



**BOARD OF EDUCATION OF  
SCHOOL DISTRICT NO. 46 (SUNSHINE COAST)**

**OPERATIONS COMMITTEE**

**AGENDA**

May 20, 2015 from 12:30-2:00 p.m.  
School Board Office – Gibsons, BC

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- 1) Capital Plan
- 2) Carbon Neutral Action Plan
- 3) Joint-Use Update
- 4) Ministry Mandated Administrative Savings Plan

**Capital Plan Year: 2015/2016 CP2 - Five Year Capital Plan Summary**

Existing Priority	Project No.	School District Reference No.	Project Title	Year One	Year Two	Year Three	Year Four	Year Five	Total Funding
1	116605	2012-2	ADD - WEST SECHELT ELEMENTARY INCREASE CAPACITY AT WEST SECHELT ELEM. FROM 20K 175 TO 40K 300	\$6,905,851	\$0	\$0	\$0	\$0	\$6,905,851
2	N/A	2013-1	MECHUP - PENDER HARBOUR ELEM-SEC HEATING AND VENTILATION UPGRADE	\$0	\$550,000	\$0	\$0	\$0	\$550,000
3	N/A	2013-4	MECHUP - MADEIRA PARK ELEMENTARY HEATING AND VENTILATION UPGRADE	\$0	\$200,000	\$0	\$0	\$0	\$200,000
4	N/A	2013-3	MECHUP - HALFMOON BAY ELEMENTARY HEATING AND VENTILATION UPGRADE	\$0	\$240,000	\$0	\$0	\$0	\$240,000
5	N/A	2013-2	MECHUP - ROBERTS CREEK ELEMENTARY HEATING AND VENTILATION UPGRADE	\$0	\$0	\$340,000	\$0	\$0	\$340,000
6	N/A	2013-6	MECHUP - DAVIS BAY ELEMENTARY HEATING AND VENTILATION UPGRADE	\$0	\$0	\$400,000	\$0	\$0	\$400,000
7	N/A	2013-8	MECHUP - LANGDALE ELEMENTARY HEATING AND VENTILATION UPGRADE	\$0	\$0	\$200,000	\$0	\$0	\$200,000
8	N/A	2013-5	MECHUP - CEDAR GROVE ELEMENTARY HEATING AND VENTILATION UPGRADE	\$0	\$0	\$0	\$320,000	\$0	\$320,000
9	116217	2010-2	MECHUP - CHATELECH SECONDARY HEATING AND VENTILATION UPGRADE	\$0	\$0	\$0	\$600,000	\$0	\$600,000
10	116216	2010-3	MECHUP - KINNIKINNICK ELEMENTARY HEATING AND VENTILATION UPGRADE	\$0	\$0	\$0	\$0	\$1,312,500	\$1,312,500



# School District No. 46 (Sunshine Coast) 2014 Carbon Neutral Action Report

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## Executive Summary

The Board of Education of School District No. 46 (Sunshine Coast) supports and encourages sustainable practices and actions towards carbon neutrality. The school district's values state that; "Environmental sustainability is key to both responsible citizenship and a healthy future, and we play a fundamental role in advancing it through education, from our schools on out to our local and global communities."

A key objective for School District No.46 (Sunshine Coast) with its stated value is educating employees and students to become socially responsible community leaders by promoting behavioural changes for environmental sustainability for today and into the future. By introducing environmental educational programs, we hope to enable all learners to use critical thinking to solve problems, make informed decisions, and understand the potential consequences of decisions and to take actions to ensure the sustainability of the environment. These programs should allow all students and employees to understand personal, local and global environmental issues, develop respect for self and all living species, and develop skills necessary for learning about and understanding the environment so they feel empowered to take personal actions, and continue learning throughout their lives.

