

# Agenda

## Special Committee of the Whole Meeting

February 13, 2018 at 3:30pm

District Education Office, 33046 – 4<sup>th</sup> Avenue, Mission, BC

1. CALL TO ORDER

*The Board Chair will acknowledge that this meeting is being held on Traditional Territory.*

Page

2. ADOPTION OF AGENDA

3. UNFINISHED BUSINESS

3.1 Stave Falls Cost Estimates – Trustee Taylor

Information

1

4. STAFF REPORTS

4.1 Stave Falls Elementary - School Board Report

Information

4

5. NEW BUSINESS

6. MINUTES OF PREVIOUS MEETINGS

6.1 Special Committee of the Whole Meeting Minutes, January 24, 2018

Action

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7. INFORMATION ITEMS

8. ADJOURNMENT

**ITEM 3.1      Information**

TO:                Committee of the Whole  
FROM:            Trustee Jim Taylor  
SUBJECT:        Stave Falls Cost Estimates and Summary of Cost Estimates

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Trustee Taylor will discuss the information outlined in the two attachments.

**Attachments:**

- a. Stave Falls Cost Estimate to Re-open Stave Falls Elementary
- b. Summary Cost Estimate to Re-Open Stave Falls Elementary

Analysis of School Board Cost Estimate to Re-open Stave Falls Elementary

Format Compiled by: Trustee Jim Taylor

02/02/18

Category	Item	Essential	Optimal	Deferred to AFG	Routine Maintenance	Comments
<b>Architect</b>	Minor trim		7,500			
	covered windows				17,500	
	roof valleys			8,500		
	new roof			175,000		
	snow guards			9,000		
	gutters clean/replace				4,500	
	skylights		19,500			
	damaged benches		2,500			
	repair flooring	5,500				
	carpets		27,000			
	admin flooring		10,500			
	temporary plywood	3,500				
	clean floors				9,500	
	patch and repair walls	7,500				
	repaint entire school		35,500			
	ceiling panels	3,500				
	door hardware	8,500				
	weather stripping				4,500	
	keying		2,500			
	millwork		3,500			
	shelving	1,500				
	Desks				?	
	Fire extinguishers					5,500
	washrooms	4,500				
	school photos		1,500			
	signage		4,500			
	reseal boiler rm	3,500				
dampers	7,500					
<b>Sub total</b>		<b>\$45,500</b>				
<b>Civil</b>	water testing	0				
	storm flush	3,800				
	Onsite pavement repair		10,000			
	sewage treatment Eval		3,000			
	Evaluation of pumps	2,500				
	Replacement of filters				10,000	
	grinder pump				?	
	dozing pump				?	
<b>Sub total</b>		<b>\$6,300</b>				
<b>Mechanical</b>	water		28,000			
	storm drainage		35,000			
	Heating upgrade			180,000		
	Ventilation upgrade			90,000		
	control system upgrades			120,000		
	<b>Sub total</b>		<b>\$0</b>			
<b>Electrical</b>	Exterior wiring	24,000				
	building mounted lights	16,000				
	Testing emergency lighting				3,000	
	Test exit light				1,000	
	fire alarm				5,000	
	sink GFI plugs	3,600				
	sewage treatment elect	5,000				
	LAN Switches	10,000	10,000			
	LAN Outlets	5,000	5,000			
<b>Sub total</b>		<b>\$63,600</b>				
<b>Electronics</b>	laptops	15,500				Laptop cart is provided by separate funding
	servers, wiring, wifi	?				Is this a duplication of LAN costs
	Telephone system	1,500				
<b>Sub total</b>		<b>\$17,000</b>				
<b>Totals</b>		<b>\$132,400</b>	<b>\$205,500</b>	<b>\$582,500</b>	<b>\$60,500</b>	
<b>Grand Total</b>			<b>\$980,900</b>			

**Summary: Analysis of School Board Cost Estimate to Re-open Stave Falls Elementary**

**Format Compiled by: Trustee Jim Taylor**

**02/02/18**

	Essential	School Board Assessment		
		Current	Delayed	Total
<b>Building:</b>				
Architectural	45,500	\$220,000	\$175,000	\$395,000
Civil	6,300	32,500		32,500
Mechanical	0	63,000	390,000	453,000
DDC & Interior Lighting	40,000	95,000		95,000
Electrical	23,600	72,600		72,600
<b>Building total</b>	<b>\$115,400</b>	<b>\$483,100</b>	<b>\$565,000</b>	<b>\$1,048,100</b>
<b>Electronics:</b>				
Gym sound/projectors		\$4,500		\$4,500
Copiers, Cameras, projector		14,600		14,600
Laptop cart		12,000		12,000
Computers/laptops	15,500	15,500		15,500
Servers, wiring, wifi		44,500		44,500
Telephone system	1,500	1,500		1,500
PA system		25,000		25,000
<b>Electronics total</b>	<b>\$17,000</b>	<b>\$117,600</b>	<b>\$0</b>	<b>\$117,600</b>
<b>Total</b>	<b>\$132,400</b>	<b>\$600,700</b>	<b>\$565,000</b>	<b>\$1,165,700</b>

# Stave Falls Elementary School

## Report to

## Committee of the Whole

February 13, 2018

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## Background

In the 2007/2008 school year, there were 115 students attending Stave Falls Elementary and 164 students attending Silverdale Elementary. In March 2008, the Mission Public School District passed Bylaw 2008-03 to close Stave Falls Elementary School, and revised the Silverdale Elementary School catchment to include the students residing in the Stave Falls area of Mission.

The enrolment in Silverdale Elementary declined in subsequent years, along with all other catchment areas in the Mission Public School District. In 2016, the School District saw an increase in the number of students attending schools in Mission. This is consistent with the enrolment projections from 2008, where 2014 was the low point in student enrolment with increases in the following years. The current enrolment projections are increasing more than originally projected, due to significant growth in certain areas of the community.

In 2016, the Mission Public School District initiated a public process as it considered disposing of four closed schools including the Stave Falls Elementary School. During the process of public notifications, the Stave Falls Community Association submitted a proposal to support opening the school for community use. The Board considered this proposal, in addition to other proposals from other proponents, and directed staff to continue to investigate lease options with another tenant.

