

**POLICY, OPERATIONS & FINANCE PARTNER ADVISORY COMMITTEE
AGENDA**

TUESDAY, MAY 12, 2026

3:30 PM – 4:30 PM

In person: School Board Office, 811 Stanley Street, Nelson BC

Via video conference: [Zoom](#) - Webinar ID: 657 3277 9733 – Password: 495118

1. Call to Order

2. Acknowledgement of Aboriginal Territory

We acknowledge, respect and honour the First Nations in whose traditional territories the Kootenay Lake School District operates and all Aboriginal people residing within the boundaries of School District No. 8.

3. Receiving Presentations/Delegations - Nil

4. Changes or Omissions to Minutes (p. 2)

App. 4

5. New or Ongoing Business

A. 2026-2027 Review Annual Budget (p. 7)

App. 5A

B. Review Policies (p. 53)

1. Policy 171: Sexual Orientation and Gender Identity

App. 5B.1

6. Comments or Questions from the Public Regarding Items in this Agenda

7. Meeting Schedule & Reminders

The next meeting of the Committee is scheduled for September 18, 2026.

8. Adjournment



**POLICY, OPERATIONS & FINANCE PARTNER ADVISORY COMMITTEE
MINUTES
TUESDAY, FEBRUARY 10, 2026**

<u>Board:</u>	K. Etheridge, Committee Chair <i>(via video conference)</i> S. Chew, Chair J. Bremner, Vice Chair <i>(via video conference)</i> M. J. Blackmore A. Gribbin D. Lang <i>(via video conference)</i> S. Nazaroff M. Shunter L. Trenaman
<u>Partners</u>	J. Francis, KLPVPA J. Konken, KLPVPA N. Nazaroff, DPAC <i>(via video conference)</i> L. O'Connor, DPAC <i>(via video conference)</i> B. Reimer, CUPE
<u>District Staff:</u>	T. Smillie, Superintendent C. MacArthur, Secretary-Treasurer L. Carriere, Director of Instruction – Indigenous Education & Learning Services B. Eaton, Director of Instruction – Innovative Learning D. Holitzki, Assistant Superintendent C. Kerr, Director of Operations S. Bruskowski, Executive Assistant
<u>Guests:</u>	Nil
<u>Regrets:</u>	C. Singh, Director of Human Resources

1. Call to Order

The meeting was called to order at 3:07 PM.

2. Acknowledgement of Aboriginal Territory

3. Receiving Presentations/Delegations – Nil

4. Changes or Omissions to Minutes – Nil

5. New or Ongoing Business

A. Amended Budget Discussion



In a presentation, Secretary-Treasurer MacArthur compared the 2025-2026 Annual Budget to the 2025-2026 Amended Budget. The 2025-2026 Annual Budget was developed and approved using the best information available in spring 2025, while the Amended Budget was based on the September 30, 2025 enrolment count and reflected updated provincial funding, international enrolment, and other financial adjustments that occurred during the school year. The presentation highlighted overall increases in revenues and expenditures across funds and confirmed that the amended budget remained aligned with Board policy and planning assumptions.

B. Review Policies

Superintendent Smillie provided the committee with a refresher on the policy approval process.

1. Policy 490: School Closure

A draft for the revised Policy 490: School Closure which provides additional clarity was reviewed during the meeting. The policy will be presented at the Meeting of the Board Held in Public in March for approval.

A committee member pointed out that the draft policy does not speak to school closures related to Online Learning schools.

2. Policy 610: Fiscal Management

A draft for the revised Policy 610: Fiscal Management, which will be renamed, was drafted to meet ministry requirements and reviewed during the meeting. The “School Fees” section from the draft will remain a separate policy. The policy will be presented at the Meeting of the Board Held in Public in March for approval.

3. Policy 611: Capital Planning

A draft for the newly created Policy 611: Capital Planning was reviewed during the meeting. The policy will be presented at the Meeting of the Board Held in Public in March for approval.

4. Policy 430: Fees, Deposits and Financial Hardship

A draft for the revised Policy 430: Fees, Deposits and Financial Hardship was reviewed during the meeting and will be renumbered as Policy 612: School Fees. The policy will be presented at the Meeting of the Board Held in Public in March for approval.

5. Policy 650: Disposal of Real Property and Improvements

Policy 650: Disposal of Real Property and Improvements was reviewed as part of its regular review cycle with more information added to the existing policy. The policy will be presented at the Meeting of the Board Held in Public in March for approval.

6. Comments or Questions from the Public Regarding Items in this Agenda – Nil

7. Meeting Schedule & Reminders

The next meeting of the Committee is scheduled for May 12, 2026.

8. Adjournment

The meeting was adjourned at 3:52 PM.



Board Chair

Secretary-Treasurer



**POLICY, OPERATIONS & FINANCE PARTNER ADVISORY COMMITTEE
MINUTES
TUESDAY, APRIL 21, 2026**

Board: K. Etheridge, Committee Chair (*via video conference*)
S. Chew (*via video conference*)
J. Bremner, Vice Chair (*via video conference*)
M. J. Blackmore (*via video conference*)
D. Lang (*via video conference*)
L. Trenaman (*via video conference*)

Partners K. Centrone, CUPE (*via video conference*)
D. Kunzelman, KLTF (*via video conference*)
C. Martin, CUPE (*via video conference*)
L. O'Connor, DPAC (*via video conference*)
C. Wilson, KLTF

District Staff: T. Smillie, Superintendent
C. MacArthur, Secretary-Treasurer
L. Carriere, Director of Aboriginal Education
B. Eaton, Director of Instruction – Innovative Learning
D. Holitzki, Assistant Superintendent
C. Kerr, Director of Operations
C. Singh, Director of Human Resources
S. Bruskowski, Executive Assistant

Guests: Nil

Regrets: J. Francis, KLPVPA
A. Gribbin
S. Nazaroff
M. Shunter

1. Call to Order

The meeting was called to order at 11:00 AM.

The meeting started with a short round of introductions.

2. Acknowledgement of Aboriginal Territory

3. Receiving Presentations/Delegations - Nil

4. New or Ongoing Business

A. 2026-2027 Preliminary Draft Budget Discussion

Secretary-Treasurer MacArthur presented the draft annual budget for the 2026-2027 school year for School District No. 8 (Kootenay Lake) while Superintendent Smillie outlined the alignment of the draft budget to strategic priorities. The presentation outlined the process which is based on enrolment projections and the funding



allocations from the Ministry of Education and Child Care, which form the basis of the district's operating funds. In alignment with the Budget Transparency and Accountability Act and the School Act, the preliminary budget is focused on enhancing educational resources in alignment with strategic priorities, while considering the expected enrolment changes in order to maintain a balanced budget.

Superintendent Smillie and Secretary-Treasurer MacArthur addressed questions from partners and Trustees:

Enrolment Trends and Projections

- The decline in enrolment was anticipated and aligns with broader provincial trends, with district projections remaining largely accurate. Enrolment in the online learning program has increased notably.
- Independent schools continue to offer alternative options within the public system, while homeschooling has gradually declined.

Staffing Levels and Ratios

- Staffing ratios per student across employee groups remain comparable to similar districts, with the district maintaining an advantageous teacher-to-student ratio.

Support Staff Adjustments

- A reduction in support staff hours has been implemented following a review of school administrative positions to better align staffing levels with current school populations.

5. Comments or Questions from the Public Regarding Items on this Agenda

6. Meeting Schedule & Reminders

The next meetings of the Committee are scheduled for May 12, 2026.

7. Adjournment

The meeting was adjourned at 11:36 PM.

Board Chair

Secretary-Treasurer



Memorandum to the Board of Education Policy, Operations, and Finance Partner Advisory Committee

FROM: Cathy MacArthur, Secretary-Treasurer
DATE: May 12, 2026
SUBJECT: 2026 - 2027 Annual Budget

For Approval

Introduction

This memorandum outlines the recommended Annual Budget 2026-2027.

Background

The Ministry of Education and Child Care requires every school district to submit a balanced budget for the next school year by June 30. The Board of Education of School District No. 8 (Kootenay Lake) is therefore required to approve and submit its 2026-2027 budget on or before June 30, 2026.

In preparation of the 2026-2027 annual budget, a detailed review was performed of ancillary budgets and programming budgets, and despite financial pressures, the district has ensured resources were focused on classroom support.

The budget process is based on the following main considerations:

- Alignment to the 2024-2029 Strategic Plan and maintaining a focus on the strategic priorities of: Lifelong Learners, Connected Learners, Caring and Inclusive Learning Culture, Cultural and Identity Development, and Career Development
- Board consultation with key partners in April of each year: Kootenay Lake Principals and Vice Principals, Kootenay Lake Teachers' Association, CUPE Local 748, Aboriginal Education Council, Lower Kootenay Band, Kootenay Lake District Parent Advisor Committee, and students as well as the public
- A public survey that provides feedback from parents and other partners on the annual budget.
- A recognition that teachers and education assistants in school classrooms and virtual spaces are vital to the success of our students.

As a result of these considerations, the district ensured that the expenditures related to the classroom were maintained and that the budget supported the Board of Education's 2024-2029 mission, "To inspire and support each learner to thrive in a caring learning environment."

Information

Attached is the School District No. 8 (Kootenay Lake) Annual Budget Bylaw for fiscal year 2026/2027 for review and discussion at the Policy, Operations, and Finance Partner Advisory Committee meeting. The recommended budget will be presented at the May 12, 2026 Meeting of the Board Held in Public for the Board's consideration and approval.



Annual Budget

School District No. 08 (Kootenay Lake)

June 30, 2027



School District No. 08 (Kootenay Lake)

June 30, 2027

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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. 08 (KOOTENAY LAKE) (called the "Board") to adopt the Annual Budget of the Board for the fiscal year 2026/2027 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. 08 (Kootenay Lake) Annual Budget Bylaw for fiscal year 2026/2027.
3. The attached Statement 2 showing the estimated revenue and expense for the 2026/2027 fiscal year and the total budget bylaw amount of \$88,220,048 for the 2026/2027 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 2026/2027.

READ A FIRST TIME THE 12th DAY OF MAY, 2026;

READ A SECOND TIME THE 12th DAY OF MAY, 2026;

READ A THIRD TIME, PASSED AND ADOPTED THE 12th DAY OF MAY, 2026;

(Corporate Seal)

Chairperson of the Board

Secretary Treasurer

I HEREBY CERTIFY this to be a true original of School District No. 08 (Kootenay Lake) Annual Budget Bylaw 2026/2027, adopted by the Board the 12th DAY OF MAY, 2026.

