

School District #75 (Mission)
Special Committee of the Whole Meeting
Agenda

May 10, 2022, 3:30 pm

[Zoom Meeting](#)

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Pages

1. CALL TO ORDER
The Board Chair will acknowledge that this meeting is being held on Traditional Territory.
2. ADOPTION OF AGENDA
3. DELEGATIONS/PRESENTATIONS
4. CURRICULUM
5. UNFINISHED BUSINESS
6. STAFF REPORTS
 - 6.1. 2021-2022 Operating Fund Year End Forecast Information 1 - 2
 - 6.2. 2022/2023 Budget Action 3 - 13
7. NEW BUSINESS
8. MINUTES OF PREVIOUS MEETINGS
9. INFORMATION ITEMS
10. ADJOURNMENT

ITEM 6.1 Information

File No.

TO: Committee of the Whole
FROM: C. Becker, Secretary-Treasurer and D. Welsh, Director of Finance
SUBJECT: 2021-2022 Year End Projection – Operating Fund

1. Summary:

The attached one-page summary provides a preliminary estimate of the projected surplus for the year. The unrestricted surplus and contingency accounts are expected to increase by approximately \$1.16 million. Staff project that the unrestricted surplus will increase to \$3,043,803.

This information can assist with the budget deliberations, and the direction to staff in June for the financial reporting of the surplus with the financial statements – be it a transfer to unrestricted surplus, to restricted reserves, or to local capital.

At this point staff are presenting the calculation for information to inform the budget discussion. Staff will return a report seeking direction before the end of June.

2. Background:

3. Options:

4. Analysis and Impact:

- a. Strategic Plan Alignment
- b. Q’pethet Ye Tel:exw, Gathering to Understand: A Framework for Creating a Culture of Equity
- c. Funding Guidelines, Costing, & Budget Impact

The financial planning and reporting policy directs that staff present an estimate of the year end financial position prior to the end of the year. The information is determined early enough to inform the budget discussion this year.

- d. Policy, Legislation, Regulation
- e. Organizational Capacity
- f. Risks
 - i. Organizational
 - ii. Reputational
 - iii. Strategic
- g. Benefits
 - i. Organizational
 - ii. Reputational
 - iii. Strategic

5. Public Participation:

6. Implementation:

7. Attachments:

2021 -2022 Forecast Year End – Operating Fund

2021/22 Forecast - Operating Fund

May 4, 2022

	Forecast	<u>2021/22</u> Budget	Variance
Operating Revenue:			
Ministry of Education - Operating	67,817,376	67,817,376	-
Ministry of Education - Other	1,009,728	985,467	24,261
Provincial - Other	450,725	320,282	130,443
Tuition	2,258,161	2,175,000	83,161
Other Revenue	219,347	203,957	15,390
Rentals	209,610	209,610	-
Interest Revenue	90,873	80,000	10,873
Total Operating Revenue	72,055,820	71,791,692	264,128
Operating Expense:			
Salaries:			
Teacher	27,970,314	28,349,424	379,110
PVP	4,536,558	4,568,988	32,430
EA	6,544,893	6,789,700	244,807
Support	7,897,644	7,894,340	(3,304)
Other Prof	2,011,628	2,068,838	57,210
Substitutes	2,774,195	2,800,000	25,805
Benefits	12,219,471	12,238,731	19,260
Services	1,964,434	2,202,661	238,227
Student Transport	8,606	19,000	10,394
PD & Travel	653,361	740,198	86,837
Rentals & Leases	140,469	158,449	17,980
Dues & Fees	73,150	89,100	15,950
Insurance	135,138	160,000	24,862
Supplies	2,419,749	2,819,935	400,186
Utilities	1,371,666	1,326,001	(45,665)
Total Operating Expense	70,721,275	72,225,365	1,504,090
Net Operating Surplus (Deficit)	1,334,545	(433,673)	1,768,218
Transfer to Local Capital	(985,672)	(1,025,672)	40,000
Allocation of Surplus		1,459,345	(1,459,345)
Annual Operating Surplus	348,873	-	348,873

Reserve Funds Analysis

2021-2022 Projected Operating Revenue		72,055,820
Contingency Minimum	1%	720,558
Contingency Target	2%	1,441,116
Contingency Maximum	5%	3,602,791

2021-2022 Projected Accumulated Surplus

Restricted Surplus - Indigenous Education	375,000
Restricted Surplus - Schools	350,000
Unrestricted Operating Surplus	3,068,803
Total Projected Surplus	3,793,803

TO: Committee of the Whole
FROM: C. Becker, Secretary-Treasurer, D. Welsh, Director of Finance
SUBJECT: 2022-2023 Budget

1. Summary:

Attached are preliminary reports and summaries regarding the 2022 / 2023 budget calculations for review and discussion. Additional details and reports will be compiled over the next few weeks as staff continue to pull the budget information and public report together, including preparing calculations for a three-year budget.

2. Background:

The attached documents summarize the preliminary 2022 / 2023 budget, including a summary of the changes from the 21/22 amended budget, and information on additional requests that have not been included in the draft budget.

