

BOARD OF EDUCATION
SD NO. 40 (NEW WESTMINSTER)
OPERATIONS POLICY AND PLANNING COMMITTEE
AGENDA

Tuesday, June 6, 2023

6:30 pm

School Board Office (In-Person & Via Zoom Link)

811 Ontario Street, New Westminster

The New Westminster School District recognizes and acknowledges the Qayqayt First Nation, as well as all Coast Salish peoples on whose traditional and unceded territories we live, we learn, we play and we do our work.

			Pages
1.	<u>Approval of Agenda</u>	6:30 PM	
Recommendation: THAT the agenda for the June 6, 2023 Operations Policy and Planning Committee meeting be adopted as distributed.			
2.	<u>Presentations</u>		
3.	<u>Correspondence</u>		
4.	<u>Comment & Question Period from Visitors</u>	6:35 PM	
5.	<u>Reports from Senior Management</u>		
a.	Capital Projects Update (D. Crowe)	6:40 PM	
	i. NWSS Decommissioning Project		3
b.	Operations Update		
	i. Facilities and Finance Report (M. Brito & A. Grey)	6:45 PM	4
	ii. Financial Projection to June 30th (Verbal) (A. Grey)	6:55 PM	
	iii. TIS Update (Verbal) (M. Naser)	7:05 PM	

- | | | | |
|----|---|---------|----|
| c. | Audit Planning Report (A. Grey) | 7:15 PM | 5 |
| d. | 2023-2024 Preliminary Budget (B. Ketcham) | 7:20 PM | 39 |

Recommendation:

THAT the Operations Policy & Planning Committee recommend to the Board of Education of School District No. 40 (New Westminster) complete the third and final reading of the 2023-24 budget bylaw based on the Superintendent's recommendations.

- | | | | |
|----|--|---------|----|
| | i. 2023-24 Annual Budget | | 46 |
| | ii. 2023-24 Budget Companion Guide | | 62 |
| e. | LRFP Update (Verbal) (B. Ketcham) | 7:40 PM | |
| f. | IAP2 Spectrum of Public Participation (K. Hachlaf) | 7:50 PM | 87 |
| g. | Feeding Futures Funding (B. Ketcham) | 8:05 PM | 88 |
| h. | Draft 2023-24 Board Annual Work Plan (B. Ketcham) | 8:15 PM | 90 |

Recommendation:

THAT the Operations Policy and Planning Committee recommend to the Board of Education of School District No. 40 (New Westminster) approval of the Board Annual Workplan for the 2023-24 school year.

6. General Announcements

7. New Business

8. Old Business

9. Question Period (15 Minutes) 8:25 PM

Questions to the Chair on matters that arose during the meeting.

10. Adjournment 8:40 PM

PROJECT MANAGER REPORT – NWSS Hazardous Materials Abatement, Demolition and Restorative Works

To: Chair and Members of the SD40 OPPC

Date: May 31, 2023

Period Ending: May 31, 2023

PROJECT SCOPE: Hazardous materials abatement, demolition and restorative works to the old NWSS site.

CONTRACTOR: Division 2 Contracting Ltd.

TARGET PROJECT COMPLETION DATE: Fall 2023

CURRENT PROJECT STATUS:

- Project is approximately 50% complete.
- Hazardous materials abatement in Pearson wing is fully complete. Hazmat abatement in the Massey wing is nearing completion.
- Demolition of Pearson wing to commence in June with estimated completion in mid-to-late-Summer 2023. Demolition of Massey wing is estimated to be complete in Fall 2023.
- Restorative works, including site clean-up estimated to be complete by late Fall 2023.

4-6 WEEK LOOK-AHEAD:

- Proceed with demolition of Pearson wing and hazmat abatement in Massey wing.

COMMUNICATIONS:

SD40's Project Manager leads weekly stakeholder meetings with the City of New Westminister, Massey Theatre Society, Moody Park Arena and Demolition Contractor.

Public notifications were issued by the contractor to local residences in mid-May to advise of upcoming start of demolition works involving heavy equipment and debris removal by trucks, which will be done in accordance with Division 2's approved traffic management plan.

RECYCLING/RE-USE

Prior to the start of hazardous materials abatement, the contractor removed school furnishings, including desks, lockers, other furnishings and equipment. Approximately 95% of these products were salvaged for re-purposing.

The contractor will salvage wood, to the extent feasible, during demolition. Wood products that cannot be salvaged for re-use will be disposed at wood recycling facilities for re-purposing. The Massey Theatre Society has made an agreement with Division 2 to acquire timbers from the school for construction of a new welcome centre planned for the front of the theatre. Salvage of other miscellaneous products is ongoing.

SAFETY

The Contractor has developed and implemented site safety plans in compliance with WorkSafe BC requirements and City of New Westminister traffic management requirements.

Prepared by Gordon Kishkan, Project Manager, School District 40

Capital Projects, Operations and Planning

1. Daycare portables, we have now received the approved building permit for both sites Howay and Tweedsmuir from the City building department. We have also received the building service permits for both sites. This allows us to start putting our inground utilities in, which will start in the first week of June. We expect the portables to be built and ready for installation in late August, with the playground installation scheduled for September. We are working with Purpose Society to start the Fraser Health approval process.
2. Short term capacity, we have installed a portable classroom at FRMS and more recently Tweedsmuir. We are completed site prep at Queen Elizabeth and are ready for a late July installation of 2 portables. Our staff are working to connect services for September 2023 classroom usage.
3. Qayqayt downstairs 2 classroom renovation is going well. Cabinetry, whiteboards and finishing touches remain. Will be ready for classes September 2023.
4. Heat pump at Glenbrook-Heat pump was installed at GMS over spring break. Transformer still required to be installed to supply power to heat pump in summer.
5. Planning for summertime work, including mechanical heating upgrades at GMS and Spencer for SEP and CNCP (currently out for tender), phase 2 of QMS roofing for SEP, and an elevator replacement at Spencer through AFG. Also includes many various AFG funded projects.

Finance

1. The Secretary Treasurer and Assistant Secretary Treasurer completed another round of visits with school leadership teams in late April to review current year budgets and discuss other relevant matters.
2. This was the second year that the District was selected by the Office of the Auditor General (OAG) as part of their sample for audit procedures to be performed on the Government Reporting Entity report as at March 31, 2023. Auditors engaged by the OAG completed their work over this in mid-May.
3. The team completed the annual rotation of internal school generated funds audits at NWSS, Qayqayt, Lord Tweedsmuir and Connaught with no significant issues noted. The team did provide some process recommendations at each location.

Ministry & Other Submissions: May/June/July 2023

Submitted to:	Description	Date
Ministry of Education and Child Care	Student data collection (1701) May snapshot	May 12, 2023
Ministry of Education and Child Care	Annual Facility Grant Expenditure Plan	May 19, 2023
Ministry of Education and Child Care	2023-24 Preliminary Budget	June 30, 2023
Ministry of Education and Child Care	2023/24 Capital Planning – Major Projects	June 30, 2023
Ministry of Education and Child Care	2022/23 Classroom Enhancement Fund – Year-end Reporting	July 14, 2023
Ministry of Education and Child Care	School District Quarterly GRE Financial Report – June	July 19, 2023
Ministry of Education and Child Care	2022/23 Student and Family Affordability – Final Reporting	July 31, 2023



School District No. 40

**Audit Planning Report
for the year ended June 30, 2023**

KPMG LLP

Prepared on April 3, 2023



KPMG contacts

Key contacts in connection with this engagement

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Digital use information

This Audit Planning Report is also available as a “hyper-linked” PDF document.

If you are reading in electronic form (e.g. In “Adobe Reader” or “Board Books”), clicking on the home symbol on the top right corner will bring you back to this page.



Click on any item in the table of contents to navigate to that section.

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This report to the Operations and Planning Committee (the “Committee”) and Board of Education is intended solely for the information and use of management, the Committee and the Board of Education and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report to the Committee and the Board of Education has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.



Highlights and updates to our previous audit plan

Scope of the audit

Our audit of the financial statements (“financial statements”) of School District No. 40 (New Westminster) (“the District”) as of and for the year ending June 30, 2023 will be performed in accordance with Canadian generally accepted auditing standards (CASs).



Materiality



Set at \$2.1 million (2022 - \$2.1 million), based on budgeted revenues for FY22-23.

Significant risks



There are no significant risks identified beyond those required by professional standards related to fraud risk due to management override of controls.

Audit quality and independence



We are independent and have extensive quality control and conflict checking processes in place. We provide complete transparency on all services and follow Committee approved protocols.

Updates to our previous audit plan



New significant risks



None Identified



Newly effective auditing standards



CAS 315 (Revised) *Identifying and Assessing the Risks of Material Misstatement*

Newly effective auditing standards



Other significant changes



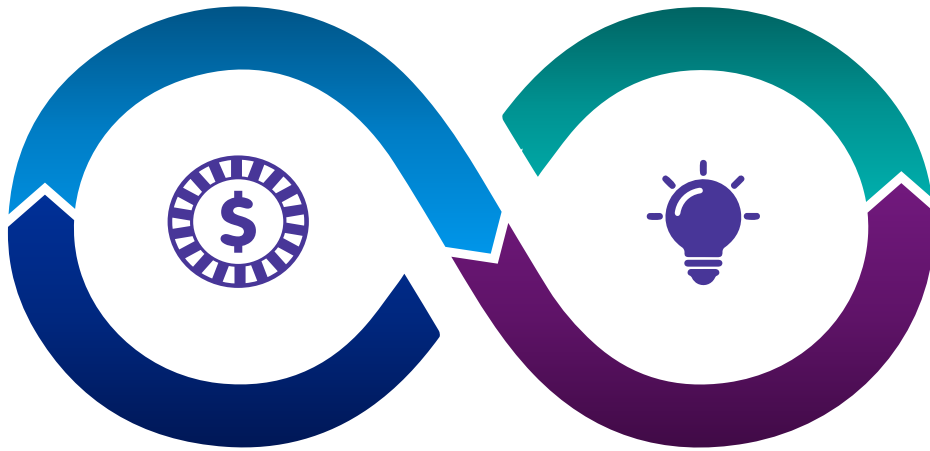
Adoption of PS3280: *Asset Retirement Obligations*

Newly effective accounting standards





Materiality



We **initially determine materiality** at a level at which we consider that misstatements could reasonably be expected to influence the economic decisions of users. Determining materiality is a matter of **professional judgement**, considering both quantitative and qualitative factors, and is affected by our perception of the common financial information needs of users of the financial statements as a group. We do not consider the possible effect of misstatements on specific individual users, whose needs may vary widely.

We **reassess materiality** throughout the audit and revise materiality if we become aware of information that would have caused us to determine a different materiality level initially.

Plan and perform the audit

We **initially determine materiality** to provide a basis for:

- Determining the nature, timing and extent of risk assessment procedures;
- Identifying and assessing the risks of material misstatement; and
- Determining the nature, timing, and extent of further audit procedures.

We design our procedures to detect misstatements at a level less than materiality in individual accounts and disclosures, to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality for the financial statements as a whole (aggregation risk).

Evaluate the effect of misstatements

We also use materiality to evaluate the effect of:

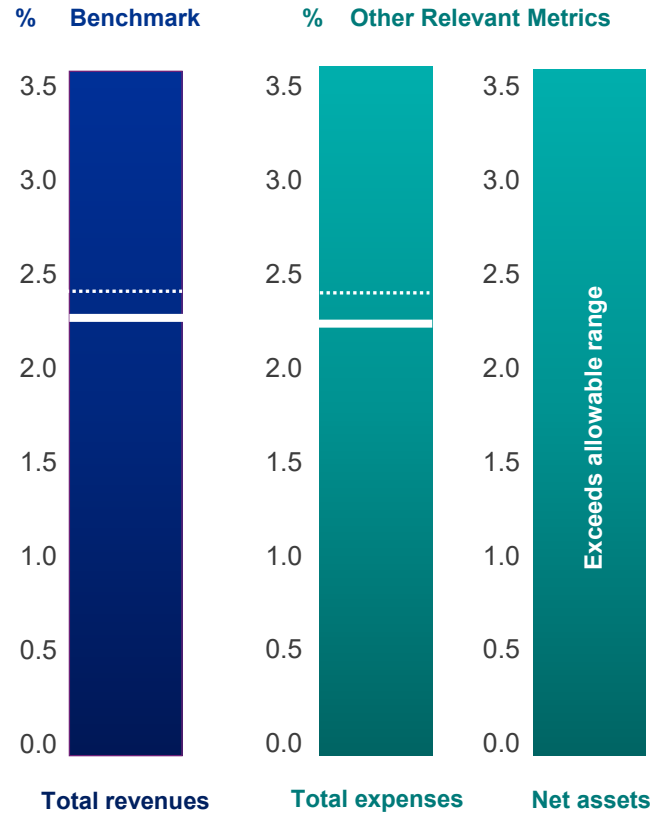
- Identified misstatements on our audit; and
- Uncorrected misstatements, if any, on the financial statements and in forming our opinion.



Materiality

Materiality
\$ 2.1 million
 (2022: \$ 2.1 million)

AMPT
\$ 100,000
 (2022: \$ 100,000)



..... Prior year
 — Current year

Budgeted revenues
\$ 90.7 million
 (2022: \$ 87.6 million)

Budgeted expenses
\$ 92.0 million
 (2022: \$ 89.0 million)

Net assets
\$ 31.0 million
 (2022: \$ 32.3 million)



Risk assessment summary

Our planning begins with an assessment of risks of material misstatement in your financial statements.

We draw upon our understanding of the District and its environment (e.g. the industry, the wider economic environment in which the District operates, etc.), our understanding of the District's components of its system of internal control, including our operations process understanding.

	Risk of fraud	Risk of error	Risk rating
● Management override of controls	✓		Significant
● Asset retirement obligations		✓	Elevated
● Financial reporting framework		✓	Base
● Revenue and receivables		✓	Base
● Accounts payable, accrued liabilities and expenses		✓	Base
● Tangible capital assets		✓	Base
● Employee future benefits		✓	Base
● School generated funds		✓	Base

● SIGNIFICANT RISK OF FRAUD REQUIRED BY PROFESSIONAL STANDARDS

● SIGNIFICANT RISK

● NON-SIGNIFICANT RISK



Significant risks



Management Override of Controls

RISK OF



FRAUD

Why is it significant?

Presumption of the risk of fraud resulting from management override of controls

Management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Although the level of risk of management override of controls will vary from entity to entity, the risk nevertheless is present in all entities.

Audit approach

As this presumed risk of material misstatement due to fraud is not rebuttable, our audit methodology incorporates the required procedures in professional standards to address this risk. These procedures include:

- testing of journal entries and other adjustments,
- performing a retrospective review of estimates
- evaluating the rationale of significant unusual transactions.

Inquiries required by professional standards

Fraud inquiries of those charged with governance

Professional standards require that we obtain your view on the risk of fraud. We make similar inquiries to management as part of our planning process:

- How do you oversee fraud risk assessments and the establishment of controls to address fraud risks?
- What are your views about fraud risks, including management override of controls, at the entity and whether you have taken any actions to respond to these risks?
- Are you aware of matters relevant to the audit, including, but not limited to, violations or possible violations of laws or regulations?
- What is the Board's understanding of the entity's relationships and transactions with related parties that are significant to the entity? Does any member of the audit committee have concerns regarding relationships or transactions with related parties and, if so, what are the substance of those concerns?
- Are you aware of or have you received tips or complaints regarding the entity's financial reporting (including those received through the internal whistleblower program, if such program exists) and, if so, what was your response to such tips and complaints?
- Has the entity entered into any significant unusual transactions?



Elevated risks



Asset Retirement Obligations

Why is it elevated?

PS 3280 Asset Retirement Obligations (“PS 3280”) is effective for the fiscal years beginning on or after April 1, 2022.

The new standard addresses the recognition, measurement, presentation and disclosure of legal obligations associated with the retirement of certain controlled tangible capital assets (“TCA”). The standard requires the Entity to record a liability related to future costs of any legal obligations incurred upon retirement of controlled TCA.

Audit approach

- Enquire with management about process to identify all assets that may be subject to the new standard, including identification of relevant contractual and legislative requirements
- Review underlying agreements and reperform key activities
- Select a sample of assets for testing
- Recalculate obligation(s)
- Review financial reporting impacts and relevant note disclosures



Non-significant risks

Areas of focus	Why are we focusing here?	Our audit approach
Auditor's Opinion - Compliance Framework	Financial statements are prepared in accordance with appropriate financial statement framework.	<ul style="list-style-type: none"> - The financial statements are prepared under Canadian Public Sector Accounting standards ("PSAS"), supplemented by the requirements of Regulations 257/2010 and 198/2011 issued by the Province of British Columbia Treasury Board. - These regulations direct the District to apply PSAS, except in regard to accounting for restricted contributions. Under the regulations, capital contributions are deferred and amortized on the same basis as the amortization of the related tangible capital assets, not in accordance with the underlying stipulations on the funding, as required under PSAS. - As a result, the District's revenue recognized in the statement of operations and certain related deferred capital revenue would have been recorded differently under Canadian Public Sector Accounting Standards. - The Office of the Auditor General ("OAG") has requested additional reporting, under the Group Auditor requirements, in order to perform the consolidation of the Provincial Accounts under the PSA standards.
Accounts payable, accrued liabilities and expenses	Completeness, existence and accuracy of procurement transactions and related expenses, payables and prepaid accounts. Appropriate use of special purpose funding for intended programs.	<ul style="list-style-type: none"> - Perform analytical procedures over services and supplies expense, by fund and function, with expectation that actual expenses will not exceed or be less than budget within acceptable threshold. - Substantive tests of details over appropriate existence, accuracy, classification and allocation of expenses based on source documentation maintained.