The Stave Falls Community Association and other members of the public objected to this action, reporting to the school district that there were sufficient school aged children within the Stave Falls area to warrant reopening the school. The Association advocated supporting reopening the school, as they believe it to be in their children's interest to obtain their elementary school education in their community.

The School Board subsequently passed a motion to conduct a pre-registration process, and Staff presented the pre-registration results to the Committee of the Whole meeting on January 24, 2018. The committee also had a preliminary review of a report regarding upgrades needed in order to use the Stave Falls School.

The discussion from the January 2018 meeting indicated that the board needed additional information before reaching a decision regarding the Stave Falls School. This report provides additional information for the Board's consideration.

See Appendix 1 for a chronology of events regarding the Stave Falls School.

## Stave Falls Elementary School - Options

Currently, the School District has considered two options regarding the Stave Falls School:

1. Disposing of the Stave Falls School
2. Reopening the Stave Fall School

It is important to note that other options could be considered. These include:

3. Repurposing the Stave Falls School for another School District purpose
4. Leasing the Stave Falls School to a tenant – full or partial lease
5. Keeping Stave Falls School closed – in its current state
6. Keeping the land and removing the school building

This report provides information to assist with the decision of potentially reopening the Stave Falls School as a K to grade seven school as per the pre-registration resolution, providing costing and other information for consideration.



## Pre-registration and Enrolment Projections

The pre-registration indicates that if Stave Falls was reopened as a K-7 school, just over 50 students would attend in 2018/2019 and just over 60 students would attend in 2019/2020. The Community Association felt that the registration process did not capture all the possible students from the Stave Falls area. It is also unlikely that the pre-registration obtained a realistic count of potential students from the Maple Ridge School District. In comparing the pre-registration information with the enrolment projections from 2008, it does suggest that the student count from the pre-registration is light.

The following table includes information on both Stave Falls and Silverdale schools. The first column is the actual and projected enrolments for Silverdale. This information is provided, as reopening the Stave Falls School will require changes to the Silverdale catchment and decrease the student enrolment at Silverdale. The Silverdale enrolment projections should be decreased if the Stave Falls school reopens, by between 10 – 20 students a year.

The second column is the enrolment projections prepared using the Baragar enrolment projection module in 2008. It shows a steady decline in enrolment projected until 2014, and then a steady increase, returning to almost the same enrolment as when the school was closed.

The final three columns are based on the pre-registration information. The middle column is the actual information from the pre-registration, and the final two columns are modified enrolment projections in order to develop a budget forecast for the Stave Falls School. The fourth column increases the pre-registration information by a factor of 1.4 as an estimate that not all parents interested in Stave Falls actually registered. The fifth column is adjusted by an additional factor of 1.4 to consider that if the school offered a program of choice (a magnet program); more students would attend, mostly from the Maple Ridge School District. Both modified enrolment projections are comparable to the projections originally generated in 2008, although they may be optimistic as an increase of 40% is significant.

On a further note, the Stave Falls School has eight classrooms and would have an estimated operating capacity of 180 students (a nominal capacity of 195 students).

## Enrolment Projections Summary

Year	Silverdale Enrolment (actual & Estimates) 1	Stave Falls		Stave Falls	
		2008 Estimated Student Enrolment 2	Pre- Registered Students 3	Adjusted Pre- Registration Estimate 4	Adjusted Pre- Registration with Program Estimate 5
2008	164	106			
2009	140	102			
2010	135	90			
2011	137	85			
2012	118	76			
2013	107	75			
2014	103	74			
2015	104	80			
2016	107	84			
2017	112	85			
2018/2019	113	90	53	74	104
2019/2020	125	92	62	87	122
2020/2021	124	98	67	94	132
2021/2022	135	99	67	94	132
2022/2023	142	101	68	95	133
2023/2024	143		64	90	126

1. Silverdale 2018 - 2024 estimates - 2018 Baragar projections

2. Stave Falls 2008-2023 estimates - 2008 Baragar projections

3. Stave Falls pre-registrations

4. Stave Falls pre-registration - increased by 40% to 2023-24

5. Stave falls pre-registration - increased additional 40% - potential program of choice

## Projected Operating Budget

The revenue and expense projections for the Stave Falls School is based on the projected enrolment and the anticipated staffing levels considering the estimated class sizes from the enrolment projections. The following table provides a reasonable projection of the estimated budgets (current costs) for the Stave Falls Elementary School.

<b>Stave Falls - Draft Budget Projections</b>			
<b>Projected Student Enrolment</b>	53	74	104
<b>OPERATING REVENUE</b>			
Ministry of Education			
Enrolment Based Funding	382,554	534,132	750,672
Special Needs Funding	57,190	79,850	122,600
Salary Differential Supplement (Teacher)	5,809	8,111	12,481
Pay Equity Supplement (Support)	5,679	7,929	14,572
Small Community Supplement	162,400	162,400	162,400
<b>Total Revenue</b>	<b>613,632</b>	<b>792,422</b>	<b>1,062,725</b>
<b>OPERATING EXPENSE</b>			
Salaries			
Teachers	222,864	304,581	408,584
Principals and Vice-Principals	109,774	109,774	109,774
Education Assistants	25,380	50,760	76,140
Support Staff	66,339	76,664	95,577
Substitutes	6,000	10,000	22,961
Total Salaries	430,357	551,779	713,036
Employee Benefits	100,230	128,509	166,066
Total Salaries and Benefits	530,587	680,288	879,102
Services and Supplies			
Services	2,200	2,600	2,900
Student Transportation	150	209	294
Professional Development and Travel	1,000	1,000	1,000
Supplies	10,000	14,000	17,000
Utilities	21,300	21,300	21,300
Total Services and Supplies	34,650	39,109	42,494
<b>Total Expenses</b>	<b>565,237</b>	<b>719,397</b>	<b>921,596</b>
<b>Net Operating Surplus (Deficit)</b>	<b>48,395</b>	<b>73,025</b>	<b>141,128</b>
Less: Projected District Administration Costs	69,665	89,963	120,650
<b>Net Contribution to Capital / Reserves</b>	<b>(21,270)</b>	<b>(16,938)</b>	<b>20,478</b>
<i>Revenue projections based on average per student for Dewdney, Deroche, and Silverdale</i>			

The budgets are based on the second year of operation, when the additional rural funding is in place. The budgets for the first year of operation would be in a deficit, as the rural school funding of \$162,400 is not in effect until the second year.

