



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

**OPERATIONS COMMITTEE
AGENDA**

Wednesday, January 16th, 2018 from 12:30-2:00 pm
School Board Office – Gibsons, BC

- 1) Bus Route Optimization Report – Dave Mell
- 2) Amended Budget Review
- 3) Joint-Use Update
- 4) Regulation 3920 - Use of Specialty Areas in Schools
- 5) Regulation 3550 - Rental of School Facilities

SERVICE DELIVERY PROJECT

Bus Route Optimization Project
Current State Assessment for School District 46

Nov 15, 2017



Nov 15, 2017

Nicholas Weswick, Secretary-Treasurer
School District No. 46 (Sunshine Coast)
PO Box 220, 494 South Fletcher Road
Gibsons, BC V0N 1V0

Dear Mr. Weswick,

The BC Bus Route Optimization Project Team is pleased to deliver this draft report on the current state of school transportation for SD46, Sunshine Coast. The draft report details the findings of the existing to and from school bus routing, school bell times, student ridership, and some metrics, gathered with the use of the newly implemented Traversa software, for school transportation.

The goal of this report is to provide a current state assessment and baseline measures for the school district in order to generate discussion for optimization strategies. The baseline measures provided were gathered from district staff as well as information derived from modelling the current state school district routes in the newly implemented Traversa bus routing system.

We appreciate the assistance of you, your staff, and the contracted transportation staff, who worked with us, and helped verify the information in the system, that provided the background for this report. The input provided a valuable understanding of the current transportation operation. We look forward to the continuation of this support as we work with you to come up with options in improving and optimizing transportation services for families and students in your district.

Sincerely,

Dave Mell,

Project SME
Ministry of Education
Bus Route Optimization Project

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Executive Summary

Background and Purpose of Report

School District 46 - Sunshine Coast has opted in to the first phase of the BC Ministry of Education Shared Services Bus Route Optimization Project. The project objectives were to:

- Provide on-boarding school districts with new Cloud based software services to efficiently manage and operate a student transportation system within their districts; and
- To develop a baseline set of measures for districts to inform districts of their current state and to assist the district in Identifying areas of suggested improvement, as well as a current state evaluation.

This purpose of this initial report is to provide a current state assessment and provide some general suggestions and recommendations to the district on areas of opportunity to improve service levels, gain efficiencies, and manage any areas of risk.

Key Observations

Contracted Service:

SD 46 is in the 3rd year of a 5 year contract with Third Wave, to provide the following services: The Contract also has a clause for a 3 year extension option to the SD.

- Student transportation services for eligible students from SD 46 and CSF districts. This includes the provision of a fleet of buses and drivers to operate them based on district approved routes and schedules
- Management of fleet operations, student registration and routing logistics to meet required service levels
- Management of field trip transportation services to all schools within the district

Bus Fleet & Maintenance analysis:

SD 46 currently owns one special needs bus. This bus is routed and maintained by the Transportation contractor for the district and is used in conjunction with the Contractor's 17 buses, of which 2 are spares. The current buses in the contracted fleet are an average age of just under 7 years old and are all Type C 70-72 passenger with the exception of 1, Type A 18 passenger special needs bus. The district owned bus is a 2013 Type A 24 passenger.

Since SD 46 contracts out the majority of its bus transportation services, the contractor maintains their own fleet of buses. SD 46 owns one Special Needs Bus, and 5 School Activity Buses, these are maintained in the SD's maintenance garage.

Office staffing levels:

The contractor provides dispatch and office staff for transportation services, and handles most of the transportation related information for the SD. The Secretary Treasurer's office administers the contract, and manages the contractor.

One of the outcomes of this Traversa implementation is to enable the SD to have more visibility and control of the transportation system and operations, and ideally be able to work with the contractor to achieve the desired service levels and efficiencies in operations.

Internal Fleet Management:

This applies to the 1 special needs bus and 5 special activity buses owned by the SD. The special needs bus is subject to replacement under the current Ministry of Education Capital Plan which allows replacement in 2023.

The special activity buses are not covered under the Ministry Capital Plan, thus the SD should review best practices on fleet replacement and develop their own replacement plan. It is expected that the Fleet Management module in the Traversa suite will be a great asset for the SD to manage their fleet and preventative maintenance program.

Software systems:

Currently, the local contractor for Third Wave uses their own proprietary application and database to manage the student transportation services provided within the School district. This includes managing registered students and bus route assignments. This solution has not been properly kept up to date over the last 18 months, and only provides a historical database with support for an online registration process.

SD 46, as part of this bus route optimization project, now subscribes to Tyler Technologies' Traversa student transportation solution. Once fully implemented with training delivered, the SD will be able to adjust and refine school bus routing and manage field trips. In the future, the SD may also look at integrating student registration and fleet maintenance in the system as well.

One of the report recommendations is to address the reliance and dependency on the service provider's software system by making Traversa the source system for managing student records and assignment to bus routes as this is seen as a potential area of risk.

Key performance indicators:

SD 46 baseline information using the Traversa modelled current state is listed below. The project team expects to provide comparisons with other districts once all current state assessments for this phase are completed.

	BC In-house District	BC Contracted District	SD 46
Cost per bus overall	TBD	TBD	\$ 68,728
Total Operations			\$2.70
Cost / Registered			\$996

Bell times review:

It is recommended that the SD undertake a formal bell time and fleet schedule study in the coming school year as we identified some students at some schools are arriving almost one hour prior to school start time. This adds a significant amount of time to a student's educational day and could also create an unnecessary cost of student supervision or a safety concern if no supervision is provided. Current bell times and fleet schedules can be initially reviewed in the attached tables. Further detailed reporting and analysis can be provided at the request of the SD. See Appendix A for detail graphs and break-down.

Student ridership fees:

SD 46 does not charge ridership fees to their own students, however they provide services to SD 93 (CSF) within their bus routes. Currently the SD reports they are collecting \$75,000 / yr. from the CSF for transporting 76 students. In our analysis, we have determined the cost to the SD within the existing contract is approximately \$90,000. If SD 46 chose not to provide this service to the CSF, they would likely realize an eventual savings of \$90,000 once the existing bus runs and buses were reconfigured to remove these stops and students.

Other Comments:

The SD 46 contractor (Third Wave) has hired a local manager to administer the contract on its behalf. This manager was the previous contractor and owner, and still maintains the fleet and owns the facility the buses are housed at. This manager has a lot of valuable history and local knowledge that will need to be captured in Traversa once the SD has staff that are trained in proficiently operating and maintaining the software

The previous contractor / new manager still currently uses his own software database to maintain bus routes and student registrations for the contractor and SD. It is recommended that this practice transition to the Traversa software under the control of the SD. When this transition occurs, the SD will be in a much better place in terms of control over its own data and managing risks related to contract management and privacy compliance.

As part of implementation activity, the manager / contractor will need to learn to use Traversa on behalf of the school district to ensure this information is maintained properly in the correct system. It is recommended that the prime contractor and local manager are engaged early in implementation planning to set and discuss expectations aligned with contractual roles and responsibilities in order to effectively use the Traversa application going forward.