Non-significant risks (continued)

Areas of focus	Why are we focusing here?	Our audit approach
Tangible capital assets	<p>Capital projects in process are accurately recorded and disclosed.</p> <p>Other significant capital projects and expenses are approved and accurately recorded (along with related funding).</p>	<ul style="list-style-type: none"> - Understand the approval and related review process for capital expenditures for consistency with approved budgets and Ministry approval. - Review processes in place to ensure that only capital purchases that are approved via the budget process can be processed. - Detailed testing of asset purchases and disposals and recalculation of the allocation of proceeds between Ministry restricted funds and internally restricted District funds. - Review agreements for contractual commitments and related disclosure requirements. - Control testing and process review of payroll procedures.
Employee future benefits and salaries	<p>Employee future benefits obligation estimates are accurately recorded and presented.</p> <p>Salaries and related payroll liabilities are appropriately recognized and accurately recorded.</p> <p>Terms of new collective agreements are appropriately valued and recognized.</p>	<ul style="list-style-type: none"> - Detailed testing and recalculation of salaries and benefits expense in accordance with collective agreements including appropriate use of Classroom Enhancement Funds. - Review of collective agreements for obligations by the District to provide benefits in the future. - Review of assumptions and method used in estimating the liability for future employee benefits including retrospective review of management's previous estimates. - Confirmation of reliance on actuarial valuation with Mercer. - Review financial statement presentation to determine if it is consistent with applicable financial reporting framework.
School generated funds	<p>Completeness and accuracy of school generated funds.</p> <p>Expenditures were incurred for the purposes intended.</p>	<ul style="list-style-type: none"> - Review processes and controls, including results of school audits performed, if any, and impact to the accounting of school generated funds to understand potential risk areas. - Review and assess the appropriateness of the District's monitoring and authorization controls over school generated fund collections and expenditures to assess the risk of misappropriation of such funds, whether due to fraud or error, is mitigated.

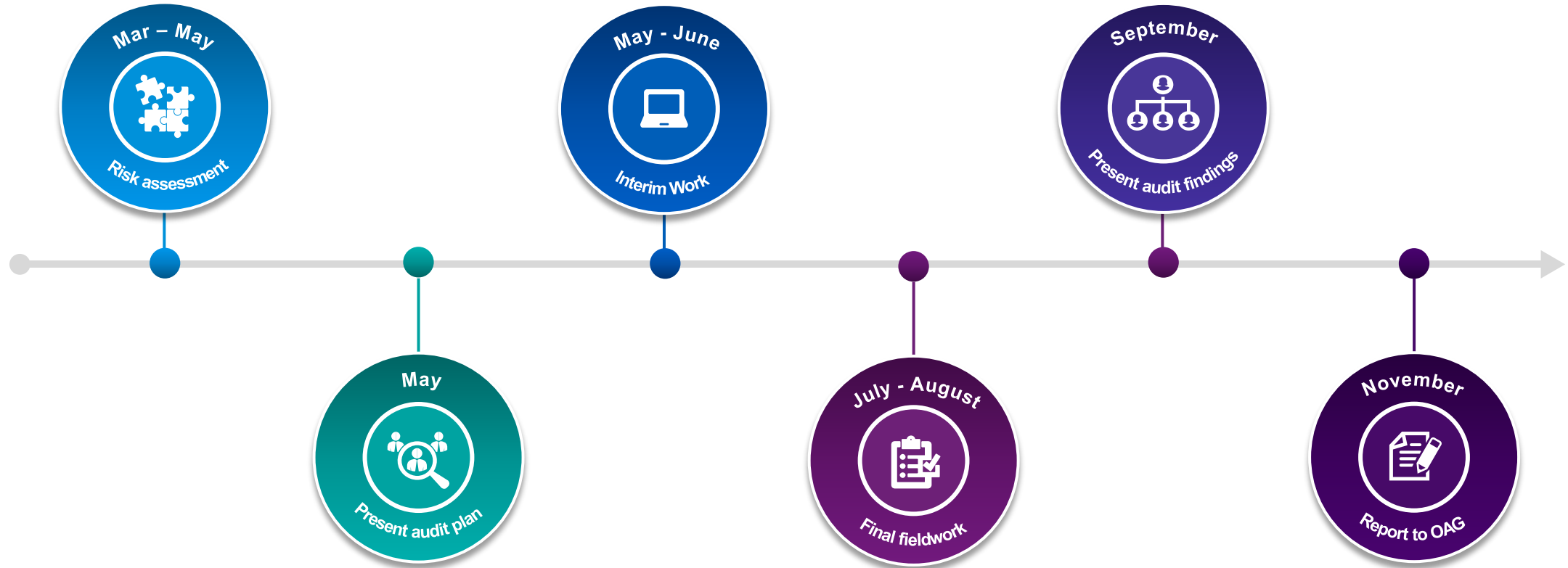


Non-significant risks (continued)

Areas of focus	Why are we focusing here?	Our audit approach
Revenue and receivables	Accuracy, existence and completeness of funding from Ministry of Education and Child care ("MECC") and other sources, and fees, international student and tuition programs.	<ul style="list-style-type: none"> - Obtain confirmation from MECC of funding received for the year and assess if it is reported accurately between operating, special purpose and capital funds, including Classroom Enhancement Funding ("CEF") grants. - Perform analytical review over fee revenues from other sources, including international student and summer school programs. - Understand and test one-time, non-recurring adjustments, including existence, accuracy and presentation in the appropriate fund. - Test receipt and use of CEF to determine if revenue collected is accurate and has been used for its intended purpose based on funding restrictions. - Substantive testing of CEF expenditures to determine if they are consistent with the terms of the funding. - Substantive testing of unspent funding to assess appropriateness of deferral (if applicable) in accordance with related restrictions.



Key milestones and deliverables





Value for fees



Our fees are described in our proposal are as follows:

	Current	Prior
Audit	\$ 30,000	\$ 30,000

The proposed fees outlined above are based on the assumptions described in our audit proposal. *These fees do not include additional work related to the adoption and implementation of PS 3280 Asset Retirement Obligations, nor do they include additional work related to the implementation of CAS 315 (Revised) Identifying and Assessing the Risks of Material Misstatement.* These fees also do not include any advisory services provided.

Additional fees will be discussed and agreed upon with management.



Audit Quality: How do we deliver audit quality?

Quality essentially means doing the right thing and remains our highest priority. Our **Global Quality Framework** outlines how we deliver quality and how every partner and staff member contribute to its delivery.

'**Perform quality engagements**' sits at the core along with our commitment to continually monitor and remediate to fulfil on our quality drivers.

Our **quality value drivers** are the cornerstones to our approach underpinned by the **supporting drivers** and give clear direction to encourage the right behaviours in delivering audit quality.

We define '**audit quality**' as being the outcome when:

- audits are **executed consistently**, in line with the requirements and intent of **applicable professional standards** within a strong **system of quality controls**; and
- all of our related activities are undertaken in an environment of the utmost level of **objectivity, independence, ethics and integrity**.



Doing the right thing. Always.

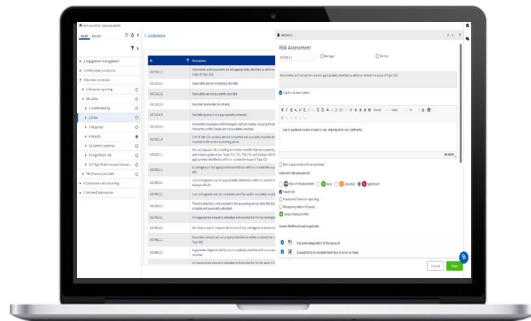




Our audit platform - KPMG Clara

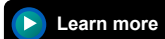
Building upon our sound audit quality foundations, we are making significant investments to drive consistency and quality across our global audit practices. We've committed to an ongoing investment in innovative technologies and tools for engagement teams, such as KPMG Clara, our smart audit platform.

KPMG Clara workflow

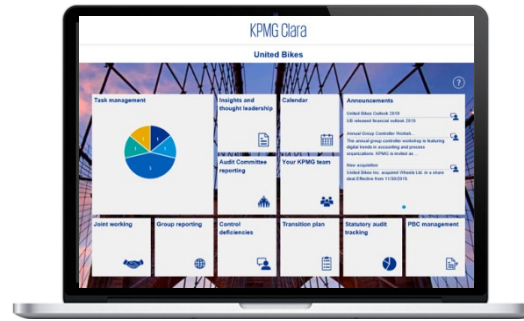


Globally consistent execution

A modern, intuitively written, highly applicable audit methodology that allows us to deliver globally consistent engagements.



KPMG Clara for clients



Real-time collaboration and transparency

Allows the client team to see the real-time status of the engagement and who from our KPMG team is leading on a deliverable.

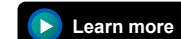


KPMG Clara analytics



Insights-driven efficient operations

Using the latest technologies to analyze data, KPMG Clara allows us to visualise the flow of transactions through the system, identify risks in your financial data and perform more specific audit procedures.





Appendices

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Other required communications

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Newly effective auditing standards

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Newly effective and upcoming changes to accounting standards

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Audit and assurance insights

5

Thought leadership and insights



Appendix 1: Other required communications



Auditors' report

A copy of our draft auditors' report setting out the conclusion of our audit will be provided at the completion of the audit.

Engagement letter

The objectives of the audit, our responsibilities in carrying out our audit, as well as management's responsibilities, are set out in the engagement letter.



Audit findings report

At the completion of the audit, we will provide our findings report to the Audit Committee and Board of Education.

Management representation letter

We will obtain from management certain representations at the completion of the audit. In accordance with professional standards, a copy of the representation letter will be provided to the Audit Committee.



Independence

We are independent and have a robust and consistent system of quality control. We provide complete transparency on all services and follow the Committee's approved protocols. At the completion of our audit, we will re-confirm our independence to the Audit Committee.

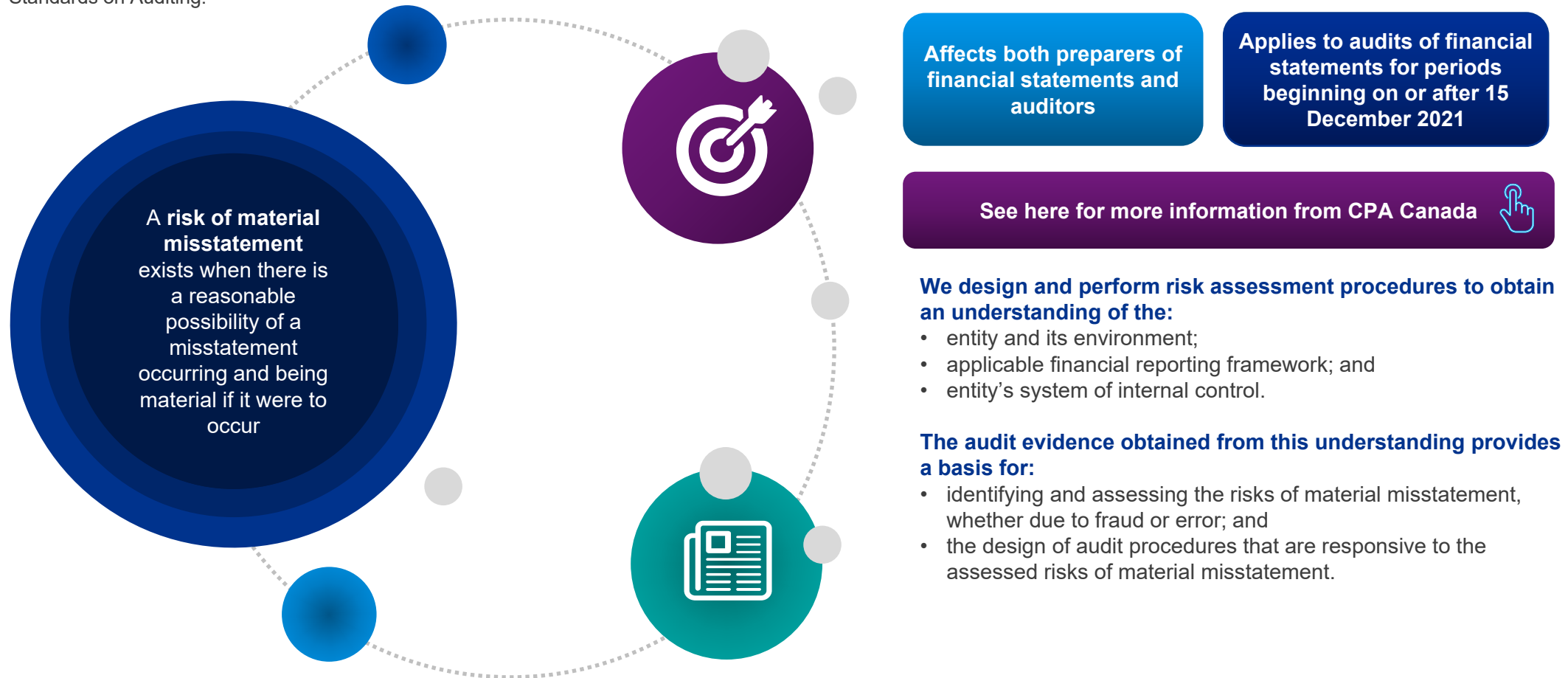
Internal control deficiencies

Control deficiencies identified during the audit will be communicated to management and the Audit Committee.



Appendix 2: Newly effective auditing standards

CAS 315 (Revised) Identifying and Assessing the Risks of Material Misstatement has been revised, reorganized and modernized in response to challenges and issues with the previous standard. It aims to promote consistency in application, improve scalability, reduce complexity, support a more robust risk assessment and incorporate enhanced guidance material to respond to the evolving environment, including in relation to information technology. Conforming and consequential amendments have been made to other International Standards on Auditing.





Appendix 2: Newly effective auditing standards (continued)

Key change

Overall, a more robust risk identification and assessment process, including:

- New requirement to take into account how, and the degree to which, 'inherent risk factors' affect the susceptibility of relevant assertions to misstatement
- New concept of significant classes of transactions, account balances and disclosures and relevant assertions to help us to identify and assess the risks of material misstatement
- New requirement to separately assess inherent risk and control risk for each risk of material misstatement
- Revised definition of significant risk for those risks which are close to the upper end of the spectrum of inherent risk

Impact on the audit team

When assessing inherent risk for identified risks of material misstatement, we consider the degree to which inherent risk factors (such as complexity, subjectivity, uncertainty, change, susceptibility to management bias) affect the susceptibility of assertions to misstatement.

We use the concept of the spectrum of inherent risk to assist us in making a judgement, based on the likelihood and magnitude of a possible misstatement, on a range from higher to lower, when assessing risks of material misstatement

The changes may affect our assessments of the risks of material misstatement and the design of our planned audit procedures to respond to identified risks of material misstatement.

If we do not plan to test the operating effectiveness of controls, the risk of material misstatement is the same as the assessment of inherent risk.

Impact on management

If the effect of this consideration is that our assessment of the risks of material misstatement is higher, then our audit approach may increase the number of controls tested and/or the extent of that testing, and/or our substantive procedures will be designed to be responsive to the higher risk.

We may perform different audit procedures and request different information compared to previous audits, as part of a more focused response to the effects identified inherent risk factors have on the assessed risks of material misstatement.



Appendix 2: Newly effective auditing standards (continued)

Key change	Impact on the audit team	Impact on management
<p>Overall, a more robust risk identification and assessment process, including evaluating whether the audit evidence obtained from risk assessment procedures provides an appropriate basis to identify and assess the risks of material misstatement</p>	<p>When making this evaluation, we consider all audit evidence obtained, whether corroborative or contradictory to management assertions. If we conclude the audit evidence obtained does not provide an appropriate basis, then we perform additional risk assessment procedures until audit evidence has been obtained to provide such a basis.</p>	<p>In certain circumstances, we may perform additional risk assessment procedures, which may include further inquires of management, analytical procedures, inspection and/or observation.</p>
<p>Overall, a more robust risk identification and assessment process, including performing a 'stand back' at the end of the risk assessment process</p>	<p>We evaluate whether our determination that certain material classes of transactions, account balances or disclosures have no identified risks of material misstatement remains appropriate.</p>	<p>In certain circumstances, this evaluation may result in the identification of additional risks of material misstatement, which will require us to perform additional audit work to respond to these risks.</p>



Appendix 2: Newly effective auditing standards (continued)

Key change

Modernized to recognize the evolving environment, including in relation to IT

Enhanced requirements relating to exercising professional skepticism

Impact on the audit team

New requirement to understand the extent to which the business model integrates the use of IT.

When obtaining an understanding of the IT environment, including IT applications and supporting IT infrastructure, it has been clarified that we also understand the IT processes and personnel involved in those processes relevant to the audit.

Based on the identified controls we plan to evaluate, we are required to identify the:

- IT applications and other aspects of the IT environment relevant to those controls
- related risks arising from the use of IT and the entity's general IT controls that address them.