The critical components of the budget will be expanded upon in the public document, now that the bulk of the calculations are complete. The key considerations for the budget will be reviewed during the meeting, including the following:

1. Enrolment

The budget is prepared based on the preliminary enrolment projection submitted to the ministry in February. Currently the number of students registered is substantially less than the February projected enrolment. As of April 30, there are 140 fewer students registered in regular schools than the February enrolment projection for the 2022/2023 school year – a decrease from the current year. The most significant difference is in the projected enrolment for kindergarten. As such, staff expect that there may be late registrations for kindergarten.

The enrolment for the other schools is still being gathered but is expected to exceed the February forecast. The February forecast for Summit and Riverside were original reduced, due to the anticipated change to distance learning, and the challenges identified with Riverside. As of the end of April, both Riverside, and Summit enrolment is expected to be closer to the current enrolment, which would result in an increase to the budgeted revenue.

The additional enrolment over the projected enrolment for the other schools will help offset the financial impact of the under enrolment in regular schools over what was forecast. Staff also expect that additional students will be identified over the summer months, as new housing is completed. If the additional enrolment does not materialize for September, there will be a decrease in the regular revenue. As a result of the enrolment fluctuation, there is a risk with this budget that the revenue forecasts may not materialize.

2. Staffing

The lower student enrolment registrations resulted in fewer divisions in the elementary schools. Overall, there is a reduction of three divisions in the elementary schools.

With the increase in enrolment at the middle and high schools, there are additional classroom teachers. The details will be summarized in the future reports (divisions, students, ratios, etc).

As such, additional enrolment in elementary grades may come with additional staffing costs. Any additional divisions required to support students will be considered in September. A more detailed

analysis will need to be completed for the amended budget. More of this information will be discussed during the meeting and included in the formal documents presented in June.

3. International

The budget includes revenue for 130 International students.

4. Grant Rates

Another key consideration is that the Ministry grants have not increased this year. All rates are the same as the 2021/2022 grant rates. With inflation pressures affecting all purchases (estimating 5 – 8% inflation), and with collective agreement negotiations, and other cost pressures, the grant funding will not be enough to manage the increased costs. Most other school districts have needed to draw from reserves to manage the funding shortfall for this preliminary budget. Staff anticipate that any adjustment to the grant rates would not be considered until all collective agreement contract negotiations are concluded.

5. Additional teaching costs

The expected cost increase due to new regular positions is budgeted at \$342,800 – primarily for positions at the middle and high schools. In addition, staff have included removing the teach time for the vice principals at the middle and high schools for next year only – to provide additional support to address the behaviour issues that have been escalating.

6. Sick Leave – all casual employees

The new legislation providing up to five days of paid sick leave for all employees allowing all casual employees, including TTOCs, to paid sick leave for days they are scheduled to work. Staff estimates this additional cost to be approximately \$325,000. Until we have a year or two of leave, this calculation is a best guess on how the legislated leave will progress. As grant funds have not been adjusted, this additional cost is funded from current operations.

7. Benefit cost increases

Employee benefits are expected to increase by \$400,000 due to wage increases, additional FTEs and rate increases.

3. Options:

The school district must present a balanced budget, where the expenses are covered by all revenue and transfers from reserves. The current budget as presented is not yet balanced. There is an unfunded balance of \$330,177.

To balance the budget, the school district could consider the following options:

- a. Draw funds from surplus for one-time initiatives.
- b. Reduce the budget / staffing levels to balance the budget. As essential changes have been included in the draft documents, this would have a significant impact on services across the District.

In addition, a number of funding requests are presented for further consideration. As a significant surplus is projected for the 2021/2022 school year, some initiatives could be considered if funded from surplus. Details on the anticipated surplus were presented previously in this meeting.

Staff are still working on preliminary budgets for 2023/2024 and 2024/2025 in order to comply with the ministry directive, and the Financial Planning and Reporting policy. This information will be presented at the next budget meeting.

4. Analysis and Impact:

- a. Strategic Plan Alignment
- b. Q'pethet Ye Tel:exw, Gathering to Understand: A Framework for Creating a Culture of Equity
- c. Funding Guidelines, Costing, & Budget Impact

Considering the options:

- i. Currently \$1,881,459 (\$1,365,000 contingency, \$516,459 unallocated) is held as unrestricted surplus.
 - ii. With an operating surplus expected for 2021/22 (as opposed to an operating deficit), staff project that the unrestricted surplus will increase to \$3,043,803 – an increase of \$1,162,344 from the 2020/2021 year.
 - iii. The draft includes the pre-planned carry forward of unspent targeted funding for Indigenous Education (\$250,000).
- d. Policy, Legislation, Regulation
Financial Planning and Reporting Policy
 - e. Organizational Capacity
 - f. Risks
 - i. Organizational
 - ii. Reputational
 - iii. Strategic
 - g. Benefits
 - i. Organizational
 - ii. Reputational
 - iii. Strategic

5. Public Participation:

The Budget documents will be placed on the MPSD website and discussed during the Committee meetings. Once all the budget information is put into the draft budget document it could be circulated for further public input via the engage.mpsd.ca portal.