Secretary Treasurer



School District No. 08 (Kootenay Lake)

Statement 2

Annual Budget - Revenue and Expense

Year Ended June 30, 2027

	2027 Annual Budget	2026 Amended Annual Budget
Ministry Operating Grant Funded FTE's		
School-Age	4,509,000	4,618,000
Adult	4,250	4,250
Total Ministry Operating Grant Funded FTE's	4,513,250	4,622,250
Revenues	\$	\$
Provincial Grants		
Ministry of Education and Child Care	78,269,509	78,133,867
Other	349,960	337,488
Tuition	1,234,736	954,982
Other Revenue	2,732,874	2,696,597
Rentals and Leases	167,000	105,000
Investment Income	280,155	279,778
Amortization of Deferred Capital Revenue	3,514,962	3,334,708
Total Revenue	86,549,196	85,842,420
Expenses		
Instruction	49,347,774	64,845,997
District Administration	20,750,814	4,824,116
Operations and Maintenance	14,109,225	13,858,091
Transportation and Housing	3,449,235	3,456,621
Total Expense	87,657,048	86,984,825
Net Revenue (Expense)	(1,107,852)	(1,142,405)
Budgeted Allocation (Retirement) of Surplus (Deficit)	715,879	774,209
Budgeted Surplus (Deficit), for the year	(391,973)	(368,196)
Budgeted Surplus (Deficit), for the year comprised of:		
Operating Fund Surplus (Deficit)		
Special Purpose Fund Surplus (Deficit)		
Capital Fund Surplus (Deficit)	(391,973)	(368,196)
Budgeted Surplus (Deficit), for the year	(391,973)	(368,196)



School District No. 08 (Kootenay Lake)

Annual Budget - Revenue and Expense
 Year Ended June 30, 2027

	2027 Annual Budget	2026 Amended Annual Budget
Budget Bylaw Amount		
Operating - Total Expense	67,186,260	66,441,546
Operating - Tangible Capital Assets Purchased	413,000	455,000
Special Purpose Funds - Total Expense	15,997,853	16,232,375
Special Purpose Funds - Tangible Capital Assets Purchased	150,000	150,000
Capital Fund - Total Expense	4,472,935	4,310,904
Total Budget Bylaw Amount	88,220,048	87,589,825

Approved by the Board

Signature of the Chairperson of the Board of Education _____ Date Signed _____

Signature of the Superintendent _____ Date Signed _____

Signature of the Secretary Treasurer _____ Date Signed _____

DRAFT



School District No. 08 (Kootenay Lake)

Annual Budget - Changes in Net Financial Assets (Debt)

Year Ended June 30, 2027

	2027 Annual Budget	2026 Amended Annual Budget
	\$	\$
Surplus (Deficit) for the year	(1,107,852)	(1,142,405)
Effect of change in Tangible Capital Assets		
Acquisition of Tangible Capital Assets		
From Operating and Special Purpose Funds	(563,000)	(605,000)
From Deferred Capital Revenue	(3,514,962)	(3,334,708)
Total Acquisition of Tangible Capital Assets	(4,077,962)	(3,939,708)
Amortization of Tangible Capital Assets	4,472,935	4,310,904
Total Effect of change in Tangible Capital Assets	394,973	371,196
	-	-
(Increase) Decrease in Net Financial Assets (Debt)	(712,879)	(771,209)



School District No. 08 (Kootenay Lake)

Annual Budget - Operating Revenue and Expense
Year Ended June 30, 2027

	2027 Annual Budget \$	2026 Amended Annual Budget \$
Revenues		
Provincial Grants		
Ministry of Education and Child Care	64,268,656	63,875,377
Other	272,960	283,603
Tuition	1,234,736	954,982
Other Revenue	677,874	641,597
Rentals and Leases	167,000	105,000
Investment Income	262,155	261,778
Total Revenue	66,883,381	66,122,337
Expenses		
Instruction	49,347,774	48,774,113
District Administration	4,913,452	4,824,116
Operations and Maintenance	9,506,650	9,417,547
Transportation and Housing	3,418,384	3,425,770
Total Expense	67,186,260	66,441,546
Net Revenue (Expense)	(302,879)	(319,209)
Budgeted Prior Year Surplus Appropriation	715,879	774,209
Budgeted Retirement of Deficit	-	-
Net Transfers (to) from other funds		
Tangible Capital Assets Purchased	(413,000)	(455,000)
Total Net Transfers	(413,000)	(455,000)
Budgeted Surplus (Deficit), for the year	-	-



School District No. 08 (Kootenay Lake)

Schedule 2A

Annual Budget - Schedule of Operating Revenue by Source
Year Ended June 30, 2027

	2027 Annual Budget	2026 Amended Annual Budget
	\$	\$
Provincial Grants - Ministry of Education and Child Care		
Operating Grant, Ministry of Education and Child Care	62,201,081	63,186,669
ISC/LEA Recovery	(247,974)	(135,431)
Other Ministry of Education and Child Care Grants		
Pay Equity	300,996	300,996
Funding for Graduated Adults	-	1,422
Student Transportation Fund	419,602	419,602
Foundation Skills Assessment (FSA) Scorer Grant	-	8,187
Labour Settlement Funding	1,501,019	-
NGN Self Provisioned Site Grant	93,932	93,932
Total Provincial Grants - Ministry of Education and Child Care	64,268,656	63,875,377
Provincial Grants - Other	272,960	283,603
Tuition		
Continuing Education	139,000	51,000
International and Out of Province Students	1,095,736	903,982
Total Tuition	1,234,736	954,982
Other Revenues		
Other School District/Education Authorities	409,000	426,018
Funding from First Nations	247,974	135,431
Miscellaneous		
Private Bussing	15,000	51,348
After School Programs	-	14,000
Miscellaneous	5,900	14,800
Total Other Revenue	677,874	641,597
Rentals and Leases	167,000	105,000
Investment Income	262,155	261,778
Total Operating Revenue	66,883,381	66,122,337



School District No. 08 (Kootenay Lake)

Annual Budget - Schedule of Operating Expense by Object
Year Ended June 30, 2027

	2027 Annual Budget	2026 Amended Annual Budget
	\$	\$
Salaries		
Teachers	23,235,849	22,909,014
Principals and Vice Principals	4,603,689	4,483,910
Educational Assistants	4,335,061	4,149,153
Support Staff	7,744,557	7,902,265
Other Professionals	2,609,646	2,542,039
Substitutes	3,551,516	3,457,716
Total Salaries	46,080,318	45,444,097
Employee Benefits	11,896,114	11,737,951
Total Salaries and Benefits	57,976,432	57,182,048
Services and Supplies		
Services	2,250,829	2,282,180
Student Transportation	389,621	331,660
Professional Development and Travel	706,358	730,634
Rentals and Leases	94,116	122,644
Dues and Fees	115,788	117,588
Insurance	216,800	212,800
Supplies	3,567,869	3,751,476
Utilities	1,868,447	1,710,516
Total Services and Supplies	9,209,828	9,259,498
Total Operating Expense	67,186,260	66,441,546



School District No. 08 (Kootenay Lake)

Annual Budget - Operating Expense by Function, Program and Object

Year Ended June 30, 2027

	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	20,383,025					2,439,725	22,822,750
1.07 Library Services	31,834						31,834
1.08 Counselling	323,165					75,272	398,437
1.10 Inclusive Education	1,937,308		3,961,075	43,367		344,102	6,285,852
1.30 English Language Learning							-
1.31 Indigenous Education	560,517		373,986				934,503
1.41 School Administration		4,086,264		1,399,348	268,866	129,952	5,884,430
1.62 International and Out of Province Students		66,522		83,637			150,159
Total Function 1	23,235,849	4,152,786	4,335,061	1,526,352	268,866	2,989,051	36,507,965
4 District Administration							
4.11 Educational Administration		280,751			790,122		1,070,873
4.40 School District Governance					203,283		203,283
4.41 Business Administration		170,152		373,202	869,707	15,175	1,428,236
Total Function 4	-	450,903	-	373,202	1,863,112	15,175	2,702,392
5 Operations and Maintenance							
5.41 Operations and Maintenance Administration				28,886	361,070	10,000	399,956
5.50 Maintenance Operations				3,675,527		351,323	4,026,850
5.52 Maintenance of Grounds				177,576		14,400	191,976
5.56 Utilities							-
Total Function 5	-	-	-	3,881,989	361,070	375,723	4,618,782
7 Transportation and Housing							
7.41 Transportation and Housing Administration				55,688	116,598		172,286
7.70 Student Transportation				1,907,326		171,567	2,078,893
Total Function 7	-	-	-	1,963,014	116,598	171,567	2,251,179
9 Debt Services							
Total Function 9	-	-	-	-	-	-	-
Total Functions 1 - 9	23,235,849	4,603,689	4,335,061	7,744,557	2,609,646	3,551,516	46,080,318



School District No. 08 (Kootenay Lake)

Annual Budget - Operating Expense by Function, Program and Object

Year Ended June 30, 2027

	Total Salaries	Employee Benefits	Total Salaries and Benefits	Services and Supplies	2027 Annual Budget	2026 Amended Annual Budget
	\$	\$	\$	\$	\$	\$
1 Instruction						
1.02 Regular Instruction	22,822,750	5,805,875	28,628,625	2,029,766	30,658,391	30,090,048
1.07 Library Services	31,834	4,876	36,710	30,794	67,504	196,650
1.08 Counselling	398,437	108,211	506,648		506,648	483,911
1.10 Inclusive Education	6,285,852	1,740,140	8,025,992	300,300	8,326,292	8,011,875
1.30 English Language Learning	-		-		-	6,603
1.31 Indigenous Education	934,503	257,180	1,191,683	200,897	1,392,580	1,721,219
1.41 School Administration	5,884,430	1,414,846	7,299,276	200,620	7,499,896	7,527,157
1.62 International and Out of Province Students	150,159	31,653	181,812	714,651	896,463	736,650
Total Function 1	36,507,965	9,362,781	45,870,746	3,477,028	49,347,774	48,774,113
4 District Administration						
4.11 Educational Administration	1,070,873	239,733	1,310,606	287,530	1,598,136	1,581,691
4.40 School District Governance	203,283	46,755	250,038	217,535	467,573	451,664
4.41 Business Administration	1,428,236	327,379	1,755,615	1,092,128	2,847,743	2,790,761
Total Function 4	2,702,392	613,867	3,316,259	1,597,193	4,913,452	4,824,116
5 Operations and Maintenance						
5.41 Operations and Maintenance Administration	399,956	91,671	491,627	378,175	869,802	878,460
5.50 Maintenance Operations	4,026,850	1,143,409	5,170,259	1,172,514	6,342,773	6,332,646
5.52 Maintenance of Grounds	191,976	54,652	246,628	179,000	425,628	395,925
5.56 Utilities	-		-	1,868,447	1,868,447	1,810,516
Total Function 5	4,618,782	1,289,732	5,908,514	3,598,136	9,506,650	9,417,547
7 Transportation and Housing						
7.41 Transportation and Housing Administration	172,286	42,933	215,219	14,000	229,219	235,407
7.70 Student Transportation	2,078,893	586,801	2,665,694	523,471	3,189,165	3,190,363
Total Function 7	2,251,179	629,734	2,880,913	537,471	3,418,384	3,425,770
9 Debt Services						
Total Function 9	-	-	-	-	-	-
Total Functions 1 - 9	46,080,318	11,896,114	57,976,432	9,209,828	67,186,260	66,441,546



