,850	325,090	1,559,940	247,560	1,807,500	1,747,250
1.41 School Administration	9,459,640	2,201,517	11,661,157	647,704	12,308,861	12,445,624
1.61 Continuing Education	22,889	1,565	24,454	31,612	56,066	55,134
1.62 International and Out of Province Students	864,679	200,486	1,065,165	832,100	1,897,265	4,965,912
<b>Total Function 1</b>	<b>75,520,132</b>	<b>19,186,864</b>	<b>94,706,996</b>	<b>6,072,192</b>	<b>100,779,188</b>	<b>97,891,267</b>
<b>4 District Administration</b>						
4.11 Educational Administration	773,628	166,690	940,318	552,256	1,492,574	995,792
4.40 School District Governance	120,500	6,500	127,000	152,088	279,088	262,088
4.41 Business Administration	2,165,544	538,455	2,703,999	1,171,614	3,875,613	3,693,596
<b>Total Function 4</b>	<b>3,059,672</b>	<b>711,645</b>	<b>3,771,317</b>	<b>1,875,958</b>	<b>5,647,275</b>	<b>4,951,476</b>
<b>5 Operations and Maintenance</b>						
5.41 Operations and Maintenance Administration	254,301	63,588	317,889	346,972	664,861	654,433
5.50 Maintenance Operations	4,898,773	1,323,723	6,222,496	1,288,652	7,511,148	7,090,352
5.52 Maintenance of Grounds	532,778	130,956	663,734	166,731	830,465	798,182
5.56 Utilities	-	-	-	1,793,844	1,793,844	2,103,119
<b>Total Function 5</b>	<b>5,685,852</b>	<b>1,518,267</b>	<b>7,204,119</b>	<b>3,596,199</b>	<b>10,800,318</b>	<b>10,646,086</b>
<b>7 Transportation and Housing</b>						
7.41 Transportation and Housing Administration	210,507	51,913	262,420	21,268	283,688	278,862
7.70 Student Transportation	1,549,174	361,233	1,910,407	509,547	2,419,954	2,340,943
<b>Total Function 7</b>	<b>1,759,681</b>	<b>413,146</b>	<b>2,172,827</b>	<b>530,815</b>	<b>2,703,642</b>	<b>2,619,805</b>
<b>9 Debt Services</b>						
<b>Total Function 9</b>	-	-	-	-	-	-
<b>Total Functions 1 - 9</b>	<b>86,025,337</b>	<b>21,829,922</b>	<b>107,855,259</b>	<b>12,075,164</b>	<b>119,930,423</b>	<b>116,108,634</b>

**School District No. 62 (Sooke)**  
 Annual Budget - Special Purpose Revenue and Expense  
 Year Ended June 30, 2021

	<b>2021</b>	2020 Amended
	<b>Annual Budget</b>	Annual Budget
	\$	\$
<b>Revenues</b>		
Provincial Grants		
Ministry of Education	<b>15,342,248</b>	17,279,462
Other Revenue	<b>4,037,600</b>	4,771,646
Investment Income	<b>10,000</b>	28,266
<b>Total Revenue</b>	<b>19,389,848</b>	22,079,374
<b>Expenses</b>		
Instruction	<b>19,053,034</b>	21,742,560
Operations and Maintenance	<b>336,814</b>	336,814
<b>Total Expense</b>	<b>19,389,848</b>	22,079,374
<b>Budgeted Surplus (Deficit), for the year</b>	<b>-</b>	<b>-</b>

