



PUBLIC MEETING
OF THE BOARD OF EDUCATION

Wednesday, April 30, 2014
6:00 p.m.

District Education Office
22225 Brown Avenue
Boardroom

A G E N D A

"I like the dreams of the future better than the history of the past." Thomas Jefferson

A – OPENING PROCEDURES

1. Call to Order
2. Correspondence ITEM 1
 - i. Tanya Guenther, Chair, School District No. 27 (Cariboo-Chilcotin)
 - ii. Donna Sargent, Chair, School District No. 38 (Richmond)
 - iii. Betty Baxter, Chair, School District No. 46 (Sunshine Coast)
 - iv. Tina Last, Chair, School District No. 52 (Prince Rupert)
 - v. Marieze Tarr, Chair, School District No. 53 (Okanagan Similkameen)
 - vi. Sharel Warrington, Chair, School District No. 57 (Prince George)
 - vii. Peg Orcherton, Chair, School District No. 61 (Victoria)
 - viii. Peter Fassbender, Minister/Rob Wood, Deputy Minister
3. Ordering of Agenda
4. Invitation for Public Input to matters on the Agenda
3 minutes per person 20 minutes in total

B – CONFIRMATION OF MINUTES

1. April 9, 2014 ITEM 2

C – PRESENTATIONS/DELEGATIONS

D – CHAIR REPORT

E – DEFERRED ITEMS

F – TRUSTEE MOTIONS

G – CHIEF EXECUTIVE OFFICER'S REPORT

1. Decision Items
 - a) Superintendent of Schools
 - i. Late French Immersion Program ITEM 3
 - b) Deputy Superintendent
 - c) Secretary Treasurer
 - i. Preliminary Operating Budget 2014/15 ITEM 4
 - ii. Capital Bylaw No. 126758 – Annual Facility Grant ITEM 5

2. Information Items

- a) Superintendent of Schools
- b) Deputy Superintendent
- c) Secretary Treasurer

H – COMMITTEE BUSINESS

1. Committees of the Whole

- a) Finance
- b) Budget

5. Committee & Advisory Committee Reports

- a) Aboriginal Education
- b) Board Policy Development
 - i. Policy 2301: Role of the Board ITEM 6
 - ii. Policy 2302: Board Delegation of Authority ITEM 7
- c)
- d) District Student Advisory
- e) Education
- f) French Immersion Advisory
- g) Inclusive Education
- h) Round Table with Partner Groups

I – QUESTION PERIOD – 1 question per person 20 minutes in total

- 1. Trustee Questions
- 2. Staff Questions
- 3. Employee Group Questions
- 4. DPAC Questions
- 5. Public Questions

J – TRUSTEE REPORTS

- 1. BC School Trustees' Association Provincial Council
- 2. District Parent Advisory Council
- 3. Joint Parks and Leisure Services
- 4. Municipal Advisory & Accessibility
- 5. Ridge Meadows Community Arts Council
- 6. Ridge Meadows Education Foundation
- 7. Social Planning Advisory:
http://www.mapleridge.ca/EN/main/municipal/728/9982/spac_agenda_minutes.html
- 8. Tzu Chi Foundation
- 9. Youth Society
- 10. Other Board Liaison Representative Reports
 - a) Good News Items

K – OTHER BUSINESS

- a. Public Disclosure of Closed Meeting Business ITEM 8

L – ADJOURNMENT



ITEM 4

To: Board of Education

From: Secretary Treasurer
Flavia Coughlan

Re: PRELIMINARY OPERATING
BUDGET 2014/15

Date: April 30, 2014
(Public Board Meeting)

Decision

BACKGROUND/RATIONALE:

On April 9, 2014, the Proposed Preliminary Operating Budget 2014/15 was presented to the Budget Committee of the Whole and at the recommendation of the Committee the proposed budget was presented at the April 9, 2014 Public Board meeting for information. The education partners and the public were invited to provide feedback on the proposed budget in writing or at the April 16, 2014 Budget Committee of the Whole meeting.

At the April 16, 2014, meeting the Board received input from CUPE, MRTA, individuals and delegations. Written submissions were also received. The majority of feedback received focused on the proposed changes to the career planning support in secondary schools, the clerical support model changes in all schools, the inadequacy of provincial funding. Concerns were also expressed related to the impact the proposed student support services reductions will have in the schools.

In addition, education partners and the public were invited to provide feedback on the proposed student transportation options in writing (including an online survey) or at the April 22, 2014 Transportation Options meetings. The feedback collected is summarized in the Preliminary Operating Budget 2014/15 document (pages 26-27).

The feedback received from Education Partners, employees, the public and trustees was incorporated in the budget balancing proposals included in the attached Preliminary Operating Budget 2014/15.

Based on the feedback received and the proposals related to secondary and post-secondary education, the Board of Education is recommending that the Board approves the Proposed Preliminary Operating budget for 2014/15 as attached.

PRELIMINARY OPERATING BUDGET 2014/15

This table contains 14 empty rows, each represented by a light blue horizontal bar. The bars are stacked vertically, with a small gap between each one, and they span the width of the page.

OVERVIEW

School District 42 meets the learning needs of approximately 14,000 students of all ages in Maple Ridge and Pitt Meadows and is defined by its determination to keep student learning and growth at the heart of all its decisions.