School District No. 08 (Kootenay Lake)

Annual Budget - Special Purpose Revenue and Expense
Year Ended June 30, 2027

	2027 Annual Budget	2026 Amended Annual Budget
	\$	\$
Revenues		
Provincial Grants		
Ministry of Education and Child Care	14,000,853	14,258,490
Other	77,000	53,885
Other Revenue	2,055,000	2,055,000
Investment Income	15,000	15,000
Total Revenue	16,147,853	16,382,375
Expenses		
Instruction	-	16,071,884
District Administration	15,837,362	
Operations and Maintenance	129,640	129,640
Transportation and Housing	30,851	30,851
Total Expense	15,997,853	16,232,375
Net Revenue (Expense)	150,000	150,000
Net Transfers (to) from other funds		
Tangible Capital Assets Purchased	(150,000)	(150,000)
Total Net Transfers	(150,000)	(150,000)
Budgeted Surplus (Deficit), for the year	-	-



School District No. 08 (Kootenay Lake)

Annual Budget - Changes in Special Purpose Funds

Year Ended June 30, 2027

	Annual Facility Grant	Learning Improvement Fund	Scholarships and Bursaries	School Generated Funds	Strong Start	Ready, Set, Learn	OLEP	CommunityLINK	Classroom Enhancement Fund - Overhead
	\$	\$	\$	\$	\$		\$	\$	\$
Deferred Revenue, beginning of year	-	-	637,135	1,513,328	-	-	-	-	-
Add: Restricted Grants									
Provincial Grants - Ministry of Education and Child Care	279,640	215,310			170,000	44,100	109,758	759,048	214,180
Provincial Grants - Other									
Other			30,000	2,000,000					
Investment Income				15,000					
	279,640	215,310	30,000	2,015,000	170,000	44,100	109,758	759,048	214,180
Less: Allocated to Revenue	279,640	215,310	30,000	2,015,000	170,000	44,100	109,758	759,048	214,180
Deferred Revenue, end of year	-	-	637,135	1,513,328	-	-	-	-	-
Revenues									
Provincial Grants - Ministry of Education and Child Care	279,640	215,310			170,000	44,100	109,758	759,048	214,180
Provincial Grants - Other									
Other Revenue			30,000	2,000,000					
Investment Income				15,000					
	279,640	215,310	30,000	2,015,000	170,000	44,100	109,758	759,048	214,180
Expenses									
Salaries									
Teachers							12,443	33,185	
Educational Assistants		165,885					24,788	433,407	
Support Staff									125,609
Other Professionals									29,659
Substitutes						14,032			
	-	165,885	-	-	-	14,032	37,231	466,592	155,268
Employee Benefits		49,425				3,734	9,817	137,783	43,912
Services and Supplies	129,640		30,000	2,015,000	170,000	26,334	62,710	154,673	15,000
	129,640	215,310	30,000	2,015,000	170,000	44,100	109,758	759,048	214,180
Net Revenue (Expense) before Interfund Transfers	150,000	-	-	-	-	-	-	-	-
Interfund Transfers									
Tangible Capital Assets Purchased	(150,000)								
	(150,000)	-	-	-	-	-	-	-	-
Net Revenue (Expense)	-	-	-	-	-	-	-	-	-



School District No. 08 (Kootenay Lake)

Annual Budget - Changes in Special Purpose Funds
Year Ended June 30, 2027

	Classroom Enhancement Fund - Staffing	Classroom Enhancement Fund - Remedies	First Nation Student Transportation	Mental Health in Schools	ECL Early Care & Learning	Feeding Futures Fund	Health Career Grants	National School Food Program	Work Experience Enhancement
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Deferred Revenue, beginning of year	-	-	-	-	-	-	1,300	-	17,288
Add: Restricted Grants									
Provincial Grants - Ministry of Education and Child Care	11,156,603		30,851	55,000	175,000	589,425	-	183,350	
Provincial Grants - Other									
Other									
Investment Income									
	11,156,603	-	30,851	55,000	175,000	589,425	-	183,350	-
Less: Allocated to Revenue	11,156,603	-	30,851	55,000	175,000	589,425	1,300	183,350	17,288
Deferred Revenue, end of year	-	-	-	-	-	-	-	-	-
Revenues									
Provincial Grants - Ministry of Education and Child Care	11,156,603		30,851	55,000	175,000	589,425	1,300	183,350	17,288
Provincial Grants - Other									
Other Revenue									
Investment Income									
	11,156,603	-	30,851	55,000	175,000	589,425	1,300	183,350	17,288
Expenses									
Salaries									
Teachers	8,854,447			43,650					
Educational Assistants						97,761			
Support Staff									
Other Professionals					143,527	88,068			
Substitutes									
	8,854,447	-	-	43,650	143,527	185,829	-	-	-
Employee Benefits	2,302,156			11,350	31,473	40,342			
Services and Supplies			30,851			363,254	1,300	183,350	17,288
	11,156,603	-	30,851	55,000	175,000	589,425	1,300	183,350	17,288
Net Revenue (Expense) before Interfund Transfers	-	-	-	-	-	-	-	-	-
Interfund Transfers									
Tangible Capital Assets Purchased									
	-	-	-	-	-	-	-	-	-
Net Revenue (Expense)	-	-	-	-	-	-	-	-	-



School District No. 08 (Kootenay Lake)

Annual Budget - Changes in Special Purpose Funds

Year Ended June 30, 2027

	After School Sports & Arts Grant	Health Promoting Schools	Donations	TOTAL
	\$	\$	\$	\$
Deferred Revenue, beginning of year	-	-	25,230	2,194,281
Add: Restricted Grants				
Provincial Grants - Ministry of Education and Child Care				13,982,265
Provincial Grants - Other	50,000	27,000		77,000
Other			25,000	2,055,000
Investment Income				15,000
	50,000	27,000	25,000	16,129,265
Less: Allocated to Revenue	50,000	27,000	25,000	16,147,853
Deferred Revenue, end of year	-	-	25,230	2,175,693
Revenues				
Provincial Grants - Ministry of Education and Child Care				14,000,853
Provincial Grants - Other	50,000	27,000		77,000
Other Revenue			25,000	2,055,000
Investment Income				15,000
	50,000	27,000	25,000	16,147,853
Expenses				
Salaries				
Teachers		21,432		8,965,157
Educational Assistants				721,841
Support Staff				125,609
Other Professionals				261,254
Substitutes				14,032
	-	21,432	-	10,087,893
Employee Benefits		5,568		2,635,560
Services and Supplies	50,000		25,000	3,274,400
	50,000	27,000	25,000	15,997,853
Net Revenue (Expense) before Interfund Transfers	-	-	-	150,000
Interfund Transfers				
Tangible Capital Assets Purchased				(150,000)
	-	-	-	(150,000)
Net Revenue (Expense)	-	-	-	-



School District No. 08 (Kootenay Lake)

Annual Budget - Capital Revenue and Expense
Year Ended June 30, 2027

	2027 Annual Budget			2026 Amended Annual Budget
	Invested in Tangible Capital Assets	Local Capital	Fund Balance	
	\$	\$	\$	\$
Revenues				
Investment Income		3,000	3,000	3,000
Amortization of Deferred Capital Revenue	3,514,962		3,514,962	3,334,708
Total Revenue	3,514,962	3,000	3,517,962	3,337,708
Expenses				
Amortization of Tangible Capital Assets				
Operations and Maintenance	4,472,935		4,472,935	4,310,904
Total Expense	4,472,935	-	4,472,935	4,310,904
Net Revenue (Expense)	(957,973)	3,000	(954,973)	(973,196)
Net Transfers (to) from other funds				
Tangible Capital Assets Purchased	563,000		563,000	605,000
Total Net Transfers	563,000	-	563,000	605,000
Other Adjustments to Fund Balances				
Total Other Adjustments to Fund Balances	-	-	-	-
Budgeted Surplus (Deficit), for the year	(394,973)	3,000	(391,973)	(368,196)





School District 8
Kootenay Lake

2026-2027 FINANCIAL PLAN

MAY 12, 2026





ACKNOWLEDGMENT

We acknowledge, respect and honour the First Nations in whose traditional territories the Kootenay Lake School District operates and all Aboriginal people residing within the boundaries of School District No. 8.





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EXECUTIVE SUMMARY

School District No. 8 (Kootenay Lake) (SD8) meets the learning needs of approximately 4,500 students across 22 schools and serves an area of approximately 15,000 square kilometres which includes the two main population centres of Nelson and Creston.

The 2026–2027 Annual budget is guided by the SD8’s strategic priorities outlined in the SD8 Strategic Plan supported by school learning plans. All SD8 decisions are guided by our core values and are based on evidence and extensive consultation.

Boards of Education are required to submit a balanced budget twice a year. If a district has an accumulated operating surplus from previous years, this accumulated operating surplus can be used to balance the operating budget.

“The School Act requires boards of education (boards) to prepare a balanced annual budget. Estimated spending in the annual budget must not exceed estimated revenue plus accumulated operating surplus (operating surplus). Operating surplus, with consistent rules and guidelines in place, enables boards to engage in long-term planning, mitigate financial risk and support consistent service to all students in the province.”

K-12 Public Education Accumulated Operating Surplus Policy

K-12 Public Education Accumulated Operating Surplus Policy School-age enrolments are expected to decrease by 224 student FTEs (4.9%) between 2025–2026 and 2028–2029 while students with Unique Needs are expected to decrease by 88 students (8.0%) during that period. Although the projected decrease in enrolments will reduce the operating grants, the reduction will be partly offset by Funding Protection within the Operating Grant.

