

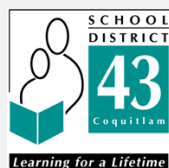
Budget Process 2016-2017 Stakeholder Consultation Guide

Spring 2016



Learn. Engage. Contribute.

You Talk. We'll Listen.



School District No. 43 (Coquitlam)

550 Poirier Street

Coquitlam, BC V3J 6A7

Phone: 604-939-9201 Fax: 604-939-7828

Message from the Board of Education

Welcome to the stakeholder consultation and engagement process for the 2016-2017 budget for School District No. 43 (Coquitlam).

We are the third largest school district in the Province of British Columbia, and as such we have a diverse population which includes young families, new Canadians, professionals and others who are choosing to locate here for the quality of life that includes a thriving public education system. We continue to excel on all student performance measures and our six year graduation rate is #1 in Metro Vancouver and #2 in the Province.

The Board of Education has planned a consultative budget process for the 2016-2017 school year. The process will provide multiple opportunities for stakeholder input, starting in April 2016, once Ministry funding has been announced. We appreciate all comments and input while we work closely with our partner groups within the confines of our contracts.

The Board is committed to transparency and accountability and has developed a stable and incremental proposed budget for 2016-17. The proposed budget provides for positive incremental changes to ensure long-term stability and sustainability. We are committed to putting students first, providing fair access for all students and supporting life-long learning in our communities, all within a changing landscape of provincial funding.

We invite you to get involved in this dialogue. Help deepen our collective understanding and identify the challenges and opportunities. Share your ideas on how we can make the best use of the funds available for our children, families, employees and communities. Your input will help guide the Board's decisions and actions.

Sincerely,

Board of Education
School District No. 43 (Coquitlam)

Budget Process 2016-2017

The Board of Education is utilizing a comprehensive strategy to create the 2016-2017 budget.

Our Goal

The Board of Education will embark on the budget process through a transparent, inclusive and accountable process that engages the community for input.

The first step of the strategy was to identify potential cost pressures as well as areas of possible financial surplus/deficit. For the 2016-2017 year, the Board has identified that they can deliver a stable and incremental budget. The Board is consulting with stakeholders on how we can use available resources to continue to maintain a high achieving and sustainable organization for many years to come. The preliminary budget process allows stakeholders to comment and provide suggestions on the proposed budget so that the Board of Education can consider these prior to finalizing the budget.

This budget strategy will consider:

Students first

Aligning decisions with a thriving public education system for students is a community value. As stewards of public funds, the school district must demonstrate a financial commitment to improve the learning environment for students.

Fair access for all students

Delivering fair, effective and positive learning environments for 31,000 students today and an additional 3,000 new students over the next decade is the school district's commitment. Present financial decisions must consider the current and future needs of students and employees.

Life-long learning in our communities

Delivering life-long learning in our communities is the school district's vision. We envision high-quality, diverse, personalized and enriched education opportunities for students. Ongoing financial review and community engagement will support this vision.

Changing landscape of provincial funding

Funding from the provincial government has not kept up with rising costs even with lower enrolments and increased per pupil funding. Additional cost pressures such as hydroelectricity, gas and health benefits have all increased, with school boards funding most of these.




The Difference Between Capital Budgets, Operating Budgets and Special Purpose Funds

As one of the major employers in the Lower Mainland, the SD43 Board of Education has a large and complex budget.

There are three separate sections of the budget:

- (i) operating,
- (ii) capital, and
- (iii) special purpose funds.

The following illustration shows what is funded from each section.

Operating Budget	Capital Budget	Special Purpose Funds
		
<ul style="list-style-type: none">• Learning• Teaching• Programs• Administration	<ul style="list-style-type: none">• Buildings• Fields• Infrastructure	<ul style="list-style-type: none">• Specific time frame (12 months, 24 months)• Specific function• Examples:<ul style="list-style-type: none">○ Learning Improvement Fund○ Annual Facilities Grant○ Community Link

Budget Goals

SD43 has as its budget objective the aim of providing long-term stability and sustainability through multi-year financial planning.

Carefully planned and responsible multi-year changes in measured amounts allow for long-term budget stability and sustainability.

- Allows for long-term sustainable planned budget additions.
- Smooths large fluctuations in budget changes.
- Helps manage unforeseen funding risks.