All decisions made by the Maple Ridge - Pitt Meadows School District are guided by its vision and core values, and are based on research and consultation. Similarly, the district's initiatives and resources are all aligned to support its firm commitment to continuous improvement, teaching and learning, effective use of technology, building and sustaining community and partner group relationships, and designing effective and sustainable support systems.

INTRODUCTION

School District No. 42 (Maple Ridge – Pitt Meadows) is estimating that, due to several cost pressures beyond its control, it will be facing an operating budget funding shortfall of \$5.02 million for 2014/15.

In accordance with the School Act, school districts in the province must approve a balanced budget and submit it to the Ministry of Education by June 30, 2014. The Maple Ridge – Pitt Meadows School District will develop a balanced budget that supports its vision, and that considers not only its shared priorities but also the needs of its community of learners.

This report provides background information for the budget process and preliminary operating budget proposals for cost reduction and revenue generation that will form the basis of the 2014/15 Preliminary Operating Budget.

In this document you will find:

- Historical information on the 2008/09 to 2013/14 amended (final) annual operating budget and comparative enrolment, staffing, revenue and expenditure information;
- 2014/15 operating base budget information, including major assumptions made when building the base budget;
- Summary of the 2014/15 revenue and expenditures by type and the projected 2014/15 operating shortfall;
- Three year operating budget projections for 2014/15 to 2016/17;
- Preliminary operating budget opportunities for cost reduction and revenue generation.

As required by the Ministry of Education and Public Sector Accounting Standards (PSAB), the Maple Ridge - Pitt Meadows School District tracks and reports revenue and expenditures under three separate funds: the operating fund, the special purpose fund and the capital fund.

- Operating fund: The operating fund includes operating grants and other revenues used to fund instructional programs, school and district administration, facilities operations, and maintenance and transportation.
- Special purpose fund: The special purpose fund is comprised of separate funds established to track revenue and expenditures received from the Ministry of Education and other sources that have restrictions on how they may be spent (e.g. Annual Facilities Grant, CommunityLINK, School Generated and Learning Improvement Fund).
- Capital fund: The capital fund includes capital expenditures related to facilities (purchases and enhancements) and equipment (purchases) that are funded by Ministry of Education capital grants, operating funds, and special purpose funds.

This document focuses on the Operating Fund.

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Operating Revenue and Expenditures

Since 2008/09, both revenue and expenditures have increased due to labour settlement costs and a corresponding in



Staffing

From 2008/09, total staffing in the Maple Ridge – Pitt Meadows School District has decreased by approximately 18.3 FTE. However, there are an additional 17.75 FTE positions funded from the Learning Improvement Fund (LIF/LIFT up), which brings the decrease down to 0.59 FTE.

While Teaching Staff, Principal/Vice-Principal, Support Staff and Other Professionals positions have been reduced due to general enrolment decline, Education Assistant staffing has increased, principally due to higher enrolment of students with special needs.

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14 with LIF
Teachers	825.21	819.53	818.42	825.41	813.40	784.70
Principals/VPs - Admin	47.48	44.75	43.36	43.04	42.79	42.10
Principals/VPs - Teaching	11.73	11.50	12.07	12.65	13.31	11.90
Other Professionals/Exempt	32.00	32.25	31.27	30.19	30.00	30.00
Education Assistants	248.01	257.79	260.02	266.89	285.32	298.34
Support Staff	319.42	318.27	324.07	329.83	323.17	316.22
Trustees	7.00	7.00	7.00	7.00	7.00	7.00
	1,490.85	1,491.09	1,496.21	1,515.02	1,514.99	1,490.26

Source: 1530 report submissions for each year as restated to reflect calculation of budgeted hours per week divided by full time hours per week per position, childcare worker FTE removed for all prior years as paid from Special Purpose Funds. 2013/14 has been restated to remove FTE attached to custodial and labourer banks as well as contract instructors at International Education and Ridge Meadows College. Above Teacher and Educational Assistant FTEs include Learning Support Communities funding of \$525,000/yr that is allocated between Teachers and Education Assistants as required annually. Principal/VP FTEs have been restated to show the Admin and Teaching components of the positions. Temporary staffing not included.

The following table provides a history of staffing changes by employee group from 2008/09 to the current year. The Principals and Vice-Principals group is being separated in school based administrators and district based administrators. District based Principals and Vice-Principals includes administrators working in human resources, information technology, student support services, Aboriginal education, international education, continuing education, and Ridge Meadows College. The other professional staff group includes both confidential and management staff.

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14		2013/14 with LIF	
	FTE	FTE	FTE	FTE	FTE	FTE	% change vs. 08/09	FTE	% change vs. 08/09
Teachers	825.21	819.53	818.42	825.41	813.40	771.95	-6.90%	784.70	-5.16%
School Based Principals/VPs	53.20	51.25	51.43	50.68	50.10	48.00	-10.83%	48.00	-10.83%
Other Professionals/Exempt/District P/VPs	38.00	37.25	35.27	35.19	36.00	36.00	-5.56%	36.00	-5.56%
Education Assistants	248.01	257.79	260.02	266.89	285.32	293.34	15.45%	298.34	16.87%
Support Staff	319.42	318.27	324.07	329.83	323.17	316.22	-1.01%	316.22	-1.01%
Trustees	7.00	7.00	7.00	7.00	7.00	7.00	0.00%	7.00	0.00%
	1,490.85	1,491.09	1,496.21	1,515.02	1,514.99	1,472.51	-1.25%	1,490.26	-0.04%

2008/09	2009/10	2010/11	2011/12					

Since 2008/09 the employee groups experiencing the largest staffing reductions are school based principals and vice principals (10.83%) followed by other professionals, exempt and district principals and vice-principals (5.56%) and teachers (5.16%).