The budgets would cover all of the general operating costs of the school, and would provide some coverage of the District overhead costs. When the school enrolment reaches about 100 students, it would be contributing to capital needs. Capital projects include local capital programs, transportation needs, information technology, and some building enhancements. If a school is unable to contribute to its proportional share of overhead costs or capital / reserve costs, it must be covered by other schools.

To test for reasonableness, the calculations were compared to the 2016/2017 actual financial information. The following table shows this comparison with Deroche, Dewdney, and Silverdale, the three smaller rural schools in the school district.

We note that Deroche receives more support through the Aboriginal Education department and less direct Education Assistant Support. The Aboriginal Department is included in the District costs, which is shared with all schools based on revenues per school. As such, it appears that Deroche has a strong financial performance for 2016/2017. This may not be completely accurate. In 2017 /2018, Deroche has more support, and this financial performance is expected to decline.

The comparison is based solely on the number of students. It does not consider that Deroche, Dewdney and Silverdale are K – 6 schools, and the pre-registration for Stave Falls was for K – 7.

Appendix 2 provides more information on the financial comparisons of all schools.

<b>Mission Public School District</b>								
<b>2016 / 2017 Financial Analysis of Schools</b>								
	<b>Enrolment</b>	<b>STATEMENT REVENUE</b>	<b>TOTAL OPERATING EXPENSE</b>	<b>Net Operating Surplus (Deficit)</b>	<b>Allocation of District Costs</b>	<b>Contribution to Capital / Reserves</b>	<b>% of Revenue</b>	<b>per student</b>
<b>Deroche</b>	<b>77</b>	781,061	(660,866)	120,195	(80,629)	39,566	5.07%	514
<b>Dewdney</b>	<b>131</b>	1,303,611	(1,029,232)	274,379	(149,125)	125,254	9.61%	956
<b>Silverdale</b>	<b>108</b>	1,092,062	(1,004,004)	88,058	(120,664)	(32,606)		
<b>Stave Falls</b>	<b>53</b>	613,632	(565,237)	48,395	(69,665)	(21,270)		
<b>Stave Falls</b>	<b>74</b>	792,422	(719,397)	73,025	(89,963)	(16,938)		
<b>Stave Falls</b>	<b>104</b>	1,062,725	(921,596)	141,129	(120,650)	20,479	1.93%	197

Note: the financial information for both Deroche and Silverdale appear to have anomalies. The Finance Department is conducting a more detailed review of the financial information to ensure the data is correct moving forward.

## Repairs and Maintenance - Opening Stave Falls School for Use

At the Committee of the Whole meeting of January 24, 2018, a report was presented that provided a preliminary review of anticipated costs to reopen the Stave Falls School. At that time, the facilities department had not reviewed the report, and was missing additional costing information.

Subsequent to the meeting, the Director of Facilities reviewed the information from the consultants' report and additional information from the facilities department. Considering the discussion at the January committee meeting, the Director reviewed the report with the lens of identifying those items that, in his opinion, must be completed prior to opening the school, and the work that could be deferred. As such, the following recommended budget for building maintenance provides the cost estimates for the minimum work needed to open the school, as well as the list and budget of maintenance work that could be deferred.

A few of the estimated costs would need further review and updating once more detailed repair work begins. A few cost estimates are outstanding, such as an updated seismic review, and obtaining a cost estimate for shutters. As such, the summary of anticipated minimum costs to open Stave Falls School is still a very high-level estimate. Staff anticipate that a minimum 20% contingency would be required for unanticipated costs.

A realistic budget to bring the Stave Falls School to a useable condition would be approximately \$380,000. Additional costs of up to approximately \$780,000 would be needed after opening. Some of the additional or deferred costs could be funded from the Annual Facilities Grant, regular maintenance activities (flooring and lighting upgrades), and through Capital project funding from the Province (such as the roof replacement).

<b>Building Repairs / Preparations for Use</b>			
	<b>Total Estimate</b>	<b>Minimum</b>	<b>Deferred</b>
<b>Architectural</b>	\$ 431,500	\$ 214,500	\$ 217,000
<b>Civil</b>	82,300	19,500	62,800
<b>Mechanical</b>	308,000	21,000	287,000
<b>Electrical</b>	152,600	62,600	90,000
	<b>\$ 974,400</b>	<b>\$ 317,600</b>	<b>\$ 656,800</b>
<b>Contingency</b>	194,880	\$ 63,520	\$ 131,360
	<b>\$ 1,169,280</b>	<b>\$ 381,120</b>	<b>\$ 788,160</b>

The minimum costing would be needed regardless of the use of the building – school or lease tenant. See Appendix 3 for detailed costing breakdown

## School Start-up Costs

In addition to costs for bringing the Stave Falls School building to a state suitable for occupancy, there are additional costs related to reinstating educational services in the building. The following table summarizes the additional costs needed to set up a functioning public school.

The set up costs are one-time costs to equip the school with materials and supplies. Some of the desks may be sourced from inventory. However, the District is in the process of identifying and removing all asbestos containing desks that are in storage, and replacing all desks in schools that are in use and containing asbestos over the next five years. As such, even if desks in storage are used, they may eventually need to be replaced.

<b>School Related Set up costs - Summary</b>			
	<b>Total Estimate</b>	<b>Minimum</b>	<b>Deferred</b>
<b>Information Technology</b>	\$ 117,600	\$ 85,800	\$ 31,800
<b>Rooms / school set up</b>	30,200	18,210	11,990
<b>Library Resources</b>	100,000	75,000	25,000
<b>Education Resources</b>	97,500	82,500	15,000
	<b>\$ 345,300</b>	<b>\$ 261,510</b>	<b>\$ 83,790</b>

Appendix 4 provides more details on the set up costs.