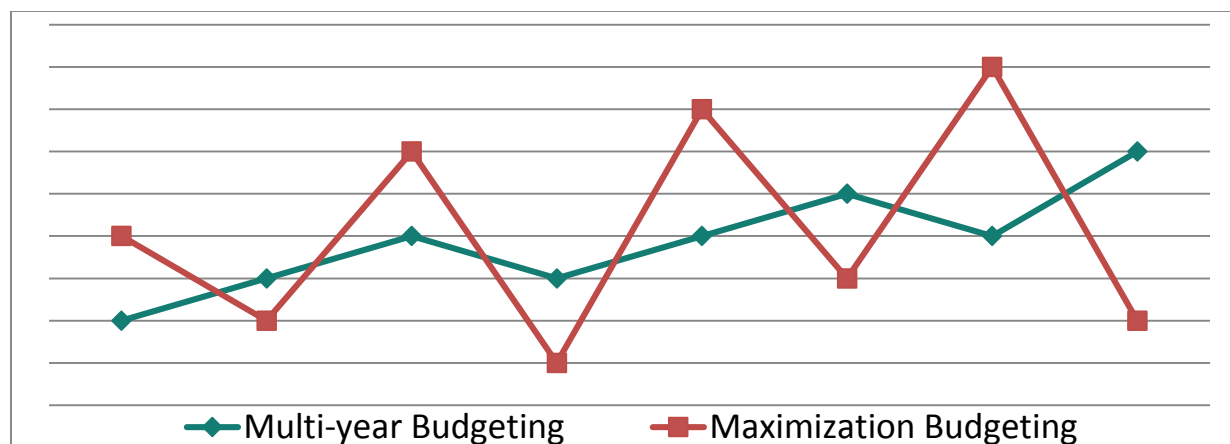
More funding for schools to support and enhance teaching and learning.



School district budgeting is extremely complex due to the lack of multi-year funding certainty, limited Ministry funding for inflation, and the frequent adoption of new and unfunded initiatives.

Multi-year financial planning is a strategic budget management method of making carefully planned and responsible changes in measured amounts over several years to smooth out large fluctuations in year-to-year resource additions or reductions due to unforeseen costs and other circumstances.

Multi-year financial planning as a budgeting framework will build SD43's long-term stable financial position, help manage future risks from unforeseen situations, and most importantly allow for the planning of ongoing responsible and sustainable positive changes to the education system.



As shown in red in the graph above, maximizing an annual budget surplus each year can lead to a pattern of adding and cutting resources which creates an unstable and uncertain education system for students, parents, and employees. As shown in green, a multi-year distribution of annual budget surplus over the medium term helps to smooth funding changes and avoid sudden and frequent program changes.

Make up of a School District Budget

As one of the major employers in the Lower Mainland, the SD43 Board of Education has a large and complex budget. There are three separate sections of the budget:

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- (iii) special purpose funds.

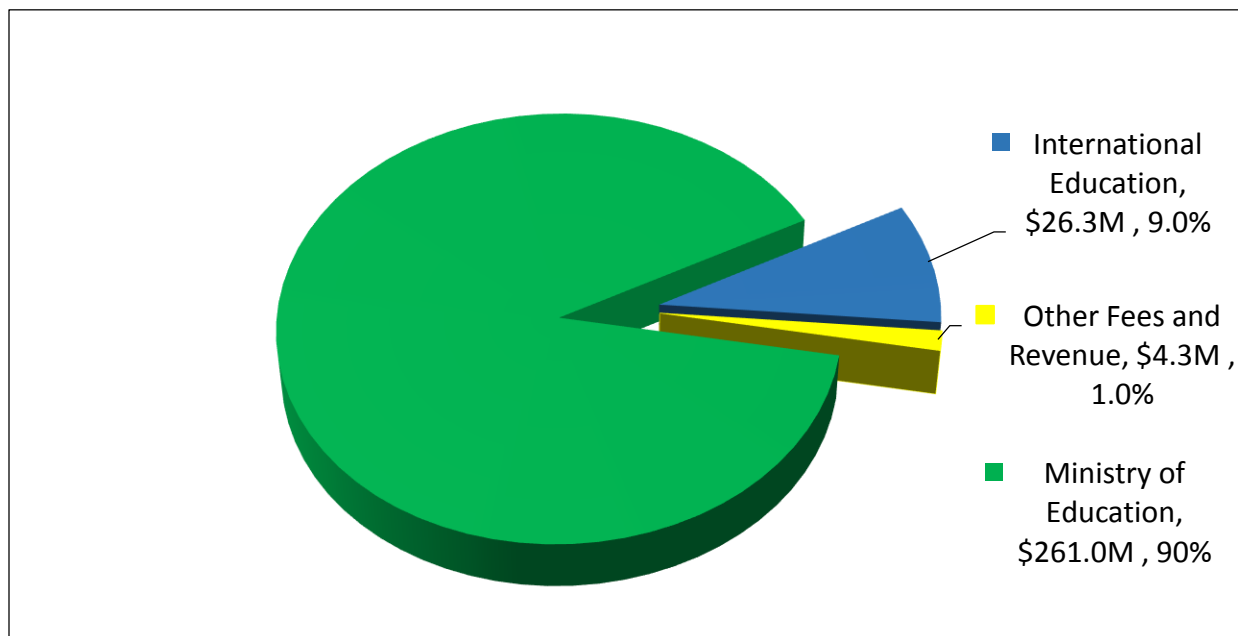
The budget process focuses on areas where the Board of Education is able to make changes – within the operational budget.