6. Implementation:

The following meetings have been scheduled for budget review. The budget must be adopted by June 30th. As such, additional budget meetings could be scheduled as needed.

May 31, 2022 – 3:30 pm

June 14, 2022 – 3:30 pm

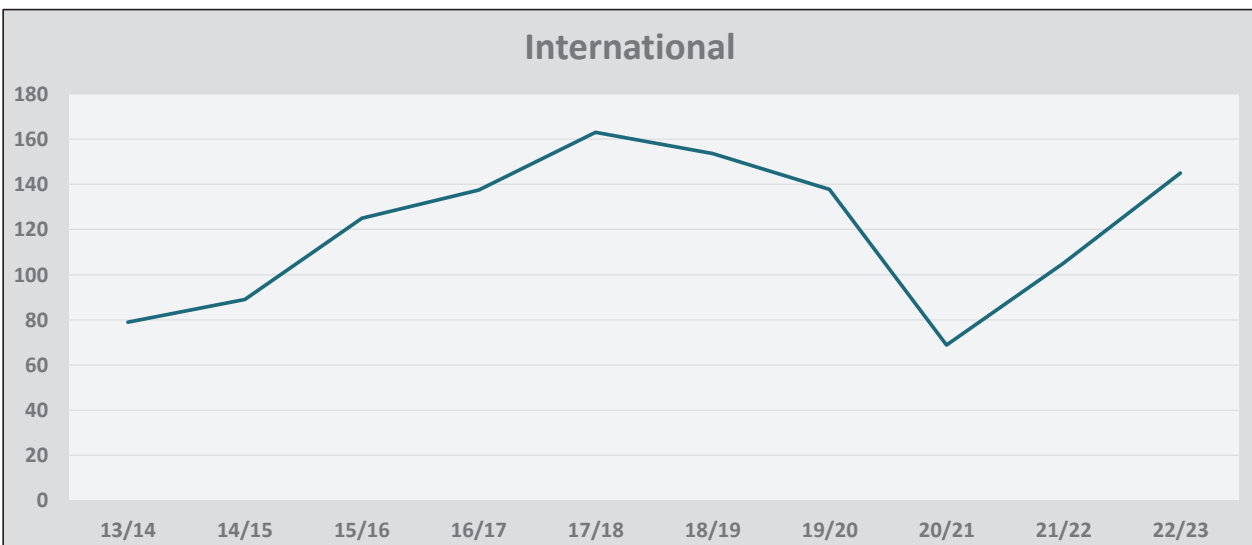
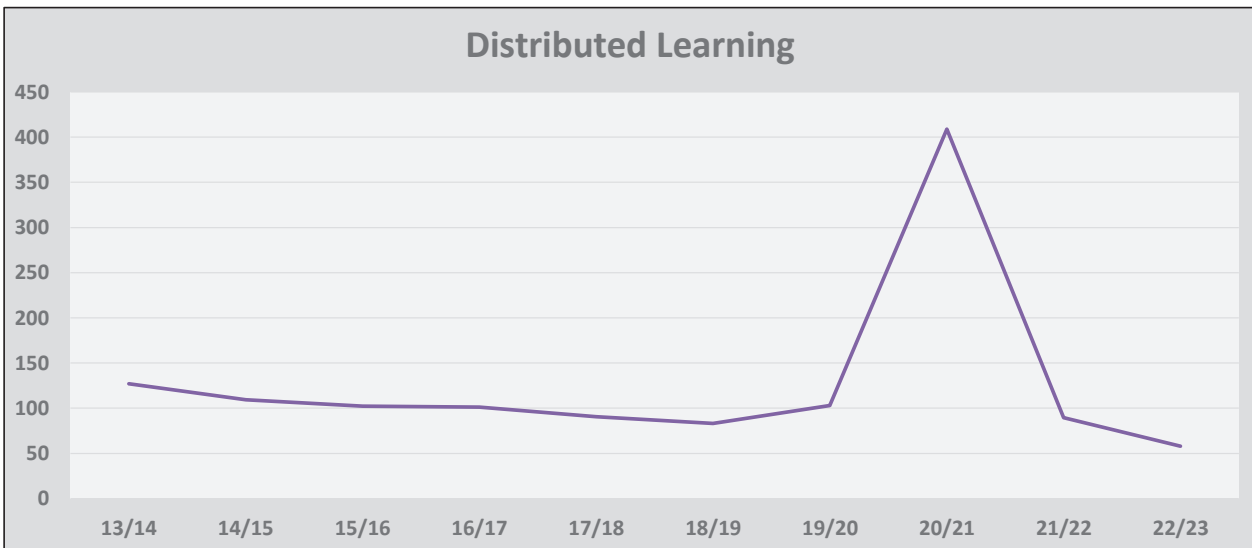
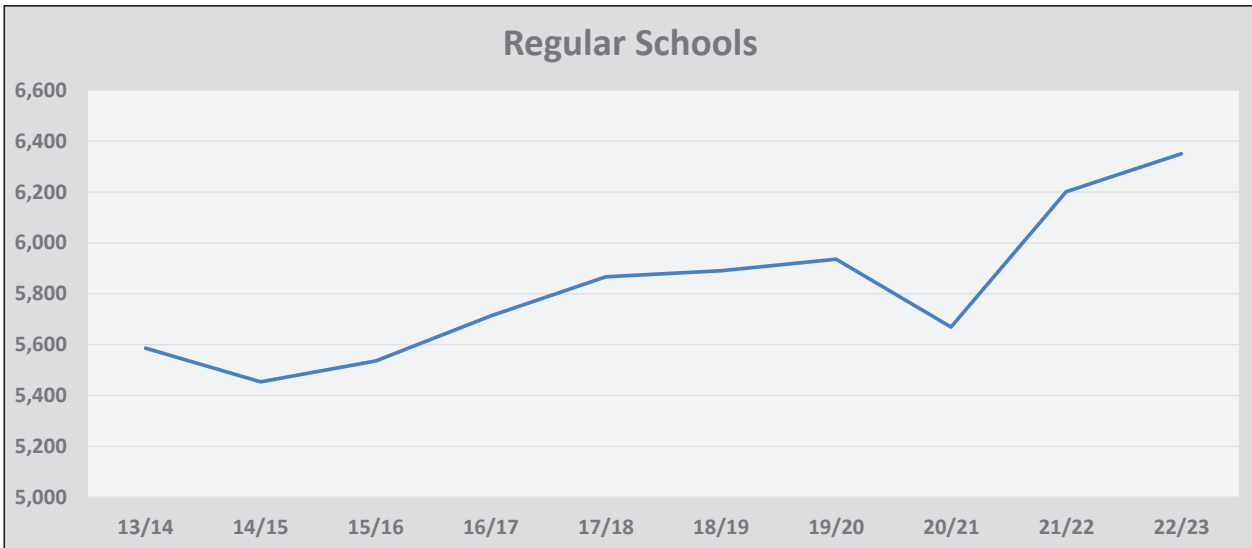
June 21, 2022 – 10 am – review draft bylaw / public document (a regular Board meeting day)

