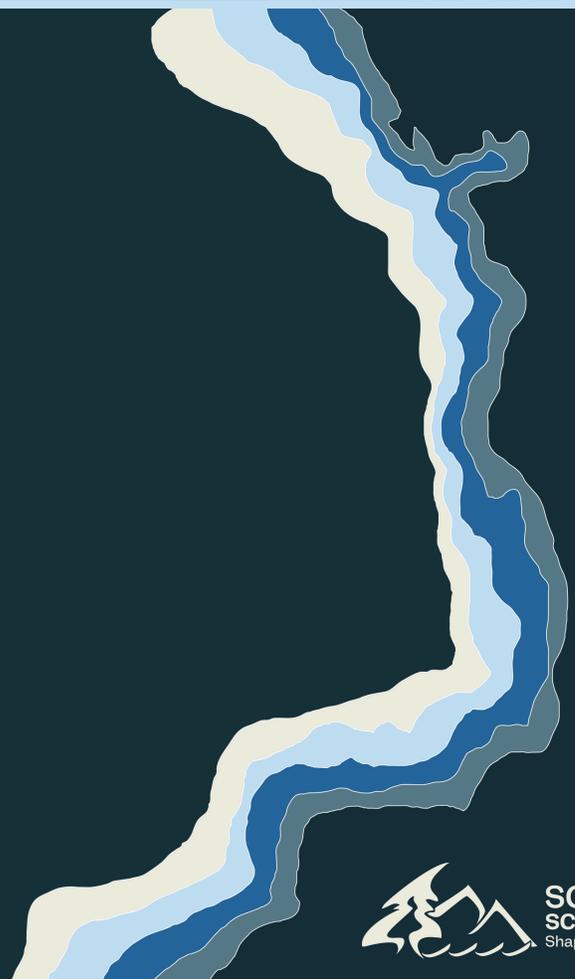




# Sooke School District 2025-2028 Financial Plan





## TERRITORIAL ACKNOWLEDGEMENT

We acknowledge the traditional territories of the Coast Salish: T'Sou-ke Nation and Sc'ianew Nation and Nuuchah-nulth: Pacheedaht Nation. We also recognize some of our schools reside on the traditional territory of the Esquimalt Nation and Songhees Nation.

## EXECUTIVE SUMMARY

The Sooke School District Board of Education is pleased to present this Financial Plan identifying the resources required to deliver on our Strategic Plan 2025-2029. This plan offers a multi-year perspective on our financial framework, projecting revenues and expenditures over the next three fiscal years (2025 to 2028).

As we work to meet the operational and educational needs of our school district, we continue to face significant challenges, including inflation and increasing capital demands. These pressures may intensify over the course of our fiscal plan due to the current geopolitical environment. In this context, it is essential that we plan with foresight and stability in mind.

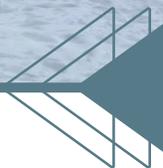
The Board of Education has identified three key priorities in our Strategic Plan (2025–2029):

- Learning
- Engagement
- Growth

As one of the fastest-growing school districts in the province, our financial plan is designed to address the complex and evolving needs of an organization that serves over 14,000 students and employs more than 2,000 staff.

This plan reflects our commitment to responsibly managing limited resources while remaining responsive to the voices of our community. It is grounded in the priorities set out in our Strategic Plan and guided by a long-term vision for student success.

To learn more about the Sooke School District—including information on the Board of Education, our Strategic Plan, and the traditional territories on which we live, learn, and work—please visit [www.sd62.bc.ca](http://www.sd62.bc.ca).



# HOW DOES THE BOARD CREATE THE BUDGET?

The Board has established a comprehensive budget process that ensures:

- The priorities of the Strategic Plan are properly funded;
- A transparent process that includes partner and public input through communication and consultation;
- Decisions are reported back to the public and partner groups; and
- Compliance with the *School Act*, collective agreements, Board policy, and other regulatory requirements.

## BUDGET TIMELINES

As per the *School Act*, the Board must adopt an annual budget on or before June 30 of each year for the next fiscal year. The District starts the budget process in early January with the first reading of the budget planned for May. Through the Resources Committee, a special Committee of the Whole meeting in April, public Board Meetings, and communication through the District website and social media, the process is transparent and provides multiple consultation opportunities for partner and public input.

Month	Executive	Resource Committee	Board Meetings
February	Highlight the 24/25 operating grant recalculation details	Feb 11 – review the 24/25 recalculated operating grant	Feb 18 – Partner Presentations Feb 25 - review the 24/25 recalculated operating grant
March	Draft Budget based on Priorities	Mar 5 – Review and input on budget development update	Mar 11 – Review and input on budget development update
April	Draft Budget based on Priorities	Apr 8 – Review and input on budget development update	Apr 22 - Review and input on budget development update Apr 29 – Committee of the Whole
May	Finalize Budget for presentation	May 13 – Review and input on draft Budget	May 27 – 1 <sup>st</sup> reading of the Budget
June	Tweak Budget (if applicable)	Jun 10 – Review and input on revised Budget (if applicable)	Jun 24 – 2 <sup>nd</sup> and 3 <sup>rd</sup> readings of the Budget