Any funds within the capital budget may not be used for operational budget items.

Special purpose funds are for designated purposes which can supplement operational activities. That said, similar to capital funds, they may not be used for operational budget items.

The operating budget in 2015-2016 was \$291.5 million. As the chart below shows, the majority of this funding, 90%, comes from the Ministry of Education.

Coquitlam School District Sources of Revenue 2015-2016



Funding

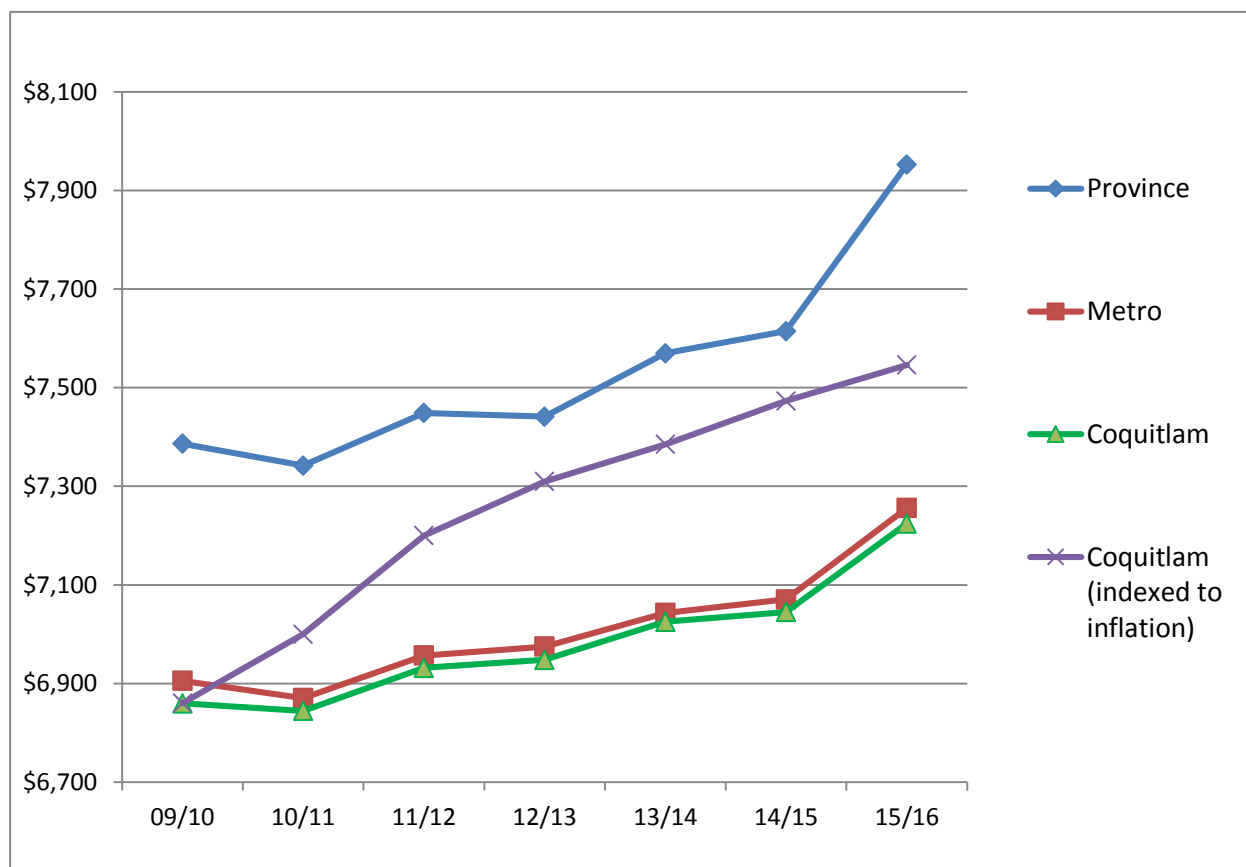
The base student operating grant for 2016-2017 will be increased from \$7,158 to \$7,218 to fund the recent labour settlement agreements.