Examples of risks that may arise from the use of IT include unauthorized access or program changes, inappropriate data changes, risks from the use of external or internal service providers for certain aspects of the entity's IT environment or cybersecurity risks.

New requirement to design and perform risk assessment procedures in a manner that is not biased toward obtaining audit evidence that may be corroborative or toward excluding audit evidence that may be contradictory. Strengthened documentation requirements to demonstrate the exercise of professional scepticism.

Impact on management

We will expand our risk assessment procedures and are likely to engage more extensively with your IT and other relevant personnel when obtaining an understanding of the entity's use of IT, the IT environment and potential risks arising from IT. This might require increased involvement of IT audit professionals.

Changes in the entity's use of IT and/or the IT environment may require increased audit effort to understand those changes and affect our assessment of the risks of material misstatement and audit response.

Risks arising from the use of IT and our evaluation of general IT controls may affect our control risk assessments, and decisions about whether we test the operating effectiveness of controls for the purpose of placing reliance on them or obtain more audit evidence from substantive procedures. They may also affect our strategy for testing information that is produced by, or involves, the entity's IT applications.

We may make changes to the nature, timing and extent of our risk assessment procedures, such as our inquires of management, the activities we observe or the accounting records we inspect.



Appendix 2: Newly effective auditing standards (continued)

Key change

Clarification of which controls need to be identified for the purpose of evaluating the design and implementation of a control

Impact on the audit team

We will evaluate the design and implementation of controls that address risks of material misstatement at the assertion level as follows:

- Controls that address a significant risk.
- Controls over journal entries, including non-standard journal entries.
- Other controls we consider appropriate to evaluate to enable us to identify and assess risks of material misstatement and design our audit procedures

Impact on management

We may identify new or different controls that we plan to evaluate the design and implementation of, and possibly test the operating effectiveness to determine if we can place reliance on them.

We may also identify risks arising from IT relating to the controls we plan to evaluate, which may result in the identification of general IT controls that we also need to evaluate and possibly test whether they are operating effectively. This may require increased involvement of IT audit specialists.



Appendix 3: Changes in accounting standards

PS 3280 Asset Retirement Obligations (“PS 3280”) is effective for the fiscal years beginning on or after April 1, 2022. This standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets by public sector entities. This significant new accounting standard has implications that have the potential to go beyond financial reporting.

Financial reporting implications

A liability for asset retirement costs will be recorded with a corresponding increase in the cost of tangible capital assets in productive use, resulting in a decrease (increase) to the net financial assets (net debt) reported in the Statement of Financial Position.

Asset retirement obligations associated with tangible capital assets that are not recognized or no longer in productive use are expensed.

Additional non-cash expenses for the amortization of tangible capital assets and accretion will be recognized annually.

The total cost of legally required retirement activities will be recognized earlier in a tangible capital asset’s life. There is no change to the total cost recorded over an asset’s life.

A rigorous process needs to be established to support updates to the ARO measurement on an annual basis post-initial implementation.

Asset management implications

The asset retirement date used to determine the asset retirement liability needs to be consistent with the useful life of the related tangible capital asset. As a result, public sector entities need to assess whether the useful lives of tangible capital assets continue to be accurate and consistent with asset management plans.

Many public sector entities are using the implementation of PS 3280 as an opportunity to develop or refine their asset management plans.

Funding implications

PS 3280 does not provide guidance on how the asset retirement liability should be funded. Many public sector entities currently fund retirement costs as they are incurred at the end of the asset’s life. Public sector entities will need to assess whether this practice remains appropriate or if funding will be obtained over the life of the asset.

Budget implications

In addition to budgeting for costs associated with the initial implementation of PS 3280, public sector entities will need to consider if the non-cash accretion expense and additional amortization expense will be included in the annual budget.

Public sector entities operating under balanced budget legislation or similar guidelines will need to obtain guidance from the provincial government or governance bodies to determine the impact of PS 3280 on current requirements.

Capital planning implications

PS 3280 requires legal obligations associated with the retirement of tangible capital assets to be recorded when the assets are acquired, constructed, or developed. As a result, the cost of legally required retirement activities will need to be considered at the inception of a capital project to determine the financial viability and impact of the project.



Appendix 3: Changes in accounting standards (continued)

The following checklist is intended to provide you with reminders for key activities in each phase of your PS 3280 implementation project. The items noted are not a complete list of factors influencing the successful adoption of PS 3280, nor is it intended to provide any type of assurance.

Project planning

- Project team is cross-functional and includes Finance and non-Finance personnel.
- Sufficient personnel resources are available for the implementation project.
- Where required, external experts have been engaged.
- The project plan identifies who is responsible for each project task.
- Project timelines are reasonable.
- Auditor involvement has been scheduled at each significant project milestone.
- Asset retirement obligations policy has been drafted.
- Funding is available for PS 3280 implementation costs.
- Recurring project updates are provided to the Audit Committee or other governance body to engage them in the implementation process.

Scoping

- The tangible capital assets listing reconciles to the audited financial statements.
- Agreements (e.g. leases, statutory rights of way, etc.) have been reviewed for potential legal obligations.
- Productive and non-productive assets have been included in the scoping analysis.
- Assets with similar characteristics and risks have been grouped together in the scoping analysis.
- All relevant legal acts, regulations, guidelines, etc. have been identified.
- Relevant internal stakeholders have been interviewed to obtain information about potential retirement obligations.

Measurement

- Cost information is relevant and reliable.
- Only costs directly attributable to legally required retirement activities have been included in the liability.
- If applicable, the discount rate is consistent with the risks and timelines inherent in the cash flows.
- If discounting is applied, it is based on reliable information to inform the timing of future cash flows.
- Asset retirement obligations have been linked to specific tangible capital assets.
- The useful life of the tangible capital asset remain appropriate and are consistent with estimated asset retirement date.
- The transition method selected is appropriate based on the measurement information available.
- Calculations are mathematically accurate.

Financial reporting

- Financial statements have been mocked up to include asset retirement obligations.
- Note disclosures, including significant accounting policies, have been drafted.
- Documentation prepared during the project has been reviewed to ensure it is accurate and complete.
- Plans have been implemented for the annual post-implementation review and update of the asset retirement obligation liability.



Appendix 3: Changes in accounting standards (continued)

Standard	Summary and implications
Revenue	<ul style="list-style-type: none"> The new standard PS 3400 <i>Revenue</i> is effective for fiscal years beginning on or after April 1, 2023. The new standard establishes a single framework to categorize revenue to enhance the consistency of revenue recognition and its measurement. The standard notes that in the case of revenue arising from an exchange transaction, a public sector entity must ensure the recognition of revenue aligns with the satisfaction of related performance obligations. The standard notes that unilateral revenue arises when no performance obligations are present, and recognition occurs when there is authority to record the revenue and an event has happened that gives the public sector entity the right to the revenue.
Purchased Intangibles	<ul style="list-style-type: none"> The new Public Sector Guideline 8 <i>Purchased intangibles</i> is effective for fiscal years beginning on or after April 1, 2023 with earlier adoption permitted. The guideline allows public sector entities to recognize intangibles purchased through an exchange transaction. The definition of an asset, the general recognition criteria and GAAP hierarchy are used to account for purchased intangibles. Narrow scope amendments were made to PS 1000 <i>Financial statement concepts</i> to remove the prohibition to recognize purchased intangibles and to PS 1201 <i>Financial statement presentation</i> to remove the requirement to disclose purchased intangibles not recognized. The guideline can be applied retroactively or prospectively.
Public Private Partnerships	<ul style="list-style-type: none"> The new standard PS 3160 <i>Public private partnerships</i> is effective for fiscal years beginning on or after April 1, 2023. The standard includes new requirements for the recognition, measurement and classification of infrastructure procured through a public private partnership. The standard notes that recognition of infrastructure by the public sector entity would occur when it controls the purpose and use of the infrastructure, when it controls access and the price, if any, charged for use, and it controls any significant interest accumulated in the infrastructure when the public private partnership ends. The public sector entity recognizes a liability when it needs to pay cash or non-cash consideration to the private sector partner for the infrastructure. The infrastructure would be valued at cost, which represents fair value at the date of recognition with a liability of the same amount if one exists. Cost would be measured in reference to the public private partnership process and agreement, or by discounting the expected cash flows by a discount rate that reflects the time value of money and risks specific to the project. The standard can be applied retroactively or prospectively.



Appendix 3: Changes in accounting standards (continued)

Standard	Summary and implications
Concepts Underlying Financial Performance	<ul style="list-style-type: none"> The revised conceptual framework is effective for fiscal years beginning on or after April 1, 2026 with earlier adoption permitted. The framework provides the core concepts and objectives underlying Canadian public sector accounting standards. The ten chapter conceptual framework defines and elaborates on the characteristics of public sector entities and their financial reporting objectives. Additional information is provided about financial statement objectives, qualitative characteristics and elements. General recognition and measurement criteria, and presentation concepts are introduced.
Financial Statement Presentation	<ul style="list-style-type: none"> The proposed section PS 1202 <i>Financial statement presentation</i> will replace the current section PS 1201 <i>Financial statement presentation</i>. PS 1202 <i>Financial statement presentation</i> will apply to fiscal years beginning on or after April 1, 2026 to coincide with the adoption of the revised conceptual framework. Early adoption will be permitted. The proposed section includes the following: <ul style="list-style-type: none"> Relocation of the net debt indicator to its own statement called the statement of net financial assets/liabilities, with the calculation of net debt refined to ensure its original meaning is retained. Separating liabilities into financial liabilities and non-financial liabilities. Restructuring the statement of financial position to present total assets followed by total liabilities. Changes to common terminology used in the financial statements, including re-naming accumulated surplus (deficit) to net assets (liabilities). Removal of the statement of remeasurement gains (losses) with the information instead included on a new statement called the statement of changes in net assets (liabilities). This new statement would present the changes in each component of net assets (liabilities), including a new component called “accumulated other”. A new provision whereby an entity can use an amended budget in certain circumstances. Inclusion of disclosures related to risks and uncertainties that could affect the entity’s financial position. The Public Sector Accounting Board is currently deliberating on feedback received on exposure drafts related to the reporting model.



Appendix 3: Changes in accounting standards (continued)

Standard	Summary and implications
Employee benefits	<ul style="list-style-type: none"> The Public Sector Accounting Board has initiated a review of sections PS 3250 <i>Retirement benefits</i> and PS 3255 <i>Post-employment benefits, compensated absences and termination benefits</i>. The intention is to use principles from International Public Sector Accounting Standard 39 <i>Employee benefits</i> as a starting point to develop the Canadian standard. Given the complexity of issues involved and potential implications of any changes that may arise from the review of the existing guidance, the new standards will be implemented in a multi-release strategy. The first standard will provide foundational guidance. Subsequent standards will provide additional guidance on current and emerging issues. The proposed section PS 3251 <i>Employee benefits</i> will replace the current sections PS 3250 <i>Retirement benefits</i> and PS 3255 <i>Post-employment benefits, compensated absences and termination benefits</i>. It will apply to fiscal years beginning on or after April 1, 2026. Early adoption will be permitted and guidance applied retroactively. This proposed section would result in public sector entities recognizing the impact of revaluations of the net defined benefit liability (asset) immediately on the statement of financial position. Organizations would also assess the funding status of their post-employment benefit plans to determine the appropriate rate for discounting post-employment benefit obligations. The Public Sector Accounting Board is in the process of evaluating comments received from stakeholders on the exposure draft.



Appendix 4: Audit and assurance insights

Our latest thinking on the issues that matter most to Audit Committees, board of directors and management.

[KPMG Audit & Assurance Insights](#)

Curated research and insights for Audit Committees and boards.

[Board Leadership Centre](#)

Leading insights to help board members maximize boardroom opportunities.

[Current Developments](#)

Series of quarterly publications for Canadian businesses including Spotlight on IFRS, Canadian Securities & Auditing Matters and US Outlook reports.

[Audit Committee Guide – Canadian Edition](#)

A practical guide providing insight into current challenges and leading practices shaping Audit Committee effectiveness in Canada

[KPMG Learning Academy](#)

Technical accounting and finance courses designed to arm you with leading-edge skills needed in today's disruptive environment.

[Accelerate 2023](#)

The key issues driving the Audit Committee agenda in 2023

[KPMG Climate Change Financial Reporting Resource Centre](#)

Our climate change resource centre provides insights to help you identify the potential financial statement impacts to your operations.

[Momentum](#)

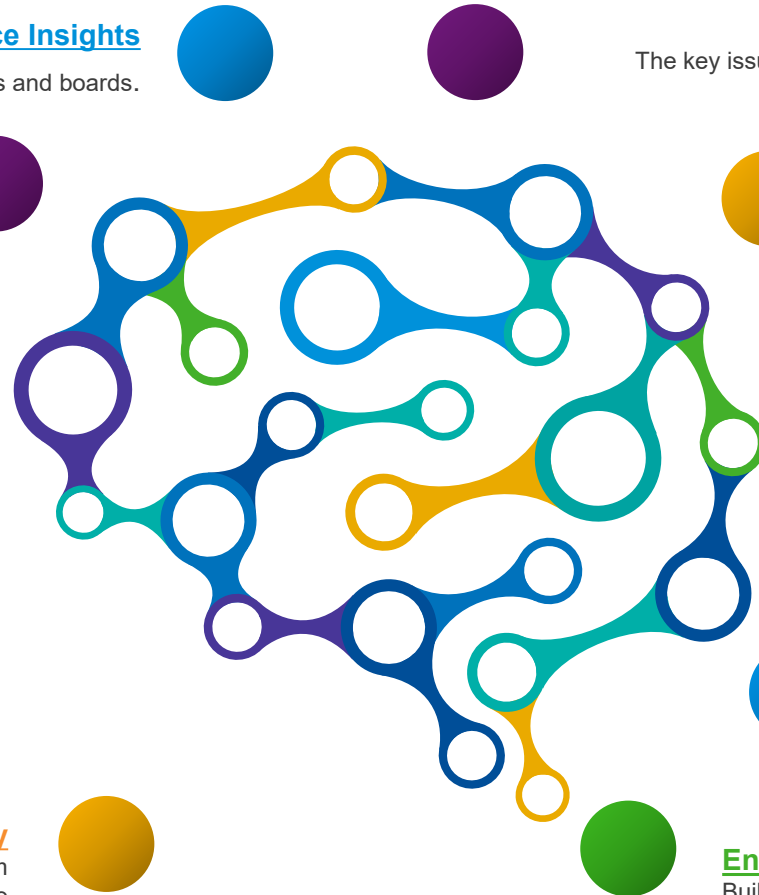
A quarterly newsletter providing curated insights for management, boards and Audit Committees.

[Uncertain Times Financial Reporting Resource Centre](#)

Uncertain times resource center provides insights to support clients facing challenges relating to COVID-19, natural disasters and geopolitical events.

[Environmental, social and governance \(ESG\)](#)

Building a sustainable, resilient and purpose-led organization





Appendix 5: Thought leadership and insights

Thought leadership – Environmental, social and governance (“ESG”)

Note: Click on images to visit document link.

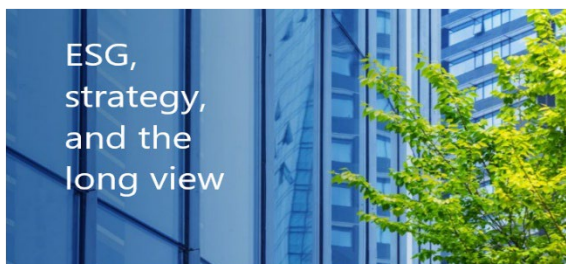


CoP26 made progress towards tackling climate change, but there is much more to do.

At KPMG, we're committed to accelerating the changes required to fight climate change.



In this report, KPMG considers how leading corporations and investors can take action to capture the value that can be found in a healthy, sustainable ocean economy.

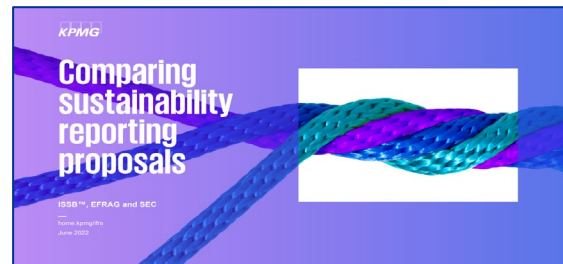


This highlights a five-part framework to help organizations shape the total impact of strategy and operations on performance both externally, and internally.



The Green City outlines the need of the cities and the buildings in them to reflect climate consciousness.

The link provides guidance on what that looks like and the first steps to meeting those objectives.



This report outlines the updates in regulatory sustainability reporting.

Its focus is comparing and contrasting proposals from the ISSB, EFRAG, and the SEC.



This article outlines the importance of Gender-lens investing and how it aims on promoting equity and sustainability.



Appendix 6: Thought leadership and insights (continued)

Thought leadership – Environmental, social and governance (“ESG”)

Note: Click on images to visit document link.

Getting started on the inclusion and diversity journey

In the age of transparency, businesses must implement inclusion and diversity practices

In this age of transparency, businesses must act proactively to implement strategic inclusion and diversity (“I&D”) practices.

This link is a guide for organizations on their own transformation journey.

How the 'S' in ESG is changing the way we do business

The social component of ESG calls for more heart, empathy and interconnectedness

The "S" in ESG is becoming critical as people and organizations become more conscious about how the social aspect of business will impact their future.