Project Background & Introduction

The Service Delivery Project (SDP) is a collaborative initiative between the Ministry of Education, school districts and other partners to find efficiencies and build capacity through the shared coordination and delivery of services across the 60 school districts in British Columbia (BC). The key objectives of the SDP are to:

- Find efficiencies
- Build sector capacity
- Implement effective and economical solutions
- Achieve service consistency

A project to implement bus route optimization software and services using a phased approach has been initiated. A number of voluntary school districts have been profiled and selected to participate in the first phase in order to realize operational efficiencies while creating a sustainable framework of expertise to support and provide capacity to school districts to more effectively deliver student transportation services.

Current State Assessment

SD46 Sunshine Coast operates on a linear coastline approximately 110 km long on BC's west coast. In most cases all residents live within 3km of the main highway that runs the coast.

There are approximately 3100 students enrolled in 19 education facilities, of which 1061 are transported to and from school on a fleet of 18 buses (17 contractor owned and 1 district owned special needs). The bus routes currently span 84 run segments (80 regular, 4 special needs).

Fleet Analysis

- 17 contractor owned buses (1 special needs, 2 spare, 14 regular)
- 1 district owned special needs bus
- 5 Special Activity buses

Software & Operational Processes:

SD 46 has not had or operated Transportation Routing Software until now. Any software utilized in the past was owned and operated by a former contractor.

Currently, the local contractor for Third Wave uses their own proprietary application and database to manage the student transportation services provided within the School district. This includes managing registered students and bus route assignments. This solution has not been properly kept up to date over the last 18 months, and only provides a historical database with support for an online registration process.

Moving forward we will assist the SD and potentially the Contractor staff with end user training and help them establish good processes for operating the Student Transportation software.

Staff Organization

Although the SD transportation services are contracted, it is recommended that the SD plays a more active role in managing these contracted services and controlling the Traversa software that will be implemented. The SD could also benefit from utilizing the Fleet Management module in Traversa to monitor and manage the servicing program of the 1 Special Needs bus and 5 Special Activity buses.

Policies and Administrative Procedures

Students residing in the Sunshine Coast School Board's jurisdiction, who are enrolled in a school within their designated catchment area (home school) are eligible for bus transportation as long as they reside at greater than the following distances from that school:

- (a) Elementary Grades K-7: 2.0 km
- (b) Secondary Grades 8-12: 3.2 km

Walk limit and catchment boundaries are largely not enforced by the district leading to a few bus runs being extended to provide service to almost any school in the district. For this to be accommodated the routes have some students arriving at schools almost 1 hour before bell time in the morning, adding extra length to the student's day.

Cost Metrics & Financial Indicators

Financial Information				
7.41 - Transportation and Housing Admin		Budget 15/16	Actual 15/16	Budget 16/17
	Other Professionals	\$21,100.00	\$22,189.00	
	Employee Benefits	\$5,845.00	\$4,603.00	
Total 7.41		\$26,945.00	\$26,792.00	\$-
7.70 Student Transportation				
	Support Staff	\$10,766.00	\$10,142.00	\$11,246.00
	Sub salaries		\$247.00	
	Employee Benefits	\$2,982.00	\$3,520.00	\$3,115.00
Services and supplies				
	SERVICES - Contracted Services	\$991,488.00	\$1,025,947.00	\$1,085,299.00
	TRAVEL - FIELD TRIPS	\$30,840.00		
7.70 Totals		\$1,036,076.00	\$1,039,856.00	\$1,099,660.00
Function 7 Totals		\$1,063,021.00	\$1,066,648.00	\$1,099,660.00

Other Information	
Number of routes	16
Number of Regular buses	14
Number of spare buses	2
Estimated average age of buses	< 7 years per contract
Average daily hours per driver	
Estimated Total Km. driven per year	407132 km
Avg. Cost per Km (\$ / Km)	\$2.70 / km

*The data in this report is reflective of the 2017/18 route and ridership. The budget for the 2017/18 includes the additional transportation funding so the budget for 2016/17 was used as it more closely reflects what the 2017/18 route costs should be.

Routing Efficiency

Understanding Routing Efficiency and Effectiveness

Efficiency is doing the most with the fewest resources. Effectiveness is providing services that meet or exceed an expected level of service which is generally defined by district policies and procedures and industry best practice. The main objective of efficiency in school transportation is to fill the bus and then reuse the bus as often as possible within a given bell time structure.