Provincial funding however has not kept up with inflation. Further, there are 26 out of 60 school districts which are reporting declining enrolment and/or qualify for funding protection. These school districts receive an additional \$22 million in support. The Coquitlam School District is funded \$1.2 million less due to funding protection for other districts.

SD43 ranks 58th in funding out of 60 school districts for 2016-17.

In terms of funding for 2015-16, SD43 currently receives \$7,225 per student while the provincial average is \$7,953 per student. This difference of \$728 per student is significant considering that there are approximately 31,000 students in the district.

This trend is not new, the chart below shows how funding per student has not kept up with costs in recent years. If total grants had kept up with inflation since 2009-2010, SD43 would have received \$7,546 per student. The difference of \$321 per student equates to approximately \$10 million funding shortfall.



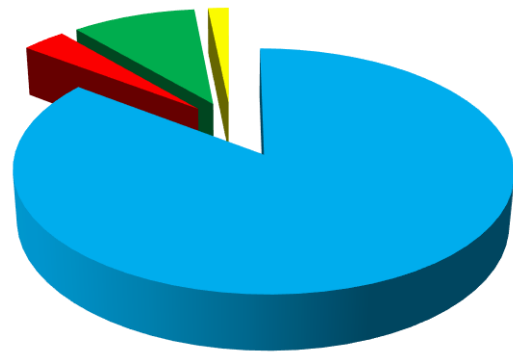
Placing Instruction First

The SD43 Board of Education has always placed students at the forefront of decision making when it comes to budgets. The Board has made decisions to maximize the funds available for instruction in the classroom. In fact, the Board spends more of its budget on instruction than the provincial average.

School District Operating Expenditures 2015-2016

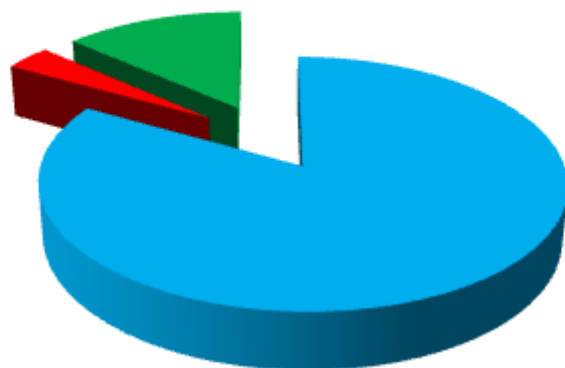
Coquitlam

- Instruction 85.37%
- Administration 3.43%
- Operations, Maintenance & Transportation 9.59%
- Debt Retirement 1.60%