Planning for reducing greenhouse gas (GHG) emissions from operations occurred at a number of levels and resulted in the following four key actions in preparation for carbon neutrality continuing in 2015 with ongoing continuation into the future:

1. Discussion of district-wide activities towards carbon neutrality became a standing item on the agendas of Administrative and Principals' meetings.
2. Requirement that all contracts and agreements that the district enters into must adhere to sustainable practices (bus contracts in particular).
3. Change to electronic communication to reduce paper for meeting agendas and presentations for both staff and the Board of Education.
4. Evaluations by trade persons to assess all options with respect to finding the most sustainable, green and cost effective systems to reduce energy consumption.

## Overviews

### 2014 Greenhouse Gas Emissions

• Mobile Fuel Combustion (Fleet and other mobile equipment) =	122.64 tonnes CO <sub>2</sub> e
• Stationary Fuel Combustion and Electricity (Building) =	894.6 tonnes CO <sub>2</sub> e
• Supplies (Paper) =	27.15 tonnes CO <sub>2</sub> e
• Fugitive Emissions =	44.95 tonnes CO <sub>2</sub> e

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**Total 2013 Greenhouse Gas Emission** 1089 tonnes CO<sub>2</sub>e

It was estimated that stationary fugitive emissions from cooling do not comprise more than 0.01% of School District No. 46 (Sunshine Coast) total emissions and an ongoing effort to collect or estimate emissions from this source would

be disproportionately onerous. For this reason, emissions from this source have been deemed out-of-scope and have not been included in School District No. 46 (Sunshine Coast) total greenhouse gas emissions profile.

## Offsets Applied to Become Carbon Neutral in 2014

• Total 2013 Greenhouse Gas Emissions =	0	tonnes CO2e
• Emission Which Do Not Require Offsets =	0	tonnes CO2e
<u>Total Offset Purchased</u>	<u>0</u>	<u>tonnes CO2e</u>
<u>Total Offset Investment (before taxes)</u>	<u>0</u>	<u>cdn</u>

As required by section 5 of the Carbon Neutral Government Regulation, ? tonnes CO2e of emissions resulting from the operation of school buses of were reported as part of our greenhouse gas emissions profile 2014. However, they were not offset as they are out-of-scope under section 4 (2) (c) of the Carbon Neutral Government Regulation.

## Actions Taken to Reduce Greenhouse Gas Emissions in 2014

Some specific initiatives that School District No. 46 (Sunshine Coast) undertaken in 2014 with regard to reducing greenhouse gas (GHG) emissions towards carbon neutrality from operations.

### Ongoing Initiatives Prior Years Continued in 2014

Continued with:

- Lighting upgrades in schools.
- Replacing single pane glazing with double pane glazing.
- Upgrades and additions to DDC controls in schools.
- Installation of multifunction devices (fax, copier, scan) in all worksites and schools.
- Installation of default auto sleep functions on computers, monitors and CPUs.
- Required Energy Star rated model computer and appliance renewals.
- Use of 30% post consumer recycled paper for printers and photocopiers.
- Reduced vehicle emissions through carpooling.
- Use of electronic document library for filing documents.
- Regular maintenance of fleet vehicles.
- Evaluate mechanical systems and develop a program to upgrade where necessary.
- Raise the level of awareness for carbon sustainability through staff and student education and dialogue to inform and encourage sustainable practices and support behaviour change.
- Ensure that all new school and renovations of existing schools will be LEED NC Gold certificate compliance.
- Ensure shutdown of computers outside of regular business hours.
- Encourage the use of electronic documents rather than printed-paper documents.
- Encourage the utilization of web conferencing.
- Re-commissioning of existing mechanical systems.
- Began replacing boilers and pumping systems with variable speed motors and condensing boilers.

- Reduced fleet size by 5 vehicles and replaced 4 large cargo vans with 4 new, compact 4-cylinder vans.
- Replaced school exterior lighting with LED fixtures across district.
- Tightened HVAC schedules to reflect actual school usage hours.
- Lowered night setback temperatures district wide

## Plans to Continue Reducing Greenhouse Gas Emissions 2014 – 2015

Going forward, over the next three years, School District No. 46 (Sunshine Coast) will develop protocols, policy and regulations to support key areas of greenhouse gas reduction. Examples include:

- Further explore geothermal and solar feasibilities.
- Continuous optimization of HVAC controls and systems.
- Establish district Sustainability Committee to support district activities and to support sustainable practices.
- Continue to replace district vehicles with more fuel-efficient vehicles.
- Retrofit mechanical systems with VFD motors and condensing boilers.
- Additional lighting controls.