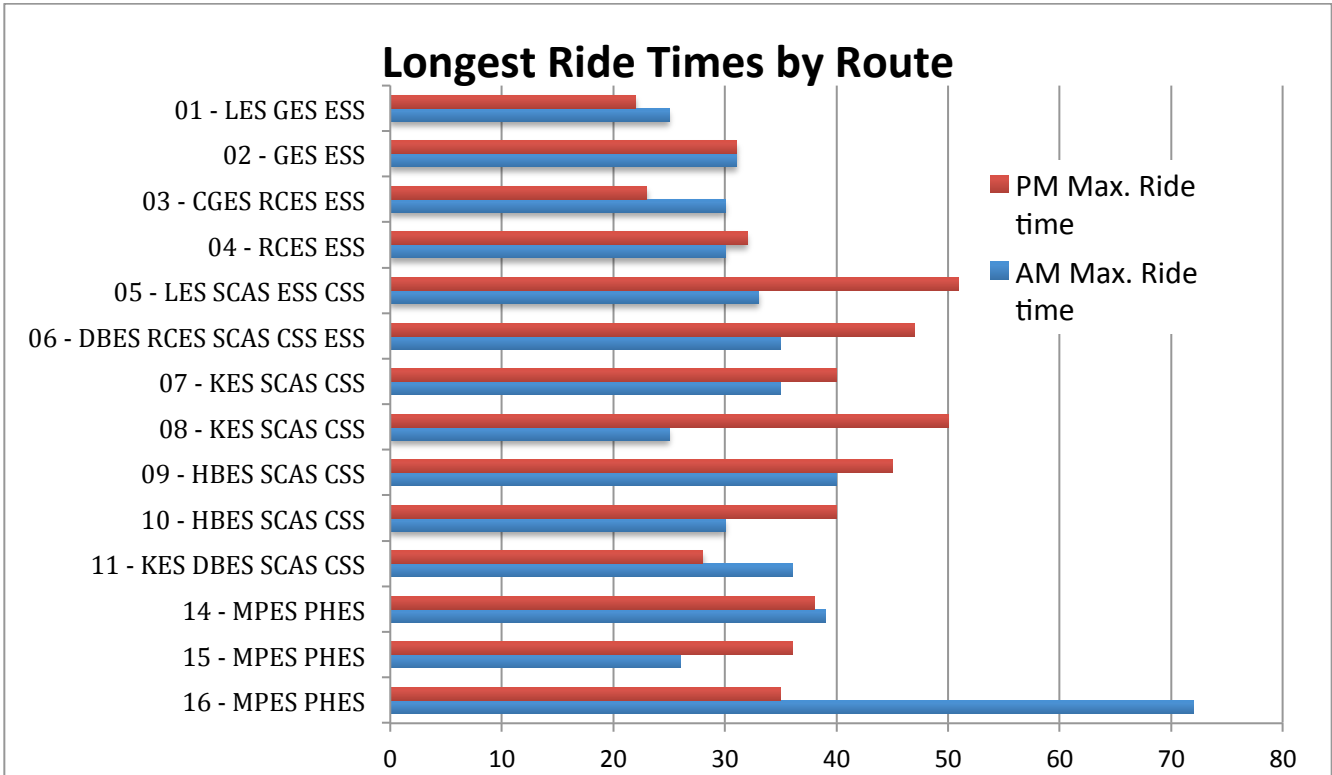
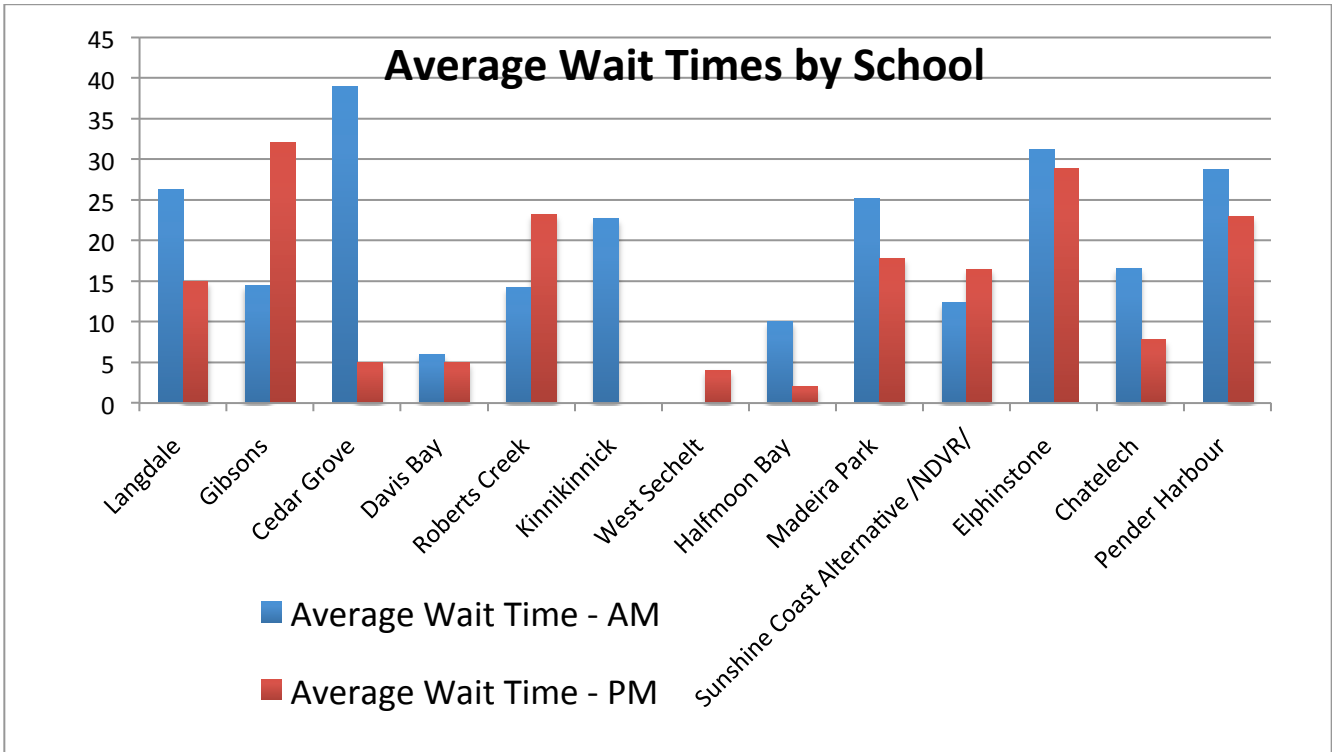
More and more, in recent years, key performance indicators are increasingly being utilized by the school bus industry to measure the performance of school transportation departments' efficiency and effectiveness. These indicators tell how well a district is providing transportation services and at what cost. SD 46 performance measures in our analyses have not yet been compared to industry standards as well as similar sized school transportation operations British Columbia or this project. As we move through this project, these indicators will provide guidance in areas where SD46 does well and where improvements can be recommended. The measures that we will use involve costs include all items in the transportation budget and are based on a 186-day school year. There are several performance indicators. They include;

- Cost per student
 - What the average cost is to the district per year to transport each student
- Cost per bus day and per year
 - What the average cost is to the district to operate a bus per day and per year
- Cost per kilometer
 - What the average cost is to the district per kilometer
- Capacity usage
 - This value provides an indication of how many available seats are scheduled to be filled through the route planning process. The greater the seats filled the more efficient the routing scheme
- Average ride times
 - This value provides an indication of both service quality and an indication of available capacity within the time structure. When this value is low in combination with low capacity it is an indication that buses are not being filled. When this value is high and capacity usage is low it is an indication that buses are traveling greater distances to try and fill the bus

Assessment of Routing Efficiency and Effectiveness

SD 46 Baseline Metrics

	Regular – Elementary*	Regular - Combined	Special Needs -	Total
Student Enrolment		3160		3160
Eligible Ridership				
Registered Ridership		1089	15	1104
Longest Wait Time AM		55 min.	NA	
Average Wait time AM		20 min		
Longest Wait Time PM		72 min		
Average Wait Time PM		16 min		
Longest Ride Time AM		72 min.	40 min.	
Longest Ride Time PM		55 min	65 min	
Number of Buses no spares		14	2	16
# of Buses / 100 Students		1.3	13.3	
Total Bus Capacity		988	42	1030
Total Utilization		0.91	2.8	0.94
Total Kms Driven / Year		353233	53899	407132
Cost / Km - operating				\$2.70
Cost / Route				\$68,729
Cost per Student				\$996
Cost per Bus				\$68729
Avg. Kms / route /day		135	145	137
Avg. Time / route /day				2hr 13 min.



Summary Comments:

SD 46 has a good set of policy and regulations for student transportation, however most of the entitlement and eligibility requirements are not enforced, and is left in the hands of the contracted drivers to either enforce or not.

The SD 46 contractor (Third Wave) has hired a local manager to administer the contract on its behalf. This manager was the previous contractor and owner, and still maintains the fleet and owns the facility the buses are housed at. This manager has a lot of valuable history and local knowledge that will need to be captured in Traversa once the SD has staff that are trained in proficiently operating and maintaining the software.

The previous contractor / new manager still currently uses his own software database to maintain bus routes and student registrations for the contractor and SD. It is recommended that this practice transition to the Traversa software under the control of the SD. When this transition occurs, the SD will be in a much better place in terms of control over its own data and managing risks related to contract management and privacy compliance.