# BUDGETING STRATEGIC PRIORITIES

Guided by our Strategic Plan, we launched a comprehensive consultation process that engaged both district partners and the wider community. These conversations helped identify a number of key priorities. As we continue to advance the strategic initiatives outlined in our plan, we want to highlight the top three priorities that emerged through this process:

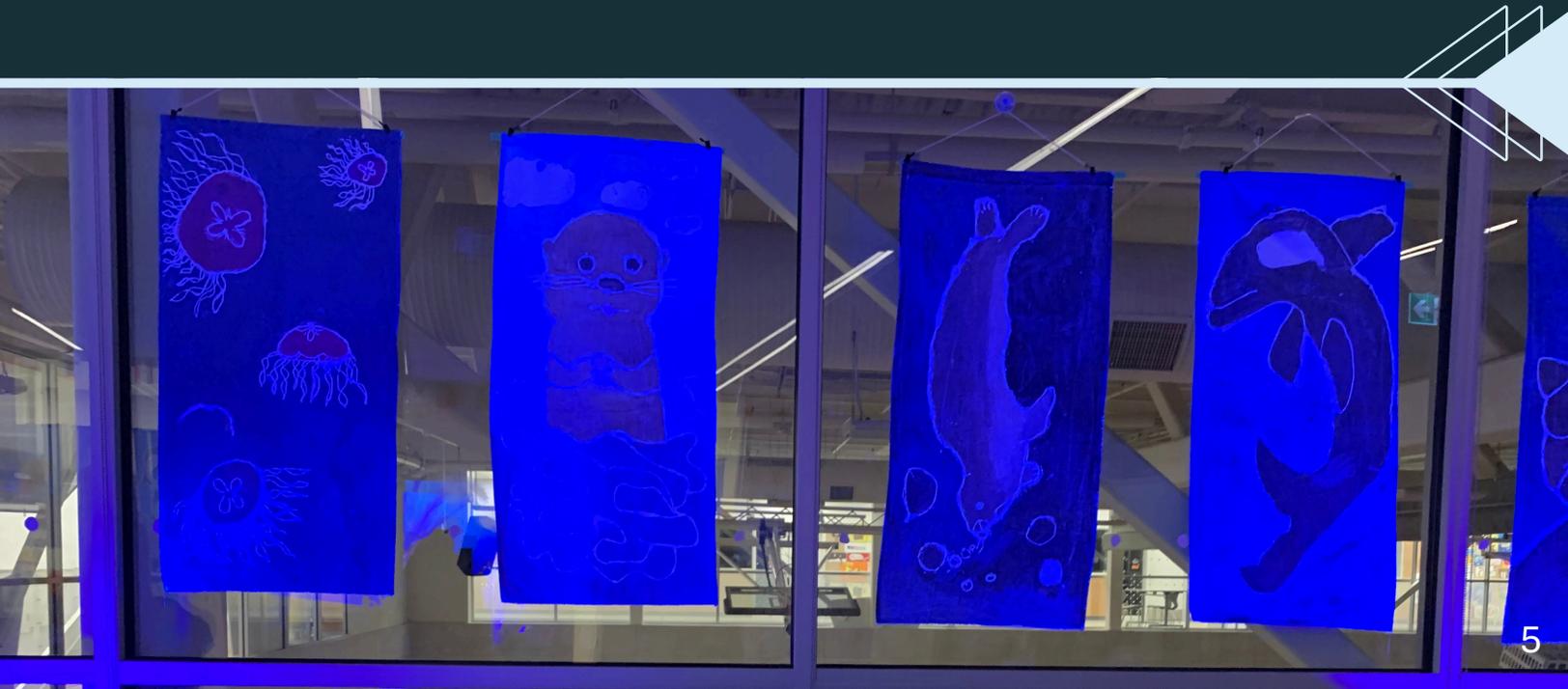
PRIORITY	ACTION
Learning	Develop and support adaptable learners who are creative, critical, and social thinkers with the capacity to be educated citizens.
Engagement	Foster a strong sense of community and belonging among students, families, staff, and the wider community, encouraging a shared responsibility for education.
Growth	Strive for operational excellence by using sustainable practices and constantly improving our ability to meet the needs of our growing community.



# BUDGET FUND TYPES

The District's Budget is comprised of three separate Funds: Operating Fund, Special Purpose Fund, and Capital Fund. The District's total budget bylaw amount includes expenses and asset purchases from all funds. The Operating Fund is where the majority of the District's expenses are reported and is driven by domestic and international student enrolment.