This article touches on the social movements driving business change.

Climate change, human rights and institutional investors

The adverse impacts to people from a changing climate will create risks for institutional investors throughout the value chain

As the severity of climate impacts increase, so do the socio-economic disruptions due to the risk and fall of climate impacted sectors and projects.

This article breaks down the impact on institutional investors.



This article outlines how ESG is impacting valuation and performance of the underlying companies institutional investors have a stake in.

Market statistics highlight the issues surrounding responsible investment.

KPMG’s Climate Change Financial Reporting Resource Centre

KPMG’s climate change resource centre provides FAQs to help you identify the potential financial statement impacts for your operations.

[Click here](#) to access KPMG’s portal.

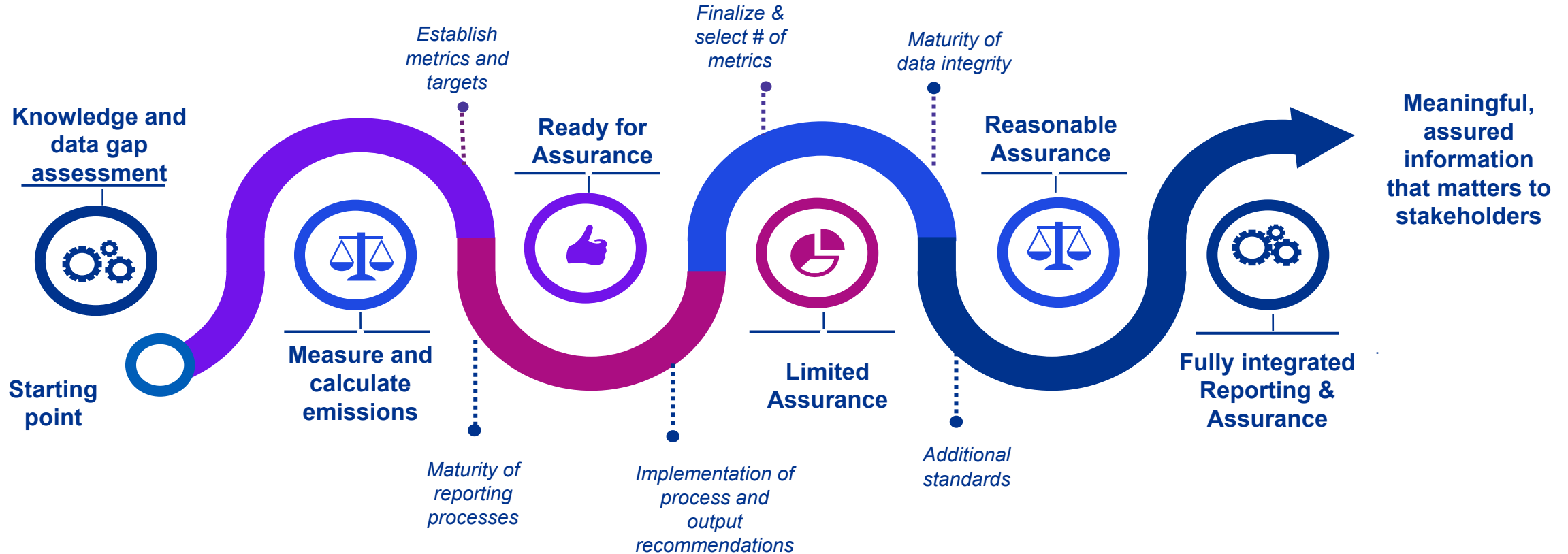
A closer look at the Greenhouse Gas (“GHG”) Protocol

Chartered Professional Accountants of Canada (CPA Canada) and the Institute for Sustainable Finance (ISF) produced a 23-page report ([click here](#)) on the GHG Protocol. The report looks to inform potential preparers and users of emissions disclosure; policy makers; standard setters; regulators; and others, and to spur important additional research into key aspects of emissions disclosure and standards that require closer attention.



Appendix 5: Thought leadership and insights (continued)

Where are you in the GHG reporting and assurance journey?





Appendix 5: Thought leadership and insights (continued)

ESG Discovery | Client journey





[kpmg.ca](https://www.kpmg.ca)

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KPMG member firms around the world have 265,000 professionals, in 143 countries.



2023-24 Preliminary Budget Update

June 6, 2023



New
Westminster
Schools

Updates Since Superintendent Recommendations

- FUNDING FOR EXEMPT/PVP WAGE INCREASES ANNOUNCED MAY 26TH**
 - EXCLUDES FUNDING FOR INCREMENTS AND NO ASSURANCE FUNDING FOR PVP/EXEMPT WILL CONTINUE INTO FUTURE YEARS**
- FUNDING FROM CITY FOR NAVIGATOR POSITION APPROVED MAY 29TH**
- DISTRICT OFFICE RESTRUCTURING**
- DIRECTOR OF SECONDARY PROGRAMS RESTRUCTURE**
- SUPERVISION STRATEGY CHANGE AT NWSS**
- ADDITIONAL PRIORITY TTOC AND EA POSITIONS (ADDED 2 POSITIONS)**
- ADDITIONAL EA LUNCH RELIEF SUPERVISION (ADDED ONE SITE)**
- INCREASE IN CAPITAL PLAN SAVINGS**

Identified efficiencies – Updated

Efficiency identified	Ongoing (\$)	One Time (\$)	Total (\$)
Innovation Grants	\$51,000		\$51,000
Pro-D and Release Time	\$40,000		\$40,000
District level services/supplies	\$18,000		\$18,000
Music facilitator (0.143 FTE)	\$15,730		\$15,730
→ District Office Restructuring	\$116,148		\$116,148
Total Efficiencies Identified	\$240,878		\$240,878

Summary of Priorities – Updated

Recommended Requests	Ongoing (\$)	One Time (\$)	Total (\$)
VP time increase (0.2 FTE)	\$22,000		\$22,000
→ Priority EA and TTOCs (5 of each)	\$135,270		\$135,270
Counselling increase (1.0 FTE)	\$77,000		\$77,000
→ Additional supervision at NWSS	\$91,589		\$91,589
→ EA Lunch relief and supervision (4 hour) – 6 sites	\$177,594		\$177,594
Second Secondary Principal (dual P model at NWSS)	\$194,475		\$194,475
→ Director of Secondary Programs Restructure (savings)	-\$105,200		-\$105,200
NWSS school privacy and safety upgrades		\$55,000	\$55,000
Comms web upgrade	\$15,000		\$15,000
Maintenance equipment – tools		\$35,000	\$35,000
→ Capital Plan savings	\$150,000		\$150,000
After School Childcare	\$21,552		\$21,552
Total Requests Identified	\$779,280	\$90,000	\$869,280

Efficiencies and Priorities – Effect on Surplus Reserves



	Ongoing (\$)	One Time (\$)	Total (\$)
Expected Accumulated Surplus – start of 2023–24			\$2,517,726
2023–24 Structural Surplus (Deficit)			\$643,000
Efficiencies identified			\$240,878
Requests identified	(\$779,280)	(\$90,000)	(\$869,280)
Expected Accumulated Surplus – end of 2023–24	(\$779,280)	(\$90,000)	\$2,532,324
Additional efficiencies required to keep \$2M reserve			\$nil
Accumulated Surplus reserve targeted balance			\$2,000,000

Three-year plan summary



	2023-24	2024-25	2025-26
Accumulated Surplus, opening	\$2,517,726	\$2,532,324	\$2,482,922
Structural Surplus (Deficit) (assumes no requests)	\$643,000	\$489,000	\$488,000
Ongoing operational efficiencies	\$240,878	\$240,878 (same as year 1)	\$240,878 (same as year 1)
Accumulated Surplus, ending (should be \$2M and over)	\$3,401,604	\$3,262,202	\$3,211,800
Ongoing Priorities	(\$779,280)	(\$779,280)	(\$749,280)
One-Time Priorities	(\$90,000)	0	0
Accumulated Surplus	\$2,532,324	\$2,482,922	\$2,462,520
Efficiencies required to keep above \$2M	\$nil	\$nil	\$nil

Preliminary Budget Summary

2023-24 Preliminary Budget

	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37
	2023-24 Base Budget	COLA Adjustment	Navigator Income	Exempt/PVP wage funding plus COLA	2023-24 Base Budget 2	EFFICIENCY Reprioritize Innovation Grants	EFFICIENCY Reprioritize Pro-D and Release Time	EFFICIENCY Reprioritize Services/Supplies	EFFICIENCY Reprioritize Music Facilitator	EFFICIENCY - District office restructuring	VP Time Increase (0.2 FTE)	Second Secondary Principal	Director of Secondary Programs Restructuring	Priority EA and TTOCs (5 of each)	Additional 1.0 FTE counselling	Additional supervision time at NWSS	EA Lunch Relief and Supervision @ 6 sites	Comms web upgrade	Capital Plan Savings	Maintenance Equipment replacement (one-time)	Privacy and safety NWSS modifications (one-time)	After School Childcare	2023-24 Preliminary Budget
OPERATING GRANT MINISTRY OF EDUCAT	79,834,006				79,834,006																		79,834,006
OTHER MINISTRY OF EDUCATION GRANTS	874,514	974,167		421,556	2,270,237																		2,270,237
PROVINCIAL GRANTS OTHER	68,788				68,788																		68,788
SUMMER SCHOOL FEES	940				940																		940
CONTINUING EDUCATION	1,900				1,900																		1,900
OFFSHORE TUITION FEES	2,844,000				2,844,000																		2,844,000
MISCELLANEOUS REVENUE	241,286		75,000		316,286																	119,829	436,115
COMMUNITY USE OF FACILITIES	559,667				559,667																		559,667
INTEREST ON SHORT TERM INVESTMENT	435,000				435,000																		435,000
APPROPRIATED SURPLUS	0				0																		-
Total Revenue	84,860,101	974,167	75,000	421,556	86,330,824	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	119,829	86,450,653
PRINCIPALS & VP SALARIES	4,355,342			51,900	4,407,242					132,918		155,580	182,160										4,247,744
TEACHERS SALARIES	37,368,314	391,730			37,760,045								60,000	40,705	61,600								37,847,366
SUPPORT STAFF SALARIES	6,390,153	118,135			6,508,288				12,584	40,000	17,600					73,271	32,000				79,286	6,628,845	
EDUCATIONAL ASSISTANTS SALARIES	8,002,217	93,810			8,096,027								6,530				169,722				25,818	8,298,097	
OTHER PROFESSIONAL SALARIES	2,966,769			33,865	3,000,634								158,000										3,158,634
SUBSTITUTE SALARIES	2,824,335	153,642			2,977,977		15,000						36,965										2,999,942
EMPLOYEE BENEFITS	15,160,270	153,518		8,513	15,322,301				3,146	23,230	4,400	38,895	21,040	51,070	15,400	18,318	39,872					26,277	15,469,118
STAFF SALARIES (INCLUDING BENEFITS)	77,067,401	910,835	-	94,278	78,072,514	-	15,000	-	15,730	116,148	22,000	194,475	105,200	135,270	77,000	91,589	177,594	-	-	-	-	131,381	78,649,745
SERVICES	2,097,053				2,097,053		25,000											15,000					2,087,053
LEGAL COSTS	66,100				66,100																		66,100
STUDENT TRANSPORTATION	58,550				58,550																		58,550
PROFESSIONAL DEVELOPMENT & TRAVEL	506,651				506,651			4,000															502,651
RENTALS & LEASES	288,362				288,362																		288,362
DUES & FEES	109,714				109,714																		109,714
INSURANCE	138,158				138,158																		138,158
SUPPLIES	1,829,836				1,829,836	51,000		14,000														35,000	1,809,836
UTILITIES	590,549				590,549																		590,549
GAS - HEAT	278,790				278,790																		278,790
CARBON TAX EXP	51,000				51,000																		51,000
WATER & SEWAGE	240,432				240,432																		240,432
GARBAGE & RECYCLE	102,386				102,386																		102,386
FURNITURE & EQUIPMENT REPLACEMENT	506,518				506,518																55,000		561,518
COMPUTER & EQUIPMENT REPLACEMENT	751,030				751,030																		751,030
LOCAL CAPITAL	0				0														150,000				150,000
Total Expense	84,682,529	910,835	-	94,278	85,687,643	-51,000	-40,000	-18,000	-15,730	-116,148	22,000	194,475	-105,200	135,270	77,000	91,589	177,594	15,000	150,000	35,000	55,000	141,381	86,435,874
Opening Accumulated Surplus (per FS)	2,517,734				2,517,734																		2,517,734
Effects on Surplus Reserve	177,573	63,332	75,000	327,278	643,182	51,000	40,000	18,000	15,730	116,148	-22,000	-194,475	105,200	-135,270	-77,000	-91,589	-177,594	-15,000	-150,000	-35,000	-55,000	-21,552	14,779
Anticipated ending surplus	2,695,307				3,160,916																		2,532,513

Annual Budget

School District No. 40 (New Westminster)

June 30, 2024

School District No. 40 (New Westminster)

June 30, 2024

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

ANNUAL BUDGET BYLAW

A Bylaw of THE BOARD OF EDUCATION OF SCHOOL DISTRICT NO. 40 (NEW WESTMINSTER) (called the "Board") to adopt the Annual Budget of the Board for the fiscal year 2023/2024 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. The Board has complied with the provisions of the *Act*, Ministerial Orders, and Ministry of Education and Child Care Policies respecting the Annual Budget adopted by this bylaw.
2. This bylaw may be cited as School District No. 40 (New Westminster) Annual Budget Bylaw for fiscal year 2023/2024.
3. The attached Statement 2 showing the estimated revenue and expense for the 2023/2024 fiscal year and the total budget bylaw amount of \$106,151,575 for the 2023/2024 fiscal year was prepared in accordance with the *Act*.
4. Statement 2, 4 and Schedules 2 to 4 are adopted as the Annual Budget of the Board for the fiscal year 2023/2024.

READ A FIRST TIME THE 2nd DAY OF MAY, 2023;

READ A SECOND TIME THE 2nd DAY OF MAY, 2023;

READ A THIRD TIME, PASSED AND ADOPTED THE 6th DAY OF JUNE, 2023;

Chairperson of the Board

Secretary Treasurer

I HEREBY CERTIFY this to be a true original of School District No. 40 (New Westminster) Annual Budget Bylaw 2023/2024, adopted by the Board the 6th DAY OF JUNE, 2023.

Secretary Treasurer

School District No. 40 (New Westminster)

Statement 2

Annual Budget - Revenue and Expense

Year Ended June 30, 2024

	2024 Annual Budget	2023 Amended Annual Budget
Ministry Operating Grant Funded FTE's		
School-Age	7,516,625	7,225,188
Adult	75,250	78,250
Total Ministry Operating Grant Funded FTE's	7,591,875	7,303,438
Revenues	\$	\$
Provincial Grants		
Ministry of Education and Child Care	93,234,117	85,228,400
Other	168,788	214,847
Tuition	2,846,840	2,874,450
Other Revenue	1,701,115	1,382,836
Rentals and Leases	559,667	589,667
Investment Income	435,000	415,000
Amortization of Deferred Capital Revenue	6,284,919	6,062,090
Total Revenue	105,230,446	96,767,290
Expenses		
Instruction	84,976,440	77,788,481
District Administration	4,093,595	3,992,338
Operations and Maintenance	15,792,443	15,025,549
Transportation and Housing	273,259	260,594
Total Expense	105,135,737	97,066,962
Net Revenue (Expense)	94,709	(299,672)
Budgeted Allocation (Retirement) of Surplus (Deficit)		564,436
Budgeted Surplus (Deficit), for the year	94,709	264,764
Budgeted Surplus (Deficit), for the year comprised of:		
Operating Fund Surplus (Deficit)	14,782	
Special Purpose Fund Surplus (Deficit)		
Capital Fund Surplus (Deficit)	79,927	264,764
Budgeted Surplus (Deficit), for the year	94,709	264,764

School District No. 40 (New Westminster)

Annual Budget - Revenue and Expense
 Year Ended June 30, 2024

	2024 Annual Budget	2023 Amended Annual Budget
Budget Bylaw Amount		
Operating - Total Expense	85,485,871	78,155,653
Operating - Tangible Capital Assets Purchased	800,000	800,000
Special Purpose Funds - Total Expense	12,279,036	11,745,700
Special Purpose Funds - Tangible Capital Assets Purchased	215,838	215,838
Capital Fund - Total Expense	7,370,830	7,165,609
Capital Fund - Tangible Capital Assets Purchased from Local Capital		91,905
Total Budget Bylaw Amount	106,151,575	98,174,705

Approved by the Board

Signature	DRAFT	Date
Signature of Superintendent		Date
Signature of Secretary/Treasurer		Date

School District No. 40 (New Westminster)

Statement 4

Annual Budget - Changes in Net Financial Assets (Debt)