Becoming carbon neutral is an important goal towards School District No. 46 (Sunshine Coast) sustainability plans in the following ways:

- It encourages all members of the organization to work on this together to be more successful and unified in our efforts towards carbon neutrality.
- Carbon sustainability practices provide good modeling for students and the wider community.
- Carbon sustainability demonstrates fiscal responsibility by using recycled materials, monitoring and reducing consumables and analyzing and reducing utilization of vehicles.

Some anticipated financial, environmental, and social benefits related to reducing GHG emissions include:

- Social - bringing together various employees and employee groups with students for a common purpose.
- Financial – working toward energy efficiency will result in savings.
- Environmental – expanding school recycling programs, reducing fuel and gas consumption, and monitoring travel will support the initiatives of the activities Sunshine Coast local governments.

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Patrick Bocking  
Superintendent of Schools

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Nicholas Weswick  
Secretary-Treasurer



**SCHOOL DISTRICT NO. 46 (SUNSHINE COAST)  
SUNSHINE COAST REGIONAL DISTRICT**



**2015 Joint Use Agreement  
Guiding Principles**

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**Guiding Principles for Joint Use Agreement**

- The agreement should be simple and broad in scope
- It should be mutually beneficial
- It should allow for increased use of community assets with manageable costs

**Specific Interests of the Parties**

1. Joint use system will effectively use administrative structures and resources that the partners have to advance the Joint Use program.
2. Whatever the agreement looks like, it needs to recognize the community driven use of the facilities.
3. Facilities should be used as much as possible with no net cost impact to the K to 12 mandate.
4. The Joint Use agreement should advocate primarily for an increase in healthy activity options for children and families and secondly for adults and community use.
5. The Joint Use agreement needs to maximize opportunities to increase usage of resources of both parties for community benefit.
6. In regards to communication and relationship, there needs to be very clear structures and systems so that we are able to deal effectively with issues that arise. As different issues emerge they can be dealt with within the system.
7. The agreement and related structures will respect the governance and policy setting roles of officials, but the operational issues should be charged to staff to manage and implement in a timely manner.
8. The agreement should develop further trust and respect between organizations. Mutual respect needs to be fostered.
9. The organizations will evaluate the potential for sharing human resources.
10. The agreement should support mutually agreed on benefits for users based on the things that we value - health, activity, learning etc.
11. Keep agreement at a higher level and remember that the community is paying for all of it. We are entrusted to be efficient stewards of the resources.

12. We need to actively promote each other programs and provide support for one another.  
(Ex. Family Day)
13. If any parties are disadvantaged financially to the point of excessive pressure, there needs to be a clause for release or modification to the agreement i.e. a financial safety valve.
14. There needs to be a process for dispute resolution
15. The other organization needs to be considered when negotiating contracts. We need to look at risks and vulnerabilities, as well as synergies.
16. In future capital projects related to joint use, each organization should consider each other's input and needs, with the goal of strengthening the opportunities for joint use.
17. The agreement must be accompanied by a communication plan, to be reviewed and amended from time to time.

### **Community School Role**

- SD46 and Community School partnership is to support “vulnerable children and families” (Ex. Roots of Empathy, Breakfast for Kids, Youth & Restorative Justice).
- SCRD also views role of the Community Schools as potential providers of afterschool programming and support to children, youth and families in our community.

# Administrative Savings Plan

## For Fiscals 2015/16 and 2016/17 (Year Ending June 30)

### INTRODUCTION

The purpose of this document is provide school districts with instructions and parameters for Administrative Savings Plan development. The template is an example only. To allow for timely review and approval, please submit your Administrative Savings Plan no later than **JUNE 30th**.