<b>OPERATING FUND</b>	<b>SPECIAL PURPOSE FUND</b>	<b>CAPITAL FUND</b>
<p><b>Revenue</b></p> <ul style="list-style-type: none"><li>• Operating Grant Revenue</li><li>• International Revenue</li><li>• Other Revenue</li></ul> <p><b>Expenditures</b></p> <ul style="list-style-type: none"><li>• Instruction</li><li>• District Administration</li><li>• Operations and Maintenance</li><li>• Transportation</li></ul>	<ul style="list-style-type: none"><li>• Classroom Enhancement Fund (CEF)</li><li>• Annual Facilities Grant (AFG)</li><li>• Feeding Futures Fund</li><li>• Community Link</li><li>• Academies</li><li>• School Generated Funds</li></ul>	<ul style="list-style-type: none"><li>• New Schools</li><li>• School Enhancement Programs (HVAC, Roofing Upgrades)</li><li>• Seismic Mitigation Projects</li><li>• Bus Purchases</li><li>• Playgrounds</li><li>• Land Purchases</li></ul>

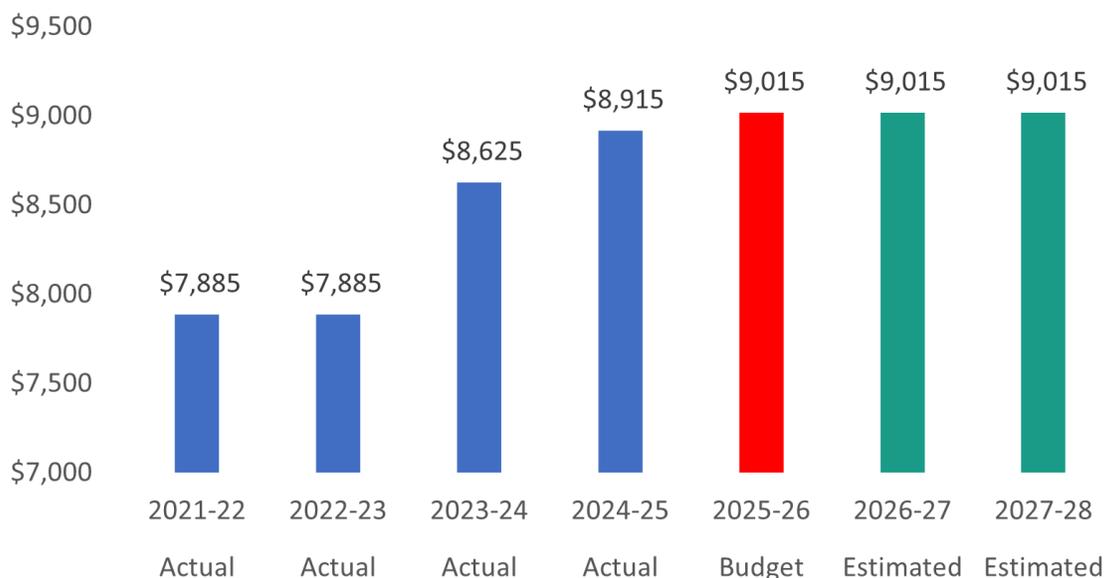




## OPERATING GRANT ALLOCATION

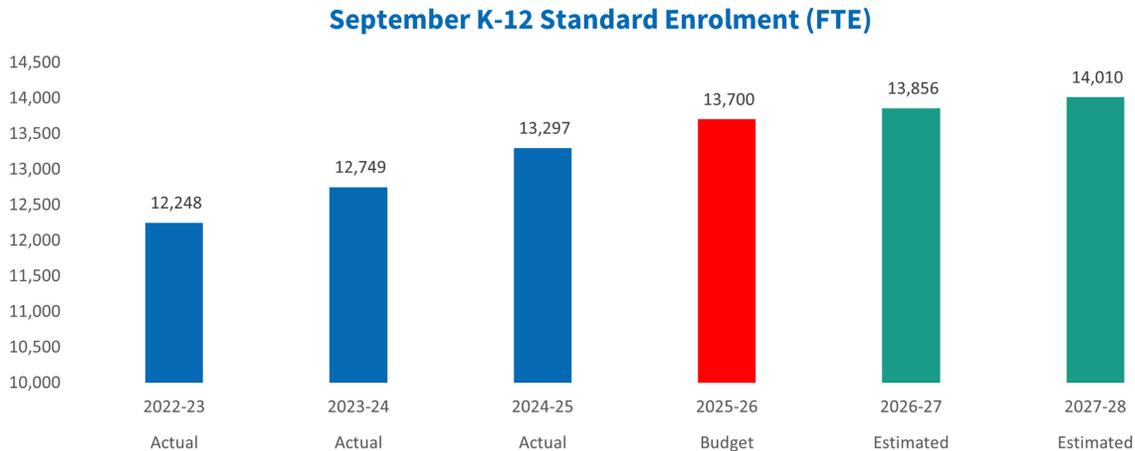
In March 2025, the Ministry announced a 1.1% increase to the basic per-student Operating Grant, raising the standard full-time equivalent (FTE) allocation from \$8,915 to \$9,015. This adjustment reflects the integration of 2024/25 labour settlement funding into the 2025/26 operating grant rates. As current collective agreements expire on June 30, 2025, and future labour cost increases remain unknown, no additional funding increases have been projected for 2025/26 and beyond.