Year Ended June 30, 2024

	2024 Annual Budget	2023 Amended Annual Budget
	\$	\$
Surplus (Deficit) for the year	<u>94,709</u>	<u>(299,672)</u>
Effect of change in Tangible Capital Assets		
Acquisition of Tangible Capital Assets		
From Operating and Special Purpose Funds	(1,015,838)	(1,015,838)
From Local Capital		(91,905)
From Deferred Capital Revenue	<u>(11,150,572)</u>	<u>(13,532,573)</u>
Total Acquisition of Tangible Capital Assets	<u>(12,166,410)</u>	<u>(14,640,316)</u>
Amortization of Tangible Capital Assets	<u>7,370,830</u>	<u>7,165,609</u>
Total Effect of change in Tangible Capital Assets	<u>(4,795,580)</u>	<u>(7,474,707)</u>
Acquisitions of Prepaid Expenses	(300,000)	(300,000)
Use of Prepaid Expenses	<u>300,000</u>	<u>300,000</u>
	<u>-</u>	<u>-</u>
(Increase) Decrease in Net Financial Assets (Debt)	<u><u>(4,700,871)</u></u>	<u><u>(7,774,379)</u></u>

School District No. 40 (New Westminster)

Schedule 2

Annual Budget - Operating Revenue and Expense
Year Ended June 30, 2024

	2024 Annual Budget	2023 Amended Annual Budget
	\$	\$
Revenues		
Provincial Grants		
Ministry of Education and Child Care	82,104,243	74,317,921
Other	68,788	68,788
Tuition	2,846,840	2,874,450
Other Revenue	436,115	477,836
Rentals and Leases	559,667	589,667
Investment Income	435,000	415,000
Total Revenue	86,450,653	78,743,662
Expenses		
Instruction	72,860,846	66,220,700
District Administration	4,005,018	3,909,362
Operations and Maintenance	8,358,032	7,776,281
Transportation and Housing	261,975	249,310
Total Expense	85,485,871	78,155,653
Net Revenue (Expense)	964,782	588,009
Budgeted Prior Year Surplus Appropriation	-	564,436
Net Transfers (to) from other funds		
Tangible Capital Assets Purchased	(800,000)	(800,000)
Local Capital	(150,000)	(352,445)
Total Net Transfers	(950,000)	(1,152,445)
Budgeted Surplus (Deficit), for the year	14,782	-

School District No. 40 (New Westminster)

Annual Budget - Schedule of Operating Revenue by Source
 Year Ended June 30, 2024

	2024 Annual Budget	2023 Amended Annual Budget
	\$	\$
Provincial Grants - Ministry of Education and Child Care		
Operating Grant, Ministry of Education and Child Care	79,834,006	70,664,421
Other Ministry of Education and Child Care Grants		
Pay Equity	521,853	521,853
Funding for Graduated Adults	237,058	237,058
Student Transportation Fund	6,073	6,073
Support Staff Benefits Grant	97,000	97,000
FSA Scorer Grant	8,187	8,187
Child Care Funding	-	-
Early Learning Framework (ELF) Implementation	4,343	4,343
Labour Settlement Funding	1,395,723	2,778,986
Total Provincial Grants - Ministry of Education and Child Care	82,104,243	74,317,921
Provincial Grants - Other	68,788	68,788
Federal Grants	-	-
Tuition		
Summer School Fees	940	940
Continuing Education	1,900	1,900
International and Out of Province Students	2,844,000	2,871,610
Total Tuition	2,846,840	2,874,450
Other Revenues		
Miscellaneous		
Cafeteria	200,000	200,000
Miscellaneous	236,115	277,836
Total Other Revenue	436,115	477,836
Rentals and Leases	559,667	589,667
Investment Income	435,000	415,000
Total Operating Revenue	86,450,653	78,743,662

School District No. 40 (New Westminster)

Schedule 2B

Annual Budget - Schedule of Operating Expense by Object
Year Ended June 30, 2024

	2024 Annual Budget	2023 Amended Annual Budget
	\$	\$
Salaries		
Teachers	37,847,365	34,333,640
Principals and Vice Principals	4,247,743	4,151,983
Educational Assistants	8,298,096	7,279,786
Support Staff	6,628,843	6,010,812
Other Professionals	3,158,634	2,899,863
Substitutes	2,994,943	2,760,502
Total Salaries	<u>63,175,624</u>	<u>57,436,586</u>
Employee Benefits	<u>15,474,118</u>	<u>14,030,317</u>
Total Salaries and Benefits	<u>78,649,742</u>	<u>71,466,903</u>
Services and Supplies		
Services	2,153,153	2,252,229
Student Transportation	58,550	58,850
Professional Development and Travel	502,651	489,565
Rentals and Leases	288,362	270,362
Dues and Fees	109,714	104,054
Insurance	138,158	138,158
Interest	-	-
Supplies	2,322,384	2,112,375
Utilities	1,263,157	1,263,157
Total Services and Supplies	<u>6,836,129</u>	<u>6,688,750</u>
Total Operating Expense	<u>85,485,871</u>	<u>78,155,653</u>

School District No. 40 (New Westminster)

Annual Budget - Operating Expense by Function, Program and Object

Year Ended June 30, 2024

	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	30,490,424	878,503	-	322,628	158,000	1,768,959	33,618,514
1.03 Career Programs	337,596	-	-	151,743	-	-	489,339
1.07 Library Services	500,870	-	-	47,469	-	7,032	555,371
1.08 Counselling	816,781	-	-	63,962	500	3,000	884,243
1.10 Special Education	3,015,765	-	8,272,278	54,726	175,987	916,442	12,435,198
1.20 Early Learning and Child Care	-	-	25,818	79,286	-	-	105,104
1.30 English Language Learning	1,482,680	-	-	-	-	17,000	1,499,680
1.31 Indigenous Education	44,987	138,188	-	264,763	-	-	447,938
1.41 School Administration	-	3,128,942	-	1,337,302	11,083	73,798	4,551,125
1.60 Summer School	187,140	29,118	-	-	-	-	216,258
1.61 Continuing Education	252,246	72,992	-	72,140	-	-	397,378
1.62 International and Out of Province Students	718,876	-	-	59,971	374,701	-	1,153,548
1.64 Other	-	-	-	-	-	-	-
Total Function 1	37,847,365	4,247,743	8,298,096	2,453,990	720,271	2,786,231	56,353,696
4 District Administration							
4.11 Educational Administration	-	-	-	182,986	668,780	-	851,766
4.20 Early Learning and Child Care	-	-	-	-	-	-	-
4.40 School District Governance	-	-	-	-	272,427	-	272,427
4.41 Business Administration	-	-	-	472,463	1,112,832	15,320	1,600,615
Total Function 4	-	-	-	655,449	2,054,039	15,320	2,724,808
5 Operations and Maintenance							
5.20 Early Learning and Child Care	-	-	-	-	-	-	-
5.41 Operations and Maintenance Administration	-	-	-	75,749	384,324	3,500	463,573
5.50 Maintenance Operations	-	-	-	2,994,444	-	161,700	3,156,144
5.52 Maintenance of Grounds	-	-	-	280,984	-	15,000	295,984
5.56 Utilities	-	-	-	-	-	-	-
Total Function 5	-	-	-	3,351,177	384,324	180,200	3,915,701
7 Transportation and Housing							
7.41 Transportation and Housing Administration	-	-	-	-	-	-	-
7.70 Student Transportation	-	-	-	168,227	-	13,192	181,419
7.73 Housing	-	-	-	-	-	-	-
Total Function 7	-	-	-	168,227	-	13,192	181,419
9 Debt Services							
9.92 Interest on Bank Loans	-	-	-	-	-	-	-
9.94 Interest on Temporary Borrowing	-	-	-	-	-	-	-
Total Function 9	-	-	-	-	-	-	-
Total Functions 1 - 9	37,847,365	4,247,743	8,298,096	6,628,843	3,158,634	2,994,943	63,175,624

School District No. 40 (New Westminster)

Annual Budget - Operating Expense by Function, Program and Object

Year Ended June 30, 2024

	Total Salaries	Employee Benefits	Total Salaries and Benefits	Services and Supplies	2024 Annual Budget	2023 Amended Annual Budget
	\$	\$	\$	\$	\$	\$
1 Instruction						
1.02 Regular Instruction	33,618,514	7,971,950	41,590,464	1,721,404	43,311,868	39,450,535
1.03 Career Programs	489,339	116,341	605,680	80,254	685,934	650,559
1.07 Library Services	555,371	130,375	685,746	44,408	730,154	633,417
1.08 Counselling	884,243	167,745	1,051,988	11,348	1,063,336	1,104,422
1.10 Special Education	12,435,198	3,472,925	15,908,123	193,163	16,101,286	14,486,999
1.20 Early Learning and Child Care	105,104	26,277	131,381	10,000	141,381	-
1.30 English Language Learning	1,499,680	342,419	1,842,099	3,121	1,845,220	1,439,714
1.31 Indigenous Education	447,938	113,033	560,971	48,050	609,021	586,273
1.41 School Administration	4,551,125	1,182,507	5,733,632	43,805	5,777,437	5,434,437
1.60 Summer School	216,258	36,860	253,118	743	253,861	238,693
1.61 Continuing Education	397,378	95,795	493,173	21,060	514,233	483,915
1.62 International and Out of Province Students	1,153,548	295,351	1,448,899	378,216	1,827,115	1,707,118
1.64 Other	-	-	-	-	-	4,618
Total Function 1	56,353,696	13,951,578	70,305,274	2,555,572	72,860,846	66,220,700
4 District Administration						
4.11 Educational Administration	851,766	169,653	1,021,419	248,186	1,269,605	1,184,542
4.20 Early Learning and Child Care	-	-	-	-	-	-
4.40 School District Governance	272,427	31,999	304,426	84,226	388,652	366,844
4.41 Business Administration	1,600,615	311,892	1,912,507	434,254	2,346,761	2,357,976
Total Function 4	2,724,808	513,544	3,238,352	766,666	4,005,018	3,909,362
5 Operations and Maintenance						
5.20 Early Learning and Child Care	-	-	-	-	-	-
5.41 Operations and Maintenance Administration	463,573	88,587	552,160	126,764	678,924	654,396
5.50 Maintenance Operations	3,156,144	811,602	3,967,746	1,686,569	5,654,315	5,127,313
5.52 Maintenance of Grounds	295,984	86,065	382,049	57,985	440,034	417,813
5.56 Utilities	-	-	-	1,584,759	1,584,759	1,576,759
Total Function 5	3,915,701	986,254	4,901,955	3,456,077	8,358,032	7,776,281
7 Transportation and Housing						
7.41 Transportation and Housing Administration	-	-	-	-	-	-
7.70 Student Transportation	181,419	22,742	204,161	57,814	261,975	249,310
7.73 Housing	-	-	-	-	-	-
Total Function 7	181,419	22,742	204,161	57,814	261,975	249,310
9 Debt Services						
9.92 Interest on Bank Loans	-	-	-	-	-	-
9.94 Interest on Temporary Borrowing	-	-	-	-	-	-
Total Function 9	-	-	-	-	-	-
Total Functions 1 - 9	63,175,624	15,474,118	78,649,742	6,836,129	85,485,871	78,155,653

School District No. 40 (New Westminster)

Annual Budget - Special Purpose Revenue and Expense
 Year Ended June 30, 2024

	2024	2023 Amended
	Annual Budget	Annual Budget
	\$	\$
Revenues		
Provincial Grants		
Ministry of Education and Child Care	11,129,874	10,910,479
Other	100,000	146,059
Other Revenue	1,265,000	905,000
Total Revenue	12,494,874	11,961,538
Expenses		
Instruction	12,115,594	11,567,781
District Administration	88,577	82,976
Operations and Maintenance	74,865	94,943
Total Expense	12,279,036	11,745,700
Net Revenue (Expense)	215,838	215,838
Net Transfers (to) from other funds		
Tangible Capital Assets Purchased	(215,838)	(215,838)
Total Net Transfers	(215,838)	(215,838)
Budgeted Surplus (Deficit), for the year	-	-

School District No. 40 (New Westminster)

Annual Budget - Changes in Special Purpose Funds

Year Ended June 30, 2024

	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	-	-	9,585	573,996	574,821	-	-	-	-
Add: Restricted Grants									
Provincial Grants - Ministry of Education and Child Care	235,916	302,183				96,000	19,600	142,271	1,700,863
Provincial Grants - Other									
Other				120,000	1,000,000				20,000
	235,916	302,183	-	120,000	1,000,000	96,000	19,600	142,271	1,720,863
Less: Allocated to Revenue	235,916	302,183	9,585	120,000	1,100,000	96,000	19,600	142,271	1,720,863
Deferred Revenue, end of year	-	-	-	573,996	474,821	-	-	-	-
Revenues									
Provincial Grants - Ministry of Education and Child Care	235,916	302,183	9,585			96,000	19,600	142,271	1,700,863
Provincial Grants - Other									
Other Revenue				120,000	1,100,000				20,000
	235,916	302,183	9,585	120,000	1,100,000	96,000	19,600	142,271	1,720,863
Expenses									
Salaries									
Teachers								81,000	553,368
Principals and Vice Principals									
Educational Assistants		241,746							615,948
Support Staff						66,729	5,000		
Other Professionals									115,982
Substitutes						1,000			44,000
	-	241,746	-	-	-	67,729	5,000	81,000	1,329,298
Employee Benefits		60,437				24,803	1,000	24,000	341,565
Services and Supplies	20,078		9,585	120,000	1,100,000	3,468	13,600	37,271	50,000
	20,078	302,183	9,585	120,000	1,100,000	96,000	19,600	142,271	1,720,863
Net Revenue (Expense) before Interfund Transfers	215,838	-	-	-	-	-	-	-	-
Interfund Transfers									
Tangible Capital Assets Purchased	(215,838)								
	(215,838)	-	-	-	-	-	-	-	-
Net Revenue (Expense)	-	-	-	-	-	-	-	-	-
Additional Expenses funded by, and reported in, the Operating Fund		75,000				10,000			

School District No. 40 (New Westminster)

Annual Budget - Changes in Special Purpose Funds
 Year Ended June 30, 2024

	Classroom Enhancement Fund - Overhead	Classroom Enhancement Fund - Staffing	Classroom Enhancement Fund - Remedies	Mental Health in Schools	Changing Results for Young Children	Seamless Day Kindergarten	Student & Family Affordability	JUST B4	SEY2KT (Early Years to Kindergarten)
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Deferred Revenue, beginning of year	-	-	-	-	-	-	150,000	-	-
Add: Restricted Grants									
Provincial Grants - Ministry of Education and Child Care	408,298	6,869,090		52,000	6,750	110,800		25,000	
Provincial Grants - Other						25,000			
Other									
	408,298	6,869,090	-	52,000	6,750	135,800	-	25,000	-
Less: Allocated to Revenue	408,298	6,869,090	-	52,000	6,750	135,800	150,000	25,000	-
Deferred Revenue, end of year	-	-	-	-	-	-	-	-	-
Revenues									
Provincial Grants - Ministry of Education and Child Care	408,298	6,869,090		52,000	6,750	110,800	150,000	25,000	
Provincial Grants - Other						25,000			
Other Revenue									
	408,298	6,869,090	-	52,000	6,750	135,800	150,000	25,000	-
Expenses									
Salaries									
Teachers		5,495,272		41,600					
Principals and Vice Principals	24,000								
Educational Assistants									
Support Staff	164,646					100,000		12,000	
Other Professionals									
Substitutes	107,670				5,500				
	296,316	5,495,272	-	41,600	5,500	100,000	-	12,000	-
Employee Benefits	73,482	1,373,818		10,400	1,250	25,000		3,000	
Services and Supplies	38,500					10,800	150,000	10,000	
	408,298	6,869,090	-	52,000	6,750	135,800	150,000	25,000	-
Net Revenue (Expense) before Interfund Transfers	-	-	-	-	-	-	-	-	-
Interfund Transfers									
Tangible Capital Assets Purchased	-	-	-	-	-	-	-	-	-
Net Revenue (Expense)	-	-	-	-	-	-	-	-	-
Additional Expenses funded by, and reported in, the Operating Fund									

School District No. 40 (New Westminster)

Annual Budget - Changes in Special Purpose Funds

Year Ended June 30, 2024

	ECL Early Care & Learning	Feeding Futures Fund	Apprentice Program	TOTAL
	\$	\$	\$	\$
Deferred Revenue, beginning of year	-	-	-	1,308,402
Add: Restricted Grants				
Provincial Grants - Ministry of Education and Child Care	175,000	826,518		10,970,289
Provincial Grants - Other			100,000	100,000
Other				1,165,000
	<u>175,000</u>	<u>826,518</u>	<u>100,000</u>	<u>12,235,289</u>
Less: Allocated to Revenue	175,000	826,518	100,000	12,494,874
Deferred Revenue, end of year	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,048,817</u>
Revenues				
Provincial Grants - Ministry of Education and Child Care	175,000	826,518		11,129,874
Provincial Grants - Other			100,000	100,000
Other Revenue				1,265,000
	<u>175,000</u>	<u>826,518</u>	<u>100,000</u>	<u>12,494,874</u>
Expenses				
Salaries				
Teachers			50,000	6,221,240
Principals and Vice Principals				24,000
Educational Assistants				857,694
Support Staff				348,375
Other Professionals	100,000	90,000		305,982
Substitutes				158,170
	<u>100,000</u>	<u>90,000</u>	<u>50,000</u>	<u>7,915,461</u>
Employee Benefits	25,000	22,500	12,500	1,998,755
Services and Supplies	50,000	714,018	37,500	2,364,820
	<u>175,000</u>	<u>826,518</u>	<u>100,000</u>	<u>12,279,036</u>
Net Revenue (Expense) before Interfund Transfers	<u>-</u>	<u>-</u>	<u>-</u>	<u>215,838</u>
Interfund Transfers				
Tangible Capital Assets Purchased				(215,838)
	<u>-</u>	<u>-</u>	<u>-</u>	<u>(215,838)</u>
Net Revenue (Expense)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Additional Expenses funded by, and reported in, the Operating Fund				85,000

School District No. 40 (New Westminster)

Annual Budget - Capital Revenue and Expense
 Year Ended June 30, 2024

	2024 Annual Budget			2023 Amended Annual Budget
	Invested in Tangible Capital Assets	Local Capital	Fund Balance	
	\$	\$	\$	\$
Revenues				
Amortization of Deferred Capital Revenue	6,284,919		6,284,919	6,062,090
Total Revenue	6,284,919	-	6,284,919	6,062,090
Expenses				
Amortization of Tangible Capital Assets				
Operations and Maintenance	7,359,546		7,359,546	7,154,325
Transportation and Housing	11,284		11,284	11,284
Total Expense	7,370,830	-	7,370,830	7,165,609
Net Revenue (Expense)	(1,085,911)	-	(1,085,911)	(1,103,519)
Net Transfers (to) from other funds				
Tangible Capital Assets Purchased	1,015,838		1,015,838	1,015,838
Local Capital		150,000	150,000	352,445
Total Net Transfers	1,015,838	150,000	1,165,838	1,368,283
Other Adjustments to Fund Balances				
Total Other Adjustments to Fund Balances	-	-	-	
Budgeted Surplus (Deficit), for the year	(70,073)	150,000	79,927	264,764

Preliminary Budget 2023/24

With Three-Year Financial Plan



New
Westminster
Schools

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1.0 INTRODUCTION

The following preliminary budget companion guide should be read in conjunction with the 2023/24 Annual Budget of School District No. 40 (New Westminster) (the “District”).