**School District No. 62 (Sooke)**

Annual Budget - Changes in Special Purpose Funds

Year Ended June 30, 2021

	Annual Facility Grant	Learning Improvement Fund	Scholarships and Bursaries	School Generated Funds	Strong Start	Ready, Set, Learn	OLEP	CommunityLINK	Classroom Enhancement Fund - Overhead
	\$	\$	\$	\$	\$		\$	\$	\$
<b>Deferred Revenue, beginning of year</b>	-	-	-	-	-	-	-	-	-
<b>Add:</b> Restricted Grants									
Provincial Grants - Ministry of Education	336,814	399,366			192,000	44,100	182,420	763,767	1,429,873
Other				3,200,000				20,000	
Investment Income			10,000						
	336,814	399,366	10,000	3,200,000	192,000	44,100	182,420	783,767	1,429,873
<b>Less:</b> Allocated to Revenue	336,814	399,366	10,000	3,200,000	192,000	44,100	182,420	783,767	1,429,873
<b>Deferred Revenue, end of year</b>	-	-	-	-	-	-	-	-	-
<b>Revenues</b>									
Provincial Grants - Ministry of Education	336,814	399,366			192,000	44,100	182,420	763,767	1,429,873
Other Revenue				3,200,000				20,000	
Investment Income			10,000						
	336,814	399,366	10,000	3,200,000	192,000	44,100	182,420	783,767	1,429,873
<b>Expenses</b>									
Salaries									
Teachers							36,000		27,541
Principals and Vice Principals								33,000	
Educational Assistants		312,005							170,000
Support Staff				10,000	125,000			103,500	140,000
Other Professionals								157,000	
Substitutes				20,000	10,000	19,500		15,000	795,210
	-	312,005	-	30,000	135,000	19,500	36,000	308,500	1,132,751
Employee Benefits		87,361		12,000	33,000	2,000	9,000	73,350	257,462
Services and Supplies	336,814		10,000	3,158,000	24,000	22,600	137,420	401,917	39,660
	336,814	399,366	10,000	3,200,000	192,000	44,100	182,420	783,767	1,429,873
<b>Net Revenue (Expense)</b>	-	-	-	-	-	-	-	-	-

# School District No. 62 (Sooke)

Annual Budget - Changes in Special Purpose Funds

Year Ended June 30, 2021

	Classroom Enhancement Fund - Staffing	ACE-IT	Academies	Art Starts	Donations	Theatres	TOTAL
	\$	\$	\$	\$	\$	\$	\$
<b>Deferred Revenue, beginning of year</b>	-	-	-	-	-	-	-
<b>Add:</b> Restricted Grants							
Provincial Grants - Ministry of Education	11,993,908						15,342,248
Other		30,000	730,000	7,600	20,000	30,000	4,037,600
Investment Income							10,000
	11,993,908	30,000	730,000	7,600	20,000	30,000	19,389,848
<b>Less:</b> Allocated to Revenue	11,993,908	30,000	730,000	7,600	20,000	30,000	19,389,848
<b>Deferred Revenue, end of year</b>	-	-	-	-	-	-	-
<b>Revenues</b>							
Provincial Grants - Ministry of Education	11,993,908						15,342,248
Other Revenue		30,000	730,000	7,600	20,000	30,000	4,037,600
Investment Income							10,000
	11,993,908	30,000	730,000	7,600	20,000	30,000	19,389,848
<b>Expenses</b>							
Salaries							
Teachers	9,556,899	25,000	55,000				9,700,440
Principals and Vice Principals			50,000				83,000
Educational Assistants							482,005
Support Staff			50,000				428,500
Other Professionals							157,000
Substitutes			7,600				867,310
	9,556,899	25,000	162,600	-	-	-	11,718,255
Employee Benefits	2,437,009	5,000	35,000				2,951,182
Services and Supplies			532,400	7,600	20,000	30,000	4,720,411
	11,993,908	30,000	730,000	7,600	20,000	30,000	19,389,848
<b>Net Revenue (Expense)</b>	-	-	-	-	-	-	-