Per Student Allocation - Standard (Regular) FTE



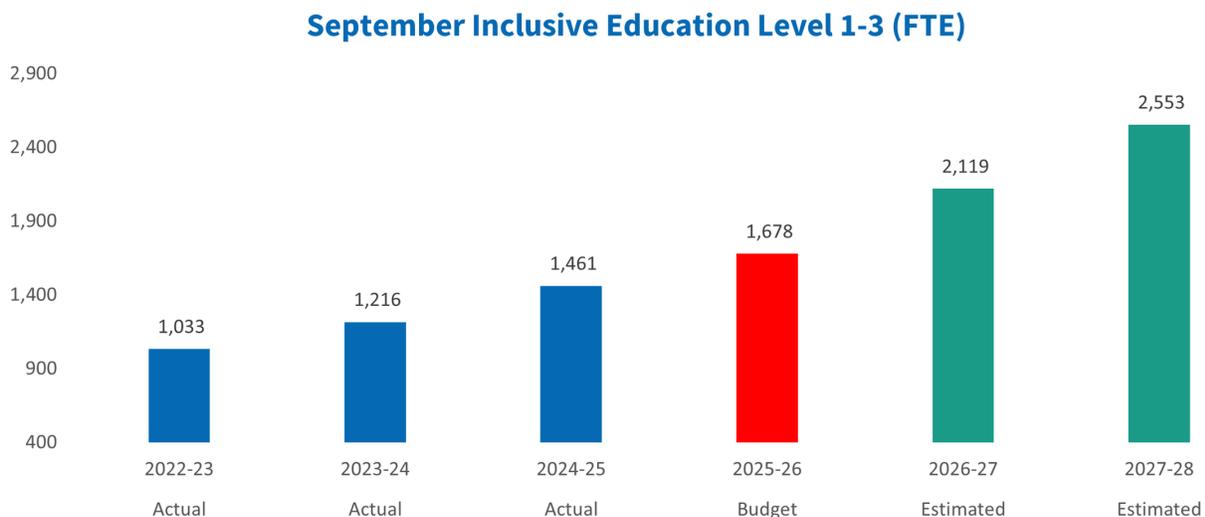
## SEPTEMBER K-12 STANDARD ENROLMENT

The chart below shows 3 years of historical September K-12 Standard Enrolment, and the projected enrolment for the next 3 years. At 13,700 FTE in 2025/26, enrolment is expected to increase by 403 FTE over the prior year which is 27% of the anticipated total 1,511 FTE enrolment growth across the province. Based on Ministry projections, enrolment growth is expected to slow with an increase of 156 FTE in 2026/27 and an increase of 154 FTE in 2027/28.



## SEPTEMBER INCLUSIVE EDUCATION ENROLMENT

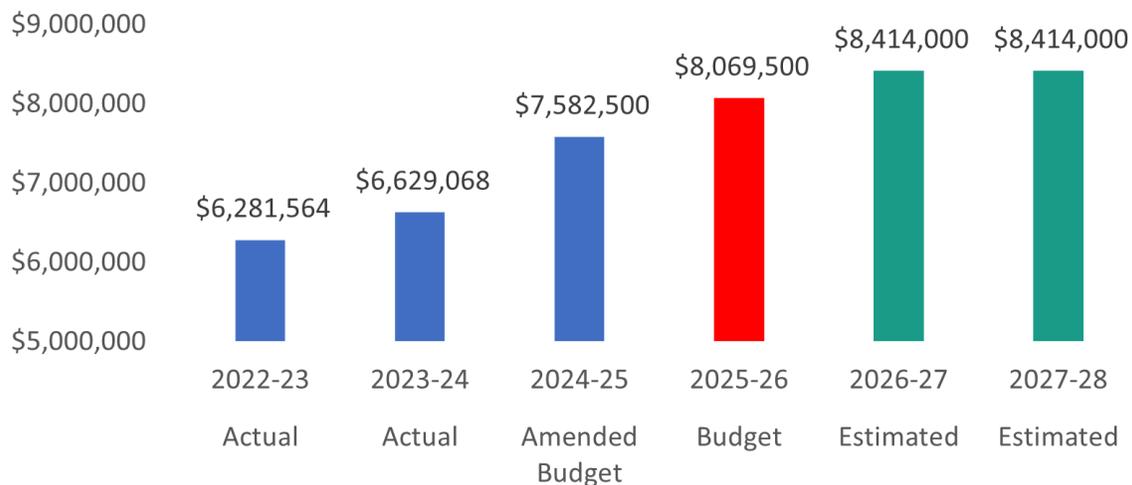
School districts receive supplemental Operating Grant funding to support students with disabilities or diverse abilities, based on enrolment counts in September and February. For 2025/26, the projected enrolment is 1,678 FTE—an increase of 217 FTE (15%) over the previous year. Ministry projections anticipate further increases of 441 FTE in 2026/27 and 434 FTE in 2027/28.