### QUESTIONS?

Contact Ian Aaron at [Ian.Aaron@gov.bc.ca](mailto:Ian.Aaron@gov.bc.ca) or Deb Fayad at [Deborah.Fayad@gov.bc.ca](mailto:Deborah.Fayad@gov.bc.ca).

### CONTACT INFORMATION:

Completed Savings Plans should be submitted to Ian Aaron at [SDFR@gov.bc.ca](mailto:SDFR@gov.bc.ca). **Administrative Savings Plans** will be reviewed and you will be contacted should any follow up be requested.

### GUIDING PRINCIPLES:

The first priority for school districts will be to **balance their budget**. As part of establishing strategies to balance the budget, which may include use of accumulated surplus, and comply with legislated requirements (such as Aboriginal Education targeted spending, Learning Improvement Fund, etc.), districts will formulate their Administrative Savings Plan.

School districts retiring prior year deficits with agreed upon deficit reduction strategies must include those reductions in the 2015/16 Operating Budget, but not include them in the Administrative Savings Plan. Overall, the budget will be adjusted to pay for the deficit

Measures of savings must be real, measurable and incremental to other savings or reduction targets that have already been identified. This is to avoid double counting of savings.

School districts will have considerable flexibility in developing their savings plans, with the expectation that savings are to be confined to non-instructional budgets and will not impact the classroom.

One-time savings may be used as a one-time 'bridging' mechanism until ongoing savings are realized. Use of accumulated operating surplus may be used as a one-time bridging only for 2015/16.

### TEMPLATE INSTRUCTIONS

Detailed calculations must be shown (not just cell totals) for each cost/savings item.

Please include historical data to provide evidence of base assumptions that support calculations: e.g. If savings are being derived from a reduction in over-time, 2-3 years of historical data should be shown to demonstrate a trend in overtime to provide evidence for the

Please include multi-year changes (costs and savings) to be captured in one tab in order to demonstrate cumulative calculations.

As per above, please show incremental and cumulative calculations for BOTH savings and costs to demonstrate that savings are sufficient to offset ongoing costs.

For those savings/costs that are ongoing, costs and associated savings should be projected for outer years (2-3 years).

Compensation savings and costs must be demonstrated on a total compensation basis: wages, wage-impacted benefits, non-wage impacted benefits. Please separate these individually.

If Administrative Savings Plan includes increased revenue from investment income, increased income must be above base amount budgeted for in 2015/16 Annual Budget. Increased investment income can only be included on Savings Plan for 2015/16. It is expected that beyond 2015/16, the investment practices will already be in place. Also, with fluctuating interest rates it would not be prudent to Administrative savings may go beyond items categorized for financial statement purposes as Programs 1.41, 5.41, and 7.41; as well as

Service Delivery Project (ie. Deloitte Report) initiatives should be entered into the Administrative Savings Plan in whichever initiative grouping fits best. ie. Benefits, Finances, Operations, and Staffing.

Shared service type initiatives such as Telus voice, group purchasing, or other similar initiatives are eligible administrative savings initiatives.

School districts retiring prior year deficits with agreed upon deficit reduction strategies must include those reductions in the 2015/16 Operating Budget, but not include them in the Administrative Savings Plan. Overall, the budget will be adjusted to pay for the deficit retirement and for the administrative savings target.

First priority for school districts will be to balance their budget. As part of establishing strategies to balance the budget, which may include use of accumulated surplus, and comply with legislated requirements (such as Aboriginal Education targeted spending, Learning Improvement Fund, etc.), districts will formulate their Administrative Savings Plan.

### REPORTING/ATTESTATION

At the conclusion of each quarter, each school district will be expected to report on whether they are on track to achieve noted savings and whether there are any material changes to the Administrative Savings Plan.



**Administrative Savings Plan**  
**For Fiscals 2015/16 and 2016/17 (Year Ending June 30)**

**MENU**

The following is intended to provide you with a list of potential areas for savings that could be used towards the Administrative Savings Target. The list is not exhaustive, nor is it intended to suggest that you seek savings in every - or even a majority - of areas. Potential savings at the local level will vary from one school district to the next.