Operating Fund and Accumulated Operating Surplus

The following table shows the anticipated Net Operating Expense Before Inter-fund Transfers from 2026–2027 to 2028–2029:

Net Operating Revenue (\$)	2026–2027 Annual Budget	2027–2028 Projected Annual Budget	2028–2029 Projected Annual Budget
Total Operating Revenue	66,883,381	67,218,085	67,308,495
Total Operating Expense	67,186,260	67,504,645	67,595,055
Net Operating Expense Before Inter-Fund Transfers	(\$302,879)	(\$286,560)	(\$286,560)

The Net Operating Expense before Inter-Fund Transfers of \$302,879 in 2026–2027 reflects funding for new initiatives/emerging events and targeted priorities. These include staff recognition, process improvements, school budget carry forwards, Indigenous Education targeted funding and contractual professional development). This spending will be funded through internally restricted Opening Accumulated Surplus, which was previously internally restricted by the Board for these purposes.





EXECUTIVE SUMMARY

The Net Operating Expense of before Inter-Fund Transfers \$286,560 in both 2027-2028 and 2028-2029 represents projected expenditures of \$36,560 per year related to new initiatives or emerging needs. The remaining amounts - \$250,000 in 2027-2028 and \$250,000 in 2028-2029 - relate to future operating expenditures that are not funded through current year operating grants. In accordance with Policy 621: Accumulated Operating Surplus, the Board may internally restrict Accumulated Operating to support operations spanning multiple school years, including anticipated future year expenditures.

Projected spending on the purchase of furniture, equipment, vehicles and technology assets from Accumulated Operating Surplus totals \$1,413,000 over the period 2026-2027 to 2028-2029. By the end of 2028-2029, the Accumulated Operating Surplus is projected to be \$4.5 million, of which \$1.4 million will be internally restricted and \$3.1 million will remain as unrestricted contingency reserve.

The unrestricted Accumulated Operating Surplus is expected to remain within Board Policy parameters of no less than 3% and no more than 5% of operating expenditures. Maintaining approximately \$2.3 million in unrestricted Accumulated Operating Surplus (4.6% of operating expenditures) ensures the district is financially positioned to respond to extraordinary or unforeseen circumstances that could otherwise negatively impact operations or student learning.

Special Purpose Funds

Special Purpose Fund revenue is expected to decrease from \$16.4 million in 2025-2026 to \$16.1 million in 2026-2027.

The increase of \$0.7 million for the Classroom Enhancement Fund, resulting from the funding of the negotiated labour settlement, is partially offset by lower revenue of \$1.0 million in other programs.

Lower carryforward funding from 2025-2026 is anticipated for the following programs:

- After School Sports & Arts Grant
- Community Link
- Feeding Futures Fund
- Literacy Professional Learning
- National School Food Program
- Ready, Set, Learn
- Strong Start
- Student & Family Affordability Fund

In addition, lower current year funding is anticipated in 2026-2027 for the Community Link, Learning Improvement Fund, OLEP, and Seamless Day Kindergarten.





EXECUTIVE SUMMARY

Capital Fund

Planned capital expenditures for 2026-2027, totalling \$4,379,884 are shown below and include amounts funded by transfers from the Operating Fund and Special Purpose Fund and amount received as bylaw capital.

Capital Expenditures (\$)	Operating Fund	Special Purpose Fund	Bylaw Capital	All Funding
Furniture and Equipment	50,000	-	-	50,000
Operations Vehicles	50,000	-	-	50,000
Buses	-	-	1,182,321	1,182,321
Technology Assets	313,000	-	-	313,000
Building Upgrades	-	150,000	2,634,563	2,784,563
Total Capital Acquisitions	\$413,000	\$150,000	\$3,816,884	\$4,379,884





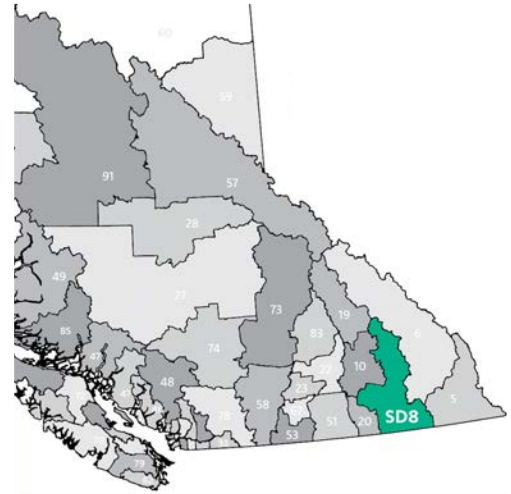
DISTRICT OVERVIEW

SD8 is a rural area comprising six unique school communities. Within the district lies the highest mountain pass in British Columbia, spanning two different time zones. Nestled between the Selkirk and Purcell mountain ranges, Kootenay Lake stands as one of the largest lakes in British Columbia, a widening of the Kootenay River, which in turn drains into the Columbia River system.

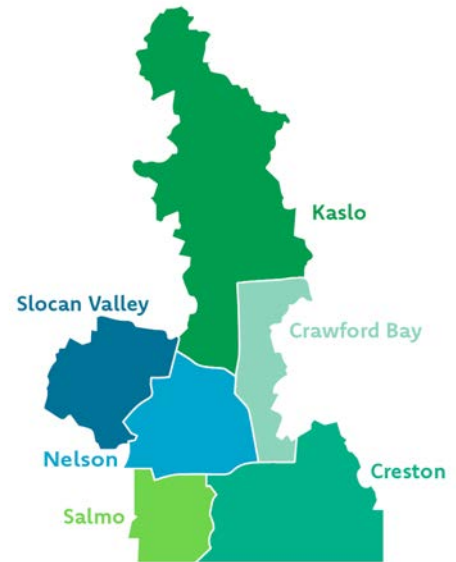
SD8 meets the learning needs of approximately 4,500 students across 22 schools. The district serves an area of approximately 15,000 square kilometers which includes the two main population centres of Nelson and Creston, and 11 elementary schools, 1 online learning school, 3 elementary-secondary schools (K-12), 1 middle school, 1 middle-secondary school and 4 secondary schools. SD8 employs about 900 staff.

Climate change is raising the risk of more frequent and severe wildfires, consequently affecting the summer months with smoke from these fires and surrounding areas. Within the Kootenay Lake area, there is the highest median age of all the economic regions in the province.

Unemployment in this region has consistently been higher than the provincial average. Workforce recruitment challenges impact the district.



British Columbia School Districts



School District 8 Kootenay Lake Families of Schools





GRATITUDE

The Board of Education is grateful for the dedication to the students of SD8 by all employees, Indigenous rights holders and partners, and education partners.

Thank you to the Kootenay Lake Teachers' Association (KLTF); CUPE 748; Kootenay Lake Principals' and Vice-Principals' Association (KLPVPA); the Lower Kootenay Band; the Okanagan Nation Alliance; West Kootenay Metis; Sinixt (Lakes); Secwepemc (Splatsin); the District Parent Advisory Council (DPAC); the school Parent Advisory Councils (PACs); Student Trustees; exempt staff; and especially students.





ALIGNMENT TO STRATEGIC PLAN

The 2026-2027 Annual budget is guided by the SD8's strategic priorities outlined in the SD8 Strategic Plan. These priorities are guided by SD8's vision, mission and values, supported by school learning plans. All SD8 decisions are guided by our core values and are based on evidence and extensive consultation. District initiatives and resources align with Ministry of Education and Child Care goals.



School District 8
Kootenay Lake

Mission

We inspire and support each learner to thrive in a caring learning environment.

Vision

Our learners grow as global citizens in an innovative and inclusive community.

Values

Our values help shape the culture of our schools and workplaces. By upholding these beliefs and attitudes, we can build learning communities that will lead to the fulfilment of our mission.

Strategic Priorities

Lifelong Learners

We improve student learning through interest-based, competency-based, flexible and innovative approaches.

Connected Learners

We inspire learners to become curious, critical, and creative stewards of the natural world and the local and global community.

Caring and Inclusive Learning Culture

We promote physical and mental well-being through social-emotional learning to foster compassionate learners.

Cultural and Identity Development

We promote a positive sense of identity in culturally safe and responsive communities of learning.

Career Development

We prepare students to graduate with options for their future life and career goals.