Province

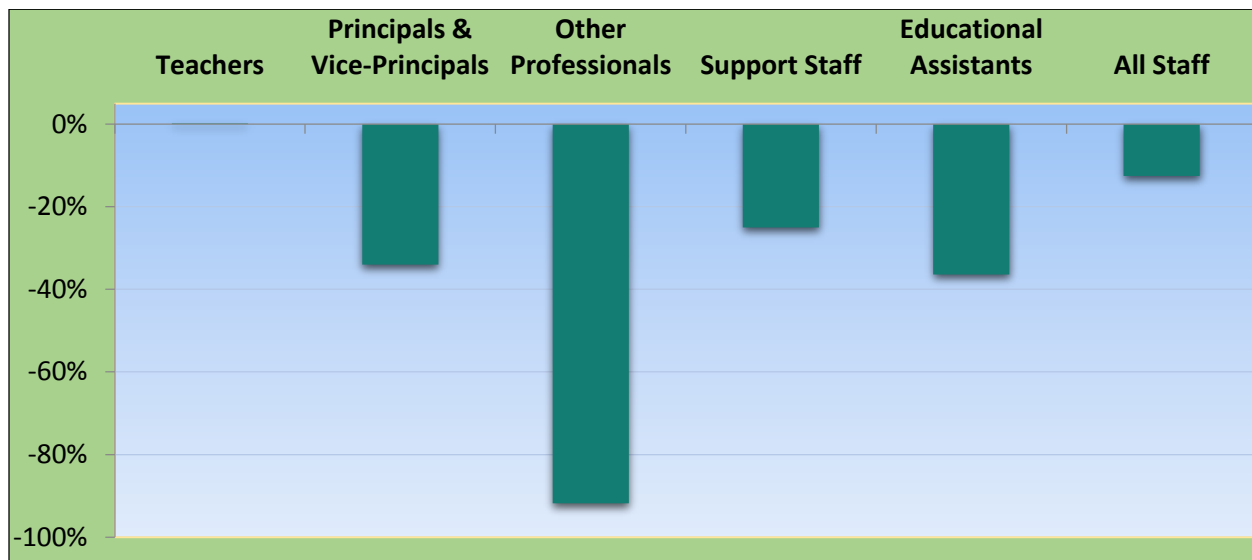
- Instruction 83.25%
- Administration 3.41%
- Operations, Maintenance & Transportation 13.34%



Commitment to the Classroom

The SD43 Board of Education's long standing commitment to protecting learning in the classroom is made clear when we look at where we invest our staffing dollars. SD43 is staffed significantly under the provincial average in all categories, except teachers which are staffed at the provincial average. Principals and Vice-Principals are understaffed by 34%, support staff are understaffed by 25%, Educational Assistants by 36%, and Other Professionals are understaffed by 92% in comparison to the provincial average. Overall, the Coquitlam School District is understaffed by 13% in comparison to the provincial average.

Staffing Ratios - Coquitlam School District vs. Provincial Average 2014-2015



Staffing Comparison	Coquitlam Staff (full-time equivalent)	Provincial Average (student: staff member)	Coquitlam (student: staff member)	Variance
Teachers	1,733.92	17.70	17.66	0.21%
Principals & Vice-Principals	110.50	206.76	277.11	-34.03%
Other Professionals (HR, excluded management and staff, Trustees)	49.50	322.44	618.59	-91.85%
Support Staff	497.57	49.24	61.54	-24.99%
Educational Assistants	403.64	55.61	75.86	-36.42%
All Staff	2,795.13	9.73	10.95	-12.55%