June 28, 2021 – 3:30 pm – adopt bylaw - final Tuesday of the school year

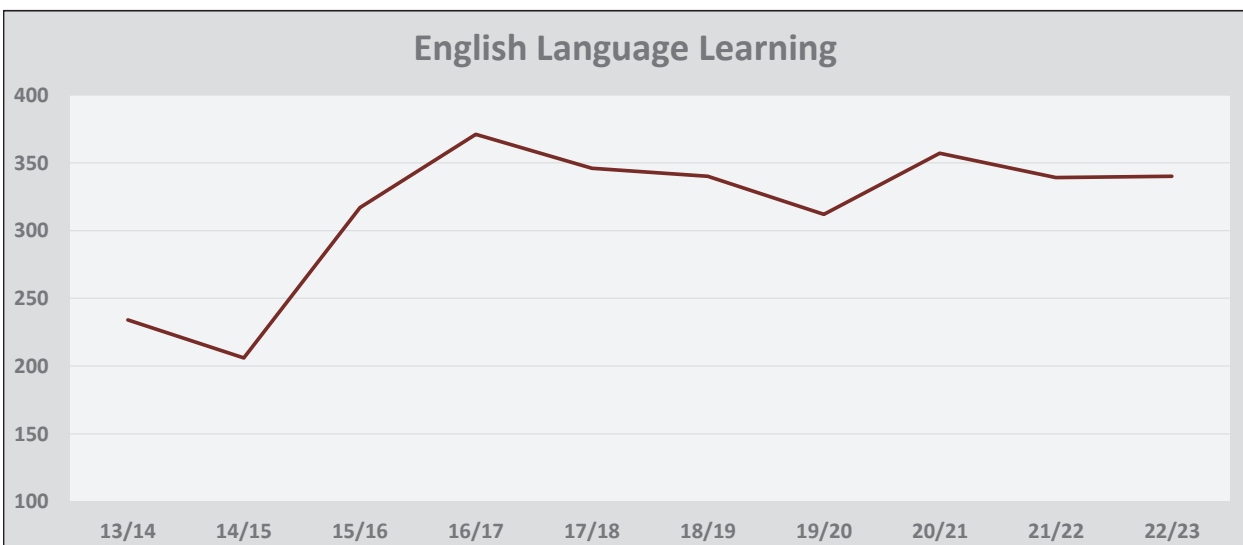
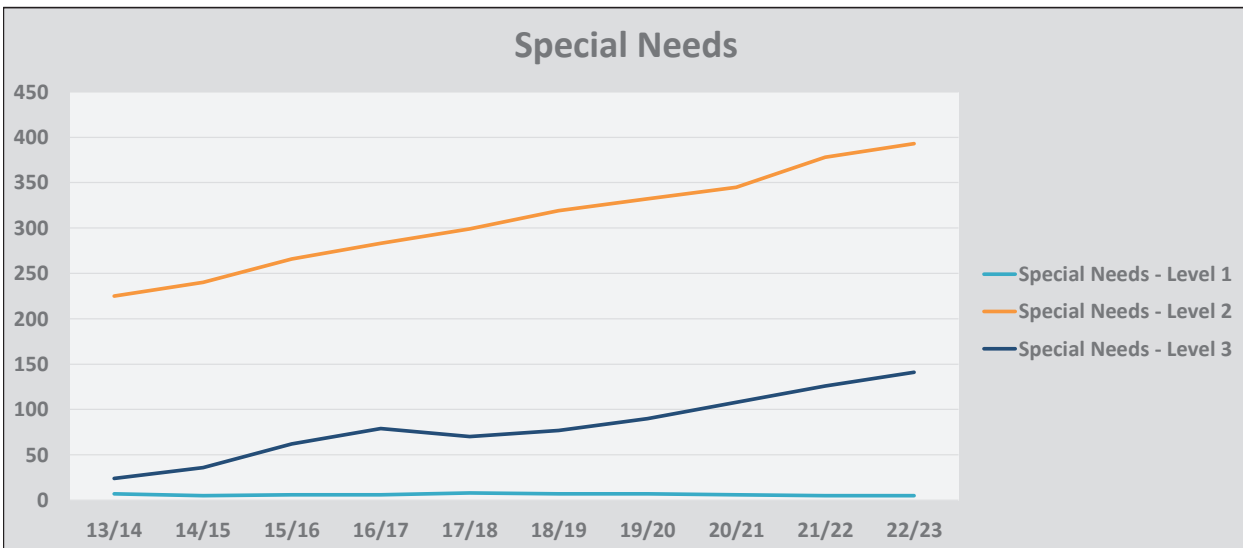
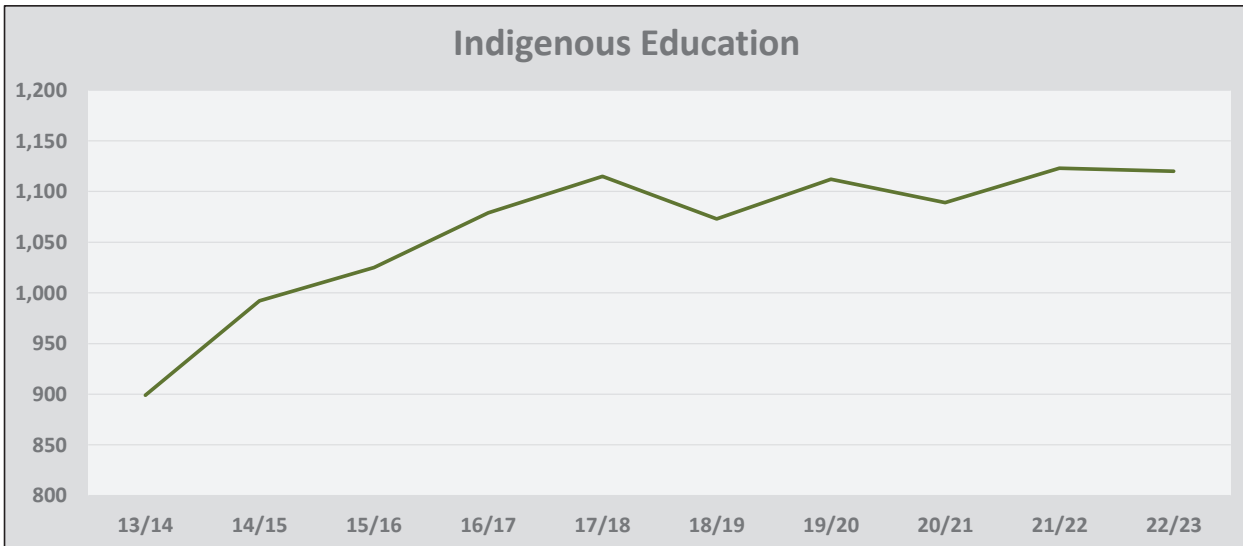
7. Attachments:

- a. Enrolment Trends – two pages of graphs
- b. Preliminary Budget Summary – All funds – with 2021/2022 amended budget comparison
- c. Preliminary Operating Budget Summary – with 2021/2022 amended budget comparison
- d. Operating Revenue Changes
- e. Operating Expense Changes
- f. Summary of Additional Needs