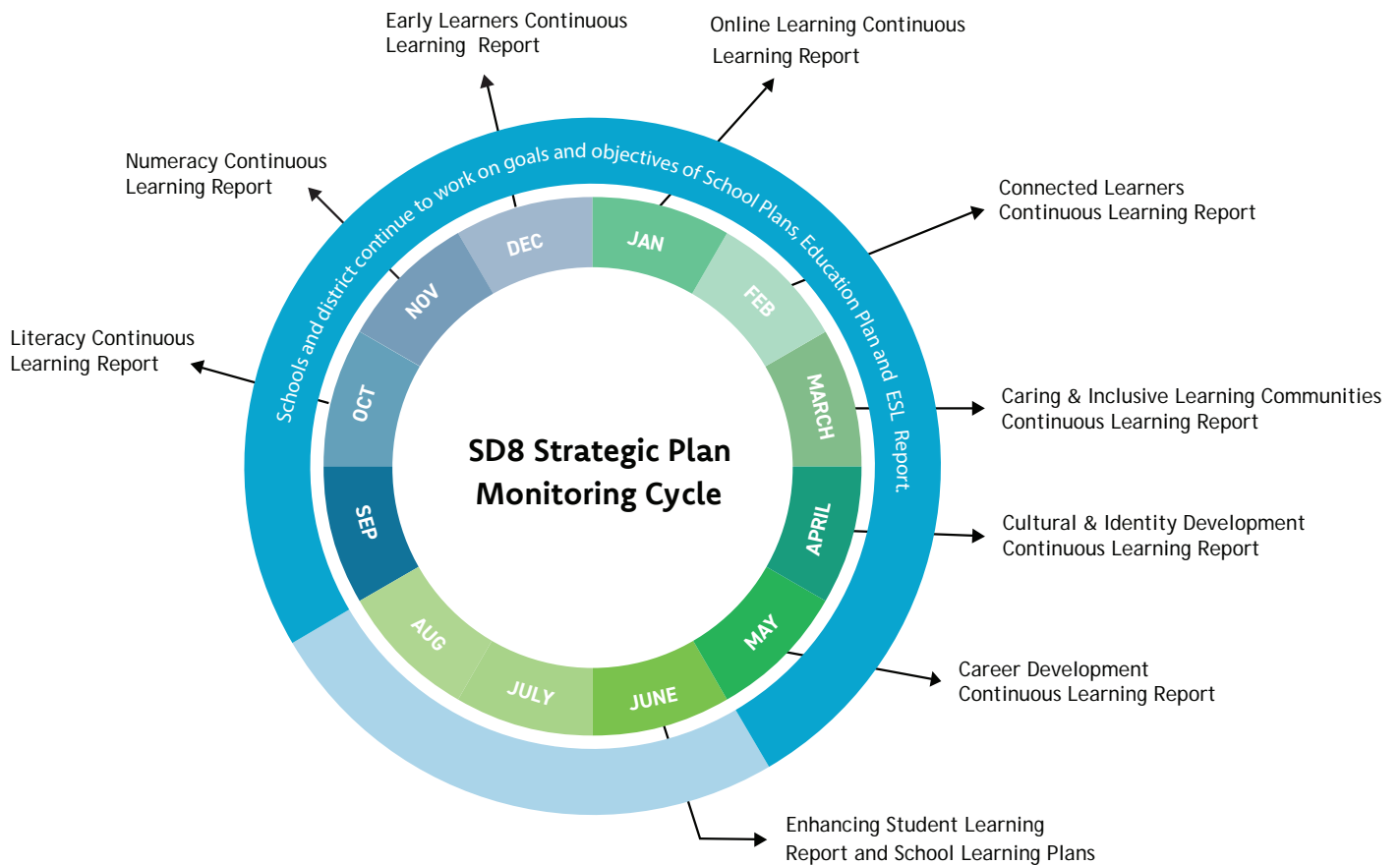
ALIGNMENT TO CONTINUOUS STUDENT LEARNING

The mandate for public education is outlined in the [Statement of Education Policy Order](#), the [Framework for Enhancing Student Learning Policy](#), and the [Declaration of the Rights of Indigenous Peoples Act](#). SD8 supports this public education mandate.

The preamble to the School Act and the Statement of Education Policy Order states the purpose of the British Columbia school system is to enable all learners to become literate, to develop their individual potential and to acquire the knowledge, skills and attitudes needed to contribute to a healthy, democratic, and pluralistic society and a prosperous and sustainable economy.

SD8 has a continued focus on improving learning, inclusion and equity based on the Educated Citizen using high yield research-based strategies that are consistent with the Provincial curriculum. Since 2022-2023, SD8 has improved student outcomes in literacy, school completion, Indigenous student success, assessment participation and reliability, and monitoring of student initiatives.

The budget is aligned with the district’s goals of continuous student learning. The following annual cycle illustrates how continuous student learning is monitored through the Enhancing Student Learning Report, Continuous Learning Reports and School Learning Plans:





BUDGET DEVELOPMENT

Boards of Education are required to submit a balanced budget twice a year. If a district has an accumulated operating surplus from previous years, this accumulated operating surplus can be used to balance the operating budget.

The first budget is due by June 30th each year for the following school year and is referred to as the Annual Budget. The second budget is due by February 28th and is called the Amended Annual Budget.

ANNUAL BUDGET

Enrolment Projections

The preparation of the 2026–2027 Annual Budget commenced with the enrolment projections which were provided to the Ministry of Education and Child Care by February 15, 2026.

The enrolment projections provided to the Ministry are in the form of FTEs, not headcount. Elementary, middle, secondary grades 8 and 9 and alternate school enrolments have FTEs equal to headcounts. Secondary school grades 10 to 12 are converted to FTE based on courses taken.

Enrolments were also projected for the supplemental funding categories: Level 1, 2, 3 Inclusive Education, English/French Language Learning, and Indigenous Education.

The preliminary funding estimates and preliminary staffing and other resource levels for the 2026–2027 Annual Budget are based on the enrolments provided by February 15, 2026.

Consultation

A public survey that provides feedback from parents and other partners on the Annual Budget was conducted in March.

In April, the Board consults with key partners: principals and vice-principals, the Kootenay Lake Teachers' Federation (KLTF), Canadian Union of Public Employess (CUPE) Local 748, the Indigenous Education Council (IEC) the Lower Kootenay Band (LKB) the Kootenay Lake District Parent Advisory Council (DPAC), students, and the public.

Preliminary Budget

The 2025–2026 Amended Annual Budget serves as the base on which the 2026–2027 Annual Budget is developed.

The 2025–2026 revenues are adjusted for the following factors:

- Expected enrolment changes in all ministry-funded student categories.
- Changes in the revenue from the Kootenay Lake International Program.
- Known changes in special purpose funding.

The 2025–2026 expenditures are adjusted for the following factors:

- The impact of inflation.
- Additional known changes in expenditure levels, such as changes in benefit rates and committed school and department requests.
- Other known cost pressures, like known collective agreement increases, and other known wage lifts.
- Removal of one-time or non-continuing expenditure items.

The preliminary 2026–2027 revenue and expenditures in the Operating Fund are compared to determine whether a budget surplus or deficit exists, and adjustments are made to achieve a balanced budget.

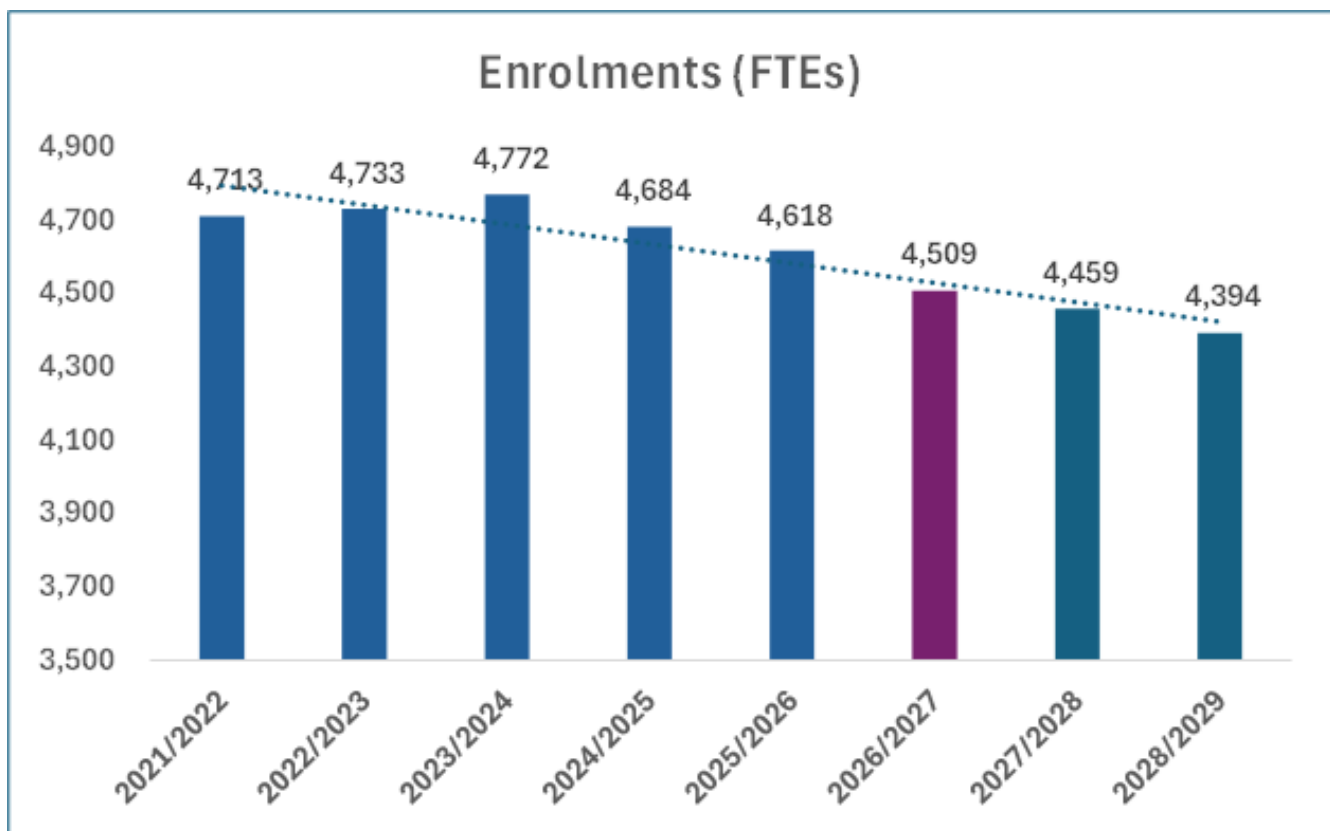
AMENDED ANNUAL BUDGET

The annual recalculation of the operating grant based on actual enrolments takes place in December. Generally, the filing deadline for the Amended Annual Budget is February 28th. In addition to the revised operating grant, other revenues and expenses are adjusted based on activity during the school year.



MULTI-YEAR ENROLMENT PROJECTIONS

The enrolment information presented below is based on actual full-year enrolment (regular, alternate, online learning, continuing education, and non-graduated adult learners) for 2021-2022 to 2025-2026 and forecasted enrolment for 2026-2027 to 2028-2029.



Based on demographic information, the student FTEs for regular, alternate, online, learning, continuing and non-graduate adult learners are projected to steadily decline over the coming years.

For 2026-2027, SD8 is projecting an estimated enrolment of 4,199 regular K-12 full-time equivalent students FTEs, 15 alternate school student FTEs, 295 online learning FTEs, and non-graduated adult learners. This is a projected decline of 109 student FTEs in the regular K-12 and alternate school student FTEs and no change in the online learning student FTEs, for a net decrease of 109 student FTEs (2.4%). The projected decrease for 2027-2028 is 50 student FTEs (1.1%) and the projected decrease for 2028-2029 is 65 student FTEs (1.5%).

Like the regular K-12 enrolments, students with Unique Needs, English Language Learners (ELL), and Indigenous learners are also expected to decrease by 88 students (8.0%) between 2025-2026 and 2028-2029.



2026-2027 OPERATING GRANT ALLOCATION FORMULA

The General Operating Grants are calculated using individual district enrolments and unique district factors that may or may not apply to each school district. Funding protection or enrolment decline funding is also provided for school districts that experience a significant decline in operating grants or enrolment declines.

This table shows the Ministry funding rates for the 2026-2027 school year. The published rates for the 2026-2027 school year show no changes over 2025-2026 for all categories in the basic allocation and unique students.