Initiatives	Considerations
<b>Benefits</b>	
Expenses and per diem rates/policy not set out in collective agreements.	Adjustments to policies and rates resulting in savings.
Reduce part-time and job shares.	Can be through attrition or reduction.
Benefit restructuring where not governed by collective agreements.	
<b>Finances</b>	
Accumulated Operating Surplus	May be used as a one-time bridging mechanism <u>only</u> for 2015/16.
Cash management <ul style="list-style-type: none"> <li>&lt; Increased interest earnings</li> <li>&lt; Negotiation of more favourable interest rate</li> <li>&lt; Negotiation of more favourable banking charges</li> </ul>	Increased investment income must be above base amount budgeted for in 2015/16 Annual Budget. Increased investment income can only be included on Savings Plan for 2015/16.
Increase international student revenue	Enrolment or fee adjustments – assumptions/ calculations of anticipated enrollment levels must be evidenced-based.
Initiate/expand purchasing card usage	This can be done on an individual, regional or provincial basis (shared service).
<b>Operations</b>	
Travel	Reduce overall budget, increase usage of alternative meeting arrangements
Transportation reduction or user fees	
Discretionary spending — supplies, electronics	As per guiding principles
Infrastructure restructuring	As per guiding principles
Group purchasing	As per guiding principles
IT / Communications (ie. print management, Telus voice, etc.)	As per guiding principles
Professional fees / services - Reduce contracting costs for various professional services.	As per guiding principles
Facility consolidation	May include school closures deemed surplus by boards of education
Facility reductions, improvements, efficiencies (grounds, custodial, and maintenance)	As per guiding principles
Facility revenue – rental of facilities	As per guiding principles. Must be consistent with section 85.1 of the <i>School Act</i> .
Energy savings	As per guiding principles
<b>Staffing</b>	
School organization	Organization, calendar, and staff resources.

Overtime reduction	May include realignment to improve efficiency of service delivery.
Salary and wage recoveries not already budgeted	E.g. from union business, WorkSafeBC, Parent Advisory Councils, ICBC etc.
Non-replacement	As per guiding principles
Position elimination	Could be through attrition or reduction.
Exempt staff review	Possible realignment of service delivery to improve efficiency (may be related to reduction of part-time positions or moving to job shares).
Elimination of labour market adjustments where not constrained by Collective Agreement	As per guiding principles
Absence management	As per guiding principles

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**School District No. 46 (Sunshine Coast)**  
**Administrative Savings Plan**  
**For Fiscals 2015/16 and 2016/17 (Year Ending June 30)**

Category	Item #	Description of Strategy	2015 - 2016				2016 - 2017	
			Salaries & Benefits	Services & Supplies	Other Expense Categories	Revenue Programs	Total	Total
Benefits	B1					\$ -		
	B2					\$ -		
Finances	F1	Interest on Deposit with Ministry of Finance				\$ 30,000	\$ 30,000	
	F2	Increased International Student Revenue				\$ -	\$ 51,000	
	F3					\$ -		
Operations	O1	Operational Review to reach 16/17 savings target				\$ -	\$ 29,500	
	O2	Energy Saving Initiatives		\$ 21,000		\$ 21,000	\$ 15,000	
	O3	Transportation Review		\$ 10,000		\$ 10,000	\$ 25,000	
	O4	Two-week Spring Break	\$ 25,300	\$ 24,000		\$ 49,300	\$ 49,300	
	O5							
Staffing	S1	Position Elimination	\$ 132,080			\$ 132,080	\$ 132,080	
	S2	Reduced Replacement Costs	\$ 25,000			\$ 25,000	\$ 50,000	
	S3					\$ -		
	S4							
Total Savings and Increased Revenue Identified			\$ 182,380	\$ 55,000	\$ -	\$ 30,000	\$ 267,380	\$ 381,880
Administrative Savings Target						\$ 205,044	\$ 381,807	
Sufficient Administrative savings to Achieve Target						Yes	Yes	