# INTERNATIONAL STUDENT PROGRAM

The International Student Program generates additional tuition revenue separate from the Operating Grant and helps fund existing infrastructure and services elsewhere in the District. Due to post-pandemic impacts, the market has become increasingly competitive as school districts across the country struggle to maintain International Student Program enrolment. As a result, the projected enrolment is estimated to remain static at 260 FTE in 2025/26 and for the subsequent two years. Additionally, to pay for program cost increases, the ISP fees are increasing by \$850 per FTE to \$30,325 in 2025-26, and another \$1,325 to \$31,650 in 2026-27. As the tuition rates have yet to be set for 2027-28, they are estimated to remain the same as the prior year.

## International Student Program Revenues



## OPERATING FUND EXPENSES

Staffing levels take various factors into consideration including student and educational needs, funding availability, enrolment growth, and organizational capacity. As student enrolment is projected to increase so will staffing levels. For the 2026/27 to 2027/28 years, teacher staffing increases assume additions at a 1 to 24 teacher to student ratio. Staffing for educational assistants are still to be determined (TBD) as plans on how to utilize the operating grant's inclusive education funding for 2025/26 and subsequent years are still being finalized.

### Staffing Chart – Total FTE – Operating

	Actual 2022-23	Actual 2023-24	Amended Budget 2024-25	Budget 2025-26	Estimated 2026-27	Estimated 2027-28
Teachers*	617	658	669	682	689	695
Principals and Vice Principals	71	72	71	75	75	75
Educational Assistants	392	452	516	TBD	TBD	TBD
Support Staff	273	297	292	295	295	295
Other Professionals	49	51	51	54	54	54
<b>Total</b>	<b>1,402</b>	<b>1,530</b>	<b>1,598</b>	<b>1,106</b>	<b>1,113</b>	<b>1,119</b>

\*Total teachers (including CEF) for Budget 2025-26 is 893 FTE

### Staffing Chart – Year over Year Changes in Total FTE – Operating

	Actual 2023-24	Amended Budget 2024-25	Budget 2025-26	Estimated 2026-27	Estimated 2027-28
Teachers*	41	11	14	7	6
Principals and Vice Principals	1	(1)	4	-	-
Educational Assistants	60	64	TBD	TBD	TBD
Support Staff	24	(5)	3	-	-
Other Professionals	2	-	3	-	-
<b>Total</b>	<b>128</b>	<b>68</b>	<b>24</b>	<b>7</b>	<b>6</b>

\*Total teachers (including CEF) year over year increase for Budget 2025-26 is approximately 20 FTE

All labour settlement impacts known as of March 2025 and released through the Operating Grant have been incorporated into the 2025/26 Budget.

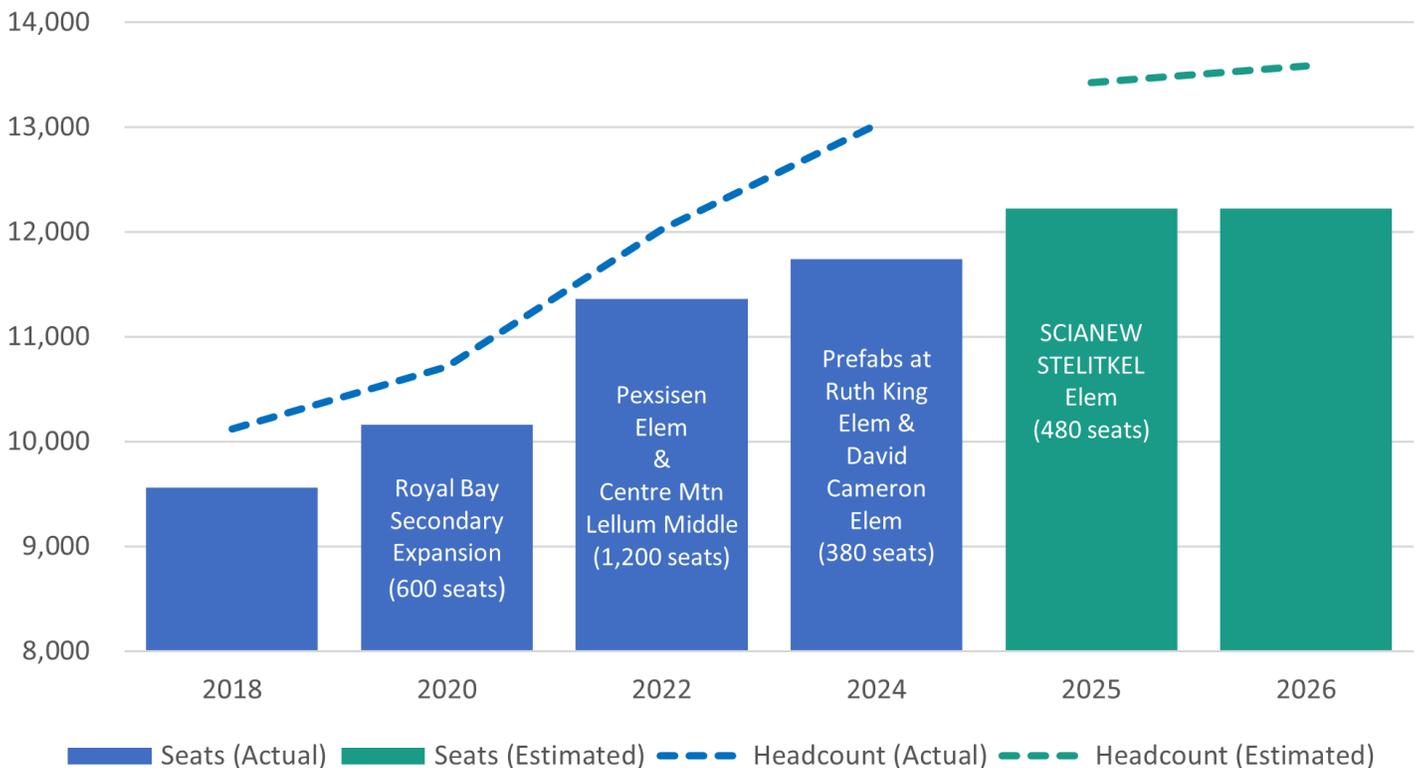
# INTERFUND TRANSFERS AND CAPITAL PLANNING