It is our opinion that the SD should ensure they have staff that is fully trained to run and control the student transportation software in conjunction with the contractor, and collaborate on roles and responsibilities between the SD and the contractor within the Traversa software.. The SD should also work on developing their own student bus registration process, and provide the contractor the SD's Transportation needs to be dealt with in the Traversa routing software.

Conducting a Bell Time / Fleet Schedule Study in the next school year and applying some changes could easily result in an improved length of day for some students, and may also achieve further efficiencies or increased service levels along with eligibility criteria policy.

SD 46 cost / km of \$2.70 is an average cost and may be considered good given the linear nature and geographic location of the SD. The district is providing a very high level of service to the students while maintain this cost per kilometer. The service is also commonly provided to students who are not normally eligible for the service based on current SD policy.

Recommendations:

Recommendations include both immediate, and longer-term items moving forward.

1. Process Review

The district should work with the contractor to ensure that a full list of student riders is carried on each bus. This is a requirement of the Motor Vehicle Act Division 11.

Establish a formal Student Bus Registration process for bus transportation. This should be in place for the next school year with the registration process taking place in mid to late June of 2018. This will enable the Sd and contractor to plan routes for 2018/19 school year over the summer.

Review the catchment boundaries and decide if the walk limits will be enforced or continue as per past practice. If continuing per past practice there needs to be some policies in place on how to manage the system when full capacity is reached on a route.

2. Oversight

Have designated SD staff fully trained in the use of Traversa to ensure the SD can have full control and utilization of the software if required. This will assist the SD in managing the transportation contractor and put the SD in a better situation to manage risk and compliance to policy by ensuring student and routing data is stored in a location that the SD fully controls and monitors.

Train designated SD staff in the Traversa fleet maintenance system, the SD will then be able to monitor and track vehicle maintenance of the SD owned portion of the fleet.

As part of implementation activity, the manager / contractor has been trained to use Traversa on behalf of the school district. This should ensure the information is maintained properly in the correct system. Once the SD and Contract staff are fully trained in Traversa, they should look at ensuring the Student Bus Registration process is managed and loaded into Traversa and used to provide the information on current and up to date routing needs.

3. Optimization

In the coming school year and beyond, the SD should conduct a full Bell Time / Fleet Schedule study. There are instances where students are waiting for extended periods of time in the morning for school or in the afternoon for the bus departure. This could produce better utilization of the bus fleet, and a shorter educational day for students. SD staff and Contract Manager become more familiar with Traversa they should be able to produce and analyze reports (with the project SME assistance) to review the data and help with the study.

Amended Annual Budget

School District No. 46 (Sunshine Coast)

June 30, 2018

School District No. 46 (Sunshine Coast)

June 30, 2018

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

AMENDED ANNUAL BUDGET BYLAW

A Bylaw of THE BOARD OF EDUCATION OF SCHOOL DISTRICT NO. 46 (SUNSHINE COAST) (called the "Board") to adopt the Amended Annual Budget of the Board for the fiscal year 2017/2018 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 Amended Annual Budget adopted by this bylaw.
- 2. This bylaw may be cited as School District No. 46 (Sunshine Coast) Amended Annual Budget Bylaw for fiscal year 2017/2018.
- 3. The attached Statement 2 showing the estimated revenue and expense for the 2017/2018 fiscal year and the total budget bylaw amount of \$46,789,451 for the 2017/2018 fiscal year was prepared in accordance with the *Act* .
- 4. Statement 2, 4 and Schedules 1 to 4 are adopted as the Amended Annual Budget of the Board for the fiscal year 2017/2018.

READ A FIRST TIME THE _____ DAY OF _____, 2018;

READ A SECOND TIME THE _____ DAY OF _____, 2018;

READ A THIRD TIME, PASSED AND ADOPTED THE _____ DAY OF _____, 2018;

(Corporate Seal)

Chairperson of the Board

Secretary Treasurer

I HEREBY CERTIFY this to be a true original of School District No. 46 (Sunshine Coast) Amended Annual Budget Bylaw 2017/2018, adopted by the Board the _____ DAY OF _____, 2018.

Secretary Treasurer

School District No. 46 (Sunshine Coast)

Amended Annual Budget - Revenue and Expense

Year Ended June 30, 2018

	2018 Amended Annual Budget	2017 Amended Annual Budget
Ministry Operating Grant Funded FTE's		
School-Age	3,181,938	3,152,875
Adult	4,125	3,375
Total Ministry Operating Grant Funded FTE's	3,186,063	3,156,250
Revenues	\$	\$
Provincial Grants		
Ministry of Education	41,047,259	37,873,324
Other	35,000	35,000
Tuition	78,408	78,408
Other Revenue	1,840,700	1,531,976
Rentals and Leases	30,000	55,000
Investment Income	87,000	96,000
Amortization of Deferred Capital Revenue	1,635,441	1,604,043
Total Revenue	44,753,808	41,273,751
Expenses		
Instruction	36,134,310	33,250,265
District Administration	2,257,716	2,185,648
Operations and Maintenance	6,481,130	6,444,044
Transportation and Housing	1,916,295	1,594,805
Total Expense	46,789,451	43,474,762
Net Revenue (Expense)	(2,035,643)	(2,201,011)
Budgeted Allocation (Retirement) of Surplus (Deficit)	1,578,191	1,720,073
Budgeted Surplus (Deficit), for the year	(457,452)	(480,938)
Budgeted Surplus (Deficit), for the year comprised of:		
Operating Fund Surplus (Deficit)		
Special Purpose Fund Surplus (Deficit)		
Capital Fund Surplus (Deficit)	(457,452)	(480,938)
Budgeted Surplus (Deficit), for the year	(457,452)	(480,938)

School District No. 46 (Sunshine Coast)

Amended Annual Budget - Revenue and Expense

Year Ended June 30, 2018

	2018 Amended Annual Budget	2017 Amended Annual Budget
Budget Bylaw Amount		
Operating - Total Expense	39,454,418	38,845,122
Special Purpose Funds - Total Expense	5,242,140	2,544,659
Capital Fund - Total Expense	2,092,893	2,084,981
Total Budget Bylaw Amount	<u>46,789,451</u>	<u>43,474,762</u>

Approved by the Board

DRAFT

Signature of the Chairperson of the Board of Education _____ Date Signed _____

Signature of the Superintendent _____ Date Signed _____

Signature of the Secretary Treasurer _____ Date Signed _____

School District No. 46 (Sunshine Coast)

Amended Annual Budget - Changes in Net Financial Assets (Debt)

Year Ended June 30, 2018

	2018 Amended Annual Budget	2017 Amended Annual Budget
	\$	\$
Surplus (Deficit) for the year	(2,035,643)	(2,201,011)
Effect of change in Tangible Capital Assets		
Acquisition of Tangible Capital Assets		
From Deferred Capital Revenue	(2,800,000)	(2,200,000)
Total Acquisition of Tangible Capital Assets	(2,800,000)	(2,200,000)
Amortization of Tangible Capital Assets	2,092,893	2,084,981
Total Effect of change in Tangible Capital Assets	(707,107)	(115,019)
	-	-
(Increase) Decrease in Net Financial Assets (Debt)	(2,742,750)	(2,316,030)