## Additional Considerations

In order to support reaching a decision regarding the potential reopening of the Stave Falls Elementary School, it is imperative that any other information that could affect the outcome of the decision be provided in advance. As such, the following information is provided for the Board's consideration.

1. Adding an additional school will increase the administrative costs of the organization. This would include a principal, IT, facilities, student services, and aboriginal education. The expectation is that the increased costs would be proportional to the estimate in the budget, and would not negatively affect other schools nor relieve other schools of their proportional cost of administrative costs. In essence, it should be cost neutral on Administrative overhead.
2. All schools have minimum staffing levels for music, library services, and learning support resources. Regardless of the number of students in the School, these services are required. At 50 – 100 students, this is a .5 -.6 FTE non-classroom teacher.
3. Overall, the annual surplus (funds available for Capital and Reserves after operating and administrative costs) are expected to be reduced until Stave Falls reaches approximately 100 students. This would be applicable to Silverdale as well, if Silverdale's enrolment fell below 100 students. Once the 100-student threshold is reached, the funding available for Capital and Reserves is expected to stabilize. Staff note that the Deroche School does not have the same conditions, as other targeted funds support this school.
4. The funding for Capital and Reserves is currently driving the technology infrastructure upgrades. Once the new IT infrastructure is in place, there will be less funding left over after operating expense – the \$2,618,427 figure will be reduced. This is because some of the technology upgrades involve leasing computer equipment, to set up an ever-greening program and keep technology current. This transfers the capital costs to operating costs.
5. Efficient school operations leaves more funds available for additional educational resources. Adding an additional school to the fixed operating costs leaves fewer resources for educational resources. However, there is no mechanism to determine what the right balance is. It is worth noting that there are offsetting impacts when adding fixed costs to the overall cost of operations. As noted in Appendix 2 – Financial Comparisons, although an important consideration, financial performance should not be the only determinate in evaluating the provision of services.
6. Over the past few years, the organization reduced services in order to cover operating deficits. This meant postponing upgrades to technology and other educational resources. The recent growth in student enrolment, and with the deficit covered, the School District is able to make strategic decisions regarding student learning. The educators in the school district are pleased that additional funds have been put into educational resources and technology. They are excited about the direction we are taking, and would like to ensure this momentum continues. This is particularly important as we implement the new curriculum. As the new curriculum

continues to be rolled out, the costs associated with the new curriculum are not known. While opening the Stave Falls School would not necessarily reverse this direction, or limit the acquisition of new resources, reducing funding for educational resources is an area of concern for staff. The hope would be that this interest be considered, recognizing the need to balance the multiple interests of stakeholders.

7. Currently, the school district spends approximately \$20,000 a year on utilities and basic maintenance activities for the Stave Falls School.



## Summary

The following chart provides the summary of costs to reopen Stave Falls as a school, and to set it up as a school. The costs include the anticipated funding shortfall, considering that in the first year the funding for a rural school is not provided.

<b>Financial Sources Summary - Minimum Cost for start up</b>			
	<b>Total Estimate</b>	<b>Minimum</b>	<b>Deferred</b>
<b>Building Maintenance</b>	\$ 1,169,280	\$ 381,120	\$ 788,160
<b>Set Up Cost</b>	345,300	261,510	83,790
<b>Anticipated funding shortfall (first year only)</b>	162,400	162,400	
	<b>\$ 1,676,980</b>	<b>\$ 805,030</b>	<b>\$ 871,950</b>

Funding the minimum costs to open the Stave Falls School can be accomplished using some of the available reserves and surplus funds. Most would need to come from the contingency reserve as opposed to local capital, as most of the maintenance work is operating in nature. This would leave approximately \$200,000 in the contingency reserve. The analysis shows that the School District has the resources available at this time to proceed with opening the Stave Falls School. Some of the deferred costs could also be covered from the local capital reserve or other facilities funding such as AFG, in future years.

<b>Financing Stave Falls Start Up - if a September 2018 start up</b>			
<b>Available Reserve Funds</b>	<b>Projected Balance</b>	<b>Minimum</b>	<b>Balance</b>
Unrestricted operating surplus	\$ 901,133	\$ 705,030	\$ 196,103
Local Capital Reserve			
expansion plans	352,125	100,000	252,125
available for other projects	402,075	-	402,075
<b>Balance of available reserve funds</b>	<b>\$ 1,655,333</b>	<b>\$ 805,030</b>	<b>\$ 850,303</b>
<i>* note: not all building maintenance is capital - most of the minimum cost is operating</i>			

At this time, the Finance Department has not reviewed the long-term projections or the financial risks beyond the first year. In addition, a detailed boundary review has not been completed. Staff are in the process of initiating the review.

This report provides details to support a decision with respect to the Stave Falls Elementary School. It is not an exhaustive report, nor is it intended to support one action over another. The information provided is intended to support the discussion and decision regarding the possible reopening of the Stave Falls School.