Enrolment Trends



Enrolment Trends





22/23 Preliminary Budget

June 30, 2023

	2022 / 2023 Preliminary			2021 / 2022 Amended			Change	
	Operating	Special	Operating / Special	Operating	Special	Operating / Special	\$	%
OPERATING REVENUE								
Grants								
Ministry of Education - Operating	69,202,320	7,693,227	76,895,547	67,991,333	8,877,443	76,868,776	26,771	0.03%
Other Ministry of Education	810,177		810,177	811,510		811,510	(1,333)	-0.16%
Provincial - Other	306,065	185,904	491,969	320,282	155,126	475,408	16,561	3.48%
Total Grants	70,318,562	7,879,131	78,197,693	69,123,125	9,032,569	78,155,694	41,999	0.05%
Tuition	2,538,000		2,538,000	2,175,000		2,175,000	363,000	16.69%
Other Revenue	205,290	1,789,800	1,995,090	203,957	1,770,000	1,973,957	21,133	1.07%
Rentals & Leases	213,590		213,590	209,610		209,610	3,980	1.90%
Investment Income	100,000		100,000	80,000		80,000	20,000	25.00%
TOTAL OPERATING REVENUE	73,375,442	9,668,931	83,044,373	71,791,692	10,802,569	82,594,261	450,112	0.54%
Amortization of Deferred Capital			3,042,025			3,042,025		0.00%
STATEMENT 2 REVENUE	73,375,442	9,668,931	83,044,373	71,791,692	10,802,569	82,594,261	450,112	0.54%
OPERATING EXPENSE								
Salaries								
Teachers	28,830,924	5,078,232	33,909,156	28,349,424	5,077,819	33,427,243	481,913	1.44%
Principals and Vice-Principals	4,652,928	22,858	4,675,785	4,568,988	63,600	4,632,588	43,198	0.93%
Education Assistants	6,884,500	519,200	7,403,700	6,789,700	516,000	7,305,700	98,000	1.34%
Support Staff	7,986,540	330,711	8,317,251	7,894,340	458,816	8,353,156	(35,905)	-0.43%
Other Professionals	2,319,082		2,319,082	2,068,838		2,068,838	250,244	12.10%
Substitutes	3,025,000	125,942	3,150,942	2,800,000	125,942	2,925,942	225,000	7.69%
Total Salaries	53,698,973	6,076,942	59,775,915	52,471,290	6,242,177	58,713,467	1,062,448	1.81%
Employee Benefits	12,681,540	1,429,152	14,110,692	12,238,731	1,461,158	13,699,889	410,803	3.00%
Total Salaries and Benefits	66,380,513	7,506,094	73,886,607	64,710,021	7,703,335	72,413,356	1,473,251	2.03%
Services and Supplies								
Services	2,294,561		2,294,561	2,202,661		2,202,661	91,900	4.17%
Student Transportation	19,000		19,000	19,000		19,000	-	0.00%
Professional Development and Travel	631,798		631,798	740,198		740,198	(108,400)	-14.64%
Rentals & Leases	11,500		11,500	158,449		158,449	(146,949)	-92.74%
Dues & Fees	89,100		89,100	89,100		89,100	-	0.00%
Insurance	165,000		165,000	160,000		160,000	5,000	3.13%
Supplies	2,434,317	2,162,837	4,597,154	2,819,936	3,099,234	5,919,170	(1,322,016)	-22.33%
Utilities	1,397,001		1,397,001	1,326,001		1,326,001	71,000	5.35%
Interest			3,017			1,572		
Amortization			4,091,659			4,091,659		0.00%
Total Services and Supplies	7,042,276	2,162,837	9,205,114	7,515,344	3,099,234	10,614,578	(1,409,465)	-13.28%
TOTAL OPERATING EXPENSE	73,422,789	9,668,931	83,091,720	72,225,365	10,802,569	83,027,934	63,786	0.08%
Net Operating Surplus (Deficit)	(47,347)	-	(47,347)	(433,673)	-	(433,673)	386,326	
Allocation of Surplus	250,000		250,000	1,459,345		1,459,345	(1,209,345)	
Allocation (to) from Local Capital	(532,830)		(532,830)	(1,025,672)		(1,025,672)	492,842	
Projected Operating Surplus/(Deficit)	(330,177)	-	(330,177)	(0)	(0)	(25,534)	(330,177)	