A History of Student Success

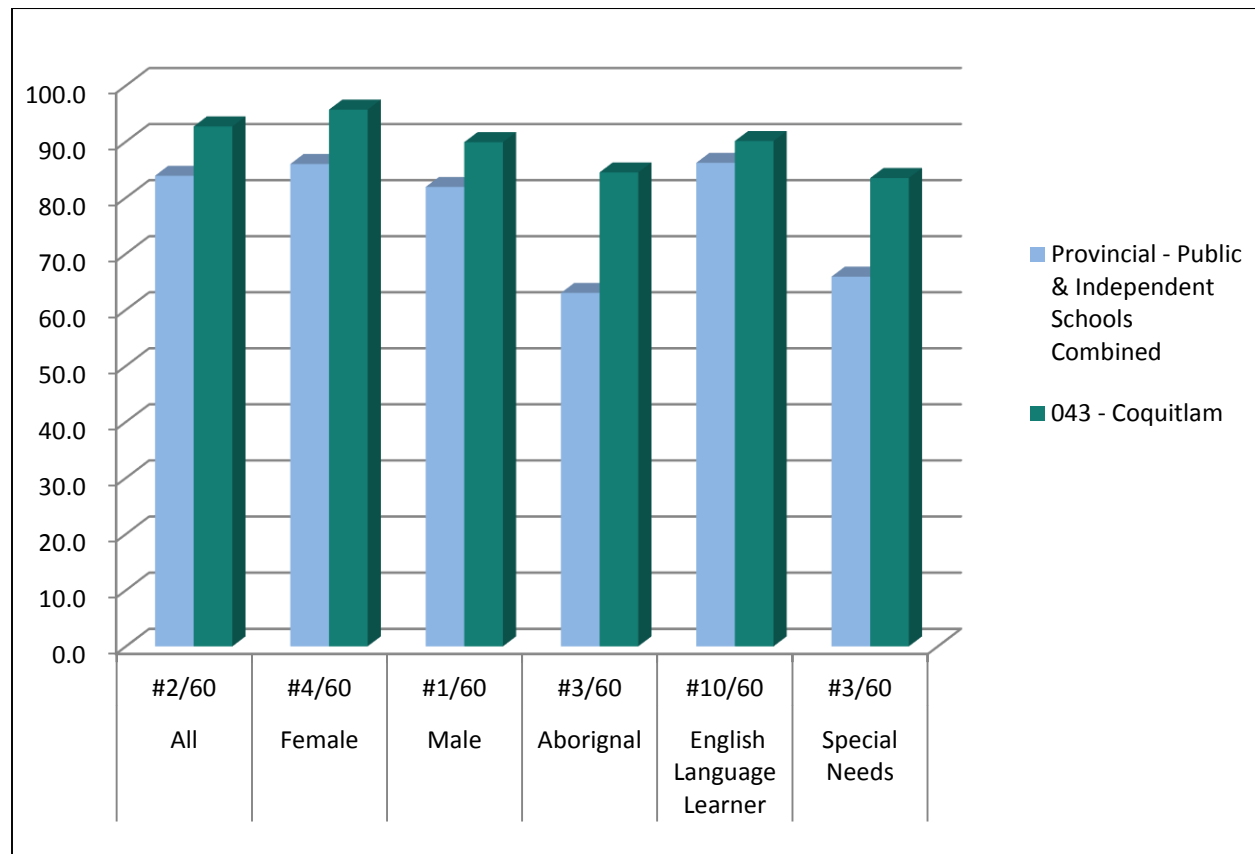
Through the budget process, the SD43 Board of Education will seek to maintain a high achieving and sustainable organization which is built on our past successes. We will seek new and innovative ways to deliver our services which will ensure that we maximize our budgets and ensure quality learning for all students.

SD43 has a history of student success. The 2015 Achievement Levels released by the Ministry of Education show that our student achievement results exceed provincial norms on almost every measure!

The Board's goals are, and will continue to be, focused on helping students to acquire a series of attributes to help them become Learners, Thinkers, Innovators, Collaborators, and Contributors. Our budget process will provide the answers needed for the difficult task of meeting our financial pressures while ensuring the continued success of our students.

The below graph reflects our student performance and ranking in all provincial measured areas against all 60 school districts.

Coquitlam School District 2015 Achievement Levels *



* Based on Six-Year Completion and Grade 12 Graduation rates from the Ministry of Education's Report on Student Achievement

Our Stakeholder Engagement Commitment.

What is Stakeholder Engagement?

Stakeholder engagement is a two-way dialogue to allow the Board of Education and our many stakeholders to define opportunities and challenges, and work together on solutions. It allows for valuable input to the school district's direction and decision making.

Your Role

To make stakeholder engagement a success, your role is to:

- Learn about government funding and allocation,
- Learn about the SD43 budget process,
- Ask questions about the budget,
- Expect answers on your concerns and input,
- Share ideas on how to address the opportunities and challenges.

Our Role

As the elected decision making body, we are accountable to you and our role is to:

- Listen to you,
- Respond to your questions and concerns,
- Consider your ideas and input,
- Propose action and report back to you.

Stakeholder Engagement Process

Present Day to April 19, 2016	April 12, 2016	April 26, 2016
All Stakeholders	Preliminary Budget Presentation	Final Budget Presentation
Meetings with departments, two special public board meetings, public presentation opportunities, an open house, a Twitter chat and presentations of budget recommendations.	The Board of Education is presented with a preliminary budget for deliberation at this special board meeting.	The Board of Education is presented with a final budget for consideration and decision at this public board meeting

Board Decision

There will be five public events leading up to the Board of Education communicating its decisions on next steps for the budget. All stakeholders are invited to attend.

Who we consult

Everyone is invited to comment on the school district's activities and initiatives. Here is a sample of stakeholders we hope to hear from:

- Parents and students
- Educators and administrators
- Community members and neighbours
- Community partners
- Business groups
- Local and provincial governments
- First Nations
- Diversity groups
- Non-profit groups
- Recreation commissions and sports groups
- Local health authority

Learn More. Get Engaged. Contribute Input.