**School District No. 62 (Sooke)**  
 Annual Budget - Capital Revenue and Expense  
 Year Ended June 30, 2021

	2021 Annual Budget			2020 Amended Annual Budget
	Invested in Tangible Capital Assets	Local Capital	Fund Balance	
	\$	\$	\$	\$
<b>Revenues</b>				
Provincial Grants				
Ministry of Education	8,984,876		<b>8,984,876</b>	16,237,841
Municipal Grants Spent on Sites			-	582,000
Investment Income			-	4,851
Amortization of Deferred Capital Revenue	7,718,490		<b>7,718,490</b>	7,369,239
Amortization of Deferred Capital Revenue - for lease	61,477		<b>61,477</b>	61,477
<b>Total Revenue</b>	<b>16,764,843</b>	-	<b>16,764,843</b>	24,255,408
<b>Expenses</b>				
Operations and Maintenance	1,248,432		<b>1,248,432</b>	1,248,432
Amortization of Tangible Capital Assets				
Operations and Maintenance	7,985,849		<b>7,985,849</b>	7,690,952
Transportation and Housing	453,007		<b>453,007</b>	450,161
<b>Total Expense</b>	<b>9,687,288</b>	-	<b>9,687,288</b>	9,389,545
<b>Net Revenue (Expense)</b>	<b>7,077,555</b>	-	<b>7,077,555</b>	14,865,863
<b>Net Transfers (to) from other funds</b>				
Tangible Capital Assets Purchased			-	925,420
<b>Total Net Transfers</b>	-	-	-	925,420
<b>Other Adjustments to Fund Balances</b>				
<b>Total Other Adjustments to Fund Balances</b>	-	-	-	
<b>Budgeted Surplus (Deficit), for the year</b>	<b>7,077,555</b>	-	<b>7,077,555</b>	15,791,283

## **Committee Info Note**

### **Resources Committee Meeting**

**June 9, 2020**

#### **Agenda Item: 4.4 21/22 Capital Plan Submission**

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#### **Background**

- The District is required to submit a 5-year Capital Plan to the Ministry as approved by the Board
- The normal requirement is that the plan is submitted by June 30<sup>th</sup> – with the current pandemic, this deadline has been delayed to July 31<sup>st</sup>
- As the last scheduled Board meeting is set for June 23<sup>rd</sup>, staff are preparing a plan for the Board's consideration at their June meeting
- Staff would like the input and support of the Resources Committee prior to making a recommendation to the Board

#### **Capital Plan Components**

- the District's Capital Plan submission is broken down into a number of programs:

##### **Major Capital**

- 1) Seismic Mitigation Program (SMP)
- 2) Expansion Program (EXP)
- 3) Replacement Program (REP)
- 4) Rural Districts Program (RDP)

##### **Minor Capital**

- 5) School Enhancement Program (SEP)
- 6) Carbon Neutral Program (CNCP)
- 7) Bus Acquisition Program (BUS)
- 8) Playground Equipment Program (PEP)
- 9) Building Envelope Program (BEP)

**SMP** – the Seismic Program is largely based on the assessment of current seismic risk. A structural engineer has reviewed our District's buildings and staff will prioritize the seismic projects based on this assessment.

**EXP** – due to the accelerated and substantial growth of the District, the Expansion Program is a key part of the Capital Plan submission and will be the focus of the discussions. The acquisition of land and the construction of schools has now been separated for submission purposes. As land issues are dealt by the Board in camera, the public dialogue will be centred around construction.

**REP** – the Replacement Program includes full and partial school replacement. Historically, staff have prioritized replacement projects by the Facility Condition Index (FCI). The list of projects has been fairly consistent from year to year and the expectation is that replacing schools in our District has a low probability given the large amount of new spaces required.

**RDP** – the Rural Districts Program allows for projects to assist those school districts with schools in rural communities. The RDP will provide funding for the full or partial demolition of board-owned buildings, for capital projects, such as renovations associated with the consolidation of under-utilized schools and in some cases additions or replacements of small facilities with projects limited to a maximum of \$5 million.

**SEP** – the School Enhancement Program is part of the minor capital program and is intended to improve the safety, facility condition, efficiency and functionality of existing buildings.

**CNCP** – the Carbon Neutral Capital Program is designed specifically for energy efficiency projects. The District's Energy Specialist will review the list of potential projects and provide a recommendation to the Committee/Board for consideration.

**BUS** – Bus Acquisition Program has allowed the District to acquire new buses and reduce the average age of the fleet. The Transportation Department will review mileage and age of our vehicles and will submit a list based on MoE's criteria.

**PEP** – the Playground Equipment Program is specific funding to purchase and install new or replacement playground equipment. Funding has been provided for playgrounds at Poirier (18/19) and Savory (19/20).

**BEP** – the Building Envelope Program is funding for remediation to address known building envelope issues. Schools such as Edward Milne, Hans Helgesen, Willway, David Cameron and Wishart have been on the list in previous years.