When capital assets are purchased with operating funds, they must be transferred from the Operating Fund to the Capital Fund in order to be properly capitalized and amortized (expensed) over the life of the asset. This transfer is reflected as an inter-fund transfer.

The District is not anticipating any inter-fund transfers for 2025/26.

The response from the Ministry to the District’s 2025-26 Annual Five-Year Capital Plan submission did not include support for any new expansion program capital projects. Despite the additions of the new SCIANEW STELITKEL Elementary School and 18 prefabricated classrooms at David Cameron Elementary and Ruth King Elementary, the District is anticipating continued space challenges in the future as a result of the estimated future growth.

Head Count vs Seats



## ACCUMULATED OPERATING SURPLUS

The use of the operating surplus enables the Board to engage in long-term planning, mitigate financial risk and support consistent services. The Board believes that the maintenance of a strong financial position is fundamental to the District's overall fiscal strategy, and as such, an appropriate level of contingency funds should be established to enable stability over the fiscal plan. The Board has a policy to build and maintain a contingency of 2% of operating expenses.



# MULTI-YEAR OPERATING FUND FINANCIAL PLAN SUMMARY

The following table is a detailed financial plan summary for the Operating Fund. It considers the projected enrolment and related effects on staffing and expenditures, interfund transfers, and the Accumulated Operating Surplus.

	Actual 2023/2024	Amended 2024/2025	Budget 2025/2026	Estimated 2026/2027	Estimated 2027/2028
<b>Revenues</b>					
Provincial Grants					
Ministry of Education and Child Care	154,087,831	167,207,895	176,009,615	184,544,616	194,529,745
Other	145,429	218,485	218,485	218,485	218,485
Tuition	6,703,049	7,672,500	8,159,500	8,504,000	8,504,000
Other Revenue	1,556,148	1,813,729	1,813,729	1,813,729	1,813,729
Rentals and Leases	575,987	589,114	589,114	589,114	589,114
Investment Income	1,582,398	1,097,681	853,875	853,875	853,875
<b>Total Operating Revenue</b>	<b>164,650,842</b>	<b>178,599,404</b>	<b>187,644,318</b>	<b>196,523,819</b>	<b>206,508,948</b>
<b>Salaries</b>					
Teachers	61,916,080	65,620,546	67,273,679	68,877,680	70,469,220
Principals and Vice Principals	10,219,279	10,417,139	11,450,704	11,450,704	11,450,704
Educational Assistants	16,848,573	19,583,196	22,874,563	28,476,888	35,239,849
Support Staff	15,416,654	16,733,336	17,023,014	17,023,014	17,023,014
Other Professionals	6,007,319	6,355,498	6,669,961	6,669,961	6,669,961
Substitutes	7,007,262	6,573,121	6,771,089	6,802,889	6,834,089
<b>Total Salaries</b>	<b>117,415,167</b>	<b>125,282,836</b>	<b>132,063,010</b>	<b>139,301,136</b>	<b>147,686,837</b>
<b>Employee Benefits</b>	<b>29,886,020</b>	<b>33,274,750</b>	<b>35,892,906</b>	<b>38,555,472</b>	<b>41,530,020</b>
Employee Benefit Rate (as a % of Total Salaries)	25.45%	26.56%	27.18%	27.68%	28.12%
<b>Services and Supplies</b>					
Services	7,710,975	8,487,051	8,786,891	9,206,773	9,282,040
Professional Development and Travel	1,109,582	1,303,836	1,274,515	1,274,515	1,274,515
Rentals and Leases	388,336	367,976	397,976	397,976	397,976
Dues and Fees	128,655	178,673	178,596	178,596	178,596
Insurance	492,943	694,451	668,451	668,451	668,451
Supplies	5,354,223	5,896,974	4,867,268	4,887,206	4,906,776
Utilities	1,950,385	1,999,862	2,346,344	2,346,344	2,346,344
Bad Debt	4,555	25,800	25,800	25,800	25,800
<b>Total Services and Supplies</b>	<b>17,139,654</b>	<b>18,954,623</b>	<b>18,545,841</b>	<b>18,985,661</b>	<b>19,080,498</b>
<b>Total Operating Expense</b>	<b>164,440,841</b>	<b>177,512,209</b>	<b>186,501,757</b>	<b>196,842,269</b>	<b>208,297,355</b>
<b>Net Revenue (Expense)</b>	<b>210,001</b>	<b>1,087,195</b>	<b>1,142,561</b>	<b>(318,450)</b>	<b>(1,788,408)</b>
<b>Interfund Transfers</b>					
Tangible Capital Assets Purchased and Work in Progre	(1,342,027)	(1,230,000)	-	-	-
Local Capital	(350,000)	(300,000)	-	-	-
<b>Total Interfund Transfers</b>	<b>(1,692,027)</b>	<b>(1,530,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Operating Surplus (Deficit), for the year</b>	<b>(1,482,026)</b>	<b>(442,805)</b>	<b>1,142,561</b>	<b>(318,450)</b>	<b>(1,788,408)</b>
Operating Surplus, beginning of year	5,228,849	3,746,823	3,304,018	4,446,579	4,128,129
<b>Total Operating Surplus (Deficit), for the year</b>	<b>(1,482,026)</b>	<b>(442,805)</b>	<b>1,142,561</b>	<b>(318,450)</b>	<b>(1,788,408)</b>
<b>Operating Surplus, end of year</b>	<b>3,746,823</b>	<b>3,304,018</b>	<b>4,446,579</b>	<b>4,128,129</b>	<b>2,339,722</b>
<b>Operating Surplus, end of year</b>					
Restricted for future capital cost-sharing	-	-	-	-	-
Internally Restricted Operating Surplus	814,932	-	892,561	324,411	-
Unrestricted Operating Surplus (Contingency)	2,931,891	3,304,018	3,554,018	3,804,018	2,339,722
<b>Total Operating Surplus, end of year</b>	<b>3,746,823</b>	<b>3,304,018</b>	<b>4,446,579</b>	<b>4,128,429</b>	<b>2,339,722</b>
Contingency as % of Operating Expense	1.78%	1.86%	1.91%	1.93%	1.12%