We are using a variety of methods to keep you informed throughout this engagement process and providing in-person and online opportunities to get involved.

Your local newspaper

In print or online, look for public notices about public events, times and location in local media. We will also keep local reporters informed and expect them to share stories and provide their independent insights and perspectives.

School district website

All information on this process is available at www.sd43.bc.ca/budget. Check out the “FAQs” section, which will be continually updated with your questions and answers.

Twitter and Facebook

We will host an online conversation on Twitter @sd43bc using the hashtag #sd43budget and on Facebook to ensure you have every chance to get involved.

Board Meetings

We have a series of board meeting where budget information will be shared and discussed by School Trustees.

Open House

We encourage you to attend our open house where you can discuss the budget with School Trustees.

Stakeholder Events Schedule

Stakeholder information and consultation events take place from April 12 - 26, 2016 as outlined below. There will be opportunities for questions and your contributions.

- **Special Public Meeting - Presentation of 2016-2017 Preliminary Budget**
Tuesday, April 12, 2016, 7:00 p.m.
Winslow Centre Gymnasium, 1100 Winslow Avenue, Coquitlam, BC
The Preliminary Budget will be presented at this Special Public Board Meeting.
- **Open House**
Tuesday April 12, 2016, approximately 8:00 p.m.
Winslow Centre Gymnasium, 1100 Winslow Avenue, Coquitlam, BC
An opportunity to speak with Trustees and key staff and contribute input.
- **Twitter Chat**
Thursday, April 14, 2016, 4:00 p.m. – 5:00 p.m.
This one hour session is an online opportunity for stakeholders to ask questions and contribute input into the budget. [@sd43bc](#) will be using the hashtag #SD43Budget to facilitate the conversation.
- **Special Public Meeting - Delegation Presentations**
Tuesday, April 19, 2016, 6:00 p.m.
Winslow Centre Gymnasium, 1100 Winslow Avenue, Coquitlam, BC
This will be an opportunity for delegations to present to the Board of Education on specific aspects of the budget. If you or your group would like to make a presentation, contact the Office of the Secretary-Treasurer before noon on Thursday, April 14, 2016 at 604-939-9201 or email AWalsh@sd43.bc.ca
 - **When calling or emailing, please provide the following information:**
 - (i) name, email and phone number of presenter; and
 - (ii) written explanation of the budget matter you wish to cover (required); and recommendations and suggestions on how to address the issue(s).For more information please refer to the [Delegation Presentation Guidelines](#)
- **Public Board Meeting - Final Budget Presentation and Board Approval**
Tuesday, April 26, 2016, 7:30 p.m.
Winslow Centre Gymnasium, 1100 Winslow Avenue, Coquitlam, BC
The annual budget will be presented to the Board of Education for approval. This final budget would incorporate changes requested by the Board based on stakeholder input.

There will be an opportunity for questions at each of the meetings outlined.

Decision Making Process

The SD43 Board of Education values all feedback and considers it carefully in making budget decisions. The input shapes outcomes and influences the options considered during the 2016-2017 budget process. As the elected body representing the people, the Board will make the final decision.

3-phase budget planning process

1. Research (now through April 19, 2016): this phase includes background research, meetings with departments, a Twitter chat, delegations, questions & answers, two public board meetings and an Open House.
2. Reporting (April 12 and 19, 2016): this phase includes the presentation of the preliminary budget, delegations, report on findings and results, as well as early recommendations on the vision, planning ideas and overall direction.
3. Next Steps (April 26, 2016): this phase presents final budget to the Board of Education for approval.

Evaluation

The Board will make decisions based on its values and in consideration of the Four Guiding Principles of Learning Without Boundaries.

Board of Education Values

The following values will guide the Board of Education in budget decision making:

1. **Inclusiveness:** we invite the community to participate in discussion.
2. **Integrity:** we respond to public input in an honest and forthright way; balancing the multiple needs of the various stakeholder groups while meeting the legal requirement of maintaining a balanced budget under the *School Act*.
3. **Commitment:** we commit to first defining issues, followed by reviewing engagement with stakeholders, then summarizing information and research, and finally reporting on decisions.
4. **Accountability:** we demonstrate that the results and outcomes of the process are consistent with the commitment made to the public at the beginning of the process.
5. **Transparency:** as decision makers, we ensure stakeholders and the public have opportunities to understand the scope, constraints and process for a pending decision.