## **MAJOR CAPITAL PROGRAM**

### **Seismic Mitigation Program**

- Based on the engineering reports, the top projects for the District are:
  - 1) Port Renfrew Elementary – Year 1
  - 2) Sooke Elementary – Year 2
  - 3) John Muir Elementary – Year 3
  - 4) Saseenos Elementary – Year 4

- 5) Willway Elementary – Year 4
- 6) Millstream Elementary – Year 5
- 7) Savory Elementary – Year 5

### **Expansion Program & Long Range Enrolment Data**

- In order to develop the capital plan expansion priorities, staff have updated the long range enrolment forecast initially created for the 2018 Long Range Facilities Plan
- Staff have taken the initial estimates and have revised them based on the rolling average growth rate over the last 5 years (with greater emphasis on the recent years)
- This approach was tested against the actual enrolment over the last 10 years and has proven to have a strong correlation to the actual results over those 10 years
- Staff are estimating that the past growth of the District will be reflective of the anticipated future growth of the District
- The District has been advised that building permit applications over the last few months remain extremely strong and that the pandemic has not impacted construction in our communities
- The long range estimates have been provided to the Committee at the:
  - a) District level by school; and
  - b) School area based on the land purchased or to be purchased
- Given the District has received approval to build Pexsisen and Lellum, these schools have been included in the analysis
- **For planning purposes**, the catchment impacts of these new schools coming on line have also been included in the analysis – any changes will be considered and approved by the Board in the fall after public consultation
- Based on the attached enrolment analysis, staff are recommending the following expansion priorities:

Priority #	Project	21/22	22/23	23/24	24/25	25/26	Open	# of seats
1	South Langford Elem	X	X	X			Sept '23	400
2	North Langford Elem			X	X	X	Sept '25	400
3	Royal Bay Elem				X	X	Sept '27	480
4	Sooke River Elem				X	X	Sept '27	480
5	New Secondary					X	Sept '28	800



### **Replacement Program**

- Based on a combination of the Facility Condition Indexes (FCI) and enrolment growth, the top projects for the District are:
  - 1) Millstream Elementary (.72) – Year 1
  - 2) Sooke Elementary (.61) – Year 2
  - 3) Willway Elementary (.63) – Year 3
  - 4) Spencer Middle (.58) – Year 5

### **Rural Districts Program**

The only eligible District school would be Port Renfrew.

### **Land Acquisition**

No additional land is required at this time.

## **MINOR CAPITAL PROGRAM**

### **School Enhancement Program**

- 1) Spencer Middle HVAC Replacement (roof units)
- 2) Willway HVAC Replacement (roof units)
- 3) EMCS Energy Upgrade

### **Carbon Neutral Capital Program (same as last year)**

- 1) David Cameron Elementary Boiler Replacement
- 2) Willway Elementary Boiler Replacement
- 3) Savory Elementary Boiler Replacement
- 4) Millstream HVAC Upgrade

### **Playground Program (same as last year)**

- 1) Colwood Elementary
- 2) Sangster Elementary

- 1) Hans Helgesen Elementary
- 2) Willway Elementary
- 3) EMCS

### **Bus Replacement Program**

Staff have identified the need for 2 buses to be replaced and one added for growth.

### **Next Steps**

- Now that the priorities have been drafted, staff would like feedback from the Committee on the proposed priorities prior to going to the Board for approval

### **Proposed Motion:**

*That the Board of Education of School District 62 (Sooke) approve the 5-year Capital Plan submission as presented to the Resources Committee on June 9, 2020.*

**Major Capital**

Capital Requirement	Project Details		Funding Requirements				
	Descriptor	Location	21/22	22/23	23/24	24/25	25/26
<b>Expansion</b>	New Elementary School	South Langford	\$	\$	\$		
	New Elementary School	North Langford			\$	\$	\$
	New Elementary School	South Colwood				\$	\$
	New Elementary School	Sooke				\$	\$
	New Secondary School	North Langford					\$
<b>Seismic</b>	Port Renfrew Elementary	Sooke	\$	\$			
	Sooke Elementary	Sooke		\$	\$		
	John Muir Elementary	Sooke			\$	\$	
	Saseenos Elementary	Sooke				\$	\$
	Willway Elementary	Langford				\$	\$
	Millstream Elementary	Langford					\$
	Savory Elementary	Langford					\$
<b>Replacement</b>	Millstream Elementary	Langford	\$	\$	\$		
	Sooke Elementary	Sooke		\$	\$	\$	
	Willway Elementary	Langford			\$	\$	\$
	Spencer Middle	Langford					\$
<b>Rural</b>	Port Renfrew Elementary	Sooke			TBD		