The only employee group that has increased since 2008/09 is CUPE staffing. The increase of 7.67% since 2008/09 is principally due to the increased education assistant staffing required to support increased enrolment of students with special needs (16.87%), partially offset by a decrease in support staff due to general enrolment decline and budget reductions (1.01%).

The following table provides a history of students to staff ratios for each staffing category. This is a broad measure of the ability of staff to support the needs of students and the district.

2014/15 BASE OPERATING BUDGET

The Base Operating Budget reflects the estimated revenue and expenses for 2014/15 if the school district were

Staffing

The Maple Ridge – Pitt Meadows School District estimates that the enrolment decline of 90 FTE students will result in 3.18 FTE fewer teachers. Other staffing changes have not been forecasted at this time.

Changes in Salary and Benefit Costs

The teacher salary budget is forecasted to increase by \$0.89 million due to salary increments (\$0.93 million), offset by staff turnover savings (\$0.04 million). These are savings that occur when teachers retire and are replaced by teachers with fewer years of experience.

The new Collective Agreement with CUPE was ratified in December 2013 under the cooperative gains mandate which required school districts to fund any negotiated wage and benefit increases from existing budgets. The new agreement provided for general wage increases for CUPE staff of 1% effective July 1, 2013, 2% effective February 1, 2014, and 0.5% effective May 1, 2014. The total ongoing wage increase for CUPE is 3.53% for estimated additional ongoing costs of \$0.82 million. In 2013/14 the wage and benefit increases were funded from one-time contingency reserve funds therefore ongoing savings of \$0.82 million will need to be identified in this budget.

Benefit costs are estimated to increase by \$0.53 million. The estimated increase is related to the following:

- CPP: Up \$58,300 due to a forecasted increase in the maximum insurable earning from \$51,100 to \$52,500 (YMPE).
- EI: Up \$24,300 due to a forecasted increase in the maximum insurable earning from \$47,400 to \$48,600 (YMPE).
- MSP: Up \$52,300 due to a 4% rate increase.
- Pension: Up \$158,500 due to an increase from 9.66% to 10.36%. (7.25% rate increase).
- WCB: Up \$68,800 due to a 25% increase in premiums from 0.56 per 100 to 0.70 per 100 (25% rate increase).
- Extended Health: Up \$96,100 due to 18% increase for teachers, 1% increase for CUPE.
- Dental: Up \$72,800 due to 7% increase for teachers, 1% increase for CUPE.
- Life Insurance: No increase.

There are no provisions in the 2014/15 budget for general wage increases.

Non-salary cost increases

Services and supplies

An inflationary adjustment of 1.5% (CPI Vancouver) has been applied to all non-salary budgets, excluding utilities, with an estimated cost increase of \$128,000.

Schedule 3 2014/15 PROJECTED ENROLMENT DRIVEN CHANGES

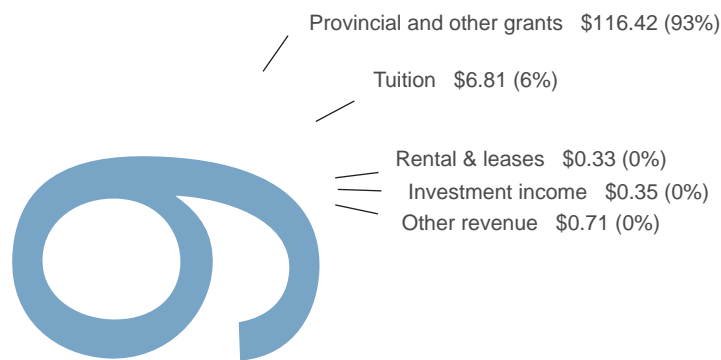
Regular and Continuing Ed. School Aged
Distributed Learning
Adults
Special Education
Level 1
Level 2
Level 3
English Language Learners
Aboriginal Education
February and May enrolment changes
Other changes in Operating Grant funding
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2014/15 Base Operating Budget Revenue

The majority of school district revenues are received from the provincial government in the form of the Ministry of Education Operating Grant and other provincial grants (93%). The level of provincial funding consequently has a significant impact on the educational services and programs that can be offered.

Because the primary determinant of provincial funding is enrolment, a forecasted decline in enrolment puts pressure on programs and services. Outside of provincial grants, International Education fees are the primary source of revenue which accounts for 6% of total revenue. See Figure 1.

FIGURE 1 2014/15 BASE OPERATING BUDGET REVENUE BY SOURCE



2014/15 Base Operating Budget Expenditures

The projected expenditures for the 2014/15 Base Operating Budget total \$129.64 million, which is \$5.02 million more than the projected revenue.

Approximately 84% of the budget will be spent on instruction related costs. This includes school-based teachers, education assistants, school administrators and school based support staff and supplies.

Maintenance accounts for 10%, district administration is 4% and transportation is 1%. The remaining 1% is spent on capital purchases.

Approximately 89% of the budget is spent on salaries and benefits, while services, supplies, and utilities represent 11%. Figures 2 and 3 below show the allocation of expenses by function and type of expenditure.