Basic Allocation	
Common per student amount for every FTE student enrolled by school type.	
Standard School	\$9,015 per school age FTE
Alternate School	\$9,015 per school age FTE
Continuing Education	\$9,015 per school age FTE
Online Learning	\$7,280 per school age FTE
Unique Student	
Additional per student funding to address uniqueness of district enrolment and support additional programming. Includes Equity of Opportunity Supplement for children and youth in care and students with mental health challenges.	
Level 1 Inclusive Education	\$51,300 per student
Level 2 Inclusive Education	\$24,340 per student
Level 3 Inclusive Education	\$12,300 per student
English/French Language Learning	\$1,815 per student
Indigenous Education	\$1,790 per student
Adult Education	\$5,755 per FTE
Unique District	
Additional funding to address uniqueness of district factors.	
Small Community	For small schools located a distance away from the next nearest school
Low Enrolment	For districts with low total enrolment
Rural Factor	Located some distance from Vancouver and the nearest large regional population centre
Climate Factor	Operate schools in colder/warmer climates; additional heating or cooling requirements
Sparseness Factor	Operate schools that are spread over a wide geographic area
Student Location Factor	Based on population density of school communities
Supplemental Student Location Factor	Level 1 and 2 inclusive education enrolment
Salary Differential	Funding to districts that have higher average educator salaries
Funding Protection / Enrolment Decline	
Funding Protection	Funding to ensure that no district experiences a decline in operating grants greater than 1.5% when compared to the previous September
Enrolment Decline	Funding to districts experiencing enrolment decline of at least 1% when compared to the previous year



OPERATING FUND - CURRENT YEAR

NET OPERATING EXPENSE

Below is a table showing Net Operating Expense before Inter-fund Transfers for 2026-2027 and 2025-2026.

Net Operating Expense (\$)	2026-2027 Annual Budget	2025-2026 Amended Annual Budget	Increase (Decrease) \$	Increase (Decrease) %
Total Operating Revenue	66,883,381	66,122,337	761,044	1.2
Total Operating Expense	67,186,260	66,441,546	744,714	1.1
Net Operating Expense Before Inter-Fund Transfers	(\$302,879)	(\$319,209)	\$16,330	(5.1%)

For 2026-2027, the Total Operating Revenue is budgeted at \$66.9 million and Total Operating Expense are budgeted at \$67.2 million, resulting in a Net Operating Expense of \$0.3 million. The shortfall relates to new initiatives/emerging events, contractual obligations, and carry forward balances. The net operating expense will be funded through internally restricted Accumulated Operating Surplus, with these amounts having been previously restricted by Board.

OPERATING REVENUE

Below is a table showing Operating Revenue for 2026-2027 and 2025-2026.

Operating Revenue (\$)	2026-2027 Annual Budget	2025-2026 Amended Annual Budget	Increase (Decrease) \$	Increase (Decrease) %
Ministry of Education & Child Care Operating Grant	64,268,656	63,875,377	393,279	0.6
Other Provincial Grants	272,960	283,603	(10,643)	(3.8)
Tuition	1,234,736	954,982	279,754	29.3
Other Revenue	677,874	641,597	36,277	5.7
Rentals and Leases	167,000	105,000	62,000	59.0
Investment Income	262,155	261,778	377	0.1
Total Operating Revenue	\$66,883,381	\$66,122,337	\$761,044	1.2%

Operating Fund revenues are projected to increase by \$0.4 million, with a reduction of \$1.1 million due to lower enrolments offset by an increase of \$1.5 million in labour settlement funding related to negotiated wage settlements. School-age enrolments are projected to decrease by 109 student FTEs, while student FTEs with unique needs are projected to decrease by 47 students.

Tuition revenue from the International Program is budgeted to increase by \$0.3 million, reflecting an increase in enrolments.

OPERATING EXPENSE

Below is a table showing operating expenses for 2026–2027 and 2025–2026.

Operating Expense (\$)	2026–2027 Annual Budget	2025–2026 Amended Annual Budget	Increase (Decrease) \$	Increase (Decrease) %
Salaries				
Teachers	23,235,849	22,909,014	326,835	1.4
Principals & Vice-Principals	4,603,689	4,483,910	119,779	2.7
Educational Assistants	4,335,061	4,149,153	185,908	4.5
Support Staff	7,744,557	7,902,265	(157,708)	(2.0)
Other Professionals	2,609,646	2,542,039	67,607	2.7
Substitutes/Relief Staff	3,551,516	3,457,716	93,800	2.7
Total Salaries	\$46,080,318	\$45,444,097	\$636,221	1.4%
Employee Benefits	11,896,114	11,737,951	158,163	1.3
Total Salaries & Benefits	\$57,976,432	\$57,182,048	\$794,384	1.4%
Services & Supplies				
Services	2,250,829	2,282,180	(31,351)	(1.4)
Student Transportation	389,621	331,660	57,961	17.5
Professional Development & Travel	706,358	730,634	(24,276)	(3.3)
Rentals and Leases	94,116	122,644	(28,528)	(23.3)
Dues and Fees	115,788	117,588	(1,800)	(1.5)
Insurance	216,800	212,800	4,000	1.9
Supplies	3,567,869	3,751,476	(183,607)	(4.9)
Utilities	1,868,447	1,710,516	157,931	9.2
Total Services & Supplies	\$9,209,828	\$9,259,498	(\$49,670)	(0.5%)
Total Operating Expense	\$67,186,260	\$66,441,546	\$744,714	1.1%



The salaries and benefits for the Operating Fund are projected to increase by \$0.8 million (1.4%).

The 2026–2027 budget for salaries and benefits is based on the current collective agreements for CUPE, which expired on June 30, 2025 and the newly ratified KLTF collective agreement which expires on June 30, 2029. Any additional labour costs resulting from labour settlements and additional labour settlement funding from the MoECC will be reflected in the 2026–2027 amended budget.

Changes in salaries include:

- Teachers – a net increase that includes higher negotiated wage costs, while maintaining overall student-to-teacher levels
- Principals and Vice-Principals – an increase due to the filling of positions and salary adjustments
- Educational Assistants – an increase due to additional staffing
- Support Staff – a decrease due to reduction in administrative positions
- Other Professionals – an increase related to salary adjustments with no change in staffing positions
- Substitutes/Relief Staff – an increase due to labour settlement costs, partially offset by reduced use of relief staff for principals and vice-principals

Employee benefits are budgeted to remain constant as a percentage of salaries at 25.8%.

Supplies and Services within the Operating Fund are projected to remain constant at \$9.2 million. Higher costs related to student transportation, insurance, and utilities are offset by lower expenditures in services, professional development and travel, rentals and leases, dues and fees, and supplies.

The key factors contributing to these changes include:

- Student Transportation and Utilities – increases driven by rising fuel prices, as well as higher electricity and heating costs.
- Services, Professional Development, Travel, and Supplies – lower expenditures resulting from reduced carryforward balances in Indigenous Education targeted funding and Indigenous Education Council Capacity funding offset by higher services and supplies costs for the International Program due to higher enrolments
- Rentals and Leases – decreases attributable to lower vehicle lease costs following the expiry of existing leases





OPERATING FUND - MULTI-YEAR PROJECTIONS

ASSUMPTIONS

The 2027–2028 and 2028–2029 projections for the Operating Fund are based on the following assumptions:

2027–2028 Projection Assumptions

- Basic allocation rates per student and the funding rates per student for students with Unique Needs will remain at 2026–2027 levels.
- School-age enrolments: decrease of 50.00 student FTEs from 2026–2027 to 2027–2028.
- Unique Student Needs (Inclusive Education, ELL, Indigenous): decrease of 21.00 student FTEs from 2026–2027 to 2027–2028.
- Funding Protection and the Enrolment Decline Supplement will be received partly offsetting the reduction in the General Operating Grant due to declining enrolments.
- Labour settlement funding will be received in 2027–2028 to fully fund the increase in salaries and benefits for the KLTF negotiated labour settlement.
- International Program enrolments and the student rate per FTE will remain consistent with 2026–2027.
- Other Revenue and Rentals and Leases will remain consistent from 2026–2027 to 2027–2028.
- Interest rates will remain consistent from 2026–2027 to 2027–2028.
- KLTF salaries and benefits will increase by 3% from 2026–2027 to 2027–2028.
- CUPE and Exempt salaries and benefits will remain consistent from 2026–2027 to 2027–2028.
- Operating expenses (salaries, benefits, services and supplies) will be reduced proportionately from 2026–2027 to 2027–2028 for all categories by 1.0% (after considering KLTF negotiated wage settlements).

2028–2029 Projection Assumptions

- Basic allocation rates per student and the funding rates per student for students with Unique Needs will remain at 2026–2027 and 2027–2028 levels.
- School-age enrolments: decrease of 65.00 student FTEs from 2027–2028 to 2028–2029.
- Unique Student Needs (Inclusive Education, ELL, Indigenous): decrease of 20.00 student FTEs from 2027–2028 to 2028–2029.
- Funding Protection and the Enrolment Decline Supplement will be received partly offsetting the reduction in the General Operating Grant due to declining enrolments.
- Labour settlement funding will be received in 2027–2028 to fully fund the increase in salaries and benefits for the KLTF negotiated labour settlement.
- International Program enrolments and the student rate per FTE will remain consistent with 2026–2027 and 2027–2028.
- Other Revenue and Rentals and Leases will remain consistent from 2027–2028 to 2028–2029.
- Interest rates will remain consistent from 2027–2028 to 2028–2029.
- KLTF salaries and benefits will increase by 3% from 2027–2028 to 2028–2029.
- CUPE and Exempt salaries and benefits will remain consistent from 2027–2028 to 2028–2029.
- Operating expenses (salaries, benefits, services and supplies) will be reduced proportionately from 2027–2028 to 2028–2029 for all categories by 1.3% (after considering KLTF negotiated wage settlements).



MULTI-YEAR OPERATING REVENUES AND EXPENSES

Operating Fund Revenues

As shown in the table below, the Operating Fund revenues are projected to increase by \$0.8 million (1.2%) between 2025–2026 and 2026–2027, \$0.3 million (0.5%) between 2026–2027 and 2027–2028, and \$0.1 million (0.1%) between 2027–2028 and 2028–2029.

Operating Revenue (\$)	2026–2027 Annual Budget	2027–2028 Projected Annual Budget	2028–2029 Projected Annual Budget
Ministry of Education & Child Care Operating Grant	64,268,656	64,603,360	64,693,770
Other Provincial Grants	272,960	272,960	272,960
Tuition	1,234,736	1,234,736	1,234,736
Other Revenue	677,874	677,874	677,874
Rentals & Leases	167,000	167,000	167,000
Investment Income	262,155	262,155	262,155
Total Operating Revenue	\$66,883,381	\$67,218,085	\$67,308,495
Year-Over-Year Increase (\$)	761,044	334,704	90,410
Year-Over-Year Increase (%)	1.2	0.5	0.1

Operating Fund revenues are projected to increase overall, despite a reduction in operating grants from the Ministry of Education and Child Care resulting from lower enrolments. This decrease is more than offset by anticipated labour settlement funding related to negotiated wage agreements.