**Minor Capital**

Capital Requirement	Project Details		Funding Requirements				
	Descriptor	Location	21/22	22/23	23/24	24/25	25/26
<b>School Enhancement</b>	Spencer HVAC Replacement - roof	Langford	\$				
	Willway HVAC Replacement - roof	Langford	\$				
	EMCS Energy Upgrade	Sooke	\$				
<b>CNCP</b>	David Cameron Boilers	Colwood	\$				
	Willway Boilers	Langford	\$				
	Savory Boilers	Langford	\$				
	Millstream HVAC Upgrade	Langford	\$				
<b>Playgrounds</b>	Colwood Elementary	Colwood	\$				
	Sangster Elementary	Colwood	\$				
<b>Bus Replacement</b>	3 new buses in total	District Wide	\$				
<b>Building Envelope</b>	Hans Helgesen Elementary	Metchosin	\$	\$			
	Willway Elementary	Langford		\$	\$		
	Edward Milne Secondary	Sooke			\$	\$	

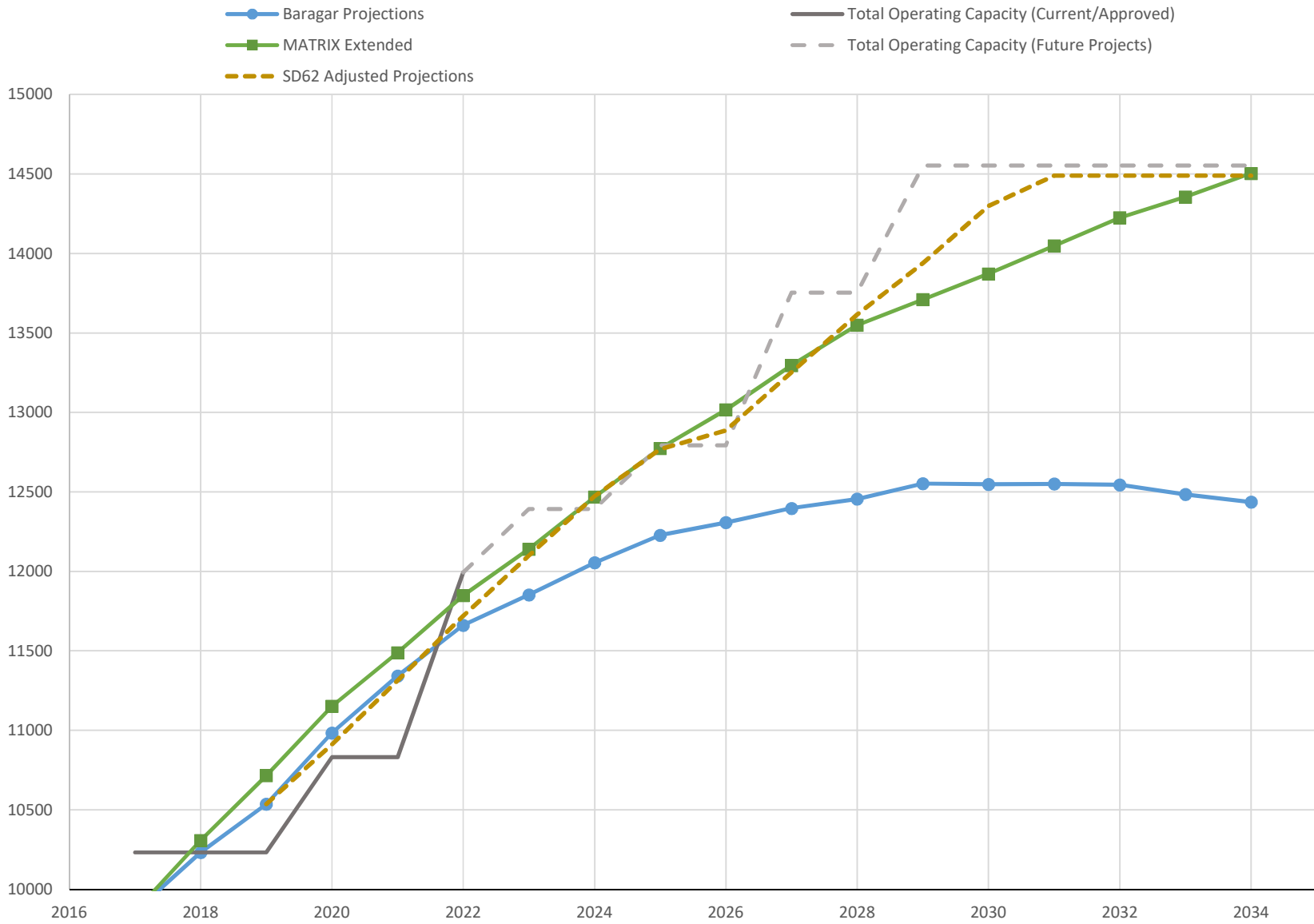
**Notes:**

The Capital Plan submission represents the District's estimated needs and requires government approval prior to implementation  
The plan is based on the estimated speed of growth in the District, as identified in the Long Range Facilities Plan, and actual enrolment will vary

SD62 Long Range Enrolment Forecast as at June 2020

Schools	Actual			Projected														
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Belmont Secondary	1,235	1,250	1,265	1,288	1,311	1,467	1,410	1,333	1,421	1,413	1,420	1,439	1,438	1,458	1,471	1,494	1,515	1,534
Centre Mountain Lellum Middle School			-	-	-	565	593	623	639	657	662	668	674	681	680	680	680	680
Colwood Elementary	187	183	195	196	203	237	244	250	256	262	268	274	279	285	290	295	299	304
Crystal View Elementary	245	235	252	239	235	397	403	409	405	400	395	392	392	389	386	384	383	382
David Cameron Elementary	353	385	371	389	405	365	377	387	397	407	418	427	436	445	454	463	472	480
Dunsmuir Middle	745	784	848	877	912	637	664	692	718	744	769	794	819	843	866	889	911	933
Edward Milne Secondary	593	584	579	571	563	555	549	545	539	534	529	525	521	517	513	509	506	503
Hans Helegsen Elementary	192	204	198	207	218	228	234	241	250	258	266	273	280	287	294	301	307	313