School District No. 46 (Sunshine Coast)

Amended Annual Budget - Schedule of Changes in Accumulated Surplus (Deficit) by Fund
 Year Ended June 30, 2018

	Operating Fund	Special Purpose Fund	Capital Fund	2018 Amended Annual Budget
	\$	\$	\$	\$
Accumulated Surplus (Deficit), beginning of year	2,966,212		7,526,972	10,493,184
Changes for the year				
Net Revenue (Expense) for the year	(1,578,191)		(457,452)	(2,035,643)
Net Changes for the year	(1,578,191)	-	(457,452)	(2,035,643)
Budgeted Accumulated Surplus (Deficit), end of year	1,388,021	-	7,069,520	8,457,541

School District No. 46 (Sunshine Coast)Amended Annual Budget - Operating Revenue and Expense
Year Ended June 30, 2018

	2018 Amended Annual Budget	2017 Amended Annual Budget
	\$	\$
Revenues		
Provincial Grants		
Ministry of Education	36,872,119	36,154,665
Other	35,000	35,000
Tuition	78,408	78,408
Other Revenue	780,700	711,976
Rentals and Leases	30,000	55,000
Investment Income	80,000	90,000
Total Revenue	37,876,227	37,125,049
Expenses		
Instruction	31,088,758	30,918,928
District Administration	2,061,128	1,972,326
Operations and Maintenance	4,467,014	4,452,948
Transportation and Housing	1,837,518	1,500,920
Total Expense	39,454,418	38,845,122
Net Revenue (Expense)	(1,578,191)	(1,720,073)
Budgeted Prior Year Surplus Appropriation	1,578,191	1,720,073
Budgeted Surplus (Deficit), for the year	-	-

School District No. 46 (Sunshine Coast)

Amended Annual Budget - Schedule of Operating Revenue by Source
Year Ended June 30, 2018

	2018 Amended Annual Budget	2017 Amended Annual Budget
	\$	\$
Provincial Grants - Ministry of Education		
Operating Grant, Ministry of Education	35,762,423	35,110,063
Other Ministry of Education Grants		
Pay Equity	510,381	510,381
Funding for Graduated Adults	8,082	4,565
Transportation Supplement	380,465	380,465
Return of Administrative Savings	182,072	
Carbon Tax Grant	20,000	25,000
FSA Scorer	8,696	8,696
Supplemental Mid Year Enrollment		115,495
Total Provincial Grants - Ministry of Education	36,872,119	36,154,665
Provincial Grants - Other	35,000	35,000
Tuition		
International and Out of Province Students	78,408	78,408
Total Tuition	78,408	78,408
Other Revenues		
Other School District/Education Authorities	575,000	536,000
Miscellaneous		
Miscellaneous	205,700	175,976
Total Other Revenue	780,700	711,976
Rentals and Leases	30,000	55,000
Investment Income	80,000	90,000
Total Operating Revenue	37,876,227	37,125,049

School District No. 46 (Sunshine Coast)

Amended Annual Budget - Schedule of Operating Expense by Object
 Year Ended June 30, 2018

	2018 Amended Annual Budget	2017 Amended Annual Budget
	\$	\$
Salaries		
Teachers	13,462,280	13,957,500
Principals and Vice Principals	2,306,257	1,920,000
Educational Assistants	3,146,264	2,895,648
Support Staff	3,792,263	3,946,851
Other Professionals	1,306,195	1,335,001
Substitutes	2,117,563	2,111,631
Total Salaries	26,130,822	26,166,631
Employee Benefits	6,511,255	6,235,036
Total Salaries and Benefits	32,642,077	32,401,667
Services and Supplies		
Services	666,337	739,058
Student Transportation	1,356,469	1,456,999
Professional Development and Travel	136,255	154,364
Rentals and Leases	40,200	40,200
Dues and Fees	56,500	54,500
Insurance	87,125	83,000
Supplies	3,764,969	3,219,831
Utilities	704,486	695,503
Total Services and Supplies	6,812,341	6,443,455
Total Operating Expense	39,454,418	38,845,122

School District No. 46 (Sunshine Coast)

Amended Annual Budget - Operating Expense by Function, Program and Object

Year Ended June 30, 2018

	Teachers Salaries	Principals and Vice Principals Salaries	Educational Assistants Salaries	Support Staff Salaries	Other Professionals Salaries	Substitutes Salaries	Total Salaries
	\$	\$	\$	\$	\$	\$	\$
1 Instruction							
1.02 Regular Instruction	10,779,742	319,777		662,481		1,889,663	13,651,663
1.03 Career Programs	168,264					80,000	248,264
1.07 Library Services	87,932			77,920			165,852
1.08 Counselling	326,800			125,931			452,731
1.10 Special Education	1,529,542	264,212	2,986,088	316,157		122,900	5,218,899
1.30 English Language Learning	129,200						129,200
1.31 Aboriginal Education	440,800	125,253	160,176				726,229
1.41 School Administration		1,597,015		433,458			2,030,473
1.62 International and Out of Province Students							-
1.64 Other				42,795			42,795
Total Function 1	13,462,280	2,306,257	3,146,264	1,658,742	-	2,092,563	22,666,106
4 District Administration							
4.11 Educational Administration					409,534		409,534
4.40 School District Governance					108,357		108,357
4.41 Business Administration				127,378	592,507	25,000	744,885
Total Function 4	-	-	-	127,378	1,110,398	25,000	1,262,776
5 Operations and Maintenance							
5.41 Operations and Maintenance Administration				46,155	162,104		208,259
5.50 Maintenance Operations				1,840,471	-		1,840,471
5.52 Maintenance of Grounds				119,517			119,517
5.56 Utilities							-
Total Function 5	-	-	-	2,006,143	162,104	-	2,168,247
7 Transportation and Housing							
7.41 Transportation and Housing Administration					22,218		22,218
7.70 Student Transportation					11,475		11,475
Total Function 7	-	-	-	-	33,693	-	33,693
9 Debt Services							
Total Function 9	-	-	-	-	-	-	-
Total Functions 1 - 9	13,462,280	2,306,257	3,146,264	3,792,263	1,306,195	2,117,563	26,130,822

School District No. 46 (Sunshine Coast)