## Appendix 1 – Chronology of Board Direction and Decisions

- March 2008 Stave Falls Elementary School Closure Bylaw approved – closed July 1, 2008
- Feb 2016 Notice provided regarding potential disposition of School, soliciting comments on:
- a. The disposal of the properties, and/or;
  - b. Interest in acquiring any of the sites.
- Feb 2017 The Board considered comments from the public, options, and proposals, and directed staff to move forward in negotiations with a proponent interested in leasing the building
- March 2017 Public Board Meeting - Stave Falls Elementary School
- MOVED and Seconded that the Board conduct a pre-registration for Stave Falls Elementary School. The pre-registration include the years 2017/18, 2018/19 and 2019/20. The pre-registration be open online and in person at the Board office for the entire month of April 2017. Data from this pre-registration will be presented to a Committee of the Whole meeting in May 2017 and then brought to the May 2017, public Board meeting to help Trustees consider the financial viability of reopening Stave Falls Elementary.*
- AMENDMENT #1*
- MOVED and Seconded that the Board conduct a pre-registration for Stave Falls Elementary School.*
- CARRIED*
- AMENDMENT #2*
- MOVED and Seconded that the Board conduct a pre-registration for Stave Falls Elementary School. The pre-registration include up to a three (3) year period.*
- CARRIED*
- MOVED and Seconded that the Stave Falls Elementary School matter be referred to a Special Committee of the Whole meeting to take place in either May or June, 2017.*
- CARRIED*
- April 2017 Announcement of Special COTW meeting to discuss Stave Falls School  
Date: June 6, 2017  
Time: 6:00 pm  
Location: Fraserview Learning Centre  
32444 - 7<sup>th</sup> Avenue
- June 2017 Special Committee of the Whole meeting held to discuss the Stave Falls School
- October 2017 Special Committee of the Whole meeting held to discuss the Stave Falls School
- October 2017 Public Board Meeting
- 6.1 Preliminary Student Registration – Stave Falls Elementary

*MOVED and Seconded that a preliminary registration for a potentially reopened Stave Falls School will take place between November 20, 2017 to December 15, 2017;*

*AND THAT the registration will be available for both on-line and paper submissions;*

*AND THAT registration will be open to all children eligible for public education in British Columbia who fall within the acceptable age ranks for kindergarten to grade 7 in the school years 2018-19, 2019-20, 2020-21;*

*AND THAT registration forms will be patterned from the registration form currently used by the District but, if necessary, modified to provide information on anticipated home address and current school attended.*

*CARRIED*

January 2018 Special Committee of the Whole meeting - to review Pre-registration results

## Appendix 2 – Financial Comparisons

The following table provides a preliminary financial analysis of each school. The calculated capital contribution per student and the percent of revenue calculation provides a marker that can be compared to the financial performance of each school. The Finance Department has prepared this analysis, firstly to ensure all expenses are coded correctly, and secondly, to ensure each school principal can monitor and manage the financial performance of the school.

The ability to review financial performance can help ensure long-term financial viability of educational programs. Although a valuable performance indicator, financial performance is just one of many factors used to evaluating programs. Program effectiveness measures should also be considered when making programming decisions. Most effectiveness measures, such as graduation rates, reading and math skill levels, or meeting social obligations are not related to financial performance.

From a financial perspective, larger schools are generally more efficient, although this is not always a linear relationship as demonstrated with the financial review of the Mission Schools. The financial perspective does not factor in issues or perspectives that are unique to neighborhoods, such as proximity to services, school organization, or building efficiencies.

Some schools have unique characteristics that make it unreasonable to compare, such as the unique educational challenges at Fraserview and Riverside. These two schools operate independently, yet both are linked to the services provided at the high school. The financial performance of these schools could be consolidated with the contribution from Mission Secondary to determine the efficiency of the secondary system.

Other schools that appear to have anomalies in the financial system are Deroche, Hatzic Elementary, and Silverdale. Deroche appears to have an abnormally high financial performance indicator, while Hatzic Elementary and Silverdale appear to have abnormally low financial performance indicators. Finance staff will be reviewing the expense allocation codes to determine if expenses have been coded correctly. As such, the allocation of financial costs to individual schools should not be considered to be 100% accurate. However, the information does provide a preliminary measure in determining financial performance.

Appendix 2 – continued

Mission Public School District								
2016 / 2017 Financial Analysis of Schools								
	Enrolment	STATEMENT REVENUE	TOTAL OPERATING EXPENSE	Net Operating Surplus (Deficit)	Allocation of District Costs	Contribution to Capital / Reserves	% of Revenue	per student
Albert McMahon	389	\$ 3,461,674	\$ (2,749,755)	\$ 711,918	\$ (452,245)	\$ 259,673	7.50%	668
Cherry Hill	250	2,198,582	(1,738,224)	460,358	(287,046)	173,311	7.88%	693
Christine Morrison	437	3,503,086	(2,675,714)	827,372	(459,493)	367,880	10.50%	842
Deroche	77	781,061	(660,866)	120,195	(80,629)	39,566	5.07%	514
Dewdney	131	1,303,611	(1,029,232)	274,379	(149,125)	125,254	9.61%	956
ESR	384	3,125,365	(2,382,446)	742,919	(409,808)	333,111	10.66%	867
Hatzic Elem	291	2,339,430	(2,033,321)	306,109	(305,993)	116	0.00%	0
Hillside	365	2,725,275	(2,104,843)	620,432	(357,799)	262,634	9.64%	720
Mission Central	230	1,976,972	(1,841,986)	134,987	(257,419)	(122,432)		
Silverdale	108	1,092,062	(1,004,004)	88,058	(120,664)	(32,606)		
West Heights	233	2,017,110	(1,671,688)	345,422	(263,207)	82,215	4.08%	353
Windebank	316	2,619,015	(2,018,995)	600,020	(343,005)	257,015	9.81%	813
HMS	655	5,627,885	(4,742,996)	884,890	(734,944)	149,946	2.66%	229
HPMS	646	5,775,265	(5,259,538)	515,726	(729,249)	(213,522)		
MSS	1369	11,501,495	(8,944,308)	2,557,187	(1,506,007)	1,051,179	9.14%	768
Fraserview	100	1,155,906	(1,002,267)	153,639	(150,982)	2,657	0.23%	27
Summit	NA	986,977	(912,322)	74,655	(129,591)	(54,936)		
Riverside	NA	1,133,867	(1,067,280)	66,587	(129,220)	(62,633)		
<b>Total Schools</b>		53,324,639	(43,839,784)	9,484,855	(6,866,428)	2,618,427		
<b>District</b>		6,088,385	(12,954,812)	(6,866,428)				
<b>Total</b>		\$ 59,413,023	\$ (56,794,596)	\$ 2,618,427				
Allocation of District costs based on a percentage of total per student funding and special needs funding								