FIGURE 2 2014/15 BASE OPERATING BUDGET BY FUNCTION

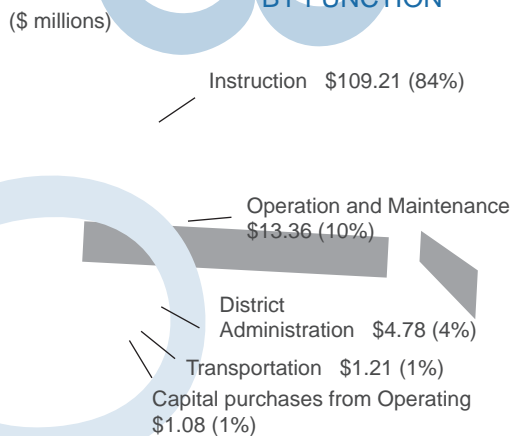
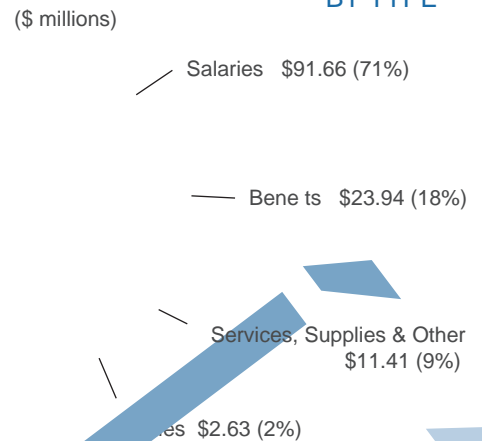


FIGURE 3 2014/15 BASE OPERATING BUDGET BY TYPE



2014/15 Base Operating Budget Staffing

The base budget adjustments will result in a net decrease of 1.85 FTE. The following table provides a summary of the staffing adjustments by employee group.

2014/15 BASE OPERATING BUDGET PROJECTION STAFFING (FTE) BY TYPE

	2013/14 Final	Adjustments	2014/15 Base
Teachers ¹	771.95	5.92	777.87
Principals/Vice-Principals	54.00		54.00
Other Professionals	30.00		30.00
Education Assistants ²	293.34	(3.57)	289.77
Support Staff ³	316.22	(0.50)	315.72
Trustees	7.00		7.00
	1,472.51	1.85	1,474.36

¹Teachers - 3.18 FTE savings due to the enrolment decline, 8.17 FTE increase due to staffing to 13/14 formula. The remainder consists of temporary transfers.

²Education Assistants - decline due to one-time rollover (3.8 FTE), temporary conversions (2.33 FTE) and adjustment to Learning Support Communities bank (0.5 FTE) offset by 3.1 FTE transfer of Child Care Workers from Special Purpose to Operating.

³Support Staff - decline due to removal of temporary clerical staffing.

2014/15 RISK TO THE BASE BUDGET ESTIMATES

Revenue

The provincial operating grant included in these estimates may not be the same as the operating grant distributed by the Ministry of Education in 2014/15. The main factors that create variances of provincial funding are actual funded enrolment as at September 30, 2014 and provincial holdback distributions. Also, the Ministry of Education may decide to change its funding policy or the funding formula which would impact the amounts distributed to school districts.

The revenue estimates include international education enrolment projections based on historical trends. The actual enrolment and tuition revenue may vary from year to year based on global economic and socio-political circumstances.

Expense

The staffing levels included in these estimates are based on projected student enrolment. Any material change to student enrolment or the distribution of students by school may impact the staffing levels required in 2014/15.

The salaries and benefits estimates are based on estimated average salaries for teachers, specific salaries for other employee groups, and known benefit rate changes. Variances in average teacher salaries will impact these estimates. These estimates do not include any provisions for general wage increases that would have to be funded from existing budgets. Also, actual substitute costs may vary significantly from the costs estimated based on historical trends.

Contingency

The operating budget estimates do not contain any contingency for unforeseen or unbudgeted costs that may arise as well as for costs that are currently budgeted based on estimates whose actual values are impacted by external events or prices. The board's only emergency fund is the contingency reserve fund which has a current available balance of \$2.06 million.

2013/14 CONTINGENCY RESERVE AND OPERATING SURPLUS (\$ millions)

Balance as of June 30, 2013 \$ 1.77

Transfer to Operating to Fund CUPE Wage Increase



THREE YEAR OPERATING BUDGET PROJECTIONS

The following table presents a three year operating budget projection for the Maple Ridge – Pitt Meadows School District. The projections are high-level estimates based on assumptions about major budget change factors over the next three years. These assumptions are:

- that there will be no change in the per student operating grants from the province or in provincial funding;
- that there will be no change in other provincial funding (AFG, Community Link, Pay Equity);
- that general student enrolment will decline by 90 FTE in 2014/15 and 37 FTE in 2015/16, but will begin to stabilize in 2016/17.
- that the decline in general student enrolment will result in teacher staffing reductions of 3.18 FTE for 2014/15 and 1.5 FTE for 2015/16;
- that there will be continued cost increases for employee benefits that will not be provincially funded;
- that there will be a CPI inflation for supplies and services, amounting to approximately \$0.29 mil for 2014/2015 and \$0.24 mil for 2015/16;
- that there will be no net cost increases for future labour settlements, or that any increases will be funded by the province.