Happy Valley Elementary	418	445	422	435	448	424	432	438	445	451	458	464	470	476	481	487	492	496
John Muir Elementary	192	215	212	214	215	217	222	224	226	228	230	232	234	236	238	240	242	244
John Stubbs Elementary-Middle	724	783	787	849	904	899	947	996	1,055	1,112	1,169	1,224	1,281	1,339	1,397	1,454	1,511	1,568
Journey Middle	516	540	517	526	536	535	539	543	548	552	555	559	563	566	569	572	575	578
Lakewood Elementary	439	467	462	478	491	505	517	527	539	550	561	571	581	591	600	609	618	626
Millstream Elementary	253	254	285	305	324	168	177	192	214	238	262	284	305	327	349	370	391	412
Pexsisen Elementary			-	-	-	273	284	298	306	314	317	320	323	326	326	325	325	325
Poirier Elementary	379	402	384	375	369	363	361	357	352	348	345	342	339	336	333	331	329	327
Port Renfrew Elementary	11	12	20	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25
Royal Bay Secondary	979	1,054	1,076	1,131	1,213	1,107	1,241	1,387	1,300	1,377	1,439	1,486	1,551	1,595	1,645	1,684	1,723	1,762
Ruth King Elementary	277	283	310	318	328	305	315	327	337	347	357	367	377	387	396	405	414	423
Sangster Elementary	239	245	239	257	270	274	280	286	296	303	309	316	323	330	336	342	348	354
Saseenos Elementary	128	135	161	171	187	207	224	237	254	272	290	307	324	342	360	378	396	414
Savory Elementary	193	200	209	225	238	249	260	274	287	299	311	323	335	347	359	371	382	393
Sooke Elementary	306	335	311	325	329	334	339	342	348	352	356	360	364	368	372	376	380	384
Spencer Middle	752	792	832	883	935	669	706	744	782	822	860	898	936	974	1,011	1,048	1,084	1,120
Willway Elementary	179	192	192	198	203	199	205	212	217	223	229	235	241	247	253	258	264	270
Wishart Elementary	326	329	409	429	452	486	520	557	587	620	655	690	725	759	794	829	863	897
<b>TOTAL</b>	<b>9,861</b>	<b>10,308</b>	<b>10,536</b>	<b>10,911</b>	<b>11,314</b>	<b>11,689</b>	<b>12,070</b>	<b>12,446</b>	<b>12,744</b>	<b>13,109</b>	<b>13,456</b>	<b>13,796</b>	<b>14,136</b>	<b>14,474</b>	<b>14,798</b>	<b>15,119</b>	<b>15,436</b>	<b>15,748</b>
Change per Year		4.3%	2.2%	3.4%	3.6%	3.2%	3.2%	3.0%	2.3%	2.8%	2.6%	2.5%	2.4%	2.3%	2.2%	2.1%	2.0%	2.0%