## Appendix 3 – Detailed Building Upgrades Costing

Stave Falls School - Building Cost Analysis - Opening Stave Falls				
		Estimate	Minimum	Deferred
<b>Architecture</b>				
<b>Exterior</b>				
	Minor trim repairs	7,500	7,500	
	Windows / seals (Exterior)	17,500	17,500	
		<b>25,000</b>	<b>25,000</b>	-
<b>Structural</b>				
	<b>1</b> Seismic Restraints		-	
		-	-	-
<b>Roof</b>				
	Roof Repairs	20,000	20,000	
	<b>2</b> Storm Drainage	35,000	35,000	
	New Roof	175,000		175,000
	Replace Snow guards	6,500	6,500	
	Seal Roof - snow guards	2,500	2,500	
	Replace Skylights	19,500	19,500	
	Replace Benches	2,500		2,500
		<b>261,000</b>	<b>83,500</b>	<b>177,500</b>
<b>Interior</b>				
	Repair flooring joints	5,500	5,500	
	Replace carpets in classrooms	27,000	27,000	
	Replace carpets in admin/common	10,500		10,500
	<b>3</b> Gym Floor	5,000		5,000
	cleaning	9,500	9,500	
		<b>57,500</b>	<b>42,000</b>	<b>15,500</b>
<b>Walls</b>				
	Repairs	7,500	7,500	
	Repaint Walls	35,500	35,500	
		<b>43,000</b>	<b>43,000</b>	-
<b>Ceilings</b>				
	Repair/replace damaged T-bar panels	3,500	3,500	
		<b>3,500</b>	<b>3,500</b>	-
<b>Doors &amp; Frames</b>				
	Replace broken hardware	8,500	5,000	3,500
	Weather Stripping	4,500		4,500
	Keying	2,500	1,000	1,500
		<b>15,500</b>	<b>6,000</b>	<b>9,500</b>
<b>Windows</b>				
	<b>4</b> Exterior Roll Shutters			-
		-	-	-

Appendix 3 – continued

<b>Stave Falls School - Building Cost Analysis - Opening Stave Falls</b>				
		<b>Estimate</b>	<b>Minimum</b>	<b>Deferred</b>
<b>Millwork</b>				
	cleaning & repairs	3,500	2,000	1,500
	Shelving supported	1,500	1,500	
		<b>5,000</b>	<b>3,500</b>	<b>1,500</b>
<b>Miscellaneous</b>				
	Fire extinguisher	5,500	3,000	2,500
	Washroom accessories	4,500	2,500	2,000
		<b>10,000</b>	<b>5,500</b>	<b>4,500</b>
<b>Boiler</b>				
	Room separation	3,500		3,500
	Dampers (fusible links)	7,500	2,500	5,000
		<b>11,000</b>	<b>2,500</b>	<b>8,500</b>
		<b>431,500</b>	<b>214,500</b>	<b>217,000</b>
<b>Civil</b>				
	Storm flush & inspecton (Grounds Department)	3,800	1,000	2,800
	Pavement repair	10,000		10,000
	Sewage system review	3,000	3,000	
	- Dozing & flow equalization	2,500	2,500	
	- Aerators & Filters	10,000	10,000	
	- Grinder Pump - per pump	3,000	3,000	
	Playground - if opened as a school	50,000		50,000
		<b>82,300</b>	<b>19,500</b>	<b>62,800</b>
<b>Mechanical</b>				
	Water (Potable water well pumps and pressure system )	28,000	5,000	23,000
	Heating System (Repairs & Replacement of Heating Control V	190,000	10,000	180,000
	Ventilation Upgrade & (Duct Cleaning)	90,000	6,000	84,000
		<b>308,000</b>	<b>21,000</b>	<b>287,000</b>
<b>Electrical</b>				
<b>5</b>	Exterior parking lights	24,000	24,000	
	Exterior building lights	16,000	16,000	
	Testing emerg equipment	3,000	3,000	
	Test and repair exiting lighting	1,000	1,000	
	Fire Alarm Testing	5,000	5,000	
	Receptical replacement (GFI Recepticals where required)	3,600	3,600	
	Sewer plant devices (Control Panel Replacement)	5,000	5,000	
<b>6</b>	DDC & Interior Lighting (Control Systems)	95,000	5,000	90,000
		<b>152,600</b>	<b>62,600</b>	<b>90,000</b>
		<b>974,400</b>	<b>317,600</b>	<b>656,800</b>

Appendix 3 – continued

<b>Stave Falls School - Building Cost Analysis - Opening Stave Falls</b>			
<b>NOTES</b>			
<b>1</b>	Report to determine scope and costs		
<b>2</b>	Gutter & Downpipe Replacement		
<b>3</b>	Once sheeting is removed floor will be assessed for refinishing		
<b>4</b>	Required for Site Security - significant building damage when school was open, due to location		
<b>5</b>	Old light standards vandalized and damaged beyond useful life		
<b>6</b>	\$5000 Temporary Repair, may not be sufficient		



## Appendix 4 – School Set up Costing Details

<b>School Related Set-up Cost Detail</b>			
	<b>Estimate</b>	<b>Essential</b>	<b>Deferred</b>
<b>Information Technology</b>			
Gym Sound System	2,100		2,100
Projection Screen for Gym	2,700		2,700
Phone system	1,600	1,600	
Multifunctional Device (Photocopier/Fax)	1,600	1,600	
Laptop Cart and Printer	12,900		12,900
Network switch for Technology	3,200	3,200	
WIFI 10 access points	6,400	6,400	
Computers for staff and office	9,100	9,100	
Teacher laptops	7,500	7,500	
PA/Bell System	26,800	26,800	
Internet Install	3,800	3,800	
Firewall and switch	4,300	4,300	
Server, UPS and licensing	5,400	5,400	
Wiring for technology	16,100	16,100	
Projectors/Screens for classrooms	10,300		10,300
Security Cameras	3,800		3,800
	<b>117,600</b>	<b>85,800</b>	<b>31,800</b>
<b>Set Up</b>			
Desks - Staff	5,000		5,000
Desks - Students (per student - \$122)	12,200	6,710	5,490
Signage	4,500	4,500	
BSW set up	5,000	5,000	
Photographs	1,500		1,500
Office set up	2,000	2,000	
	<b>30,200</b>	<b>18,210</b>	<b>11,990</b>
<b>Education Based Resources</b>			
Library	100,000	75,000	25,000
Classroom resources			
Reading books	20,000	20,000	
PM Benchmark Kit	500	500	
JUMP Math	2,000	2,000	
Other Resources	75,000	60,000	15,000
	<b>97,500</b>	<b>82,500</b>	<b>15,000</b>
	<b>345,300</b>	<b>261,510</b>	<b>83,790</b>