OPERATING BUDGET THREE YEAR PROJECTIONS

(in millions)

¹ Includes cost increases for salary increments (for teachers, administrators and exempt staff) and employee benefits, teacher turnover savings and CUPE new wage increase.

² Based on CPI inflation 1.5-2% per year for services, supplies.

³ Projected enrolment decline as of February 2014 of 90 FTE students compared to the 2013/14 Preliminary Budget. 37 School Age FTE decline projected 2015/16 and enrolment projected stable for 2016/17.

1	281.81	81.39	ons)	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011

The contingency reserve is the board's only fund for emergent expenditures. It is recommended that the board maintain a contingency reserve fund of minimum 1% of estimated operating expenditures (\$1.3 million). This contingency fund will assist the board in mitigating the impact of unexpected expenditures on district operations. The current available balance of the contingency reserve is \$2.06 million.

It is proposed that \$0.82 million of the contingency reserve be used to partially offset the projected funding shortfall for 2014/15. Any additional savings realized or additional holdback distributions received in the 2013/14 or 2014/15 will be used to replenish the contingency reserve.

Services and Supplies – deferred spending and one-time allocations (no net impact)

Through the budget review, a number of services and supplies budget allocations were identified as potential deferred

A one-time school supply allocation reduction of 15%; cut to be funded from year-end roll-overs; a district "extraordinary expense fund" will be established to assist schools that require additional funding during the year.	198,959
A one-time elementary equipment grant reduction from \$100K to \$80K.	20,000
A one-time Continuing Education supply allocation reduction of 15%; cut to be funded from year-end roll-overs.	10,086
A one-time IT supplies allocation reduction for server and computer replacement.	50,900
A one-time custodial equipment budget reduction.	20,000
A one-time extraordinary expense fund – schools and district.	(160,945)
A one-time software purchase and installation (HR, Purchasing, Finance)	(139,000)

Proposed Changes to Education Administration and Human Resources

In 2012/13, the management structure of the HR Department was changed with an HR Officer position eliminated and the creation of a HR Assistant role to support the transactional needs of the Department. This provided a \$5K savings for future budget years.

Over the past few years, there have been a number of improvements made within the department through use of technology and implementing HR best practices. These improvements will continue in future years. In 2014/15, the HR Department restructuring continues to better align with the board's strategic direction with the creation of one HR Manager position and adding an additional 0.5 FTE to the existing Senior Secretary position. One HR Officer and one HR Advisor roles are proposed to be eliminated. The proposed net staffing reduction is 0.5 FTE exempt staff, for savings of \$31K.

In addition, the HR department will also reorganize the portfolios of existing staff to better align with the board's strategic direction in the following manner:

- A dedicated employment and recruitment specialist will be responsible for all recruitment initiatives including Teacher, Support Staff and Exempt recruitment and new employee orientation services.
- The Manager, Health & Safety will be responsible for Teacher, Support Staff and Exempt disability case management practices including both sick and WorkSafe issues.

Other proposed staffing reductions of \$67K include: clerical support to Directors of Instruction (19.7K); Special Education exempt temporary staffing for threat/risk assessment protocols and policy development (20K); release time for teachers to participate in district initiatives including those focused on social responsibility, kindergarten and primary play based learning and leadership (24.8K); board provision to fund TTOC professional development beyond provisions of collective agreement (5.5K); creation of a HR Assistant position (5.5K); creation of 70 social studies positions (OC 38 (and Education Services) 24 (pSiJ 0 v.4 (ning,)-25) (* [cused o(3riativ

2. Information Technology (\$0.27 million including 1.37 FTE staffing reduction)

The IT department supports the technology needs of the entire school district. This department is also responsible for the communication and data infrastructure, which includes district phones, email and secure backups.

Proposed Budget Changes to Information Technology

After a thorough review of all IT budgets on the educational and technical side of the organization and deep consultation

4. Facilities and Maintenance (\$0.11 million including 1.00 FTE staffing reduction)

The facilities and maintenance division provides quality and effective services in the areas of:

- comprehensive maintenance and renovations of buildings owned by the district;
- day-to-day repair work to all structures in the district;
- custodial care of all facilities;
- building security;
- maintenance of district grounds, landscaping, playing fields, signage, outdoor lighting, non-hazardous waste and litter removal;
- energy conservation,
- capital planning,
- community rentals.

In the 2013/14 budget process, the board committed to defer any changes to custodial staffing in schools to the end of the trial period for the conversion of custodial staff from 10 months to 12 months. Because the trial period will end in April 2015, no custodial reductions are proposed for 2014/15.

Over the past decade, the management staff in this department was reduced from seven (7) to three (3) through the elimination of two capital planning positions, one Maintenance Manager position and one Custodial Assistant Manager position. The remaining managers are: Director of Facilities and Maintenance, Manager of Custodial and Grounds and Manager of Maintenance. The three managers supervise and direct the work of 3 clerical staff, 18 trades, 78 custodial and all contractors performing facilities maintenance work. No additional exempt reductions are feasible in this department.

Proposed Changes Facilities and Maintenance

It is proposed that one Carpenter position will be allocated to projects covered by Annual Facilities Grant funding. This will reduce the operating funded carpenters by one.

The facilities and maintenance clerical staffing roles and responsibilities will be reviewed before vacant positions will be posted and filled for 2014/15.

In addition, it is proposed to reduce the services and supplies budgets allocated to maintenance of facilities and grounds by a total \$35K. The proposed reduction includes budgets allocated to pagers for custodial staff, furniture replacement, vehicle and equipment leases, contracted services and office supplies.