# SD62 Enrolment Projections and Operating Capacity



**SD62 Long Range Enrolment Forecast as at June 2020 by School Area**

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>South Langford Elementary</b>																		
Happy Valley + Wishart	744	774	831	864	900	910	952	995	1,032	1,071	1,113	1,154	1,195	1,235	1,275	1,316	1,355	1,393
Nominal Capacity	770	770	770	770	770	770	770	770	770	770	770	770	770	770	770	770	770	770
Operating Capacity	712	712	712	712	712	712	712	712	712	712	712	712	712	712	712	712	712	712
Operating With Portables (at 25 each)	762	787	837	887	887	887	887	887	887	887	887	887	887	887	887	887	887	887
Nominal Defficiency - Happy Valley + Wishart	26	(4)	(61)	(94)	(130)	(140)	(182)	(225)	(262)	(301)	(343)	(384)	(425)	(465)	(505)	(546)	(585)	(623)
Operating Defficiency - Happy Valley + Wishart	(32)	(62)	(119)	(152)	(188)	(198)	(240)	(283)	(320)	(359)	(401)	(442)	(483)	(523)	(563)	(604)	(643)	(681)
Operating Defficiency - Happy Valley + Wishart with Portables	18	13	6	23	(13)	(23)	(65)	(108)	(145)	(184)	(226)	(267)	(308)	(348)	(388)	(429)	(468)	(506)
<b>North Langford Elementary</b>																		
Lakewood + Millstream	692	721	747	783	815	673	694	719	753	788	823	855	886	918	949	979	1,009	1,038
Nominal Capacity	595	595	595	595	595	595	595	595	595	595	595	595	595	595	595	595	595	595
Operating Capacity	551	551	551	551	551	551	551	551	551	551	551	551	551	551	551	551	551	551
Operating Capacity with Portables (at 25 each)	676	676	701	726	726	726	726	726	726	726	726	726	726	726	726	726	726	726
Nominal Deficiency - Lakewood + Millstream	(97)	(126)	(152)	(188)	(220)	(78)	(99)	(124)	(158)	(193)	(228)	(260)	(291)	(323)	(354)	(384)	(414)	(443)
Operating Deficiency - Lakewood + Millstream	(141)	(170)	(196)	(232)	(264)	(122)	(143)	(168)	(202)	(237)	(272)	(304)	(335)	(367)	(398)	(428)	(458)	(487)
Operating Deficiency - Lakewood + Millstream with Portables	(16)	(45)	(46)	(57)	(89)	53	32	7	(27)	(62)	(97)	(129)	(160)	(192)	(223)	(253)	(283)	(312)
<b>Royal Bay Elementary</b>																		
Sangster + Colwood + HH	618	632	632	660	691	739	758	777	802	823	843	863	882	902	920	938	954	971
Nominal Capacity	650	650	650	650	650	650	650	650	650	650	650	650	650	650	650	650	650	650
Operating Capacity	601	601	601	601	601	601	601	601	601	601	601	601	601	601	601	601	601	601
Nominal Deficiency - Sangster + Colwood + HH	32	18	18	(10)	(41)	(89)	(108)	(127)	(152)	(173)	(193)	(213)	(232)	(252)	(270)	(288)	(304)	(321)
Operating Deficiency - Sangster + Colwood + HH	(17)	(31)	(31)	(59)	(90)	(138)	(157)	(176)	(201)	(222)	(242)	(262)	(281)	(301)	(319)	(337)	(353)	(370)
<b>Sooke River Elementary</b>																		
Poirier + Saseenos + Sooke + JM	1,005	1,087	1,068	1,085	1,100	1,121	1,146	1,160	1,180	1,200	1,221	1,241	1,261	1,282	1,303	1,325	1,347	1,369
Nominal Capacity	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110
Operating Capacity	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010