Amended Annual Budget - Operating Expense by Function, Program and Object

Year Ended June 30, 2018

	Total Salaries	Employee Benefits	Total Salaries and Benefits	Services and Supplies	2018 Amended Annual Budget	2017 Amended Annual Budget
	\$	\$	\$	\$	\$	\$
1 Instruction						
1.02 Regular Instruction	13,651,663	3,002,013	16,653,676	2,091,080	18,744,756	18,015,426
1.03 Career Programs	248,264	43,749	292,013	20,750	312,763	241,000
1.07 Library Services	165,852	44,680	210,532	55,130	265,662	478,512
1.08 Counselling	452,731	120,228	572,959	500	573,459	661,136
1.10 Special Education	5,218,899	1,550,292	6,769,191	220,413	6,989,604	7,423,470
1.30 English Language Learning	129,200	33,592	162,792	106,008	268,800	256,038
1.31 Aboriginal Education	726,229	192,444	918,673	265,738	1,184,411	1,324,061
1.41 School Administration	2,030,473	467,725	2,498,198	78,295	2,576,493	2,311,692
1.62 International and Out of Province Students	-	-	-	29,747	29,747	66,558
1.64 Other	42,795	11,983	54,778	88,285	143,063	141,035
Total Function 1	22,666,106	5,466,706	28,132,812	2,955,946	31,088,758	30,918,928
4 District Administration						
4.11 Educational Administration	409,534	98,492	508,026	18,000	526,026	495,705
4.40 School District Governance	108,357	1,084	109,441	87,000	196,441	189,293
4.41 Business Administration	744,885	193,726	938,611	400,050	1,338,661	1,287,328
Total Function 4	1,262,776	293,302	1,556,078	505,050	2,061,128	1,972,326
5 Operations and Maintenance						
5.41 Operations and Maintenance Administration	208,259	53,424	261,683	85,000	346,683	306,184
5.50 Maintenance Operations	1,840,471	656,146	2,496,617	716,246	3,212,863	3,322,958
5.52 Maintenance of Grounds	119,517	33,465	152,982	50,000	202,982	128,303
5.56 Utilities	-	-	-	704,486	704,486	695,503
Total Function 5	2,168,247	743,035	2,911,282	1,555,732	4,467,014	4,452,948
7 Transportation and Housing						
7.41 Transportation and Housing Administration	22,218	4,999	27,217		27,217	27,060
7.70 Student Transportation	11,475	3,213	14,688	1,795,613	1,810,301	1,473,860
Total Function 7	33,693	8,212	41,905	1,795,613	1,837,518	1,500,920
9 Debt Services						
Total Function 9	-	-	-	-	-	-
Total Functions 1 - 9	26,130,822	6,511,255	32,642,077	6,812,341	39,454,418	38,845,122

School District No. 46 (Sunshine Coast)

Amended Annual Budget - Special Purpose Revenue and Expense
Year Ended June 30, 2018

	2018 Amended Annual Budget	2017 Amended Annual Budget
	\$	\$
Revenues		
Provincial Grants		
Ministry of Education	4,175,140	1,718,659
Other Revenue	1,060,000	820,000
Investment Income	7,000	6,000
Total Revenue	5,242,140	2,544,659
Expenses		
Instruction	5,045,552	2,331,337
District Administration	196,588	213,322
Total Expense	5,242,140	2,544,659
Budgeted Surplus (Deficit), for the year	-	-

School District No. 46 (Sunshine Coast)

Amended Annual Budget - Changes in Special Purpose Funds

Year Ended June 30, 2018

	Annual Facility Grant	Learning Improvement Fund	Special Education Equipment	Scholarships and Bursaries	School Generated Funds	Strong Start	Ready, Set, Learn	OLEP	CommunityLINK
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Deferred Revenue, beginning of year	22,367		20,989	519,565	575,283			15,230	
Add: Restricted Grants									
Provincial Grants - Ministry of Education	196,588	142,174				192,000	22,050	5	493,656
Other				70,000	900,000				
Investment Income				7,000					
	196,588	142,174	-	77,000	900,000	192,000	22,050	5	493,656
Less: Allocated to Revenue Recovered	196,588	142,174	-	77,000	900,000	192,000	22,050	5	493,656
Deferred Revenue, end of year	22,367	-	20,989	519,565	575,283	-	-	15,230	-
Revenues									
Provincial Grants - Ministry of Education	196,588	142,174				192,000	22,050	5	493,656
Other Revenue				70,000	900,000				
Investment Income				7,000					
	196,588	142,174	-	77,000	900,000	192,000	22,050	5	493,656
Expenses									
Salaries									
Teachers									71,000
Educational Assistants									125,000
Support Staff	82,000	112,000				118,000			
	82,000	112,000	-	-	-	118,000	-	-	196,000
Employee Benefits	22,000	30,174				44,000			62,656
Services and Supplies	92,588			77,000	900,000	30,000	22,050	5	235,000
	196,588	142,174	-	77,000	900,000	192,000	22,050	5	493,656
Net Revenue (Expense)	-	-	-	-	-	-	-	-	-

School District No. 46 (Sunshine Coast)

Amended Annual Budget - Changes in Special Purpose Funds

Year Ended June 30, 2018

	Coding and Curriculum Implementation	Classroom Enhancement Fund - Overhead	Classroom Enhancement Fund - Staffing	Other	TOTAL
	\$	\$	\$	\$	\$
Deferred Revenue, beginning of year	23,464			105,440	1,282,338
Add: Restricted Grants					
Provincial Grants - Ministry of Education		318,834	2,809,833		4,175,140
Other				90,000	1,060,000
Investment Income					7,000
	-	318,834	2,809,833	90,000	5,242,140
Less: Allocated to Revenue Recovered	-	318,834	2,809,833	90,000	5,242,140
Deferred Revenue, end of year	23,464	-	-	105,440	1,282,338
Revenues					
Provincial Grants - Ministry of Education		318,834	2,809,833		4,175,140
Other Revenue				90,000	1,060,000
Investment Income					7,000
	-	318,834	2,809,833	90,000	5,242,140
Expenses					
Salaries					
Teachers			2,230,026		2,301,026
Educational Assistants					125,000
Support Staff		201,523			513,523
	-	201,523	2,230,026	-	2,939,549
Employee Benefits		117,311	579,807		855,948
Services and Supplies				90,000	1,446,643
	-	318,834	2,809,833	90,000	5,242,140
Net Revenue (Expense)	-	-	-	-	-

School District No. 46 (Sunshine Coast)

Amended Annual Budget - Capital Revenue and Expense

Year Ended June 30, 2018

	2018 Amended Annual Budget			2017 Amended Annual Budget
	Invested in Tangible Capital Assets	Local Capital	Fund Balance	
	\$	\$	\$	\$
Revenues				
Amortization of Deferred Capital Revenue	1,635,441		1,635,441	1,604,043
Total Revenue	1,635,441	-	1,635,441	1,604,043
Expenses				
Amortization of Tangible Capital Assets				
Operations and Maintenance	2,014,116		2,014,116	1,991,096
Transportation and Housing	78,777		78,777	93,885
Total Expense	2,092,893	-	2,092,893	2,084,981
Net Revenue (Expense)	(457,452)	-	(457,452)	(480,938)
Net Transfers (to) from other funds				
Total Net Transfers	-	-	-	-
Other Adjustments to Fund Balances				
Total Other Adjustments to Fund Balances	-	-	-	
Budgeted Surplus (Deficit), for the year	(457,452)	-	(457,452)	(480,938)