22/23 Preliminary Budget

June 30, 2023

	2022/23 Preliminary	2021/22 Amended	\$ Change	% Change	2021/22 Amended		
					2020/21 Actuals	\$ Change	% Change
OPERATING REVENUE							
Grants							
Ministry of Education - Operating Grants	69,202,320	67,991,333	1,210,987	1.78%	63,232,408	5,969,912	9.44%
Other Ministry of Education Grants	810,177	811,510	(1,333)	-0.16%	2,659,766	(1,849,589)	-69.54%
Provincial Grants - Other	306,065	320,282	(14,217)	-4.44%	362,317	(56,252)	-15.53%
Total Grants	70,318,562	69,123,125	1,195,437	1.73%	66,254,491	4,064,071	6.13%
Tuition	2,538,000	2,175,000	363,000	16.69%	1,398,001	1,139,999	81.54%
Other Revenue	205,290	203,957	1,333	0.65%	312,557	(107,267)	-34.32%
Rentals & Leases	213,590	209,610	3,980	1.90%	216,660	(3,070)	-1.42%
Investment Income	100,000	80,000	20,000	25.00%	82,813	17,187	20.75%
TOTAL OPERATING REVENUE	73,375,442	71,791,692	1,583,750	2.21%	68,264,522	5,110,920	7.49%
OPERATING EXPENSE							
Salaries							
Teachers	28,830,924	28,349,424	481,500	1.70%	27,220,109	1,610,815	5.92%
Principals and Vice-Principals	4,652,928	4,568,988	83,940	1.84%	4,155,650	497,278	11.97%
Education Assistants	6,884,500	6,789,700	94,800	1.40%	5,901,883	982,617	16.65%
Support Staff	7,986,540	7,894,340	92,200	1.17%	7,393,348	593,192	8.02%
Other Professionals	2,319,082	2,068,838	250,244	12.10%	1,985,319	333,763	16.81%
Substitutes	3,025,000	2,800,000	225,000	8.04%	2,037,420	987,580	48.47%
Total Salaries	53,698,973	52,471,290	1,227,684	2.34%	48,693,729	5,005,244	10.28%
Employee Benefits	12,681,540	12,238,731	442,809	3.62%	11,344,788	1,336,752	11.78%
Total Salaries and Benefits	66,380,513	64,710,021	1,670,493	2.58%	60,038,517	6,341,996	10.56%
Services and Supplies							
Services	2,294,561	2,202,661	91,900	4.17%	1,722,823	571,738	33.19%
Student Transportation	19,000	19,000	-	0.00%	11,913	7,087	59.49%
Professional Development and Travel	631,798	740,198	(108,400)	-14.64%	280,262	351,536	125.43%
Rentals & Leases	11,500	158,449	(146,949)	-92.74%	244,607	(233,107)	-95.30%
Dues & Fees	89,100	89,100	-	0.00%	80,003	9,097	11.37%
Insurance	165,000	160,000	5,000	3.13%	147,277	17,723	12.03%
Supplies	2,434,317	2,819,936	(385,619)	-13.67%	2,076,046	358,271	17.26%
Utilities	1,397,001	1,326,001	71,000	5.35%	1,211,492	185,509	15.31%
Total Services and Supplies	7,042,276	7,515,344	(473,068)	-6.29%	5,774,423	1,267,853	21.96%
Total Operating Fund Expenses	73,422,789	72,225,365	1,197,424	1.66%	65,812,940	7,609,849	11.56%
OPERATING SURPLUS (DEFICIT)	(47,347)	(433,673)	386,326		2,451,582	(2,498,929)	-101.93%
Allocation to (from) Local Capital	532,830	1,025,672	(492,842)		547,251	(14,421)	-2.64%
TOTAL OPERATING SURPLUS (DEFICIT)	(580,177)	(1,459,345)	879,168		1,904,331	(2,484,508)	-130.47%
Allocation of Surplus	250,000	1,459,345	(1,209,345)		-	250,000	
Operating Surplus/(Deficit)	(330,177)	(0)	(330,177)		1,904,331	(2,234,508)	-117.34%

22/23 Preliminary Budget
Operating Revenue Changes
June 30, 2023

Operating Fund - Revenue Change Reconciliation	Increase (Decrease)
Operating Grant	
Enrolment - Regular schools	1,176,832
Enrolment - Special education	480,450
Enrolment - English language learning	1,585
Enrolment - Indigenous Education	(4,695)
Enrolment - Distance learning	(277,323)
Enrolment - Continuing education	(284,846)
Geographic factors	93,092
Salary differential supplement	13,801
Equity of opportunity supplement	10,219
Curriculum and learning support fund	1,872
Other Provincial	
UFV operating agreement	783
BC Council for International Ed (one-time funding)	(15,000)
Other Revenue	
Local Education Agreement	(1,333)
Tuition	
International - Tuition and fees	353,000
Riverside - Tuition and fees	10,000
LEA Recovery	
Local Education Agreement	1,333
Rental Revenue	
Classroom lease revenue	3,980
Investment Income	
Interest revenue	20,000
Grand Total	1,583,750