The board has committed to creating a comprehensive school district strategic facilities plan. Staff have been working diligently on collecting data for this plan and creating the Strategic Facilities Plan foundational document that will inform the public consultation process and form the basis for the school district strategic facilities plan that will be completed later this year. The school district strategic facilities plan will inform future capital plan requests and facilities maintenance priorities for the school district. The remaining budget for facilities maintenance of \$5.21 million and for custodial and grounds of \$5.75 million will be allocated to support the board's strategic direction set in the Strategic Facilities Plan.

5. Riverside - Continuing Education and International Education (\$0.47 million including 4.1 FTE staffing reduction)

Riverside Centre currently houses three separate organizations and is a revenue generating site. Riverside Centre includes: Community Education (CE), International Education and Ridge Meadows College all of which currently operate as different entities within the building.

For kindergarten to grade 9, the Ministry of Education provides funding on a per headcount basis. For grades 10 to 12, the Ministry of Education provides funding on a per full time equivalent student basis. One full time equivalent student is defined as a student enrolled in eight courses. For example, if a grade 12 student is enrolled in only four courses, the Ministry of Education will only provide funding for 0.5 FTE student or \$3,450 instead of the \$6,900 per 1 FTE.

Proposed Changes to Classroom Teacher Allocation Formula

It is proposed that the elementary and secondary teacher allocation formulas be adjusted.

At the elementary level, this will result in a reduction of 5.34 FTE teachers for savings of \$0.51 million. For kindergarten, district wide staffing will be calculated at 1 teacher for every 20 students (previously at 1:19.75). For primary, district wide staffing will be calculated at 1 teacher for every 22 students (previously at 1:21.75). For intermediate, district wide staffing will be calculated at 1 teacher for every 28 students (previously at 1:27.50).

At the secondary level, it is proposed that the district wide allocation formula follow the per full time equivalent student basis to align with Ministry of Education funding. Due to the fact that not all grade 10 to 12 students are enrolled in eight courses, this change is estimated to result in a reduction of 4.01 FTE teachers for savings of \$0.39 million. For secondary, district wide staffing will be calculated at 1 teacher for every 27.1 FTE students (previously at 1:27.50 headcount students).

	2013/14	2014/15	LEGISLATIVE LIMIT
K	1:19.75	1:20.00	1:22.00
1-3	1:21.75	1:22.00	1:24.00
4-7	1:27.50	1:28.00	1:30.00
8-12	1:27.10 HC	1:27.10 FTE	1:30.00

9. Support for English Language Learning Services (\$0.06 million - 0.60 FTE staffing reduction)

English Language Learners (ELL) services enable students whose primary language or languages of the home are other than English to develop their individual potential. The purpose of ELL services is to assist students to become proficient in English, to develop both intellectually and as citizens, and to achieve the expected learning outcomes of the provincial curriculum. Models for the provision of ELL services vary widely District to District. In Maple Ridge – Pitt Meadows we continue to provide itinerant services to students who are identified as ELL. Currently, we provide one itinerant teacher for every 55 ELL students.

Proposed Changes to English Language Learning Services

It is proposed that savings of \$0.06 million or 0.60 FTE teachers be achieved by changing the elementary ELL teacher allocation formula from 1:55 elementary students to 1:60 elementary students.

In addition, it is recommended that a full review of ELL services at elementary be implemented in Fall 2014 to establish whether continuing an itinerant model, embedding ELL services within schools, or a combination of both is the most effective way to meet the articulated purposes of ELL instruction and ensure that all students identified as ELL are developing to their full potential.

10. Alignment of CUPE Days of Work with School Calendar (\$0.39 million)

Historically, the Ministry of Education determined the number of days of instruction that every school district in British Columbia must provide for students. In order to save money, many districts “altered” the provincial calendar by adding instructional minutes to every day and adding days when school would not be in session.

In the Maple Ridge - Pitt Meadows school district, beginning in the 2011/12 school year, instructional time was increased daily by 9.5 minutes in elementary schools and 10.3 minutes in secondary schools. The five extra days that schools would not be in session were added to Spring Break, while the one day that schools would not be in session was added to Remembrance Day. The proposed calendar was recommended primarily as a cost saving measure. Due to the "altered" nature of the calendar, 10 month CUPE employees were allowed to "bank" up to 6 days to be paid during scheduled days off. This was supplemental to vacation pay entitlement for CUPE employees. The management of this process was challenging for Human Resources, Payroll and Principals.

For the 2013/14 school year and subsequent school years, the Ministry of Education significantly changed the School Calendar Regulation. "Days of Instruction" were replaced with "Minimum Hours of Instruction". This calendar change allowed districts to design their own calendar and removed any reference to "altered calendar". Districts are able to lengthen days, reduce days per week, etc. as long as they meet the minimum hours of instruction.

Proposed Changes to CUPE Days of Work

It is proposed that savings of \$0.42 million be achieved by eliminating the ability of 10 month CUPE employees to work extra time during days when schools are open and bank up to 6 days that would then be paid during days when schools are not in session.

It is also proposed that, due to the way that the Remembrance Day holiday occurs in the 2014/15 school year, November 10 be designated as a paid training day so that all 10 month employees who would like to participate in the training can do so. Training will be held at one site, and the content of the day will be developed at the district level with input from CUPE. The cost of this training day is estimated to be \$34K.