Budget Center	Tier	Revenues	Expenditures	Variance	Status
School District 46 (Sunshine Coast)	1	\$42,264,762	\$42,055,170	\$209,592	Open
School: Cedar Grove Elementary	2	\$1,969,002	\$1,969,001	\$1	Submitted
School: Davis Bay Elementary	2	\$1,551,038	\$1,551,038	\$0	Submitted
School: Gibsons Elementary	2	\$2,547,166	\$2,547,166	\$0	Submitted
School: Halfmoon Bay Elementary	2	\$1,576,630	\$1,576,630	\$0	Submitted
School: Kinnikinnick Elementary	2	\$2,205,768	\$2,205,767	\$1	Submitted
School: Langdale Elementary	2	\$972,695	\$972,695	\$0	Submitted
School: Madeira Park Elementary	2	\$815,946	\$815,946	\$0	Submitted
School: Roberts Creek Elementary	2	\$1,821,344	\$1,821,345	(\$1)	Submitted
School: S.P.I.D.E.R. Elementary	2	\$300,405	\$300,405	\$0	Submitted
School: West Sechelt Elementary	2	\$2,160,241	\$2,160,242	(\$1)	Submitted
School: Chatelech Secondary	2	\$3,854,507	\$3,854,508	(\$1)	Submitted
School: Elphinstone Secondary	2	\$4,145,958	\$4,145,958	\$0	Submitted
School: Pender Harbour Secondary	2	\$1,187,670	\$1,187,670	\$0	Submitted
School: Sunshine Coast Alternate School	2	\$2,622,423	\$2,622,423	\$0	Submitted
Dept: Aboriginal Education	2	\$905,374	\$905,374	\$0	Open
Dept: Business Administration	2	\$1,383,661	\$1,383,661	\$0	Open
Dept: Career Programs	2	\$100,000	\$100,000	\$0	Open
Dept: District Governance	2	\$196,441	\$196,441	\$0	Open
Dept: District Special Education	2	\$1,737,199	\$1,737,199	\$0	Open
Dept: Educational Administration	2	\$2,030,611	\$2,030,611	\$0	Open
Dept: ELL	2	\$209,469	\$209,469	\$0	Open
Dept: ESD	2	\$115,525	\$115,525	\$0	Open
Dept: Facilities	2	\$3,757,785	\$3,757,785	\$0	Open
Dept: Replacement Costs	2	\$1,082,800	\$1,082,800	\$0	Open
Dept: Technology	2	\$873,481	\$873,480	\$1	Open
Dept: Transportation	2	\$1,168,199	\$1,168,199	\$0	Open
Dept: Utilities	2	\$672,500	\$672,500	\$0	Open
School: Balancing School	2	\$91,333	\$91,333	\$0	Open
SPF: Other	2	\$0	\$0	\$0	Open
Capital Fund	2	\$0	\$0	\$0	Open

	2016/17 Amended Budget			2017/18 Preliminary Budget			2017/18 Amended Budget			Change
	Enrolment	Per Pupil	Funding	Enrolment	Per Pupil	Funding	Enrolment	Per Pupil	Funding	
School Age	2,937.8750	7,218	21,205,582	2,925.0000	7,301	21,355,425	2,974.4375	7,301	21,716,368	360,943
Alternative	142.2500	7,218	1,026,761	140.0000	7,301	1,022,140	121.0000	7,301	883,421	(138,719)
DL	59.7500	6,030	360,293	49.0000	6,100	298,900	61.5000	6,100	375,150	76,250
Home School	2.9040	250	726	2.0000	250	500	2.0000	250	500	-
Course Challenges				1.0000	228	228	-	228	-	(228)
Level 1 Spec Needs	9	37,700	339,300	6	38,140	228,840	7	38,140	266,980	38,140
Level 2 Spec Needs	207	18,850	3,901,950	192	19,070	3,661,440	197	19,070	3,756,790	95,350
Level 3 Spec Needs	202	9,500	1,919,000	192	9,610	1,845,120	192	9,610	1,845,120	-
English Language Learning	120	1,380	165,600	108	1,395	150,660	140	1,395	195,300	44,640
Aboriginal Ed	578	1,195	690,710	555	1,210	671,550	590	1,210	713,900	42,350
Adult Education	1.375	4,565	6,277	1	4,618	4,618	2.125	4,618	9,813	5,195
Salary Differential			181,659			180,140			512,109	331,969
Unique Features			5,347,354			5,450,523			5,450,523	-
Enrolment Decline	(19.00)	29.96	-	25.88	31.21	-	(17.06)	31.21	-	-
Transportation										-
Feb Recount			37,730			76,055			76,055	-
May Recount			46,775			79,668			79,668	-
Education Plan			62,418			62,798			62,798	-
Administrative Savings			(182,072)			(182,072)			(182,072)	-
Funding Protection			-			76,488			-	(76,488)
MOE Operating Grants			35,110,062			34,983,021			35,762,423	779,402
MOE-Pay Equity			510,381			510,381			510,381	-
MOE-Transportation Supp			380,465			380,465			380,465	-
Admin Savings Subsidy						182,072			182,072	-
MOE-Misc.			8,696			8,696			8,696	-
MOE-Grad Adult	1	4,565	4,565	1	4,618	4,618	1.75	4,618	8,082	3,464
MOE-ITA			35,000			35,000			35,000	-
Carbon Tax Rebate			25,000			25,000			20,000	(5,000)
Offshore Tuition			78,408			78,408			78,408	-
SD#93-CSF			536,000			500,000			575,000	75,000
Miscellaneous Revenue			175,976			205,700			205,700	-
Rentals and Leases			55,000			30,000			30,000	-
Investment Income			90,000			80,000			80,000	-
Total Operating Funding			37,009,553			37,023,361			37,876,227	852,866

Special Purpose Grants Included in Operating Departments

French OLEP								5	
Ready Set Learn								22,050	
Strong Start			192,000			192,000		192,000	-
Community LINK (Part)			249,000			249,000		249,000	-
Comm LINK (Comm Schools)								244,656	
Priority Interim Measures			357,132			-		-	-
Education Fund (Tch LIF)			582,299						-
Education Fund (EA LIF)								142,174	
Classroom Enhancement Fund			-			3,137,118		3,128,667	(8,451)
AFG - Staffing Costs			154,506			158,040		158,040	-
AFG - Balance (196,588)								38,548	38,548
SPF-Other (Uway-SSAP)								90,000	90,000
School Generated Funds								900,000	900,000
Scholarships							1,514,433	77,000	77,000
							3,727,707		
Special Purpose - Included			1,534,937			3,662,938		5,242,140	1,097,097
Surplus								1,578,191	
Capital								1,635,441	
TOTAL FUNDING			38,544,490			40,686,299		46,331,999	5,645,700

