

## PREPARATION/CONSULTATION PROCESS

### 1. Context:

- The school district will experience continued enrolment decline for each of the next three year periods of 168.9 FTE, 235.4 FTE and 211.0 FTE. This will result in an overall decline of 2,205 students since 2002 or 29.67% of district enrolment. The introduction of full day kindergarten has moderated these declines;
- An initial estimate of the challenge in 2011/12 includes loss of \$600,000 in one time reserves, funding changes for enrolment decline and loss of funding protection and totals \$1.9 million or 2.75% of the operating budget. This estimate does not account for any changes in cost pressures;
- Government funding projections outline that increases to funding for 2011/12 will only cover the full day kindergarten enrolment increase and there is no provision for any increasing cost pressures;
- The Board continues to be challenged with the implementation of Government mandated processes like BCeSIS, carbon tax reporting, employment data collection, monthly financial reporting, cash flow management, capital asset management system;
- The district implemented \$3.6 million in reductions in 2009/10 and \$3.4 million in 2010/11, a total of 9.9% of the 2008/09 budget;
- Saanich spends 85.5% of its budget on instructional programs which is 2% above the provincial average;
- For the years 2009 to 2011, the Board made administrative reductions of \$917,789 or 14.5% of the administrative budget and increased local revenues by \$1.3 million;
- It is the Board's intent to adopt a budget that best meets the learning needs of students.

### 2. Board and Public to Better Understand Budget Plan Expenditures in Saanich

- The Budget information will drill down to comparison of budget expenditures at a program, school and type of expenditure level. Comparisons over time will be published in the fall to encourage parents, students, staff and public to study the spending patterns of the district;
- The work will be focused on full understanding of how budget dollars have been spent over time;
- Consultation will focus on "Have we got it right?"

### 3. Process to Determine Budget Expenditure Reduction and Revenue Generation Options

- Trustees and Executive are provided with budget information to ensure a full understanding of how the budget is spent and sources of revenues to fund the expenditures. Trustees will provide guidance to the technical working groups;
- A number of technical working groups will be established to review budgets and determine the appropriate expenditure level for each program. These working groups will be chaired by Executive or the Director of Finance;
- Finance staff will summarize the recommendations of each committee to a budget plan that reflects best practice and any appropriate efficiencies recommended by the work group process.

### 4. Consultation with Budget Advisory Committee, Management Team, School Communities and Public on Options:

- Budget Advisory Committee and Management Team meetings to review recommendations of working groups and resulting budget plan and if needed, determine additional changes needed to balance the budget;
- Provide the budget plan resulting from the working groups and Budget Advisory Committee and Management Team processes on the district web site and provide a survey for feedback and advice to the Board;
- School communities and public meetings to seek advice on resulting budget plan.

### 5. Board Decision and Implementation of Budget Plan

- Board debates the resulting budget plan on April 27, 2011 and determines any changes and approves a budget for submission to the Ministry;
- Continuous tracking and reporting to the Board of the implementation of the budget plan.

### 6. Timelines:

- (a) Publish current budget information in print and on the website in fall of 2010;
- (b) Establish working groups in November, 2010 for reporting out in February, 2011 (each group will meet at minimum for two day-long sessions);
- (c) Budget Advisory Committee, Management Team considerations in February to April, 2011;
- (d) Funding announcement from Government on March 15, 2011;
- (e) School communities and public meetings in March and April 2011;
- (f) Adoption of budget on April 27, 2011.