Proposed net savings for the 2014/15 school year would therefore be \$0.38 million.

11. School Clerical Support Model Change (\$0.17 million - 10.63 FTE staffing reduction)

Our elementary and secondary schools are currently staffed according to policy EGB - Clerical Services for Schools passed by the board on June 24, 2003. This policy is currently under review.

The existing staffing levels were established over a decade ago. During this time, significant changes have directly impacted the workload of clerical staff eliminating tasks once performed by them.

Currently, all elementary schools are staffed with a minimum of one full time clerical assistant (35 hours per week) with incremental hours added according to student enrolment (FTE).

Proposed Elementary Clerical Changes

Proposed savings at elementary of 5.60 FTE for \$0.08 million could be achieved by decreasing the number of clerical staff per student.

Proposed Secondary Clerical Changes

Proposed savings at secondary of 5.02 FTE for \$0.12 million could be achieved by allocating the following clerical positions to schools: 1.0 FTE Admin Coordinator, 1.0 FTE Accounting Clerk and 1.0 FTE Records Clerk. Clerical summer hours banks allocated to secondary schools will be replaced with secondary clerical staff working an additional 15 days per year and a one month clerical support bank that can be accessed at any time during the year (140 hours).

Maple Ridge Secondary School will receive an additional 35 hours per week General Clerk to cover Outreach responsibilities.

Maple Ridge Alternate and the Environmental School will share 35 hour per week clerical.

All secondary clerical staff will be replaced on the first day of absence.

It is recognized that these proposed changes will require that best practices be established for both elementary and secondary school office operations, and that specialized training and support will need to be provided to ensure the successful implementation of this new model. Through the review and implementation process, further changes to the model may be made. A proposed ongoing budget allocation of 35K will support specialized training and best practice establishment and implementation. Provisions will need to be made in the contingency reserve for a one-time extraordinary expense fund to support the implementation of the new model.

12. Secondary Career Planning Support (\$0.08 million - 1.86 FTE staffing reduction)

Currently, a 20 hours per week Career Planning Assistant position is allocated to each of the secondary schools. Maple Ridge receives an allocation of 25 hours per week. The assistants are responsible for keeping the Career Centers open and working with students to explore post-secondary possibilities, scholarships available and providing current information on entrance requirements to institutions.

Secondary schools also receive teacher staffing for work experience (0.375 FTE/school), counselling (1 FTE for 50 students), grad transition planning (1 FTE for 60 students). District level support is provided through a full time work experience teacher; a 35 hours per week special needs work experience facilitator, and a 0.5 FTE apprenticeship teacher.

Proposed Secondary Career Planning Support Changes

It is proposed to eliminate the school based Career Planning Assistant positions in all secondary schools for savings of \$0.15 million (3.57 FTE). The Work Experience teachers and Counsellors will be maintained in secondary schools. In most of our secondary schools the career centres are attached to the counselling area and will remain open. At Pitt Meadows Secondary and Westview Secondary, the career centres are currently located away from the counselling area and will have to work with the principals on developing a model that will ensure continued availability for students.

Two district level Career Planning positions will be established for additional cost of \$69K (1.71 FTE - 60 hours per week). The two positions will support career planning activities at all six secondary schools. The new model will ensure efficient use of resources, alignment with the board's vision on career planning, and consistent approach to career planning in all our secondary schools.

13. Other Staffing Changes (\$0.13 million - 0.29 FTE staffing reduction)

In the administration area, we are maintaining our focus on providing effective and efficient support to schools and programs in our district. The elementary and secondary administrator allocation formulas were adjusted in 2013/14, and no further changes are proposed at this time. At the secondary level, the projected enrolment decline for the upcoming year it is estimated to result in a decrease of 2.0 FTE vice principals offset by an increase of 1.71 FTE teachers. Combined savings of \$89K will be achieved through attrition.

It is proposed that department head allowances at secondary be reduced by one at each school for savings of \$22K.

When full day kindergarten was implemented, schools were provided with additional Lunch Hour Supervisors for the first few months of school. The full day kindergarten is now part of the fabric of the school district and this additional support is no longer needed. The proposed savings are \$15K.

14. Transportation of Students (\$0.18 million)

Within the School Act, there is no requirement for the board to provide student school bus transportation service to and from school. In addition, the Ministry of Education does not provide specific funding for student transportation. In previous years, the board decided to use operating funds to provide free student transportation for eligible students to their catchment area school (Policy 5400 – Student Transportation). The estimated operating funding required to continue to offer this service free of charge is \$1.21 million.

Currently, the district runs 12 regular bus routes and 5 special needs routes. Regular buses have a capacity of 48 secondary students and approximately 60 seats for elementary students.

The buses for students with special needs are each configured differently to accommodate one or two wheelchairs. Each bus can seat between 6 and 8 students and has a monitor who uses one of the available seats.

In 2013/14, 470 students registered to use the 12 regular buses. Of the students being transported, 355 are eligible and 115 are courtesy riders. The twelve regular buses service the following schools:

- six (6) buses to Garibaldi Secondary
- one (1) bus to Pitt Meadows Secondary;
- two (2) buses to Whonnock Elementary;
- one (1) bus to Highland Park Elementary;
- one (1) bus to Webster's Corners Elementary; and
- one (1) bus is shared between Webster's and Samuel Robertson Secondary.