Operating Capacity with Portables (at 25 each)	1,085	1,085	1,085	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110
Nominal Deficiency - Poirier + Saseenos + Sooke + JM	105	23	42	25	10	(11)	(36)	(50)	(70)	(90)	(111)	(131)	(151)	(172)	(193)	(215)	(237)	(259)
Operating Deficiency - Poirier + Saseenos + Sooke + JM	5	(77)	(58)	(75)	(90)	(111)	(136)	(150)	(170)	(190)	(211)	(231)	(251)	(272)	(293)	(315)	(337)	(359)
Operating Deficiency - Poirier + Saseenos + Sooke + JM with Portables	80	(2)	17	25	10	(11)	(36)	(50)	(70)	(90)	(111)	(131)	(151)	(172)	(193)	(215)	(237)	(259)
<b>North Langford Secondary</b>																		
Royal Bay + Belmont	2,214	2,304	2,341	2,419	2,524	2,573	2,652	2,721	2,721	2,790	2,859	2,925	2,989	3,053	3,116	3,178	3,237	3,296
Nominal Capacity	2,000	2,000	2,000	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600
Operating Capacity	2,000	2,000	2,000	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600
Operating Capacity with Portables (at 25 each)	2,250	2,300	2,325	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700
Nominal Deficiency - Royal Bay + Belmont	(214)	(304)	(341)	181	76	27	(52)	(121)	(121)	(190)	(259)	(325)	(389)	(453)	(516)	(578)	(637)	(696)
Operating Deficiency - Royal Bay + Belmont	(214)	(304)	(341)	181	76	27	(52)	(121)	(121)	(190)	(259)	(325)	(389)	(453)	(516)	(578)	(637)	(696)
Operating Deficiency - Royal Bay + Belmont with Portables	36	(4)	(16)	281	176	127	48	(21)	(21)	(90)	(159)	(225)	(289)	(353)	(416)	(478)	(537)	(596)
<b>Central Langford Elementary</b>																		
David Cameron + Savory + Willway + Crystal View + Ruth King	1,247	1,295	1,334	1,369	1,409	1,515	1,561	1,608	1,644	1,676	1,710	1,745	1,781	1,815	1,848	1,883	1,916	1,948
Nominal Capacity	1,470	1,470	1,470	1,470	1,470	1,970	1,970	1,970	1,970	1,970	1,970	1,970	1,970	1,970	1,970	1,970	1,970	1,970
Operating Capacity	1,359	1,359	1,359	1,359	1,359	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820
Operating Capacity with Portables (at 25 each)	1,409	1,434	1,434	1,509	1,509	1,970	1,970	1,970	1,970	1,970	1,970	1,970	1,970	1,970	1,970	1,970	1,970	1,970
Nominal Deficiency - DC + Savory + Willway + CV + RK	223	175	136	101	61	455	409	362	326	294	260	225	189	155	122	87	54	22
Operating Deficiency - DC + Savory + Willway + CV + RK	112	64	25	(10)	(50)	305	259	212	176	144	110	75	39	5	(28)	(63)	(96)	(128)
Operating Deficiency - DC + Savory + Willway + CV + RK with Portables	162	139	100	140	100	455	409	362	326	294	260	225	189	155	122	87	54	22
<b>Inner Zone Elementary Defficiency Summary</b>																		
Inner Zone - Operating Deficiency Summary	(78)	(199)	(321)	(453)	(592)	(152)	(281)	(415)	(546)	(675)	(805)	(933)	(1,060)	(1,185)	(1,308)	(1,431)	(1,550)	(1,666)
Inner Zone - Operating Deficiency Summary - With Portables	147	76	29	47	(92)	348	219	85	(46)	(175)	(305)	(433)	(560)	(685)	(808)	(931)	(1,050)	(1,166)

# SD62 Seat Defficiency Projections vs Operating Capacity