The purpose of the budget companion guide is to provide context and explanations that enhance the reader’s understanding of the District’s annual budget.

The District operates under the authority of the School Act of British Columbia (the “School Act”). In accordance with the School Act, school districts in the province must approve a balanced budget for the upcoming fiscal year and submit it to the Ministry of Education and Child Care (the “Ministry”) by June 30th.

This budget has been prepared in accordance with Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia supplemented by Regulations 257/2010 and 198/2011 issued by the Province of British Columbia Treasury Board.

As required by the Ministry and Public Sector Accounting Standards (“PSAS”), the District tracks and reports revenue and expenditures under three separate funds (operating, special purpose, and capital). Budgets for each of the funds are presented in the schedules of the annual budget.

Operating Fund: The operating fund includes operating grants and other revenues used to fund day-to-day operations including instructional programs, school and district administration, facility operations, maintenance, and transportation.

Special Purpose Fund: Special purpose funds consist of targeted funding provided to the District by the Ministry and other sources for a specific purpose. Each special purpose fund must be accounted for in accordance with the terms of the funding.

Capital Fund: The capital fund includes capital expenditures related to equipment and facility purchases and enhancements. Capital expenditures are primarily funded by the Province of British Columbia, with additional funding provided through locally generated District capital funds, third-party contributors and operating and special purpose funds.

The preparation of the budget companion guide is the responsibility of management.



2.0 DISTRICT OVERVIEW

The District recognizes and acknowledges the Qayqayt First Nation, as well as all Coast Salish peoples, on whose traditional and unceded territories we live, we learn, we play and we do our work.

The District services the learning needs of over 7,200 students in the City of New Westminster and employs approximately 1,000 teaching and support staff who are dedicated to supporting student success. The District provides K-12 educational services in 8 elementary schools, 3 middle schools and one secondary school and also provides a number of alternate education programs and programs of choice, including French Immersion, Montessori and an International Baccalaureate program.

Our Learning Journey – Strategic Plan

All decisions made by the Board of Education of School District No. 40 (New Westminster) (the “Board”) are guided by our vision, mission and core values as determined through deep consultation with our stakeholders and community. The District’s initiatives and resources are all aligned to our strategic plan which is built on our foundation to support our commitment in creating a place where students love to learn by enabling each student to learn in a safe, engaging and inclusive environment.

In 2019, the Board approved its 5-year strategic plan, *Our Learning Journey*, which serves as a roadmap grounded in the collective wisdom of our students, staff, parents and community. Across the District, our shared priorities – along with our school-based and department-specific goals and actions – amplify and enhance each other. We are proud to have a consultative model that coordinates budget planning and resource allocation activities with inclusive stakeholder feedback based on the vision, goals and objectives.

Vision

A place where students love to learn

Mission

To enable each student to learn in a safe, engaging, and inclusive environment

Values

Collaboration

Purposeful, cooperative relationships to achieve shared goals and consider each other in our decisions and actions

Engagement

Meaningful, purposeful, and relevant learning

Equity

Fair treatment and the removal of barriers to learning, achievement, and the pursuit of excellence for all

Inclusion

Learning where all people are welcomed, respected, and supported

Innovation

Curiosity, inquiry, and creativity

Integrity

Ethical, principled, and honest in our words and actions

Collectively, we, as a learning community are committed to following our strategic priorities of *Transforming the student experience, Building meaningful relationships, Leading into our future and Ensuring full participation in learning.*



3.0 BUDGET PROCESS AND CONSULTATION

We strive to ensure that budget input and resource allocations are connected to and aligned with our strategic plan. This model is an integral part of the District's operating culture. All budget decisions made by the District are guided by our vision, mission and core values and specifically guided by the following principles:

- **Alignment to our strategic plan** – priorities implemented must be aligned with the District's strategic directions;
- **Fiscally responsible** – proposed changes reflect prudent spending and balance new priorities with identified efficiencies;
- **Maximize returns** – priorities implemented must balance results and investments to maximize returns on student learning outcomes; and
- **Future oriented** – proposed changes are thoughtful and stand the test of time rather than being reactionary in nature.

In order to achieve these principles, we remain committed to the following as part of our budget process:

- providing timely and accurate budget information;
- receiving budget input and feedback;
- prioritizing budget requests for the upcoming budget year;
- allocating available resources to best meet requests that align with the strategic plan; and
- communicating the outcomes effectively for transparent accountability.

The consultation process has been a two-way dialogue between the Board and its stakeholders to define priorities for the future. It has allowed for valuable input into the District's direction and decision making. The following represent the various means the District employs to connect with our stakeholder who include the New Westminster's Teacher's Union, CUPE 409, Principal and Vice Principals Association, District Parent Advisory Committee, Student Voice and the Indigenous Advisory Committee:

- Two-week budget survey
- One-on-one consultation with stakeholder groups and Board of Education
- Stakeholder submission and presentation at the April Board meeting
- Student symposium
- Email address for dedicated budget feedback
- President's council meeting
- DPAC meeting attendance
- School newsletter and social media notification to encourage participation in the budget process

The consultations and feedback we seek are based on the priorities that are identified by our leadership team which are driven off the strategic plan but informed and prioritized through ongoing work throughout the year with stakeholders. These lead to more focused



consultations during our engagement process to further gather relevant input on how the suggested priorities resonate with stakeholders. The feedback gathered is compiled and as necessary, the proposed budget and strategies for the upcoming year are accepted or modified accordingly prior to the Superintendent Recommendations presented to the Board regarding the upcoming years' budget.

The table below provides the budget process for the 2023/24 year and the various opportunities for stakeholder engagement. There are multiple avenues to interact and share feedback in advance of the Board's approval of the preliminary budget.

January 31, 2023	Approval of the 2023/24 budget process
February 15, 2023	Submission of three-year enrolment to Ministry
February 21, 2023	Approval of the 2022/23 amended budget
March 15, 2023	Ministry funding announcement for 2023/24
April 11 – 21, 2023	Budget survey and one-on-one consultation with stakeholders (CUPE, DPAC, New Westminster P/VP Association, New Westminster Teachers' Union ("NWTU"), Student Voice, Indigenous Education Advisory Council)
April 25, 2023	Presentation of survey results and stakeholder submission presentations
May 2, 2023	Superintendent budget recommendations for 2023/24
May 2, 2023	Complete 1 st and 2 nd reading of budget bylaw
June 6, 2023	Complete 3 rd and final reading of budget bylaw

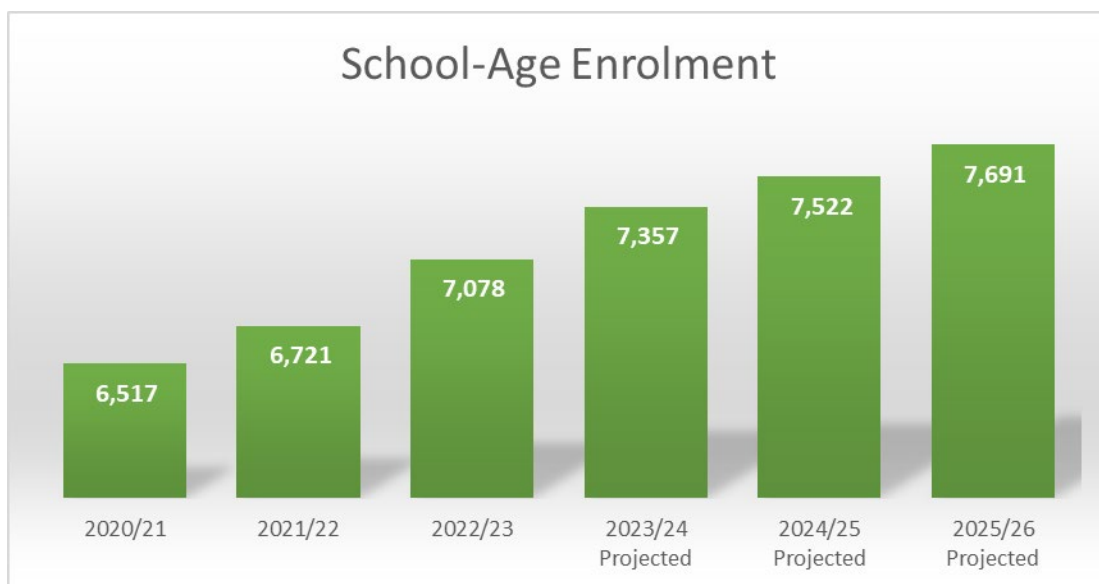
4.0 STUDENT ENROLMENT

The District is funded primarily through an operating grant received from the Ministry. The operating grant is based on student enrolment which is compiled through a data collection process called 1701 in September, February, May and July. The District receives a fixed amount per full-time equivalent (“FTE”) student. The District also receives supplementary grants for students who are identified as having unique needs and for other demographic and geographic factors.

District staffing levels are driven directly by student enrolment. Since salaries and benefits make up approximately 92 percent of the District’s operating expenses, reliable enrolment data is essential for financial planning. Each year the District completes an analysis of historical enrolment and student retention trends and reviews population data and new municipal development approvals to develop an estimate of elementary, middle and secondary student FTE for the ensuing three budget years.

Enrolment has been increasing at a steady rate over the past five years and the trend is expected to continue. An increase of 288 FTE (4%) is projected for 2023/24.

The enrolment information presented below is school-age enrolment as of September each year and includes standard K-12 enrolment, continuing education, alternate schools and online learning.



Tied to enrolment is the capacity constraints on our facilities to accommodate enrolment growth. We are currently in the design phase of the 13-classroom addition for Queen Elizabeth Elementary in Queensborough. In the Spring of 2022, the District received notice from the Ministry acknowledging the needs for a 500-student capacity elementary school in the Fraser River Zone. In the Spring of 2023, the Ministry acknowledged the need for a new middle school site in the west end of New Westminster. Refer to Section 7.0 for more details on current capital projects supported by the Provincial government.

5.0 OPERATING FUND BUDGET

The three-year financial plan for the operating fund budget is included in section 5.7.

Overall, the operating fund base budget for the next three years is estimated to be in a surplus. For the 2023/24 school year, the base budget surplus is budgeted at \$643,182, followed by surpluses of \$489,000 in 2024/25 and \$488,000 in 2025/26. The main factor contributing to the decline in surplus balance subsequent to the 2023/24 school year is the District's capacity pressures resulting from projected enrolment growth over these years and the need to purchase portables with operating dollars.

The base budget makes the following assumptions/adjustments:

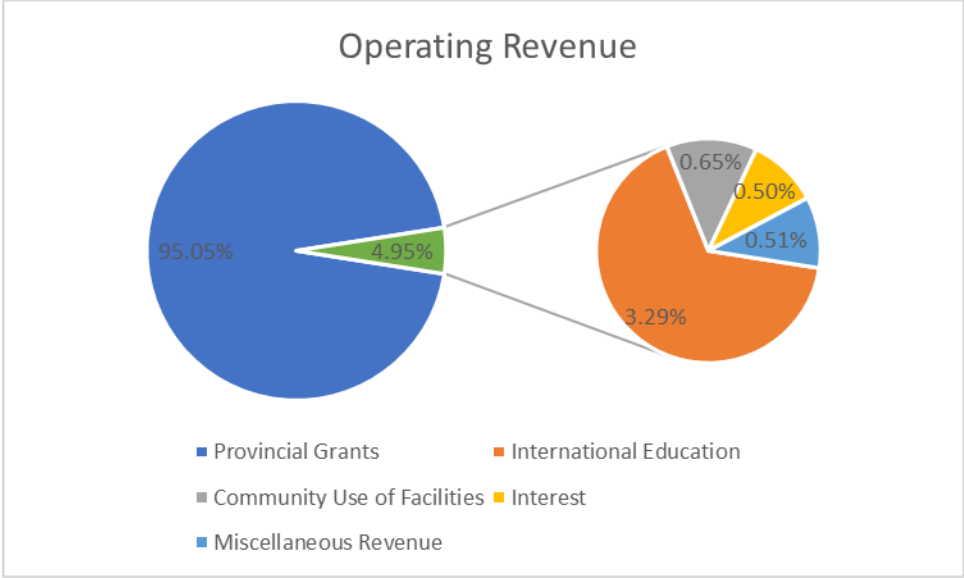
- Grant revenue is increased to align with enrolment projections in each year;
- Per-student funding rates and supplemental funding for unique students and unique factors is adjusted for 2023/24 rates and assumed to stay consistent in future years;
- International revenue remains consistent with the FTE levels seen in the 2022/23 year;
- Teacher and Education Assistant ("EA") increases in staffing are based on estimated student enrolment projections in each year;
- Collective agreement wage increases and related funding are incorporated for each year;
- Increases for principals, vice principals and exempt staff is included and assumed to be consistent with collective agreement increases in each year (funding is confirmed for the 2023/24 school year however it is not confirmed and therefore not included for the 2024/25 or 2025/26 school years);
- Expected increases to the District's share of benefit premiums are factored in each year;
- Reallocation of costs due to new funding from the Province (ie. Feeding Futures Fund introduced by the Province for the 2023/24 school year)
- Portables funded from operating funds to accommodate enrolment growth are estimated based on the projected student enrolment in each year;
- One-time savings and surplus asks from the previous year are reversed; and
- Inflation



5.1 Operating Fund Revenue

The District receives the majority of its revenue from the B.C. provincial government, through the Ministry. Any changes to provincial grants will consequently have a significant impact on the District’s budget.

The District’s budgeted operating revenue for 2023/24 is presented as below.



Provincial Grants

Operating grant revenue is based on the preliminary operating grants announced by the Ministry on March 15, 2023. The District anticipates receiving a lift in operating grant revenue of \$9.17 million for 2023/24. \$2.56 million of this increase is due to enrolment growth and \$6.61 million is due to an increase in the per student funding rates as determined by the Ministry. The per student funding rate increase includes amounts for labour settlement funding.

International Education

A recovery of the international education program was seen in the 2022/23 school year and planned FTE levels for the 2023/24 school year are expected to remain consistent. Revenue from the international education program is not expected to change significantly for the next three years. The majority of these students will be attending New Westminister Secondary School (“NWSS”).

5.2 Operating Fund Expenses

The most significant portion of the District's expenses is salaries and benefits, which comprise 92% of the District's operating budget. The remaining 8% goes to services and supplies.

Salaries and Benefits

	2021/22 Actual	2022/23 Amended Budget	2023/24 Preliminary Budget
Teachers	32,186,186	34,333,640	37,847,365
Principals and Vice Principals	3,941,539	4,151,983	4,247,743
Educational Assistants	6,697,184	7,279,786	8,298,096
Support Staff	5,613,429	6,010,812	6,628,843
Other Professionals	3,018,424	2,899,863	3,158,634
Substitutes	2,096,053	2,760,502	2,994,943
Total Salaries	53,552,815	57,436,586	63,175,624
Employee Benefits	12,957,978	14,030,317	15,474,118
Total Salaries and Benefits	66,510,793	71,466,903	78,649,742

In the 2023/24 school year, salaries and benefits are estimated to increase by \$7.2 million due to enrolment growth, wage increases for unionized and exempt employees, increases in benefit costs and new priorities supported in the 2023/24 school year (see Section 5.5).

It is estimated that an additional 15 FTE teachers and 5 FTE EAs will be required to support increased enrolment in 2023/24. The incremental cost is \$2.15 million.

Benefit costs are estimated to increase by \$150,000 as a result of increases in extended health and dental plan coverage and rates.