## Special Committee of the Whole Meeting (public)

# Minutes



### Special Committee of the Whole Meeting

January 24, 2018 at 6:30 pm

Albert McMahon Elementary, 32865 Cherry Avenue, Mission, BC

#### Members Present:

Chair Tracy Loffler  
Trustee Rick McKamey  
Trustee Shelley Carter  
Trustee Jim Taylor

#### Staff Present:

Superintendent Angus Wilson  
Secretary Treasurer Corien Becker  
Assistant Superintendent Larry Jepsen  
Executive Assistant Aleksandra Zwierzchowska (Recorder)

#### Absent:

Trustee Randy Cairns

### 1. CALL TO ORDER

The meeting was called to order at 6:30 pm by the Chairperson. The Chair acknowledged the meeting was being held on Stó:lō Territory. There are four First Nation Bands within the boundaries of the Mission School District: Leq:a'mel, Sq'èwlets, Kwantlen, and Matsqui First Nations.

### 2. Adoption of Agenda

**MOVED and Seconded that the Agenda be adopted as presented.  
CARRIED**

### 3. Delegations/Presentations

#### 3.1 Stave Falls Community Association

Prior to the first presentation, one of the members from the association circulated a document titled, "the cost to open Stave Falls Elementary School vs the cost of two portables."

Julia Renkema, Director of the association read a report to the Committee of the Whole. Highlights from the report include:

- Stave Falls Elementary School was built in 1994 to replace Old Bell Road school;
- Stave Falls Elementary School closed in 2008;
- Stave Falls Community Association formed in 2016;
- Public interest for the school to offer environmental education, after school daycare, and preschool;
- A reference was made to the supreme court ruling to restore class size and composition to 2002 levels;
- Trustees agreed to conduct a preliminary registration for Stave Falls Elementary School for enrolment for 2018/2019, 2019/2020, and 2020/2021 school years.
- Results showed 90 registration submissions;
- A total of 192 students can attend Stave Falls Elementary School;

- The District of Mission provided the association with a letter listing several potentially uses for the school;
- Pre-registration does not reflect accurate information as some individuals were apprehensive in submitting a registration for personal reasons;
- Quoted an article from the Mission Record titled, “Population on the Rise”;
- The Mission Public Schools amended budget includes \$300,000 for portables which could be used to re-open the Stave Falls Elementary School;
- Stave West project is developing recreational, cultural, and educational opportunities in the community. The Stave West Master Plan notes that Stave Falls Elementary School can help deliver nature based education;
- Referenced a motion that was passed at the Public Board meeting that the Board supports rural schools;
- Thanked the Board for the opportunity to engage in the discussion about Stave Falls Elementary.

The Board Chair provided insight on meeting process and noted that there will be a speaker list, and requested that speakers raise their hand to be added to the list. Due to time constraints, a request was made to limit speaking opportunity to two minutes. It was noted that this is not a decision making meeting and that decisions are made at the public Board meeting. A sign-in sheet will circulate the room for individuals to add their contact information to receive updates on the Stave Falls Elementary School.

#### **4. Unfinished Business**

No unfinished business was presented.

#### **5. Staff Reports**

##### **5.1 Stave Falls Elementary School – Preliminary Registration Report**

The Superintendent of Schools presented a PowerPoint presentation providing follow-up information on Stave Falls Elementary.

Highlights from the presentation include:

- Overview on data collection process and presentation on the results;
- 11 students from Silverdale and 6 students from other schools in the district;
- The Board needs to consider that opening one school could mean closing another school;
- 26 would be new students;
- To qualify for rural grant, a school needs to be 5km from another school. As school enrolment grows, additional funding declines;
- \$782,000 was the last running available cost for the school;
- 60 students need 4 educators = total annual cost of approximately \$625,000;
- Growth projections are for Southern parts of Mission versus Stave Falls area;

- The school has not been maintained and new building code requirements will need to be satisfied with re-opening the building;

The Secretary Treasurer provided additional commentary about the DDC, light, and control systems. There is an additional \$95,000 in costs versus the cost that was highlighted in the Superintendents presentation.

The Superintendent continued his presentation by discussing several items for the Board to consider.

### 1. Re-Opening costs

- \$388,000 in estimated costs to re-open the school;
- All costs are not required immediately;
- Time constraints on completing the work;

### 2. Bussing

- Turning a bus around does not increase the cost, the main cost is the driver but students will be required to travel in a new direction;
- New bus is approximately \$145,000;
- It is not recommended for MPSD buses to enter other municipalities to pick up students.

### 3. Support for Opening the school

- Stave Falls maybe eligible for \$164,000 in extra funding as a rural school;
- Possibility to lease out part of the school.

### Ongoing Cost Considerations

- \$23,000 in utilities (last cost available from 2008) plus additional maintenance;
- \$100,000 in salary cost per Teacher;
- Each student generates about \$7300;
- A classroom breaks even between 15-25 students.

### Options for the School

- Re-open full school;
- Re-open a small school (eg Primary),
  - Add grade 7 into the school environment;
- Hold;
- Lease to another party;
- Re-open and lease/share or partial lease;
- Sell the property.

### Other Implications

- Overflow school does not make sense due to geographic location;

- Other schools have space in them;
- Re-opening the school could impact building future schools in other growing areas of Mission.

### Leases and Hybrids

- The building could be leased out but most of the costs outlined would need to be undertaken; this means a breakeven point could take 4+ years;
- A smaller lease could be initiated, in which a school shares space;
- Longer leases are more attractive but there are downsides to this;
- Sharing space is complicating and presents admin costs;
- A hybrid relies on other users to be sustainable.