In 2013/14, 33 students with special needs use five (5) district buses. The five buses service the following schools: Westview Secondary; Pitt Meadows Secondary; Maple Ridge Elementary; Garibaldi Secondary; Blue Mtn. Elementary; Thomas Haney Secondary; Eric Langton Elementary; Maple Ridge Secondary; Alouette Elementary; Laity View Elementary; and Samuel Robertson Secondary.

The annual transportation cost per student on the regular buses is approximately \$1,400 annually. The annual transportation cost per student for students using them 6 and 8 students at the Robertson Elementary

Q2. Within the School Act, there is no requirement for the board to provide student school bus transportation service to and from school. Not all school districts in the province provide regular school busing services. In the Maple Ridge - Pitt Meadows School District, only 355 eligible students use regular busing services. Should the school district stop providing regular busing services to and from school?

15. General Supplies Reduction (\$0.24 million)

Services, supplies and utilities budgets were reviewed and opportunities for savings were identified. These opportunities included:

- removing the PAC supply allocation for elementary and secondary schools (5K);
- changing the secondary budget allocation formulas to reduce general supplies allocations and learning resource allocations by 10% for savings of 65K, as well as a reduction of the school fees supplement from \$30/FTE to \$25/FTE for savings of \$29K. During 2014/15, the school fees supplement allocation for secondary schools will be reviewed to ensure funding is provided for students enrolled in courses that require additional support;
- reducing transportation budget allocations by \$14,815 for budgets not fully utilized;
- district wide supplies and services reduction of 1.5% for savings of \$0.13 million.

The proposed savings can be achieved by leveraging centralized purchasing opportunities, promoting energy conservation in our facilities and funding utility conservation projects, and minimizing printing and photocopying. Total proposed reductions amount to \$0.24 million. Some of the proposed reductions will have to be closely monitored during the year and budgets might need to be reinstated if savings cannot be achieved.

FIGURE EFFECT OF BUDGET BALANCING PROPOSALS ON STAFFING

	2008/09 FTE	2013/14 FTE	2014/15 Base FTE	Proposed 2014/15		2014/15 with LIF	
				FTE	% change vs. 08/09	FTE	% change vs. 08/09
Teachers	825.21	771.95	777.87	764.22	-7.98%	776.97	-6.21%
School Based Principals/VPs	53.20	48.00	48.00	46.00	-15.65%	46.00	-15.65%
Other Professionals/Exempt/District P/VPs	38.00	36.00	36.00	34.50	-10.14%	34.50	-10.14%
Education Assistants	248.01	293.34	289.77	287.92	13.86%	292.92	15.33%
Support Staff	319.42	316.22	315.72	296.50	-7.73%	296.50	-7.73%
Trustees	7.00	7.00	7.00	7.00	0.00%	7.00	0.00%
	1,490.84	1,472.51	1,474.36	1,436.14	-3.81%	1,453.89	-2.54%

Note: Temporary sta ng not included. LIF 14/15 allocations estimated to be the same as the 13/14 allocations.

	2008/09 FTE	2013/14 FTE	2014/15 Base FTE	Proposed 2014/15		2014/15 with LIF	
				FTE	% change vs. 08/09	FTE	% change vs. 08/09
MRTA	825.21	771.95	777.87	764.22	-7.98%	776.97	-6.21%
CUPE	567.43	609.56	605.49	584.42	2.91%	589.42	3.73%
Principals/VPs/Other Professionals	91.20	84.00	84.00	80.50	-13.29%	80.50	-13.29%
Trustees	7.00	7.00	7.00	7.00	0.00%	7.00	0.00%
	1,490.84	1,472.51	1,474.36	1,436.14	-3.81%	1,453.89	-2.54%

STUDENT/STAFF RATIOS

	2008/09 FTE	2013/14 FTE	2014/15 Base FTE	Proposed 2014/15		2014/15 with LIF	
				FTE	% change vs. 08/09	FTE	% change vs. 08/09
Teachers	17.88	18.61	18.40	18.61	3.94%	18.31	2.33%
School Based Principals/VPs	277.34	299.31	298.20	309.21	10.31%	309.21	10.31%
Other Professionals/Exempt/District P/VPs	388.28	399.08	397.60	412.28	5.82%	412.28	5.82%
Education Assistants	59.49	48.98	49.40	49.40	-20.42%	48.56	-22.52%
Support Staff	46.19	45.43	45.43	47.97	3.71%	47.97	3.71%
Trustees	2,107.78	2,052.39	2,044.82	2,031.96	-3.73%	2,031.96	-3.73%
	9.90	9.76	9.71	9.90	0.00%	9.78	-1.16%

STUDENT/STAFF RATIOS

	2008/09 FTE	2013/14 FTE	2014/15 Base FTE	Proposed 2014/15		2014/15 with LIF	
				FTE	% change vs. 08/09	FTE	% change vs. 08/09
MRTA	17.88	18.61	18.40	18.61	3.94%	18.31	2.33%
CUPE	26.00	23.57	23.64	24.34	-6.84%	24.13	-7.75%
Principals/VPs/Other Professionals	161.78	171.03	170.40	176.69	8.44%	176.69	8.44%
Trustees	2,107.78	2,052.39	2,044.82	2,031.96	-3.73%	2,031.96	-3.73%
	9.90	9.76	9.71	9.90	0.00%	9.78	-1.16%

Maple Ridge - Pitt Meadows School District No. 42

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