Send Administrative Savings Plan to [SDFR@gov.bc.ca](mailto:SDFR@gov.bc.ca)

Due: June 30, 2015

**School District No. 46 (Sunshine Coast)**  
**Administrative Savings Plan**  
**For Fiscals 2015/16 and 2016/17 (Year Ending June 30)**

Category	Item #	Description of Strategy	2015 - 2016				2016 - 2017
			Salaries & Benefits	Services & Supplies	Other Expense Categories	Revenue Programs	Total

Benefits	B1					\$ -	
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Benefits	B2					\$ -	
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Benefits	B3					\$ -	
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**School District No. 46 (Sunshine Coast)**  
**Administrative Savings Plan**  
**For Fiscals 2015/16 and 2016/17 (Year Ending June 30)**

Category	Item #	Description of Strategy	2015 - 2016					2016 - 2017
			Salaries & Benefits	Services & Supplies	Other Expense Categories	Revenue Programs	Total	Total
Finances	F1	<b>Interest on Deposit with Ministry of Finance</b>  Our District plans to increase our utilization of the Ministry's Central Deposit Program. We plan to increase our average balance by \$500,000. For future years a similar amount is expected to be realized.				\$ 30,000	\$ 30,000	\$ 30,000
Finances	F2	<b>Increased International Student Revenue</b>  The District will invest heavily in student recruitment and program development, with the goal of increasing our enrolment by 50% by 2016/17. The fees charged per student will also increase.					\$ -	\$ 51,000
Finances	F3						\$ -	

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**School District No. 46 (Sunshine Coast)**  
**Administrative Savings Plan**  
**For Fiscals 2015/16 and 2016/17 (Year Ending June 30)**

Category	Item #	Description of Strategy	2015 - 2016				2016 - 2017	
			Salaries & Benefits	Services & Supplies	Other Expense Categories	Revenue Programs	Total	Total
Operations	O1	<b>Operational Review to reach 16/17 savings target</b>  Through its annual budget process, the District will consult with stakeholders to meet the savings target for the 16/17 school year. Items such as VOIP, shared services, and other initiatives will be considered.					\$ -	\$ 29,500
Operations	O2	<b>Energy Saving Initiatives</b>  Through equipment upgrades and behavioural changes, the district expects to reduce its energy consumption by 10% by 2016/17. Savings shown are net of estimated BC Hydro rate increases.		\$ 21,000			\$ 21,000	\$ 15,000
Operations	O3	<b>Transportation Review</b>  In consultation with professional transportation planners and ASTSBC, the District will review its routes and find operational efficiencies. Savings shown are net of inflationary pressures and consultant fees.		\$ 10,000			\$ 10,000	\$ 25,000
Operations	O4	<b>Two-week Spring Break</b>  By establishing a two-week Spring break, transportation costs and energy consumption will be reduced. There will also be staffing cost reductions in the clerical and education assistant groups, while not significantly impacting students.	\$ 25,300	\$ 24,000			\$ 49,300	\$ 49,300
Operations	O5							

**School District No. 46 (Sunshine Coast)**  
**Administrative Savings Plan**  
**For Fiscals 2015/16 and 2016/17 (Year Ending June 30)**

Category	Item #	Description of Strategy	2015 - 2016				2016 - 2017	
			Salaries & Benefits	Services & Supplies	Other Expense Categories	Revenue Programs	Total	Total
Staffing	S1	<b>Position Elimination</b>  Reduced Custodial Positions at various sites, with a combined reduction of at least 2.0	\$ 132,080				\$ 132,080	\$ 132,080
Staffing	S2	<b>Reduced Replacement Costs</b>  The District expects that moving towards a two-week spring break will improve employee satisfaction and wellness. Participation in the Ministry of Education employee wellness program will similarly result in reductions in replacement costs in the 2016/17 year.	\$ 25,000				\$ 25,000	\$ 50,000
Staffing	S3					\$ -		
Staffing	S4					\$ -		

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