### Sale of the Property

- The property is assessed at over \$3.2 million;
- Requires approval of the Ministry of Education;
- No need to do upgrades or repairs;
- Loss of potential school for future.

Portables are a bad long range investment, but they can be moved around. Opening one school does not eliminate the need for satisfying the need at other schools. The Board has several options to consider and determine how they would impact the district as a whole.

The Board Chair opened floor to speakers:

Trustee Taylor:

- At this point there has not been significant Trustee input,
- The Board needs to have a discussion that is open to the Public to participate as observers,
- A reference was made to three handouts distributed on behalf of Trustee Taylor at the start of the meeting,
- The handouts summarized Staff data without changing any figures,
- The three handouts are listed below:
  1. Financial risks
  2. Cost breakdown of reopening Stave Falls
  3. Possible revenue generation

Steve

Q: What is the breakeven cost?

R: Numbers have not been considered in a cost / benefit analysis. The Secretary Treasurer would need to prepare this information and put into different business case formats.

Courtney

If the school offered grade 7 as an option, how would you accommodate students from Whonnock Elementary at the high school.

R: Small numbers can be accommodated. We have been adding portables, which have space. What this district really needs is a new high school.

Tamara

The registration presented several limitations and returned modest numbers. It was available for a short period of time, technology was not applied, it was inefficiently available to all families, and tools like Survey Monkey could have been used instead.

Roberta

Attempted to apply just to check on the process. Found that you had to print the form, complete it, scan it, and email back to the school district. Overall, it was very difficult to submit.

Amber

How many registrations were submitted for reopening Hillside? The school district needs to consider what happened with this school and the same consideration should be provided for Stave Falls Elementary School.

Dion

Q: Would Steelhead be considered a courtesy ride?

R: There is policy that if you're not attending your catchment school, you could lose your spot. The board would have to make additional consideration.

Hanna

Big win to capture any students who wish to attend any school in the district. There are many developments on the rise, keep that mind when considering reopening. It's a win for the district.

Janise

Back then, our district did not offer the course selection it does today. If a student does attend K-7 at Stave Falls Elementary School, why wouldn't they complete their grade high school education in our district?

R: It is an option to offer K-7 education at the school.

Eddie

6 years ago the school district was going to lease the space to a school from overseas, but the Province said no to this.

Steve

Would a down payment from parents demonstrate how serious they are about enrolling their children at Stave Falls school?

R: The purpose of the school is to offer free public education and it cannot take money from parents.

Board Chair noted there was 10 minutes remaining in the meeting and the Board would have to pass a motion to extend the meeting further.

Q: What items still need to be discussed?

Secretary Treasurer would like direction from the Board on the information they would like to review and discuss. This information could be presented at the next Committee of the Whole meeting.

Trustee Taylor:

Is recommending to have this discussion at a Public board meeting versus a Committee of the Whole.

**MOVED and Seconded that the conclusion time for the Special Committee of the Whole meeting be extended to 8:30pm**

Julia

Made a request that the special meetings be added to the district homepage so they are more visible.

Board Chair requested input from Trustees on the direction items for staff.

Trustee McKamey

1. Would like Staff to look into the essential costs to reopen the school and include financial risks;
2. Enrollment numbers that would support breakeven costs.

The school district budget provides figures that forecast into the next year and this budget needs to be supported with information and findings. We don't want to set expectations of reopening a school if this will put the district in a hole. Trustee Rick McKamey would like to have the noted information presented at the next Committee of the Whole meeting. This information is key to make to any decision and without such information it would be difficult to favour any motion.

Trustee Carter

Noted she is supportive of rural schools and is in agreeance that the Board needs extra information brought forward. Trustee Shelley Carter would like clarification on holding a Public meeting, as recommended by Trustee Taylor, and is looking for Staff to provide some direction.

Trustee Loffler

In terms of process, we requested that staff complete a preliminary registration. We have received this information and it was presented here today. We need to decide where we are going from here. She agreed that the Board needs more information and it seems that staff is prepared to provide this information. It is important to hear community advocates and listen to the information they seek to present as this brings more information forward. We have been elected to look at the whole picture. A boundary and catchment review needs to happen. There is a concern about the making the right long-term decision. The population in Deroche is different than that of Stave Falls Elementary.

The Superintendent suggested holding a Committee of the Whole meeting where the Board can decide to have fulsome discussion amongst one another without taking questions from the Public unless there is enough time to do so.

The Board Chair requested that the Board pass another motion to extend the time.

**MOVED and Seconded that the conclusion time for the Special Committee of the Whole meeting be extended until 8:40pm.**

The Secretary Treasurer provided a summary of items that would come as information items for the Boards consideration:

- 1) Breakdown of costs,

- 2) Essential reopening costs and costs that can be deferred,
- 3) Options and risks analysis,
- 4) Enrolment analysis with more accurate projections,
- 5) Boundary and catchment review,
- 6) Present this information within a business case with a variety of enrollment projections with some targets looking at growth and consideration with different revenue streams.

Trustee Taylor

Looks forward to receiving the information and asked clarification at what meeting will the information be presented?

Trustee Loffler

The Board can make that decision.

The Secretary Treasurer recommended Tuesday February 13<sup>th</sup> 2019 at 3:30pm for a Special Committee of the Whole at the School Board Office for discussion about Stave Falls Elementary School. Would the board like to make this meeting just for strictly for Board discussion?

Trustee Taylor

Noted that at start of the meeting that the Board move a motion, that the discussion is between the Board and Staff.

The Superintendent offered to answer additional questions and comments that were not addressed at the meeting by way of calling or emailing him directly.

## **New Business**

### **4. Minutes of Previous Meetings**

No minutes were presented.

### **5. Information Items**

Any information that was presented at the meeting will be included at the end of the meeting and noted as handouts.

### **6. Adjournment**

**Moved and Seconded to adjourn the meeting.  
CARRIED**

The meeting adjourned at 8:42 pm.

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Chairperson

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Secretary Treasurer