22/23 Preliminary Budget
 Operating Expense Changes
 June 30, 2023

Operating Fund - Expense Changes Reconciliation	Increase (Decrease)
Teacher	
FTE change	342,800
FTE change - Removal of PVP teach time (mid/sec)	105,300
FTE change - Indigenous Education	33,600
PVP	
Wage adjustments (placeholder)	109,540
FTE change - Student Services - District Principal	41,400
FTE change - School Support - District Principal (prior year temp)	(67,000)
EA	
FTE change - Student Services	106,700
FTE change - Indigenous Education	63,700
FTE change - Indigenous Education (non-targeted funding)	(44,600)
FTE change - English Language Learning	(31,000)
Support	
FTE change - Safe schools	70,000
FTE change - Health & Safety	31,900
FTE change - Student Services	(17,500)
FTE change - Information Technology	5,600
FTE change - School clerical	2,200
Other Prof	
FTE change - Admin Assistant (Executive Team)	67,138
FTE change - Finance Manager	64,625
FTE change - Facilities Manager	55,600
Wage adjustments (placeholder)	46,445
Wage adjustments - Facilities car allowances	12,960
Wage adjustments - Trustees (CPI adjust)	3,476
Substitute	
FTE change - New sick day legislation	325,000
FTE change - Indigenous Education	(25,000)
FTE change - Education Assistants	(75,000)
Benefits	
Due to wage, FTE, rate changes	404,019
Due to wage, FTE, rate changes - Indigenous Education	38,830
Services	
Agent Fees - International	38,400
Medical Fees - International	13,000
Contract services - Facilities	33,500
Contract Services - Enrolment Forecasting	15,000
Contract services - Career Education	500
Contract services - Riverside	(3,500)
Contract services - Student Services	(27,000)
Software maintenance - Network/Security	15,000
Software maintenance - Schools (Websites)	5,000
Software maintenance - Schools (Digital Classroom)	5,000
Software maintenance - Schools (Library System)	5,000
Software maintenance - Finance (School Cash)	3,000
Software maintenance - Finance/HR (ERP System)	10,000
Telephone - Facilities	4,000
Equity path (one time funding)	(25,000)
PD & Travel	
Recruiting - International	25,000
Contract Pro-D	3,060
Mileage	3,300
Teacher mentorship	(140,000)
Rentals & Leases	
Leases - Computers	(146,949)
Insurance	
Insurance - Property	5,000
Supplies	
Fuel - Transportation	50,000
Schools - Enrolment change	14,500
Mechanics/Engineering	10,000
Carpentry	10,000
Grounds	10,000
Student Services	7,000
Career Preparation	1,000
Human Resources - Accomodation	1,000
Riverside	(12,000)
Indigenous Education	(101,660)
Schools - Remove prior year carryover	(375,459)
Utilities	
Heating	50,000
Network - Ministry recovery	15,000
Garbage/recycling/organics	3,000
Water/sewer	3,000
Grand Total	1,197,425

22/23 Preliminary Budget
Changes to Local Capital Allocations and Surplus
 June 30, 2023

Operating Fund - Local Capital Allocations	
Row Labels	Sum of Variance Present
Local Capital	
Increase allocation to Local Capital - Computer equipment loan	42,157
Remove allocation to Local Capital - Bus window replacements	(40,000)
Remove allocation to Local Capital - Portables	(200,000)
Remove allocation to Local Capital - Major projects reserve	(220,000)
Remove allocation to Local Capital - Computer lease buyouts	(100,000)
Increase allocation to Local Capital - OHS Software	25,000
Grand Total	(492,843)
Operating Fund - Use of Surplus	
Row Labels	Sum of Variance Present
Surplus	
Remove prior year use of restricted surplus - Schools	(375,459)
Remove prior year use of restricted surplus - Strategic Initiatives	(500,000)
Remove prior year use of restricted surplus - Addressing Learning Impacts	(204,997)
Remove prior year use of restricted surplus - Teacher Mentorship	(140,000)
Remove prior year use of restricted surplus - Indigenous Education	(235,935)
Remove prior year use of restricted surplus - Equity Scan	(2,954)
Use of forecast restricted surplus - Indigenous Education	250,000
Grand Total	(1,209,345)

22/23 Preliminary Budget

Summary of Additional Needs

June 30, 2023



Additional Needs Identified (Not Included in Budget)	Amount	Budget
One Time Additional Needs		
Transportation - Special education bus ¹	100,000	Local Capital
Dust collector system - Ferndale ²	600,000	Local Capital
Riverside expansion	100,000	Local Capital
Riverside ITA program equipment ³	70,000	Local Capital
SUB-TOTAL ADDITIONAL ONE-TIME NEEDS IDENTIFIED	870,000	
Recurring Additional Needs		
Student Services - Settlement worker/navigator	50,000	Support Staff
Student Services - Speech Language Pathologist (.6 FTE)	69,000	Support Staff
Student Services - EA Mentoring - Special Ed teacher (.4 FTE)	42,000	Teachers
Student Services - Psychologist - Summer assessments (.1 FTE)	11,500	Support Staff
Student Services - Physical Therapist (.2 FTE)	21,000	Teachers
MSS - Additional teaching blocks ⁴	100,000	Teachers
MSS - Career Prep - EA	50,000	EA
MSS - Mentor teaching blocks (3)	45,000	Teachers
MSS - Outreach/Storefront (2 blocks)	30,000	Teachers
MSS - Increase kitchen assistant time (1 hr/day)	7,500	Support Staff
MSS - YCW	65,000	EA
Summit - Increase teaching time Gr 8/9 (.2 FTE)	22,000	Teachers
Schools - Increase school resources budget	125,000	Schools
Schools - Additional EA/YCW supports	100,000	EA
Transportation - Bus predictive stop arm cameras ⁵	25,000	Local Capital
Transportation - Secretary - Increase to 1 FTE (from .7 FTE)	20,000	Support Staff
Transportation - Exhaust venting system	10,000	Local Capital
IT - Business Analyst	90,000	Support Staff
SUB-TOTAL ADDITIONAL RECURRING NEEDS IDENTIFIED	883,000	
Total Additional Needs	\$ 1,753,000	

Notes:

1. Potential funding opportunities through Ministry capital program to be investigated
2. Ferndale upgrade will allow for facilities move from Riverside; MOE capital funding request for RS system upgrade to follow
3. Plumbing equipment (\$30K), Auto hoist (\$13K), Carpentry equipment (\$27K)
4. Expand programming to offer more variety
5. \$5,000 per bus, 5 per year