Image From: The Saanich Year  
Author: Earl Claxton  
Author/Illustrator: Earl Claxton

## SPECIAL PURPOSE FUNDS

Contributions restricted from an external party are reported as Special Purpose Funds (SPF). The annual funding received varies from year to year and the funding is not always confirmed at the time that the budget is prepared. The more significant SPF of the District include the Classroom Enhancement Fund (CEF), Learning Improvement Fund (LIF), Community LINK, Official Languages in Education French Programs (OLEP), Strong Start, Academies, School Generated Funds, and the Feeding Futures Fund.

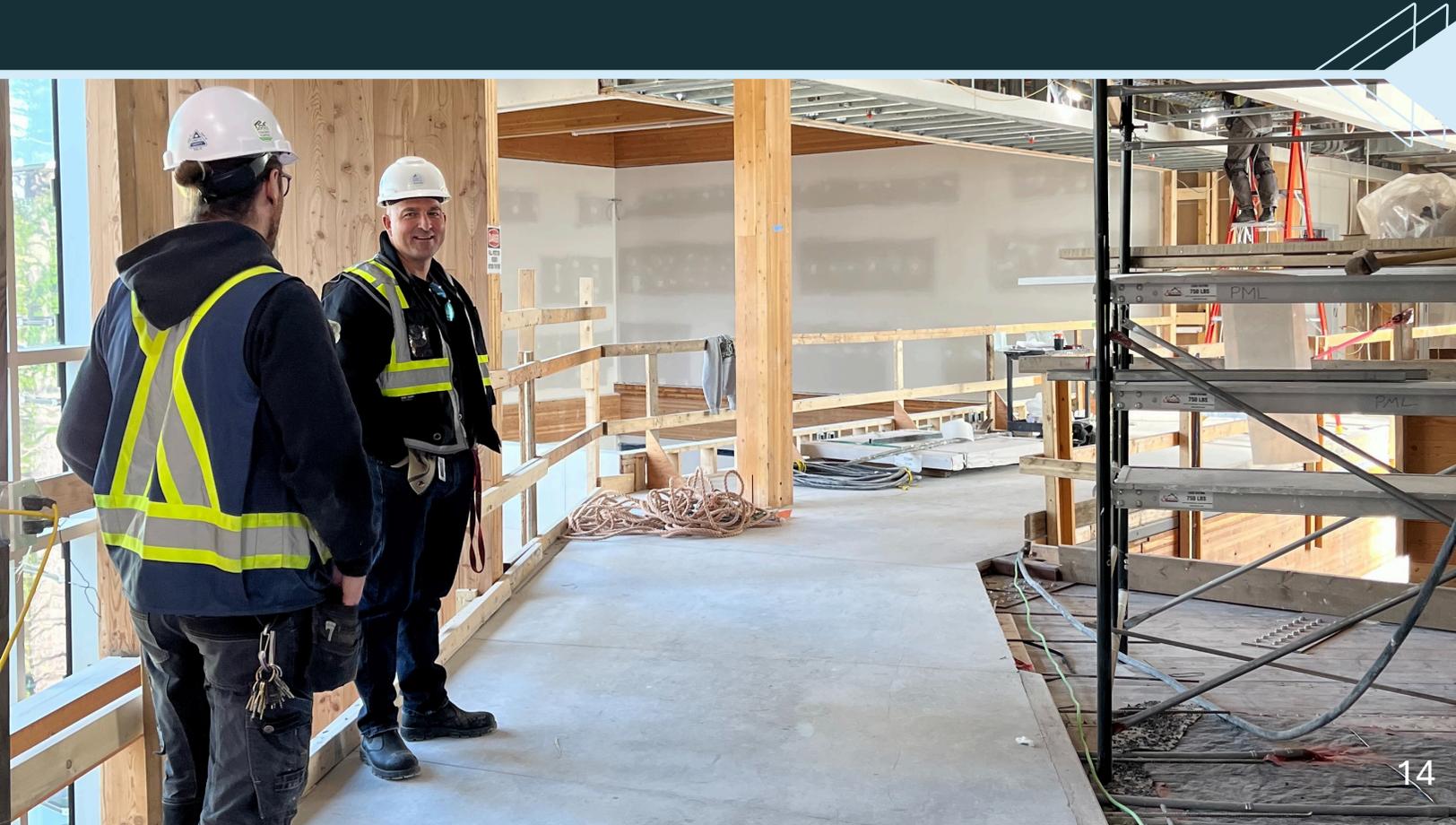
## CAPITAL FUNDS

The Capital Fund covers expenditures for land, buildings, buses, and other tangible capital assets. These are funded through Ministry capital grants, local capital, the Operating Fund, and Special Purpose Funds.

For 2025/26, the budget includes \$8.4 million in planned capital additions, which will be amortized over the useful life of each asset.

Key capital projects include:

- Expansion Program (EXP): \$2.0 million for continued construction of SCIANEW STEELTKEŁ Elementary.
- School Enhancement Program (SEP): \$0.5 million for HVAC upgrades at Belmont Secondary and \$0.75 million for interior construction at Edward Milne Community School.
- Carbon Neutral Capital Program (CNCP): \$0.75 million for energy efficiency upgrades at multiple schools.
- Food Infrastructure Program (FIP): \$0.125 million for kitchen renovations and equipment upgrades across schools.
- The child care centre at Hans Helgesen Elementary is scheduled for completion in fall 2026, with an estimated project cost of \$3.7 million allocated for the fiscal year.