Salaries and benefits expense in 2024/25 and 2025/26 are estimated based on the following assumptions:

- Increases to FTE for teachers, EAs and TTOCs for enrolment growth is based off of the three-year enrolment submission to the Ministry on February 15, 2023 and current ratio allocations;
- Wage increases for teachers and support staff will be fully funded by the Province. For 2024/25, an increase of 2% has been included based on the current negotiated collective agreements. A 2% increase has been assumed for 2025/26;
- Wage increases for non-unionized staff are assumed to be consistent with the collective agreement wage increases however it is assumed that they will only be funded by the Province in the 2023/24 school year therefore no corresponding revenue has been included for 2024/25 and 2025/26; and
- Cost increases for employee benefit plan rates will not be provincially funded.

Staffing

	21/22		22/23		Projected	23/24
	2021/22 FTE	Student to Staff Ratio	2022/23 FTE	Student to Staff Ratio	2023/24 FTE	Student to Staff Ratio
Teachers	428.2	16.2	445.3	15.9	461.5	15.9
Principals/VPs - Admin	22.0	315.3	23.0	307.7	23.0	319.9
Principals/VPs - Teaching	8.0	867.1	8.0	884.7	7.0	1,051.1
Other Professionals	27.0	256.9	25.0	283.1	25.0	294.3
Education Assistants	189.9	36.5	200.4	35.3	205.4	35.8
Support Staff	137.6	50.4	141.1	50.2	146.8	50.1
Trustees	7.0	991.0	7.0	1,011.1	7.0	1,051.1
Total	819.7	8.5	849.8	8.3	875.7	8.4

Services and Supplies

In 2023/24, services and supplies budgets have been increased to reflect cost increases for contracted services and supplies and new priorities supported in the 2023/24 school year (see section 5.5). Projections for 2024/25 and 2025/26 assume there will be CPI inflation for services and supplies of 2%. No changes to service levels and existing budget allocations are contemplated in these projections.



5.3 Base Budget Unfunded Costs and Cost Pressures

The Ministry does not fund all costs related to our education system. These costs which are downloaded to Districts must be absorbed within operating budgets. The following highlights some unfunded pressures the District faces for the upcoming year, which are reflected in the base budget.

Inflation

Early in the 2023 calendar year, Canada's annual inflation rate was over 5%. Although the last couple months have seen a decrease from this rate, inflation is expected to remain above the historic rate that we have seen for inflation over the last decade of about 2%. This increase in inflation is reducing the purchasing power of Districts, specifically schools and departments, in carrying out their work when purchasing services and supplies. In years past, inflation has not been a significant factor to adjust for, however, under the current year circumstances, management has adjusted service and supply budgets by 3% to help offset the decrease to purchasing power. This represents an unfunded cost of approximately \$93,000.

Exempt Staff Wages

BC Public School Employers' Association ("BCPSEA") has provided salary grids to school districts across the province that are utilized to establish rates of pay across the education sector. The 2022/23 school year was the first year where exempt staff (Managers and Principals and Vice-Principals) wage increases were funded by the Province. Funding for the 2023/24 school year has been confirmed and reflected as revenue in the preliminary budget however there is no confirmation of future years funding. The exempt staff wage increase has been budgeted at 6.75%, consistent with collective agreement wage increases. As part of the multi-year financial plan, an increase of 2% has been budgeted in future years to represent the unfunded wage increase for exempt staff, as there is no certainty on whether the funding will continue.

Portables

We continue to see significant enrolment growth across the District. Nearly all schools are at or over their capacity limits. Until a new school is built to create capacity, the District must fund the purchase of portables through its operational dollars. This represents costs of \$250,000 for the 2023/24 school year. An additional amount of \$400,000 per year has also been included in the multi-year financial plan given increasing costs and the District's anticipated requirements for additional capacity through portables.

5.4 Efficiencies Supported in the 2023/24 School Year

Given the District's decreasing accumulated surplus balance and Board Policy 19 around contingency reserves (see section 5.6), the fiscally responsible action is to identify areas of ongoing efficiencies. Reliance on balancing budgets solely through the use of reserves cannot be sustained over the long run. To that end, the following ongoing efficiencies have been identified:

Efficiency Identified	Total (\$)
Innovation grants	\$51,000
Pro-D and release time	\$40,000
District level services/supplies	\$18,000
Music facilitator (0.143 FTE)	\$15,730
District Office Restructuring	\$116,148
Total Efficiencies Identified	\$240,878



5.5 Priorities Supported in the 2023/24 School Year

The 2023/24 budget builds upon and intensifies existing priorities to address the main themes we heard through extensive stakeholder consultations. Feedback received from multiple methods of budget consultation confirms the priorities of continuing to support the school learning environment by decreasing the impact of absences and increasing inclusive education and social-emotional supports. Other priorities identified by stakeholder groups and supported in the 2023/24 budget include Indigenous education curriculum supports, safety and supervision and resources to support our growing school populations.

Changes to and reallocations within the base budget have created space for some priorities to be operationalized within the 2023/24 base budget. These are discussed below.

Speech Language Pathologist

This is a position that is not driven by ratio however because of the increase in enrolment, the District supports a 1.0 FTE speech language pathologist with an investment of \$110,000.

Indigenous Curriculum Staffing and Indigenous Resources

As part of the Province's commitment to truth, reconciliation, and anti-racism, the Ministry implemented an Indigenous-focused graduation requirement for students working toward a B.C. Certificate of Graduation (Dogwood Diploma). Effective for the 2023/24 school year, all students must successfully complete 4 credits of Indigenous focused coursework. In order to support the District's staff in this implementation, and consistent with feedback heard during budget consultations, the base budget supports an additional investment of \$55,000 for 0.5 FTE Indigenous curriculum staffing and Indigenous resources, bringing the Indigenous curriculum teaching support to 1.0 for the upcoming year.

Additionally, for the 2023/24 school year, the District anticipates enrolment of 300 FTE Indigenous students. The targeted funding provided to the District by the Ministry is \$513,000. The preliminary budget allocates \$609,021 which is over and above the targeted funding by \$96,021. This budget continues to support the priorities operationalized in the prior year, including an indigenous education support worker position and the indigenizing of spaces, which is of great importance to our schools and a sentiment echoed by our Indigenous Advisory Committee.



Contingency EA Staffing

In the prior year, a significant investment of \$150,000 was made into the base budget for contingency EA staffing which proved to be very effective. This was to address students with special needs that come to our District throughout the school year, many of whom come without designation and as a result, no funding. To ensure we created consistency and support for these students in the classroom, we budgeted for additional EAs to deploy as needed throughout the school year. The District continues to support this contingency EA staffing in the 2023/24 base budget.

Climate Action

Also in the prior year, passionate presentations from students about the need for climate action to be further infused into the curriculum led to more focused work at our high school to come up with specific ways climate action may be embedded in student work and activity to enhance this learning. The work got underway in the 2022/23 school year and the District will maintain the 1 block climate action curriculum facilitator staffing for the 2023/24 school year.

Diversity, Equity and Inclusion

In the 2022/23 budget, the District allocated \$30,000 over three years to advance the District's work on Diversity, Equity and Inclusion. This is year 2 of the investment and work will continue to transform the District in this space.

Safety and Wellness

An important priority for the District and stakeholder groups continues to be health and well-being. Connected to this is safety and wellness supports. Over the past year, the District has done a lot of work to grow our team of counsellors and child youth care workers. Work in 2023/24 will be around team alignment and developing the wellness teams within schools. Additionally, there will be continued support for sexual health and consent education, including involving students as ambassadors and working with their peers, and violence prevention and assertiveness (safe teen program).



The following table details additional, equally important priorities, supported in the 2023/24 preliminary budget.

Priority Identified	Ongoing (\$)	One Time (\$)	Total (\$)
Priority EAs and TTOCs (5 of each)	\$135,270		\$135,270
VP time increase (0.2 FTE)	\$22,000		\$22,000
Counselling increase (1.0 FTE)	\$77,000		\$77,000
Additional supervision at NWSS	\$91,589		\$91,589
EA lunch relief and supervision (4 hour) – 6 sites	\$177,594		\$177,594
Second Secondary Principal (dual P model at NWSS)	\$194,475		\$194,475
Director of Secondary Programs Restructure (savings)	-\$105,200		-\$105,200
NWSS school privacy and safety upgrades		\$55,000	\$55,000
Comms web upgrade	\$15,000		\$15,000
Maintenance equipment – tools		\$35,000	\$35,000
Capital plan savings	\$150,000		\$150,000
After school child care	\$21,552		\$21,552
Total Requests Supported	\$779,280	\$90,000	\$869,280

Teaching, Learning and Safety and Well-being

In the 2022/23 school year, the base budget included a significant investment of \$500,000 for replacements. This investment allowed the District the ability to deploy 10 priority EA and 10 priority TTOC staff to ensure more consistent coverage when higher rates of absences were experienced. Overwhelming feedback was received on the difference this made within our schools to mitigate unfilled absences therefore the prior year strategy will continue along with an additional investment for the 2023/24 school year of 5 additional priority EAs and 5 additional priority TTOCs to help address the consistently high level of absences observed. The cost of \$135,270 represents the additional benefit costs associated to these priority positions.

To support the school environment and rapidly increasing enrolment at one of our biggest elementary schools, we have increased administration by 0.2 FTE at Lord Kelvin Elementary. This cost of \$22,000 represents a 0.2 FTE teacher backfill of staffing.

NWSS, the District's only secondary school and one of the largest in the Province, continues to grow quickly. The school runs a wide variety of programs, including French, International Baccalaureate, and trades, which are typically sprinkled across many secondary schools in other districts. A new leadership model, including some administrative restructuring and the addition of a Director of Secondary Programs, will support the expanding work at NWSS in an efficient and manageable way, with a net cost of \$89,275.

Based on our budget survey and overall feedback from our leadership team, mental health and well-being continue to be a top priority raised by all as we move into 2023/24. To that end, an additional 1.0 FTE counselling position (incremental cost of \$77,000) has been added to provide additional counselling supports. This increases District counselling time to 18 FTE for 2023/24, which continues to be above the Ministry required ratio of 1:535.

Well-being also includes safety and supervision of our growing secondary school for an investment of \$91,589. Two, 4-hour noon hour supervisor positions and two, 6-hour youth care workers at NWSS have been included in the budget, which allows for more uniform supervision over the course of the day. Equally as important is the District's commitment to training of existing and new supervisors so that they have the skillsets necessary to effectively monitor student activity.

On February 7, 2023, Student Voice presented the results of the 2022/23 Student Voice Fall Survey at the Education Policy and Planning Committee Meeting. Of the 615 responses, 81% of surveyed students felt a sense of belonging at school, while 75% felt safe. The District is committed to improving these results. One of the ways identified to help students' sense of belonging and safety at school is through the 2023/24 budget and a one-time investment of \$55,000, grounded in feedback received. Two of the reasons provided in the student survey for not feeling safe at school included lack of privacy in classrooms and safety procedures related to dangerous school incidents. This investment will address concerns raised by adding privacy frosting to classrooms, without compromising the visible learning environment, and motorizing the current blinds in classrooms designated as safe rooms, for the 2023/34 school year.

Supervision and Support

Through the budget consultation process, we heard from our school sites the challenges faced around scheduling breaks for EAs during the middle of the day while still maintaining appropriate coverage and supports for students. The cost of \$177,594 looks to address these challenges by adding 4 hours per day of EA time to 6 of the District's 11 elementary and middle school sites. These additional EA hours are to assist in appropriate coverage when current EA staff are on breaks.



Technology

Technology continues to be identified by nearly all stakeholders as a priority area. The District’s technology steering committee has outlined a plan to continue hardware refresh cycles, replace student devices at end of life and update classroom tools as necessary. There are no additional investments required at this time to carry out the refresh as the budget currently allocated is sufficient.

Department Supports

As the function of Human Resources, Finance, Facilities and Communications go to support over 7,000 students and over 1,000 employees, these teams also require resources to carry out their work in supporting the strategic directions of the District. To that end, we have allocated \$35,000 on a one-time basis to Facilities and \$15,000 to Communications on an on-going basis to support this work.

Capital plan

The Board has approved an annual allocation of \$150,000 to the local capital fund which is the District’s locally generated savings for capital items not funded by the Ministry. Savings in the local capital fund allow the District to address long term capacity needs and make strategic purchases or investments as opportunities arise and are consistent with the District’s long range facilities plan.

Child Care

In April 2022, responsibility for child care transitioned to the Ministry. The District is committed to providing quality, affordable child care in our schools that is grounded in the BC Early Learning Framework. This budget supports 24 additional after school care spaces on school grounds for September through June at a net cost of \$21,552. The proposal is for staff to continue its work to investigate the after-school care strategy with input from stakeholders with the intent to offer additional programming for January 2024.



5.6 Contingency Reserve

The Board is responsible to protect the District from extraordinary financial items which would negatively disrupt District operations and the continuity of learning for students. To mitigate these risk areas, the Board maintains a contingency reserve from its available accumulated operating surplus.

Per Board Policy 19, the contingency reserve shall be at least 2% of operating expenses. The District's level of contingency reserve for planning purposes is \$2 million. It is anticipated by the end of the 2022/23 school year that the accumulated operating surplus will be \$2.5 million. The difference between the expected accumulated surplus balance of \$2.5 million and the \$2 million contingency reserve represents amounts available to support planning for operations spanning future school years, anticipated unusual expenses identified by the Board and/or expenses which must be reserved due to the nature of constraints on the funds.

5.7 Operating Budget - Three-Year Financial Plan

Below is a three-year projection of the operating fund revenue and expenses by object. This projection is based on factors known to the District at the time and contains assumptions that the District will maintain current service levels and programs. Assumptions made in building the three-year financial plan are included in the respective areas of Section 5.0 and also include the following:

- Projected changes to revenue and staffing due to changes in enrolment;
- Estimated changes to employee salaries and benefits;
- Estimated changes to services and supplies due to inflation; and
- Adjustments for ongoing and/or one-time revenue or expense items included in the prior year budget.

After factoring efficiencies and priorities into the base budget, the District is estimating a surplus of \$14,782. Projections show that this will be followed by budget deficits of approximately \$50,000 for 2024/25, and \$22,000 for 2025/26.



(in thousands)	2021/22 Actual	2022/23 Amended Budget	2023/24 Preliminary Budget	2024/25 Projection	2025/26 Projection
Provincial Grants - Ministry of Education					
Operating Grant, Ministry of Education	68,063	70,664	79,834	84,215	87,383
Other Ministry of Education Grants	871	3,654	2,270	875	875
Provincial Grants - Other	83	69	69	69	69
Other Revenue					
Continuing Education and Summer School Fees	5	3	3	3	3
International and Out of Province Students	2,221	2,871	2,844	2,844	2,844
Instructional Cafeteria Revenue	179	200	200	200	200
Miscellaneous	110	278	116	116	116
Rentals and Leases	320	590	560	560	560
Investment Income	156	415	435	435	435
TOTAL OPERATING REVENUE	72,008	78,744	86,331	89,317	92,485
Operating Expenses					
Salaries and Benefits	66,511	71,467	78,072	80,927	83,960
Services and Supplies	5,863	6,689	6,815	6,951	7,088
TOTAL OPERATING EXPENSES	72,374	78,156	84,887	87,878	91,048
Capital Purchases and Other	-1,476	-1,152	-800	-950	-950
Surplus (Deficit), for the year	-1,842	-564	644	489	487
Efficiencies					
Ongoing Efficiencies			240	240	240
	-1,842	-564	884	729	727
Requests					
Ongoing Priorities			-629	-629	-599
One-Time Priorities			-90		
Local Capital Transfer			-150	-150	-150
Use of Prior Year Appropriated Surplus to balance budget	1,842	564	0	50	22
Total Operating Surplus (Deficit), for the year	0	0	15	0	0
Operating Surplus (Deficit), beginning of year					
Operating Surplus (Deficit), beginning of year	4,924	3,082	2,518	2,533	2,483
Use of Prior Year Appropriated Surplus to balance budget	-1,842	-564	0	-50	-22
Operating Surplus (Deficit), end of year	3,082	2,518	2,533	2,483	2,461



6.0 SPECIAL PURPOSE FUND

The special purpose fund is comprised of separate funds established to track revenue and expenditures received from the Ministry and other sources that have restrictions on how they may be spent and are therefore not available for use in the operating fund. Amounts are deferred when received and recognized as revenue when the related expenditures are incurred. The District has budgeted special purpose funding for 2023/24 relating to the following funds:

- Annual Facility Grant
- Apprentice Program
- Changing Results for Young Children
- Classroom Enhancement Fund (“CEF”)
- Community LINK
- Early Care and Learning (“ECL”)
- Feeding Futures Fund
- Just B4
- Learning Improvement Fund (“LIF”)
- Official Languages in Education French Programs
- Mental Health in Schools
- Ready, Set, Learn
- Seamless Day Kindergarten
- Scholarships and Bursaries
- School Generated Funds
- Strong Start
- Student and Family Affordability

The following represents a few highlights of the work that is funded from these special programs:

Student and Family Affordability

The Student and Family Affordability fund was one-time funding announced by the Ministry in August 2022 for the 2022/23 school year to help families struggling with the rising costs of living due to global inflation.

The District received funding of \$697,152 in 2022/23. These funds were used to offset the costs of school supplies and fieldtrips for families and to expand school meal programs. It is anticipated there will be approximately \$150,000 of these funds remaining at the end of the 2022/23 school year and carried forward to the 2023/24 school year to continue to help families with rising costs of living.