Learning Without Boundaries: Four Guiding Principles

The ***Learning Without Boundaries*** goal is simple – to increase the learning of ALL students in SD43.

With that being the focus the budget process will be founded on clear evidence that relates to Learning Without Boundaries' four Guiding Principles:

- Creating a culture of care and shared responsibility where every learner matters
- Engaging and empowering lifelong learners
- Providing flexible, integrated, diverse, and active learning environments
- Developing shared leadership through innovative, sustainable professional learning.

The SD43 Board of Education

The Board of Education is an elected body of nine trustees, who are accountable to the people of Anmore, Belcarra, Coquitlam, Port Coquitlam and Port Moody.

Our vision

We provide world-class instruction and a rich diversity of engaging programs to inspire success for every student and bring communities together to learn, share and grow.



Judy Shirra
Chair

Judy Shirra was first elected in 1993, served several terms as Vice Chair and is in her second term as Chair. Trustee Shirra has been involved with: DPAC, Student Service Review, CPF, French Advisory, the reorganization of SD43 to middle schools, BCPSEA representative, Metro Trustee's, Port Coquitlam's Spirit Committee and Learning Without Boundaries. jshirra@sd43.bc.ca



Michael Thomas
Vice Chair

Michael Thomas is a married father of three School District No.43 (Coquitlam) students and a lifelong Tri-Cities resident. He's served on Port Coquitlam Municipal Standing committees as well as working as a director with PoCo Heritage since 2009, where he served as the chair of several sub committees. mthomas@sd43.bc.ca



Carol Cahoon

Carol is a 19 year Tri-City resident. She and her husband are the parents of two children currently in SD43. Active in her community, she is a member of the Soroptimist and Talk of the Town Toastmasters Club. She has served on PACs and the Coquitlam Montessori Society and is currently representative for BCSTA Metro Board, BCPSEA and English Language Learners Consortium and is a City of Coquitlam Trustee Liaison. ccahoon@sd43.bc.ca



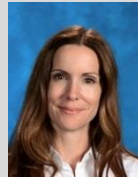
Chuck Denison

Chuck Denison was elected a School Board Trustee in 2014. Mr. Denison served as Parent Advisory Committee (PAC) President, DPAC Rep and School Planning Committee member. Later, he served on the DPAC43 Executive in various positions including President, and participated on several School District advisory committees. cdenison@sd43.bc.ca



Barb Hobson

Barb Hobson's passion for excellence in education for all students led her to be elected as a Trustee in 1996, 1999 (when she spent 3 years as Board Chair) and again in 2014. Her many volunteer activities include President of the Board of Place des Arts, President of the Rotary Club of Coquitlam and Director of the Coquitlam Foundation. Currently she is the Board's elected representative to BCSTA. bhobson@sd43.bc.ca



Kerri Palmer Isaak

Kerri Palmer Isaak recently completed a six year term with the Village of Anmore Municipal Council and served as Board of Education Vice Chair in 2015. She is a Leader for Anmore Youth in Action and a mother of two daughters. She has also served in other leadership capacities within her community, including past PAC Chair for Moody Middle, Anmore Elementary and Eagle Mountain Middle. kpalmalisaak@sd43.bc.ca



Lisa Park

Lisa Park immigrated from South Korea 16 years ago and has made BC her home. As a primary school teacher in SD41, Lisa demonstrates her belief that every individual deserves a good education. She has taught across BC and Alberta and holds a B.A., B.Ed. and TESOL certificate and is also qualified as an exercise rehabilitation trainer. lpark@sd43.bc.ca



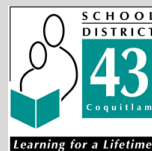
Diane Sowden

Diane Sowden was elected as a School Trustee in the fall of 2005, and serves as a School District No. 43 appointee to DPAC and the City of Coquitlam/School Board Liaison Committee. Diane has been a resident of Coquitlam for the past 30 years and has eight children who received their education in this district. dsowden@sd43.bc.ca



Keith Watkins

Keith Watkins was first elected to the Board of Trustees in 1988 and is the longest serving Trustee on the Board. He has served as Board Vice-Chair as well as Board Liaison on The French Advisory Council and the Port Moody Parks and Recreation Commission. kwatkins@sd43.bc.ca



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