# SUMMARY OF BUDGET BYLAW CHANGES

## Summary of Budget Bylaw Changes 24-25 Amended Budget to 25-26 Budget (in \$ millions)

Type	Strat Plan Link	FTEs	Operating	SPF	Capital	Total
<b>24/25 Amended Budget (net of carry overs)</b>			<b>177.470</b>	<b>37.571</b>	<b>14.427</b>	<b>229.468</b>
<b>Inflation and Growth</b>						
<b>Targeted:</b>						
Inclusive Education Services	Learning	TBD	4.201			<b>4.201</b>
Na'tsa'maht Indigenous Education	Learning		-0.038			<b>-0.038</b>
Indigenous Education Councils	Engagement		0.012			<b>0.012</b>
International Student Program	Learning		0.465			<b>0.465</b>
<b>Staffing:</b>						
Teachers	Learning	19.93	1.717			<b>1.717</b>
Westshore Secondary Vice Principal	Learning	1.00	0.153			<b>0.153</b>
Inclusive Education Services Vice Principal	Learning	1.00	0.178			<b>0.178</b>
<b>Other pressures:</b>						
SĆIΛNEW STĒLIT̓KĒL Elementary & Westshore Post-S	Growth	5.00	0.819			<b>0.819</b>
Increments	Learning		0.695			<b>0.695</b>
Capital Contribution	Growth		-0.350			<b>-0.350</b>
Employee Benefits	LEG		0.722			<b>0.722</b>
Utilities	Growth		-0.069			<b>-0.069</b>
Ratios - enrolment driven services and supplies	Growth		0.180			<b>0.180</b>
<b>Other:</b>						
Feeding Future Fund SPF	Learning			0.095		<b>0.095</b>
Learning Improvement Fund SPF	Learning			0.034		<b>0.034</b>
Amortization Expense	Growth				0.729	<b>0.729</b>
<b>Strategic Plan Implementation</b>						
Services and Supplies Reallocation	LEG		-0.793			<b>-0.793</b>
School Plans	Engagement		0.100			<b>0.100</b>
Strategic Plan Implementation	LEG		1.040			<b>1.040</b>
<b>25/26 Budget</b>			<b>186.502</b>	<b>37.700</b>	<b>15.156</b>	<b>239.358</b>