Feeding Futures Fund

Announced by the Ministry in early 2023, the Feeding Futures Fund will create and expand local school food programs so that more children and youth have access to healthy meals and snacks at school.

Funding has been approved for the next three years and for 2023/24, the District will receive \$826,518. The District will build on the progress made with the Student and Family Affordability funding in 2022/23 and a significant portion of this funding will be used for meal subsidies to ensure students that require it, have access to stigma-free lunches.

Early Learning and Child Care

Responsibility for child care transitioned to the Ministry in April 2022 and as part of creating an integrated early learning and child care (“ELCC”) system, the Province is providing \$175,000 of funding to the District to complete an environmental scan of existing ELCC on school grounds and to engage more deeply in ELCC work by establishing and strengthening relationships with key stakeholder groups and planning to expand access to affordable, quality child care on school grounds. A 1.0 FTE Manager of Early Learning and Child Care position has been created to engage in this work.

Classroom Enhancement Fund

This funding relates to the ratification of the Memorandum of Agreement pursuant to the Letter of Understanding No.17, to the 2013-2019 BCPSEA-BCTF Provincial Collective Agreement that resolves all matters related to the implementation of the Supreme Court of Canada decision from the fall of 2016. This fund was established to address the additional teacher and corresponding overhead costs throughout the Province associated with the memorandum.

For 2023/24, the District has been provided a preliminary CEF allocation of \$6,869,090 to fund 55.5 FTE teachers and \$408,298 in overhead funding. Adjustments to the District’s allocations may be made once the final fall 2023 staffing is known.

Community LINK

This funding is designed to support the academic achievement and social functioning of vulnerable students. Total funding for 2023/24 will be \$1,700,863 and is expected to remain unchanged for future years.

For the upcoming year, the District continues to invest in social-emotional supports for vulnerable learners with 13 FTE Youth Care Workers and 4.5 FTE counselling staff. Community LINK funds previously used for meal subsidies will now be funded through the new Feeding Futures Fund (see above) which allows for an additional investment of a 1.0 FTE speech language pathologist and 0.5 FTE Indigenous curriculum staffing in the 2023/24 school year.



Learning Improvement Fund

This fund was established by the Province for the purpose of providing additional resources, specifically targeted to support complex classes that present challenging learning conditions. The 2023/24 funding of \$302,183 is used for increased hours of work for EAs and Youth Care Workers as has consistently been done over the past number of years.

As the LIF has not increased in line with the increases to collective agreement wage increase in past years, this special purpose fund continues to face pressure, whereby in order to continue to support the additional time for our staff, the District supplements amounts of approximately \$75,000 in its operating fund.



7.0 CAPITAL FUND

The capital fund includes capital expenditures related to facilities (purchases and enhancements) and equipment that are funded by Ministry capital grants, land capital, local capital, operating funds and special purpose funds.

On an annual basis, the District prepares a Five-Year Capital Plan and submits it for funding consideration to the Ministry. The plan identifies capital funding needs for existing and new facilities.

The following are current capital projects supported by the provincial government.

New Fraser River Elementary School

In March of 2022, the District received notice from the Ministry acknowledging our needs for a new elementary school in the Fraser River Zone. At present, the concept plan with a recommendation for a 600-capacity school is with the Ministry for approval and the District is awaiting further direction.

New Fraser River Zone Site Acquisition

In March of 2023, the District received notice from the Ministry acknowledging our needs for a new middle school in the Fraser River Zone of New Westminster through approval of a future site acquisition. The District is in the planning and business case stage of this process.

Ecole Qayqayt Elementary and Fraser River Middle School Internal Renovations

As part of the District's short term capacity review, the Board passed a motion in December 2022 to relocate child care centres from Qayqayt Elementary and Fraser River Middle (see below) in order to create classroom spaces to accommodate enrolment growth in these schools. The funding for internal renovations required to convert these spaces into 8 new classrooms (4 at each location) has been supported by the Ministry to proceed to the planning and business case stage. The new classroom spaces are anticipated to be ready for the 2023/24 school year.

Lord Tweedsmuir Elementary and FW Howay Day Care Centres (New Spaces Funding)

Related to the internal renovations for increased classroom space at Qayqayt Elementary and Fraser River Middle (see above) is the relocation of child care centres. The District identified new sites for these centres at Lord Tweedsmuir Elementary and FW Howay and in December 2022, the Board approved a motion for the relocation. Funding of \$1.440 million for each child care centre through the Child Care BC New Spaces Fund was approved in January 2023. The work on these child care centres is underway with an anticipated completion date of March 2024.



Queen Elizabeth Elementary School Expansion

This expansion includes the creation of an additional 13 classrooms to serve the fast-growing community of Queensborough. The project is in the planning and design stages. The approved project value is \$20.4 million.

New Westminster Secondary School Replacement

The NWSS replacement project accommodates over 2,000 grade 9 to 12 students in a modern learning environment with the latest sustainable energy management systems. The total cost of the project is approximately \$106.5 million.

Students were welcomed into the new facility in January 2021 and the project is in its final stages, which involves decommissioning of the original building.

Other Capital Funded Projects

Annual facilities grant funds are used throughout the District to address ongoing maintenance and improvement needs at schools. Planned spending for the capital component in 2023/24 is \$1,240,820.

Additional funding for capital projects in 2023/24 is detailed below.

Facility Name	Project Description	Bylaw Funding
Queensborough Middle School	School Enhancement Program – Roofing Upgrades	\$550,000
Ecole Glenbrook Middle School	School Enhancement Program – HVAC Upgrades	\$450,000
Ecole Herbert Spencer Elementary	Carbon Neutral Capital Program - HVAC Upgrades	\$750,000

Local Capital

The local capital fund includes funds generated by the District to be utilized for capital expenditures as determined by the District. At June 30, 2022, the local capital fund had a deficit of \$260,540 relating to a site acquisition in Queensborough completed in 2021/22. This deficit was approved by the Ministry and has been repaid through Board approved transfers from the operating fund in the 2022/23 year. Changes in the local capital balance are summarized below.

Local Capital Deficit, June 30, 2022	(\$260,540)
Board approved transfers to local capital:	
Queensborough site acquisition	352,445
Board approved uses of local capital:	
Queen Elizabeth Elementary expansion	(91,905)
Local Capital Deficit, June 30, 2023	\$-
Board approved transfers to local capital:	
Capital Plan Savings	150,000
Local Capital Deficit, June 30, 2024	\$150,000

IAP2 Spectrum of Public Participation

Engagement, or public participation, is a process used to make better decisions, that incorporates the interests and concerns of all people affected while meeting the needs of the decision making body around the issue that's being addressed.

At New Westminster Schools, we're committed to working alongside our partners as we make decisions about all the work that's happening across the district. Depending on the issues, options and goals, the participation level might look a bit different each time. Below is a framework that was created by the International Association for Public Participation that serves as a helpful guide to understanding the different ways we may engage with members of our communities, with our local examples added in the last row.

	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Examples of what that looks like for the Board of Education, District and schools	<ul style="list-style-type: none"> • Updates on curriculum, classroom lessons, and school activities • Reports on learning outcomes and other collected data • Sharing information on health and safety-related issues • Information and updates provided by email, website, social media • Staff reports to the Board 	<ul style="list-style-type: none"> • Engagement opportunities at public meetings (<i>Board meetings, PAC meetings</i>) • Surveys (<i>Budget consultation, public reviews of programs or portfolios</i>) • Email correspondence 	<ul style="list-style-type: none"> • Stakeholder meetings or interviews • Focus groups • Student Voice presentations & the annual Student Symposium 	<ul style="list-style-type: none"> • Advisory Committees (<i>Indigenous Advisory Committee, Renaming committees, Inclusive Education Review Committee</i>) • Participating in wider community committees (<i>with regional partners, Ministry committees, City planning committees</i>) 	<ul style="list-style-type: none"> • School Board elections • At times 'Empower' may include deferring to an individual or group of experts (<i>e.g. Indigenous Rightsholders, Inclusion experts, etc.</i>)



Supplement to: OPERATIONS POLICY AND PLANNING MEETING

Date: June 6, 2023

Submitted by: Bettina Ketcham, Secretary-Treasurer

Item: **Requiring Action** **Yes** **No** **For Information**

Subject: Feeding Futures Funding expenditure plan

Background:

The District is proud of the existing foods program, Fuel Up!, and has utilized funding from Community Link (LINK) to support this initiative. Over the last few years, and especially since the COVID pandemic and subsequent inflationary increases we have all experienced, we have seen a significant increase in the number of students and families requiring support and to that end, our Board has continually prioritized the subsidies and related costs for food security via our nutrition program.

In April 2023, the Ministry of Education and Childcare announced funding over three years of \$214 million to support a new food program called the Feeding Futures. This program is to invest in building and/or expanding local school food programs. This funding is intended to build on the progress made with the Student Family Affordability Fund that was announced in the summer of 2022.

New Westminister Schools received an allocation of \$826,518 for the 2023-24 school year for the Feeding Futures Fund. We are excited about the opportunity to invest these dollars in a way that meaningfully addresses food security issues for families in need. This funding represents nearly three times what we have invested in through LINK, with LINK money being reinvested in other areas that support our vulnerable student populations.

The following represents our budget for the upcoming school year for Feeding Futures. Of course, as the program begins to unfold, staff will monitor that the funding/investments are appropriately allocated and modified, if required, to meet the needs of our families and students.



Category	Budgeted Amount
Subsidies	
- Elementary/Middle School	\$368,978
- High School Subsidies	\$79,920
Subsidy contingency or food quality enhancement	\$59,121
Breakfast/snack program	\$75,000
Tier 3 supports – Gift card program	\$150,000
Small appliances for schools that have existing programs to support school nutrition	\$15,000
Food for outreach rooms/programs	\$20,000
Consumables for alternate education programs	\$8,500
Staffing	\$50,000
Total Funding Budgeted	\$826,518

Next Steps:

We will provide an update in January 2024 regarding how the Feeding Futures program funding is being spent and if adjustments are necessary.

Policy Manual
POLICY 2 – Appendix A

BOARD ANNUAL WORKPLAN

September

Education

- No meeting

Operations

- No meeting

Regular Board Meeting Agenda Items

- Five-year capital plan – Minor capital projects
- Receive audit report and management letter and approve financial statements
- Approve appointment or reappointment of auditor (if required – rotational every 3 years)

Events

- Orange Shirt Week – Monday, September 25, 2023 - Friday, September 29, 2023
- National Day of Truth and Reconciliation – Saturday, September 30, 2023

October

Education

- Indigenous Education Report

Operations

- Standing operations reports (Capital, Facilities, Finance, TIS, HR)
- Review enrolment and staffing report

Regular Board Meeting Agenda Items

- Review Strategic Directions
- Approval of 2023 Long Range Facilities Plan

Events

- National Custodian Appreciation Day – Monday, October 2, 2023
- Recognize World Teachers' Day – Thursday, October 5, 2023
- World Mental Health Day – Tuesday, October 10, 2023
- Represent Board at BCSTA Provincial Council Meeting – Friday, October 20 – Saturday October 21, 2023
- Indigenous focused professional development
- Canada School Library Day – Monday, October 24, 2023

November

Education

- District Literacy Update
- Review and approve Board authorized courses

Operations

- Standing operations reports (Capital, Facilities, Finance, HR)
- Estimated operating grant recalculations based on September 1701

Regular Board Meeting Agenda

- Elect Chair/Vice-Chair
- Receive Statement of Financial Information (SOFI) Report

Events

- Represent Board at BCPSEA Symposium – Thursday, November 2 – Friday, November 3, 2023
- Remembrance Day Ceremonies – Saturday, November 11, 2023
- BCSTA Trustee Academy - Thursday, November 23 - Sunday, November 26, 2023

December

Education

- No meeting

Operations

- No meeting

Regular Board Meeting Agenda Items

- Receive School Learning Plans to be presented to the Board annually by the Superintendent
- Bank signing authority
- Review Trustee appointments to committees and community liaison groups
- Approve Trustee school liaison assignments

Events

- National Day of Remembrance and Action on Violence Against Women – Wednesday, December 6, 2023.

January

Education

- Inclusive Ed Action Plan
- Review Career Programs Report

Operations

- Standing operations reports (Capital, Facilities, Finance, HR)
- Childcare update

Regular Board Meeting Agenda Items

- Approve Budget Development Process and Timelines
- Annual Trustee Remuneration Review – Regular Open Board
- Provide direction through our Board representative to BCSTA Provincial Council Meeting regarding provincial policy matters
- Review policy positions for submission to BCSTA Annual General Meeting

Events

- Discover New Westminster Schools 2024 – Tuesday, January 9, 2024
- Black Shirt Day – Monday, January 15, 2024
- Represent Board at BCPSEA AGM – Friday, January 26, 2024

February

Education

- Review Recommended 2-year District Calendar
- Community Schools and NLC Programs

Operations

- Standing operations reports (Capital, Facilities, Finance, HR)
- Report on Committees – SD40 Staff Representative
- School Nourishment Update

Regular Board Meeting Agenda Items

- Approve Amended Budget for Current Fiscal Year
- Review Student Learning/Welfare Accountability Report

Events

- Black History Month – February 2024
- Represent Board at BCSTA Provincial Council Meeting – Saturday, February 24, 2024
- Pink Shirt Day – Wednesday, February 28, 2024

March

Education

- No meeting

Operations

- No meeting

Regular Board Meeting Agenda Items

- Approve District Calendar

Events

- International Women's Day – Friday, March 8, 2024

April

Education

- Review Sexual Orientation and Gender Identity (SOGI) report
- Review Health and Wellbeing report
- Review school fees

Operations

- Standing operations reports (Capital, Facilities, Finance, HR)
- 2023-24 Base budget presentation
- Approve Calendar for Board and Committee meetings
- Approval of Capital Plan Response Bylaw

Regular Board Meeting Agenda Items

- Stakeholder Budget Presentations
- Presentation of budget survey results

Events

- Budget in-service – April TBD, 2024
- World Autism Day – Tuesday, April 2, 2024
- District Volunteer Recognition – Sunday, April 14 – Saturday, April 20, 2024
- Attend and participate in BCSTA Provincial Council & AGM – Thursday, April 18 - Sunday, April 21, 2024
- Earth Day – Monday, April 22, 2024
- Administrative Professionals' Day – Wednesday, April 24, 2024
- National Day of Mourning – Sunday, April 28, 2024
- Red Dress Day and the National Day of Awareness for Missing and Murdered Indigenous Women and Girls – Sunday, May 5, 2024

May

Education

- Review Sanctuary Schools Report
- Review International Program Report
- Online Learning & Continuing Education Report
- Inclusive Education Review Update

Operations

- Superintendent Recommendations (24-25 school year budget)
- Receive Annual Facilities Grant Spending Plan

Regular Board Meeting Agenda Items

- Superintendent/CEO evaluation and Board evaluation
- Approve budget for upcoming fiscal year
- Approve School Site Acquisition Charge Bylaw
- Approve Eligible School Site Proposal

Events

- Asian Heritage Month, Child Care Month in BC – May 2024
- Principals and Vice-Principals Appreciation Day – Wednesday, May 1, 2024
- International Day Against Homophobia, Transphobia and Biphobia – Friday, May 17, 2024

June

Education

- School Nutrition update
- Climate action update report

Operations

- Standing operations reports (Capital, Facilities, Finance, TIS, HR)
- Receive Audit Planning Report

Regular Board Meeting Agenda Items

- Approve Annual Board Work Plan for following year
- Good Things are Happening year in review
- Approve 5-year Capital Plan (major capital projects)
- Approve Eligible School Site Proposals

Events

- Host employee Retirement Dinner Ceremony
- National Indigenous People's Day - Friday, June 21, 2024
- Canadian Multiculturalism Day – Thursday, June 27, 2024
- National Indigenous History Month, Pride Month – June 2024

July/August

- Meetings to be scheduled as needed

As Required

- Attend Trustee development/orientation sessions
- Attend Board Liaison meetings as outlined in the Trustee calendar
- Attend school functions (as invited)
- Represent Board at BCSTA Metro Branch Meeting
- Advance Board positions through BCPSEA
- Meetings with elected officials

- Hear appeals as needed
- Review the District Strategic Plan
- Make disbursements from Capital Reserve Fund
- Approve tender selection for contracts
- Declare facilities surpluses to general school needs
- Approve disposition and acquisition of real property (lands and buildings)
- Ratify Memoranda of Agreement with bargaining units
- Ratify Collective Agreements

Monthly/Quarterly

- Operations Update (capital projects, legal, contracted management services, financial variances, budget updates and significant tendering awards) (Monthly Operations Committee)
- Human Resources Update (Staffing) (Monthly Board In-Camera)
- Non-Replacement Data (Staffing) (Quarterly Operations Committee)
- Student Withdrawal & New Registration Report (Quarterly In-Camera & Open Board)

Contact Information

Questions or comments about this Policy may be addressed to the Secretary-Treasurer.

Legal Reference: Sections 65, 74, 74.1, 75, 75.1, 76.1, 76.3, 76.4, 77, 79.2, 82, 82.1, 84, 85, 86, 96, 112, 112.1, 113, 145, 147, 158 School Act

SD No. 40 (New Westminster)

Adopted: May 30, 2017

Revised: May 31, 2023

September 28, 2021

September 29, 2020

September 24, 2019

September 25, 2018