Operating Fund Expenses

As shown in the table below, the Operating Fund expenses are projected to increase by \$0.7 million (1.1%) between 2025–2026 and 2026–2027, \$0.3 million (0.5%) between 2026–2027 and 2027–2028, and \$0.1 million (0.1%) between 2027–2028 and 2028–2029.

Operating Expense (\$)	2026–2027 Annual Budget	2027–2028 Projected Annual Budget	2028–2029 Projected Annual Budget
Salaries	46,080,318	46,418,325	46,579,255
Employee Benefits	11,896,114	11,968,590	12,018,424
Total Salaries & Benefits	57,976,432	58,386,915	58,597,679
Services & Supplies	9,209,828	9,117,730	8,997,376
Total Operating Expense	\$67,186,260	\$67,504,645	\$67,595,055
Year-Over-Year Decrease (\$)	744,714	318,385	90,410
Year-Over-Year Decrease (%)	1.1	0.5	0.1



Net Operating Fund Expenses

The table below shows the projected Net Operating Expense for 2026–2027 to 2028–2029.

Net Operating Expense (\$)	2026–2027 Annual Budget	2027–2028 Projected Annual Budget	2028–2029 Projected Annual Budget
Total Operating Revenue	66,883,381	67,218,085	67,308,495
Total Operating Expense	67,186,260	67,504,645	67,595,055
Net Operating Expense Before Inter-Fund Transfers	(\$302,879)	(\$286,560)	(\$286,560)
Year-Over-Year Decrease (\$)	16,330	16,319	0
Year-Over-Year Decrease (%)	(5.1)	(5.4)	(0.0)

The Net Operating Expense before Inter-Fund Transfers of \$302,879 in 2026–2027 reflects funding for new initiatives/emerging events and targeted priorities. These include staff recognition, process improvements, school budget carry forwards, Indigenous Education targeted funding and contractual professional development. This spending will be funded through internally restricted Opening Accumulated Surplus, which was previously internally restricted by the Board for these purposes.

The Net Operating Expense of before Inter-Fund Transfers \$286,560 in both 2027–2028 and 2028–2029 represents projected expenditures of \$36,560 per year related to new initiatives or emerging needs. The remaining amounts - \$250,000 in 2027–2028 and \$250,000 in 2028–2029 - relate to future operating expenditures that are not funded through current year operating grants.

In accordance with Policy 621: Accumulated Operating Surplus, the Board may internally restrict Accumulated Operating to support operations spanning multiple school years, including anticipated future year expenditures.



ACCUMULATED OPERATING SURPLUS

As shown in the table below, the Ending Accumulated Operating Surplus is projected to decrease by \$2.3 million from \$6.8 million to \$4.5 million between 2025–2026 and 2028–2029.

Accumulated Operating Surplus (\$)	2025–2026 Estimated Balance	2028–2029 Projected Annual Budget	Increase (Decrease) from 2025– 2026 to 2028– 2029
Internally Restricted for:			
Operations:			
Professional Development & Contractual Obligations	136,319	-	(136,319)
New Initiatives / Emerging Events	346,700	237,020	(109,680)
Indigenous Targeted Funding Carry Forwards	30,000	-	(30,000)
School Budget Carry Forwards	100,000	-	(100,000)
Future Year Operations			
2027–2028	250,000	-	(250,000)
2028–2029	250,000	-	(250,000)
	\$1,113,019	\$237,020	(\$875,999)
Capital:			
Purchase of Furniture, Equipment, Vehicles and Technology Assets	2,542,249	1,129,249	(1,413,000)
Total Internally Restricted	\$3,655,268	\$1,366,269	(\$2,288,999)
Unrestricted	\$3,106,985	\$3,106,985	-
Ending Accumulated Operating Surplus	\$6,762,253	\$4,473,254	(\$2,288,999)

Between 2025–2026 and 2028–2029, the district is projected to utilize \$875,999 to fund operations expenditures and \$1,413,000 to fund capital purchases. These amounts were previously internally restricted by the Board for these purposes.

The unrestricted balance which acts as a contingency reserve is projected to remain at \$3.1 million (4.6% of operating expenditures), well within Policy 621: Accumulated Operating Surplus range of 3% to 5% of operating expenditures.



SPECIAL PURPOSE FUNDS

Special Purpose Funds are utilized to capture funding designated for specific purposes and balances can be deferred to subsequent years, if permitted, for their intended purpose. Grant revenue can only be recognized as expenses are incurred. Any unused grants or funds remaining at the end of the year are treated as deferred revenue.

The following special purpose funds have been included in the 2026–2027 Annual Budget:

Funding (\$)	2026–2027 Annual Budget	2025–2026 Amended Annual Budget	Increase (Decrease) \$	Increase (Decrease) %
Annual Facilities Grant	279,640	279,640	-	0.0
Funding provided to boards of education to use at their discretion for projects required to maintain facility assets through their anticipated economic life and to prevent premature deterioration of these assets.				
Learning Improvement Fund	215,310	218,308	(2,998)	(1.4)
Funding for the purpose of providing additional resources, specifically targeted to support complex classes that present challenging learning conditions.				
StrongStart Program	170,000	210,113	(40,113)	(19.1)
Provides high quality school or community based early learning parent/family participation programs for children who are not yet eligible for Kindergarten. These programs are designated to improve children’s social-emotional skills, enhance numeracy and language acquisition, and improve transitions to school.				
Ready, Set, Learn Program	44,100	58,056	(13,956)	(24.0)
Focused on families and their three-to five-year-old children, the RSL program fosters positive connections between families, schools, and local community agencies.				
Official Languages (OLEP)	109,758	129,758	(20,000)	(15.4)
Funding for core French language program and curriculum resources, to support incremental costs resulting from offering French as a second official language instruction in BC.				
Community LINK	759,048	1,030,560	(271,512)	(26.3)
Funding for programs and initiatives to improve the education performance of vulnerable students, including academic achievement and social functioning. Programs and services can include breakfast, lunch and snack programs, academic supports, counselling, youth workers, and after-school programs.				
Classroom Enhancement Fund	11,370,783	10,630,033	740,750	7.0
Funding to assist school districts in implementing restored class size and composition limits, overhead funding for the additional supports required for implementation, and the teachers necessary to staff the additional classrooms required by the restored language.				
First Nation Student Transportation	30,851	30,851	-	0.0
Funding to address the transportation needs of on-reserve First Nation students who face specific challenges when attending public schools in the province.				



SPECIAL PURPOSE FUNDS

Funding (\$)	2026-2027 Annual Budget	2025-2026 Amended Annual Budget	Increase (Decrease) \$	Increase (Decrease) %
Mental Health in Schools	55,000	55,000	-	0.0
Funding to promote mental health and prevent mental illness for essential workers in K-12 schools, including educators and administrators, most affected by the COVID-19 pandemic.				
Seamless Day Kindergarten	-	55,400	(55,400)	(100.0)
Certified Early Childhood Educators (ECEs) provide before and after-school care within the kindergarten classroom and support learning alongside the classroom teacher.				
Student & Family Affordability Fund	-	36,681	(36,681)	(100.0)
Funding to help meet the needs of students and families to help districts make sure students have school supplies they need and cover any additional fees so that students in need can take part in activities.				
Strengthening Early Years to Kindergarten (SEY2KT)	-	9,919	(9,919)	(100.0)
This project partners with districts/community sites and is focused on developing guidelines, models, and district/site partnerships to ensure children and their families experience coherent transitions from community based early learning experiences to Kindergarten in schools/districts.				
Early Care and Learning (ECL)	175,000	175,000	-	0.0
Funding for Early Care and Learning implementation support				
Feeding Futures Fund	589,425	749,715	(160,290)	(21.4)
Program addresses the immediate need of feeding students and builds on the progress made with the Student and Family Affordability Fund to help reduce the challenges of rising food costs for families who need it most.				
Health Careers Grant	1,300	-	1,300	0.0
Grant to assist students to explore careers in the health sector.				
After School Sports & Arts Grant (ASSAI)	50,000	53,885	(3,885)	(7.2)
ASSAI programs provide fun, safe, accessible, and high-quality after school programming to BC children in Kindergarten to Grade 8. ASSAI programs are specifically designed to reduce barriers to participation that children may face (i.e. due to financial, social, cultural, behavioral, geographical, and other factors).				



SPECIAL PURPOSE FUNDS

Funding (\$)	2026-2027 Annual Budget	2025-2026 Amended Annual Budget	Increase (Decrease) \$	Increase (Decrease) %
Health Promoting Schools	27,000	27,000	-	0.0
Grant from Interior Health to support healthy schools.				
Work Experience Enhancement Initiative	17,288	18,008	(720)	(4.0)
Funding to build and strengthen relationships with employers in the Early Childhood Education (ECE), Health, and Technology sectors that will increase student participation in Work Experience (WEX) 12A and 12B courses.				
Professional Learning Grant	-	238,867	(238,867)	(100.0)
Professional learning grant to provide professional learning for teachers and support staff in evidence-based approaches to literacy development and literacy information/resources for parents and caregivers.				
Scholarships and Bursaries	30,000	30,000	-	0.0
Funds that are used to provide scholarships and bursaries to students to support them in post-secondary education.				
Donations	25,000	25,000	-	0.0
Funds that are received from the public to support school activities.				
National School Food Program	183,350	305,581	(122,231)	(40.0)
The B.C. Government entered into an agreement with the Government of Canada through the National School Food Program (NSFP), providing approximately \$39 million over three years in additional school food program funding to complement Feeding Futures.				
School Generated Funds	2,015,000	2,015,000	-	0.0
Funds that are generated locally at the school level and used for school operations. The school generated funds are intended to be used to fund activities that directly benefit the students in the school.				
Total Revenue	\$16,147,853	\$16,382,375	(\$234,522)	(1.4%)





SPECIAL PURPOSE FUNDS

The increase of \$0.7 million for the Classroom Enhancement Fund, resulting from the funding of the negotiated labour settlement, is partially offset by lower revenue of \$1.0 million in other programs. Lower carryforward funding from 2025–2026 is anticipated for the following programs:

- After School Sports & Arts Grant
- Community Link
- Feeding Futures Fund
- Literacy Professional Learning
- National School Food Program
- Ready, Set, Learn
- Strong Start
- Student & Family Affordability Fund

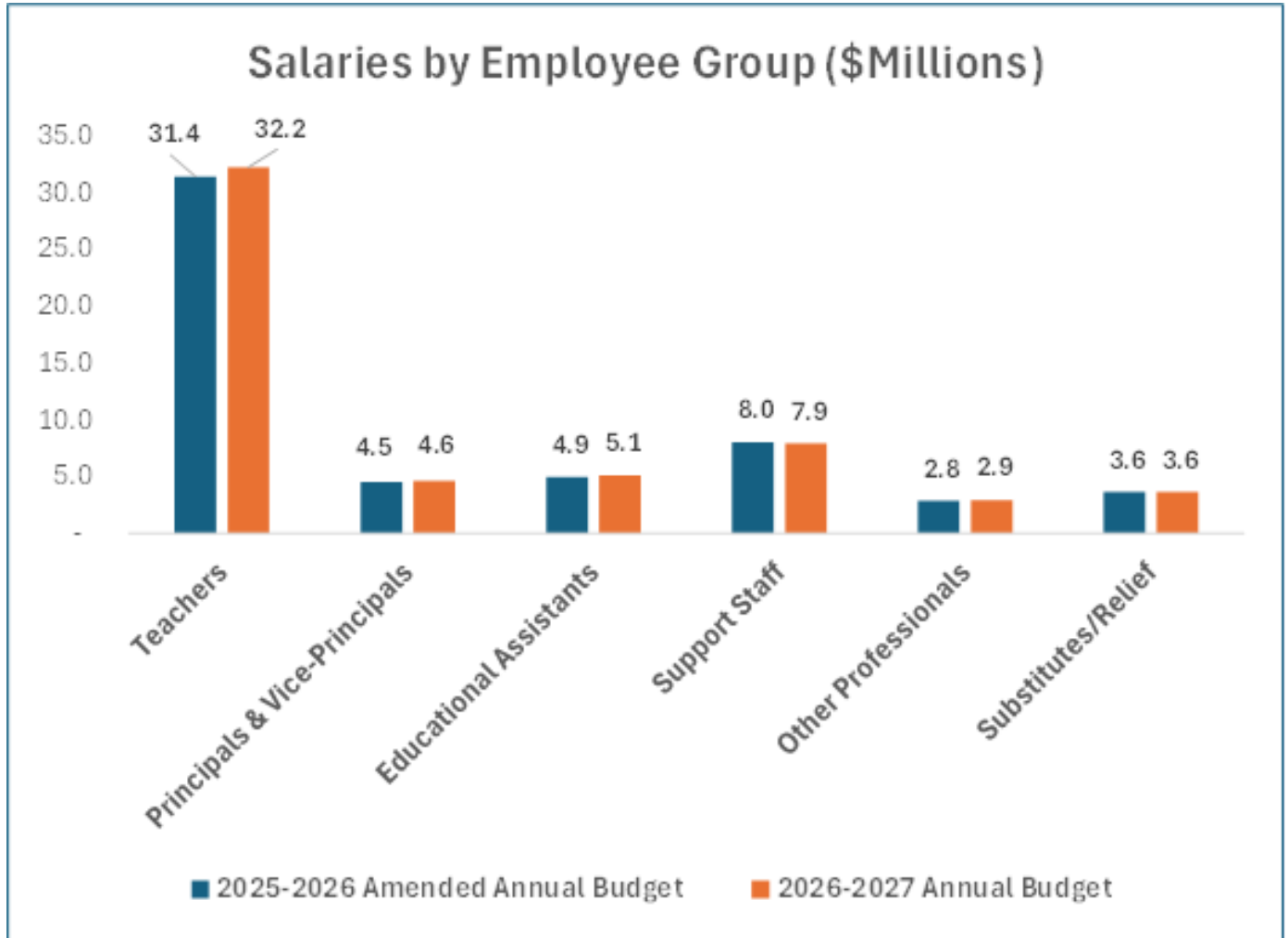
In addition, lower current year funding is anticipated in 2026–2027 for the Community Link, Learning Improvement Fund, OLEP, and Seamless Day Kindergarten.





DISTRICT STAFFING COSTS

The analysis below reviews the budgeted staffing costs for the combined Operating and Special Purpose Funds. The chart below shows the amounts budgeted for salaries by employee group in 2025-2026 compared to 2026-2027.





DISTRICT STAFFING COSTS

Teachers

The district focuses on ensuring that it prioritizes allocation of its resources in the classroom to the maximum extent possible. The district continues to have support for our diverse learners, including Counsellors, Deaf and Hard of Hearing Resource Teachers, Vision Resource Teachers, and Inclusion Support Teachers. Indigenous learners are also supported with Aboriginal Success Teachers.

The net increase of \$0.8 million reflects lower staffing levels due to declining enrolment, offset by higher negotiated wage costs, while maintaining overall student-to-teacher levels

Principals and Vice-Principals

An increase of \$0.1 million is budgeted due to the filling of positions and salary adjustments.

Educational Assistants

Educational Assistants, Aboriginal Success Workers, and Youth and Family Workers positions are budgeted to increase by \$0.2 million despite the lower enrolments to provide additional support in the classroom.

Support Staff

Support staffing is budgeted to decrease by \$0.1 million due to a reduction in administrative positions.

Other Professionals

Other Professionals is budgeted to increase by \$0.1 million as a result of salary adjustments with no change in staffing positions.

Substitutes/Relief Staff

Substitutes/relief staff are budgeted to remain constant with an increase due to labour settlement costs, partially offset by reduced use of relief staff for principals and vice-principals in the Operating Fund and lower use of relief teaching staff for Special Purpose Funds.





CAPITAL FUND

Capital expenditures are primarily funded by the Ministry of Education and Child Care approved bylaw capital (including the capital portion of the Annual Facilities Grant) and transfers from the Operating Fund and Special Purpose Funds.

MINOR CAPITAL PROJECTS (FUNDED BY BYLAW CAPITAL)

Minor capital projects approved for the 2026–2027 school year are shown below.

School	Project Description	Amount (\$)
L.V. Rogers Secondary School	Enhancement Program – Plumbing Upgrades	1,000,000
Hume Elementary School	Carbon Neutral Capital Program – HVAC Upgrades	463,000
District	Bus Acquisition Program (3 buses)	1,182,321
Various Schools	Annual Facility Grant (Capital Portion)	1,171,563
	Total Approved Funding	\$3,816,884

Approval amounts for the Bus Acquisition Program and Annual Facility Grant have not been announced. The amounts are based on estimates.

Bylaw capital is received under the Annual Facilities Grant to fund building upgrades (i.e. accessibility upgrades, asbestos abatement, electrical upgrades, exterior wall system upgrades, HVAC upgrades, interior construction upgrades, plumbing upgrades, roofing upgrades) and site upgrades across the district.

SUMMARY OF CAPITAL ACQUISITIONS

The table below summarizes the planned capital acquisitions, totalling \$4,379,884 funded by transfers from the operating and special purpose funds and bylaw capital.

Capital Category	Operating Fund	Special Purpose Fund	Bylaw Capital	All Funding
Furniture and Equipment	50,000	-	-	50,000
Operations Vehicles	50,000	-	-	50,000
Buses	-	-	1,182,321	1,182,321
Technology Assets	313,000	-	-	313,000
Building Upgrades	-	150,000	2,634,563	2,784,563
Total Capital Acquisitions	\$413,000	\$150,000	\$3,816,884	\$4,379,884





ANNUAL BUDGET BYLAW SUMMARY

The table below is a breakdown by bylaw category of the district's total Annual Budget Bylaw in the amount of \$88,220,048 for the 2026-2027 fiscal year, an increase of \$0.6 million from 2025-2026.

Budget Bylaw Amounts (\$)	2026-2027 Annual Budget	2025-2026 Amended Annual Budget	Increase (Decrease)
Operating Fund – Total Expense	67,186,260	66,441,546	744,714
Operating Fund – Tangible Capital Assets Purchased	413,000	455,000	(42,000)
Special Purpose Funds – Total Expense	15,997,853	16,232,375	(234,522)
Special Purpose Funds – Tangible Capital Assets Purchased	150,000	150,000	-
Capital Fund – Total Expense	4,472,935	4,310,904	162,031
	\$88,220,048	\$87,589,825	\$630,223





POLICY 171: Sexual Orientation ~~and~~ Gender Identity (SOGI)

The Board of Education of School District No. 8 (Kootenay Lake) is committed to providing a safe, positive, and inclusive learning and working environment for all students and employees ~~regardless of their sexual orientation or gender identity~~. In accordance with the *Canadian Charter of Rights and Freedoms* and the *British Columbia Human Rights Code*, the Board values all students and employees.

The Board recognizes that some students and employees may identify as Two Spirit, Lesbian, Gay, Bisexual, Transgender, Queer and/or Questioning, Intersex, Asexual, or other affirmative ways in which people choose to self-identify (2SLGBTQIA+). Therefore, it is expected that the District will:

- Ensure inclusion of all students and employees in all aspects of school life ~~regardless of their sexual orientation~~, including the right for students to participate in extracurricular activities;
- Define appropriate terms, behaviours, and actions to prevent discrimination, harassment, and exclusion through greater awareness of, and responsiveness to, their harmful effects;
- Ensure that complaints about SOGI-based discrimination are taken seriously and dealt with effectively and in a timely fashion through consistently applied policy and administrative procedures; ~~and~~
- Raise awareness and improve understanding of the lives of individuals who are discriminated against, harassed, excluded, or feel unsafe based on their sexual orientation and/or gender identity/expression; and
- Recognize the intersectionality of identity and understand that discrimination based on gender identity and/or expression may be interconnected with other aspects of identity and experiences of marginalization, and that these intersections may compound discrimination.

The Board will strive to ensure that professional growth and training is provided for staff to develop the awareness, knowledge, skills, and attitudes to accomplish the above.

Related Legislation: [Canadian Charter of Rights and Freedoms \[Section 15 \(1\)\]](#); [BC Human Rights Code](#)

Related Contract Article: Nil

Related Policy: [Policy 170: Human Resources](#), [Policy 172: Anti-Racism and Cultural Safety](#), Policy 310: Code of Conduct, [Policy 450: Equitable and Inclusive Educational Services for Learners](#)[Policy 580-Respectful Workplace](#)

Adopted: February 24, 2015

Amended: October 9, 2018; February 26, 2019; April 28, 2020; June 21, 2022; May 09, 2023