	2017/18 Preliminary	2017/18 Amended
Operating Fund Revenue	37,023,361	37,876,227
Surplus Utilization		
Utilization of Restricted - Commitments		917,363
Utilization of Restricted - District Depts	99,644	64,882
Utilization of Restricted - School Surplus	116,015	595,946
Utilization of PY Unrestricted Surplus	349,112	
Special Purpose Fund Revenue	3,662,938	5,242,140
Total Revenue	41,251,071	44,696,558
Expenditures & Allocations		
School Allocations	26,910,674	27,821,773
District Departments	14,224,382	14,235,265
Mid-Year Funding Distribution		207,724
Allocation PY Unrestricted Surplus		
Restricted Surplus Exp. - Commitments	116,015	917,363
Special Purpose Fund Spending		1,514,433
Total Expenditures & Allocations	41,251,071	44,696,558
Net Contribution To Surplus	(0)	(0)
Total Expenditures & Allocations (Above)		44,696,558
Capital Fund Expenses (Amort)		2,092,893
TOTAL BUDGET BYLAW		46,789,451
BUDGET BYLAW		46,789,451

BUDGET 2017-18 (AMENDED)

Operations Committee – January 18, 2018



	2017/18 Preliminary	2017/18 Amended
Operating Fund Revenue	37,023,361	37,876,227
Surplus Utilization		
Utilization of Restricted - Commitments		917,363
Utilization of Restricted - District Depts	99,644	64,882
Utilization of Restricted - School Surplus	116,015	595,946
Utilization of PY Unrestricted Surplus	349,112	
Special Purpose Fund Revenue	3,662,938	5,242,140
Total Revenue	41,251,071	44,696,558
Expenditures & Allocations		
School Allocations	26,910,674	27,821,773
District Departments	14,224,382	14,235,265
Mid-Year Funding Distribution		207,724
Allocation PY Unrestricted Surplus		
Restricted Surplus Exp. - Commitments	116,015	917,363
Special Purpose Fund Spending		1,514,433
Total Expenditures & Allocations	41,251,071	44,696,558
Net Contribution To Surplus	(0)	(0)

BOTTOM LINE

- ✧ Evolving Budget Model (eg - school surplus) – SPF
- ✧ Mid-year Distribution to Balance Budget
- ✧ Prior Year Unrestricted Surplus to be allocated in 18/19 Process - \$\$750,315



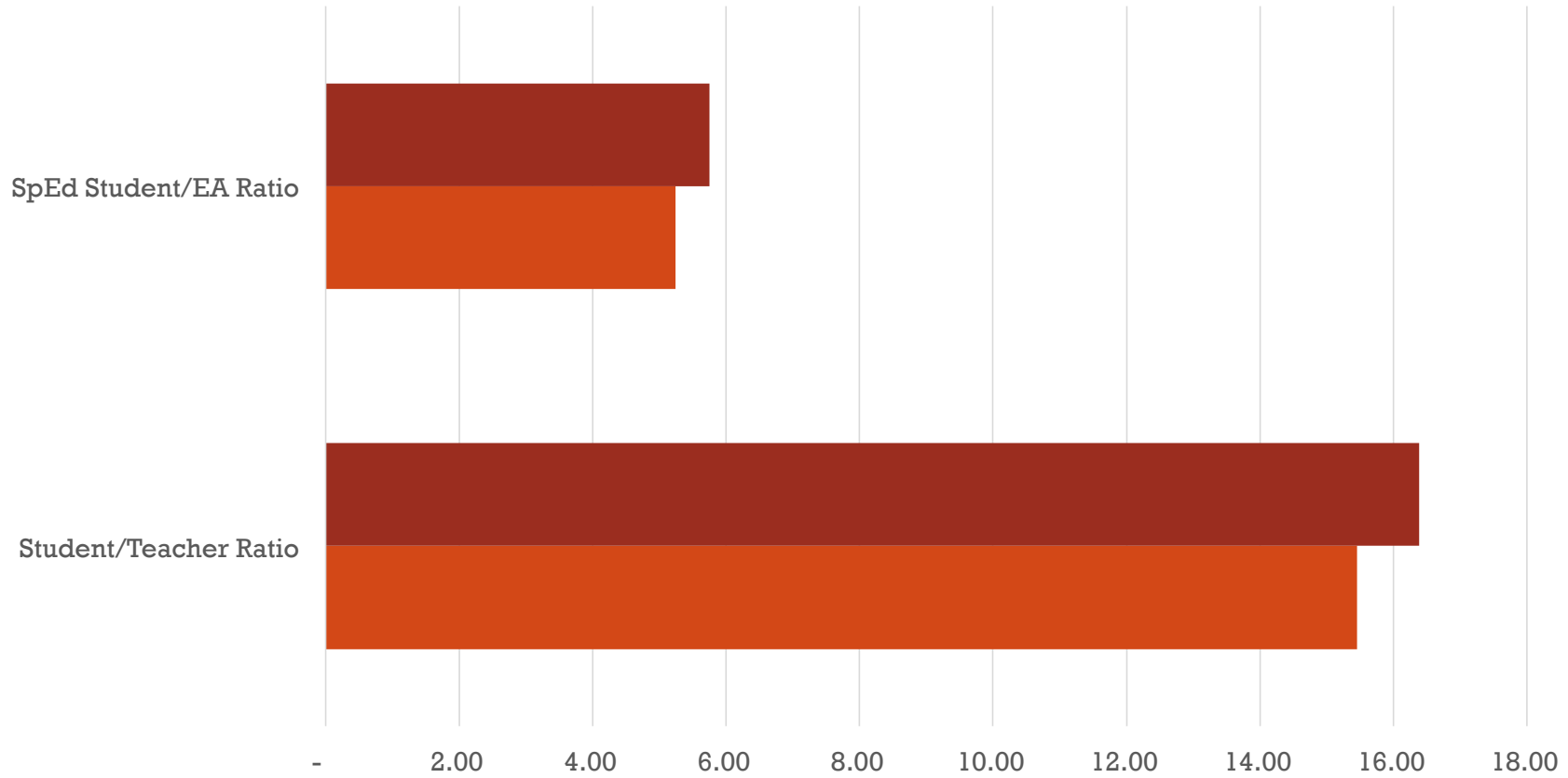
MID-YEAR ALLOCATION - \$207,000

- **District Programming - \$50,000**
 - Teacher Mentorship - \$5,000
 - TETT Program Expansion - \$5,000
 - District Website Development - \$10,000
 - Family Expo and SSS Budgets - \$5,000
 - Gr 10-12 Curriculum Implementation - \$25,000

- **School Allocations - \$157,000 (Approx. \$50/student)**
 - Learning Resources
 - Curriculum Supports



Key Metrics



	Student/Teacher Ratio	SpEd Student/EA Ratio
■ 2016/17	16.38	5.75
■ 2017/18	15.45	5.24





School District No. 46 (Sunshine Coast)

Administrative Regulations

FACILITIES

3920

USE OF SPECIALTY AREAS IN SCHOOLS

1. "Specialty Areas" shall include: computer room, gymnasiums, shops, libraries, laboratories, and art rooms.
2. Only persons authorized by the principal shall use specialty areas in schools.
3. This regulation includes after-school, weekend and holiday times.

Date adopted: July 15, 2002
Revised:

Reference: Board Policies 4.2.1, 4.4, 4.6

Supt. Signature: