

2014-2015 Budget Presentation

June 2, 2014



Larry Clifford,
Director of Education

Ministry of Education Objectives

- ✓ Achieving excellence
- ✓ Ensuring equity
- ✓ Promoting well-being
- ✓ Enhancing public confidence



Ontario

MINISTRY OF EDUCATION

Board Objectives

- ✓ Deliver a balanced budget
- ✓ Preserve the classroom experience, student achievement and faith development initiatives
- ✓ Maintain current level of financial reserves
- ✓ Minimize staff layoffs
- ✓ Deliver a balanced budget



Overview

- Annual Budget Report
- Budget preparation
- Planning Areas
- Summary and Motions



Annual Budget Report

- Accompanying document to the presentation
- Available to Parents, Students, Trustees and other Catholic School Supporters
- Contains dashboard and planning area summaries

Waterloo Catholic District School Board

2014-2015 Budget



Waterloo Catholic
District School Board

35 Weber Street West
Kitchener Ontario, N2G 4G2
www.wcdsb.ca

Prepared by:
Corporate Services

June 2014



Budget timelines



- Budget planning is a 6 month process
- Timelines are tight to satisfy policy requirements and deliberation periods as well as the Ministry submission deadline of June 27
- The BAC was engaged through this process, though the information we could give to them was limited due to our timing of balancing the budget

Planning Assumptions

Common assumptions and goals

Ministry

Balanced budget

No unsustainable use of reserves

Targeted funds must be used for specific initiatives

Administrative costs cannot exceed allocation

Compliance with legislation

GSN announcement:
base for grant calculation

Special Education funds must be spent on Spec Ed only

Achievement & maintenance of class size ratios

Separation of Operating & Capital funds

Board

Balanced budget

No unsustainable use of reserves

Targeted funds must be used for specific initiatives

Administrative costs cannot exceed allocation

Compliance with legislation

GSN announcement:
base for grant calculation

Special Education funds must be spent on Spec Ed only

Achievement & maintenance of class size ratios

Separation of Operating & Capital funds

Planning Assumptions continued

Additional Board assumptions and goals

Board

Preserve classroom experience

Conservative enrolment

Board policy compliance:
IV 007: Financial
Planning/Budgeting

Alignment with Board Strategic
Direction

Compliance with contracts and
collective agreements

Staff & student safety cannot be
compromised

Budget must be realistic and
achievable

Changes to Budget

- Final year of implementation of FDK
- No unpaid days for staff or Voluntary Leave of Absence Plan
- 4 year phase-in of special education High Needs Amount (HNA) restructuring
- 4 year phase-in of board administration funding change
- Continued funding of School Condition Improvement grant to compliment school renewal funding



Changes to Budget continued

Status Quo

- Ministry commitment to supporting labour framework changes
 - Salaries continue to be frozen for those at the top of their grids
 - Increments on the 97th day
 - Sick leave days will remain at 11
 - Sick days allocation will continue to include expanded employee groups
 - Maternity leaves will continue to be paid at 6 - 8 weeks based on employee group

Changes to Budget continued

Increased funding in the following areas:

- 2.0% increase in transportation funding
- 2.0% increase in non-staff operations and maintenance funding
- 7.3% increase in electricity funding



Budget Challenges

Challenges faced with 2014-2015 budget preparation:

- Declining Enrolment
- Aging IT infrastructure
- Reductions with minimal classroom and staffing impact



Budget Challenges continued

Ongoing:

- Controlling supply costs
- Controlling utility costs
- Managing costs for students with individual needs
- Aging buildings



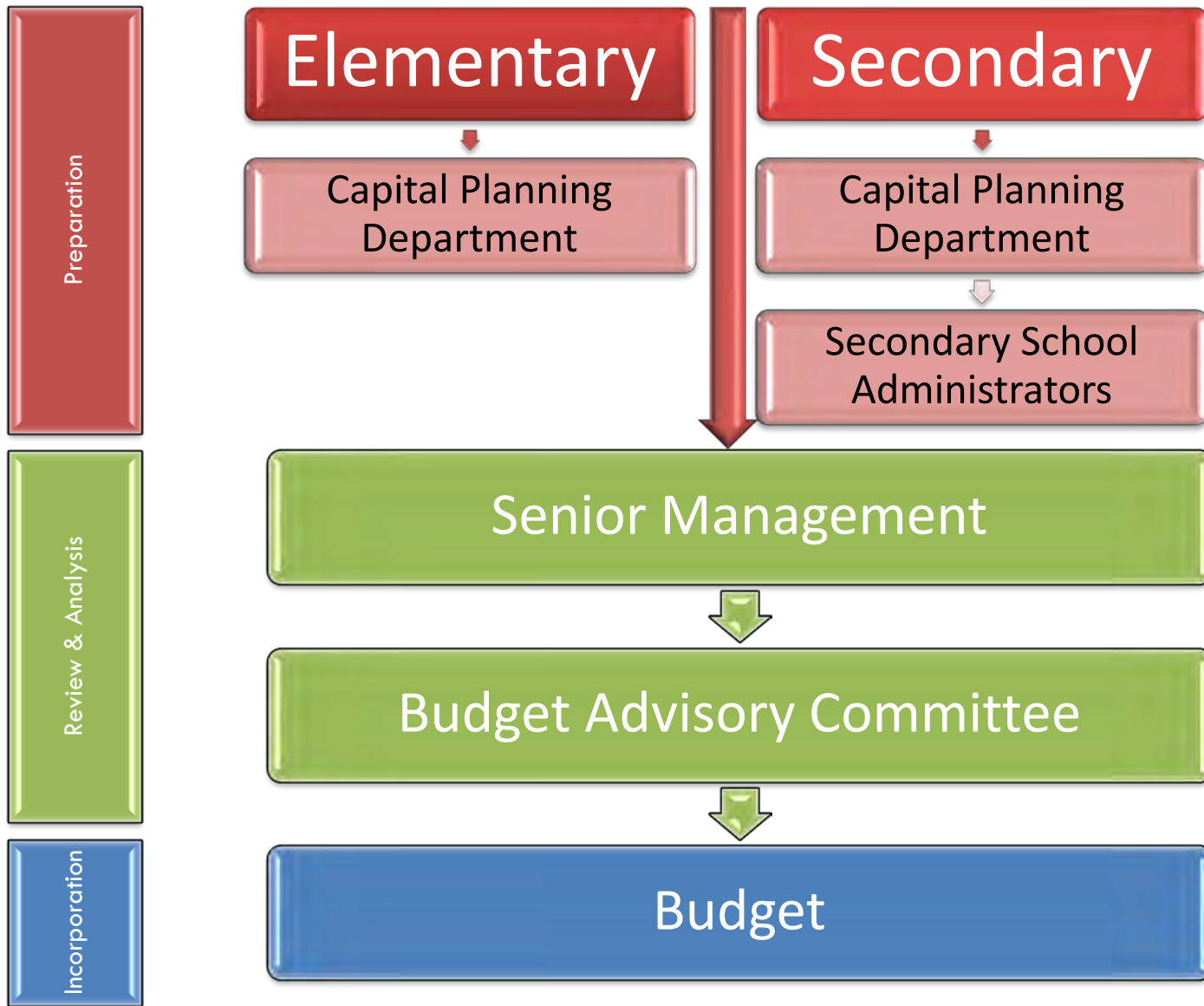
Enrolment

The Board's enrolment continues to decline in both elementary and secondary

- Enrolment is a key driver for most of the grants we receive from the Ministry
- Enrolment projections are difficult to prepare and actual results will vary
- JK/K students now included as final year of FDK implemented



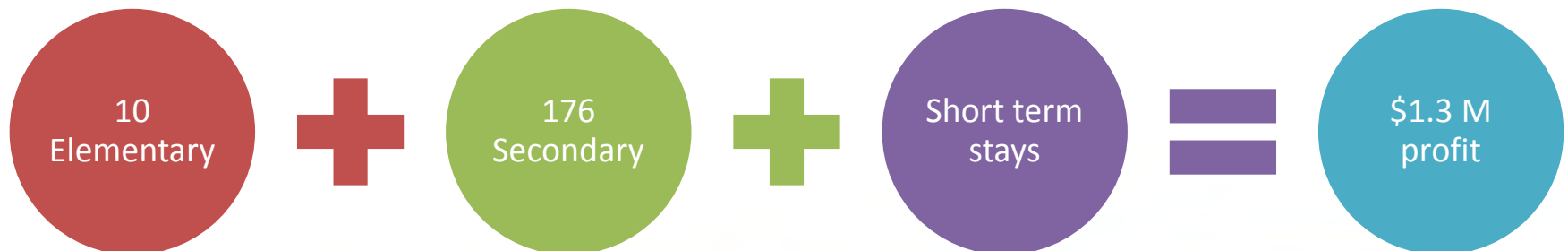
Enrolment continued



Enrolment continued

Projected enrolment does not include:

- International students
 - Pay tuition fees
 - Concentrated recruitment has maintained current year over year levels



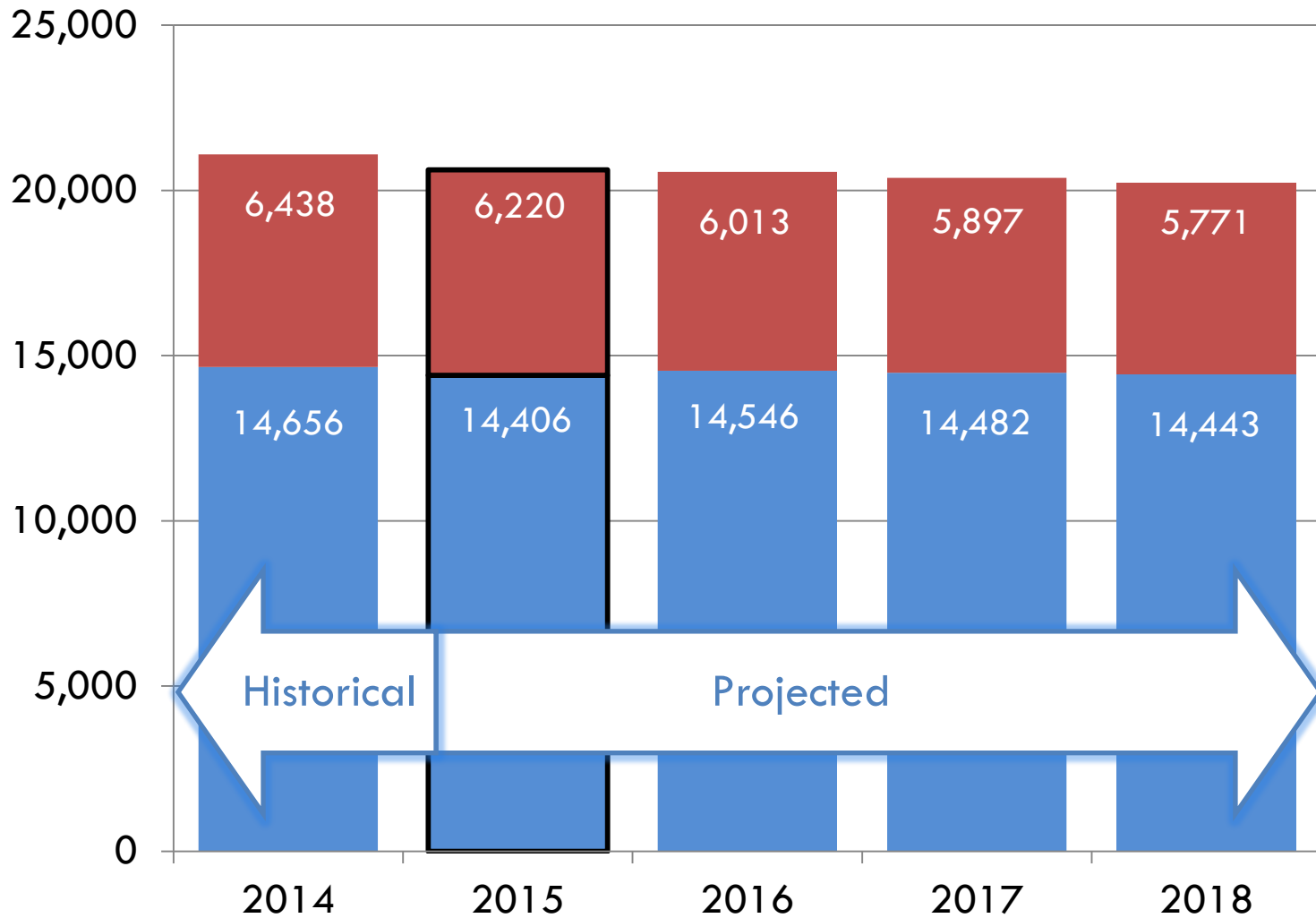
Enrolment continued

Board enrolment continues to decrease with a reduction of 468 students (2.2%) projected for 2014-2015 over current year forecast

Day School Enrolment	2014 Projected	2014 Forecast	2015 Projected	Change over 2014 Projected	Change over 2014 Forecast
Junior Kindergarten	1,260	1,336	1,197	(63)	(139)
Senior Kindergarten	1,386	1,432	1,427	41	(5)
Grades 1-3	4,394	4,353	4,310	(84)	(43)
Grades 4-8	7,598	7,535	7,472	(126)	(63)
Total Elementary	14,638	14,656	14,406	(232)	(250)
Grades 9-12	6,359	6,438	6,220	(154)	(218)
Total Day School Enrolment	20,997	21,094	20,626	(386)	(468)

Note: 2014 figures have been adjusted to reflect inclusion of FDK students for comparative purposes
 Note: International students are not included in above totals as they are funded outside of the GSN

Enrolment continued



Budget Consultation and Survey Results



Budget Advisory Committee (BAC)

BAC consists of Trustees, Community members, Principal representatives and Senior staff

- Committee tasks:

- Approving public consultation survey questions;
- Determining enrolment;
- Asking questions of management;
- Budget presentation input and
- Providing a front line perspective



Budget consultation

Consultation process same as in prior years

- 891 responses received to targeted questions
- Responses can be found in the Annual Budget Report



Budget overview

Revenue
\$ 246.6M

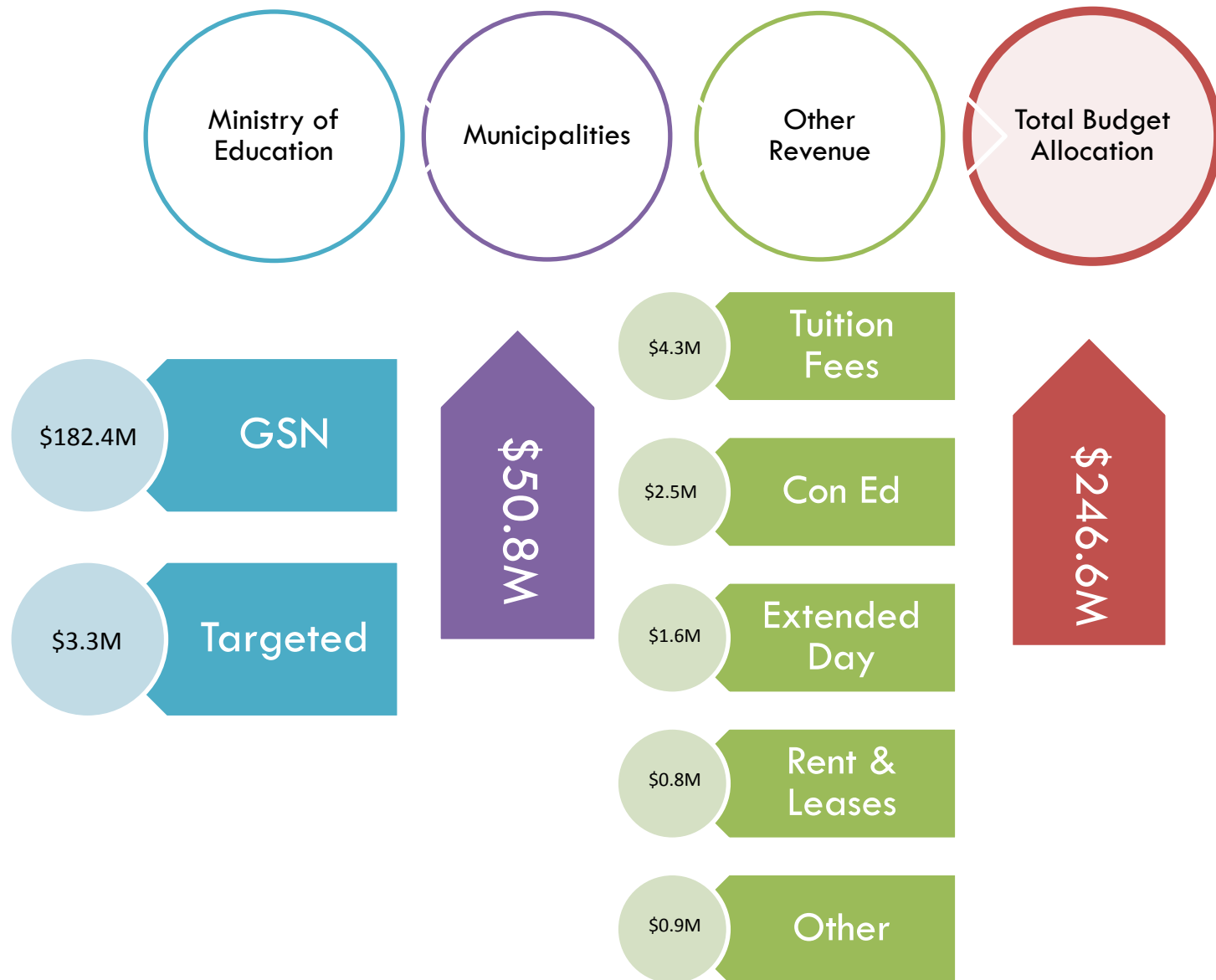
- Ministry of Education
- Municipalities
- Other revenue

Expenditures
\$ 246.6M

- Operating: \$ 229.2M
- Capital: \$ 17.4M

Balanced
Budget

Budget overview continued



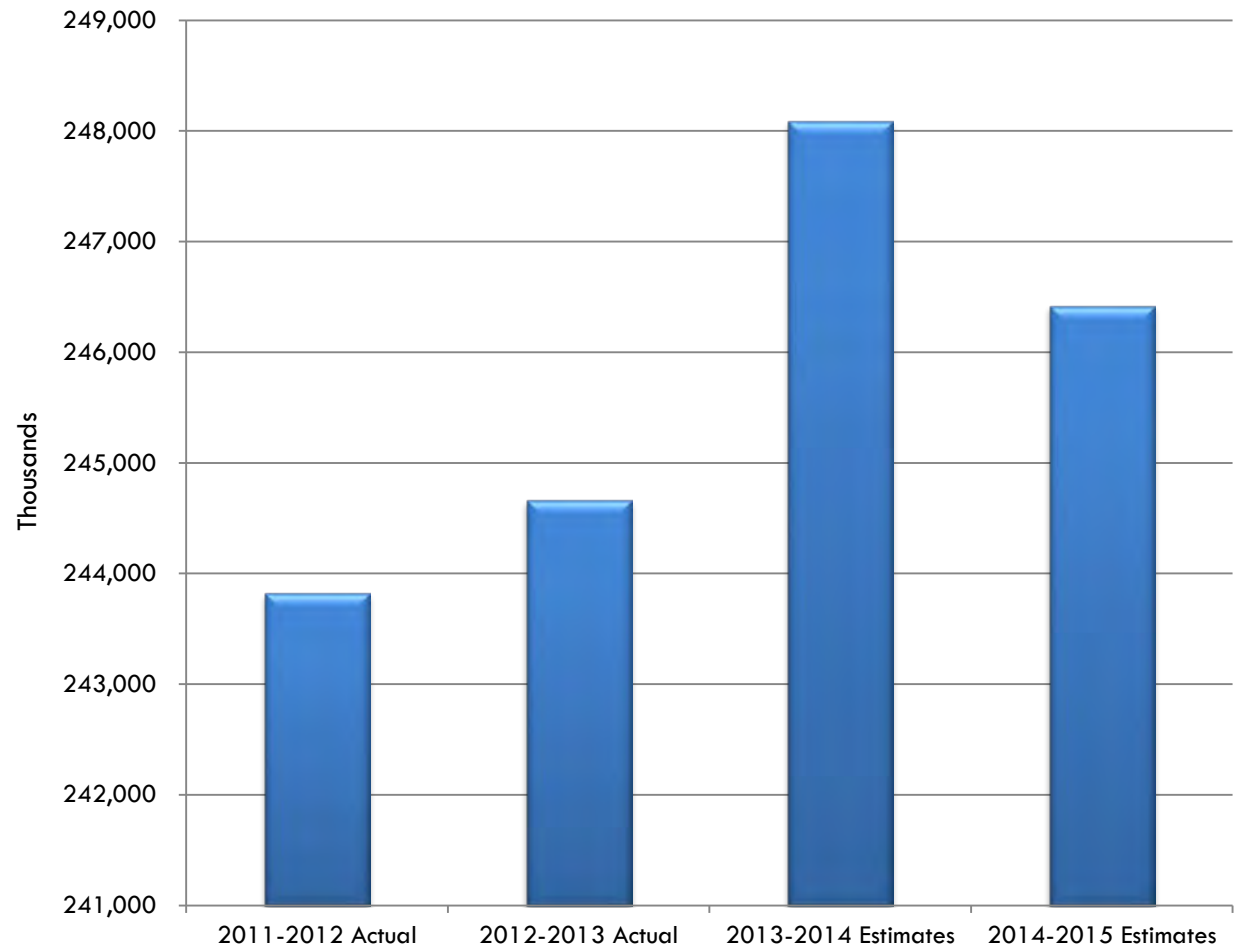
Revenues

- Most revenue is generated by enrolment through the Grants for Students Needs (GSNs)
- The Board also receives targeted grants for specific Ministry initiatives
- Other revenues such as VISA student tuition, rental, interest income etc. are derived from known sources as well as projections based on historical trends



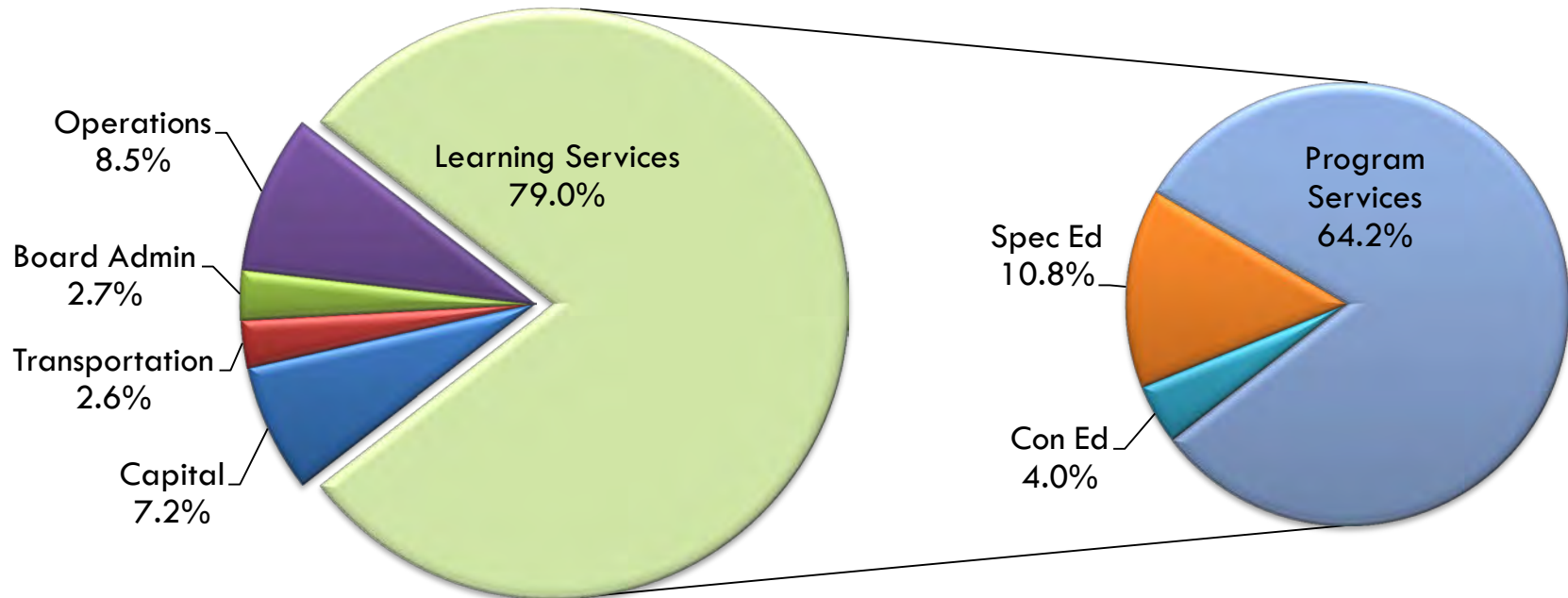
Revenues continued

	2011-2012 Actual	2012-2013 Actual	2013-2014 Estimates	2014-2015 Estimates
Total Revenues	243,822,273	244,682,907	248,089,003	246,567,229



Revenues by Planning Area

Planning Area	2011-2012 Actual	2012-2013 Actual	2013-2014 Estimates	2014-2015 Estimates
Learning Services	191,919,597	193,056,976	197,873,426	194,685,954
Facility Services	21,129,052	20,877,694	21,717,727	21,343,511
Capital	16,586,911	17,015,208	17,577,757	17,399,323
Transportation	6,436,746	6,372,142	6,358,938	6,392,638
Board Administration	7,749,967	7,360,887	6,561,155	6,745,803
Total Revenues	243,822,273	244,682,907	248,089,003	246,567,229

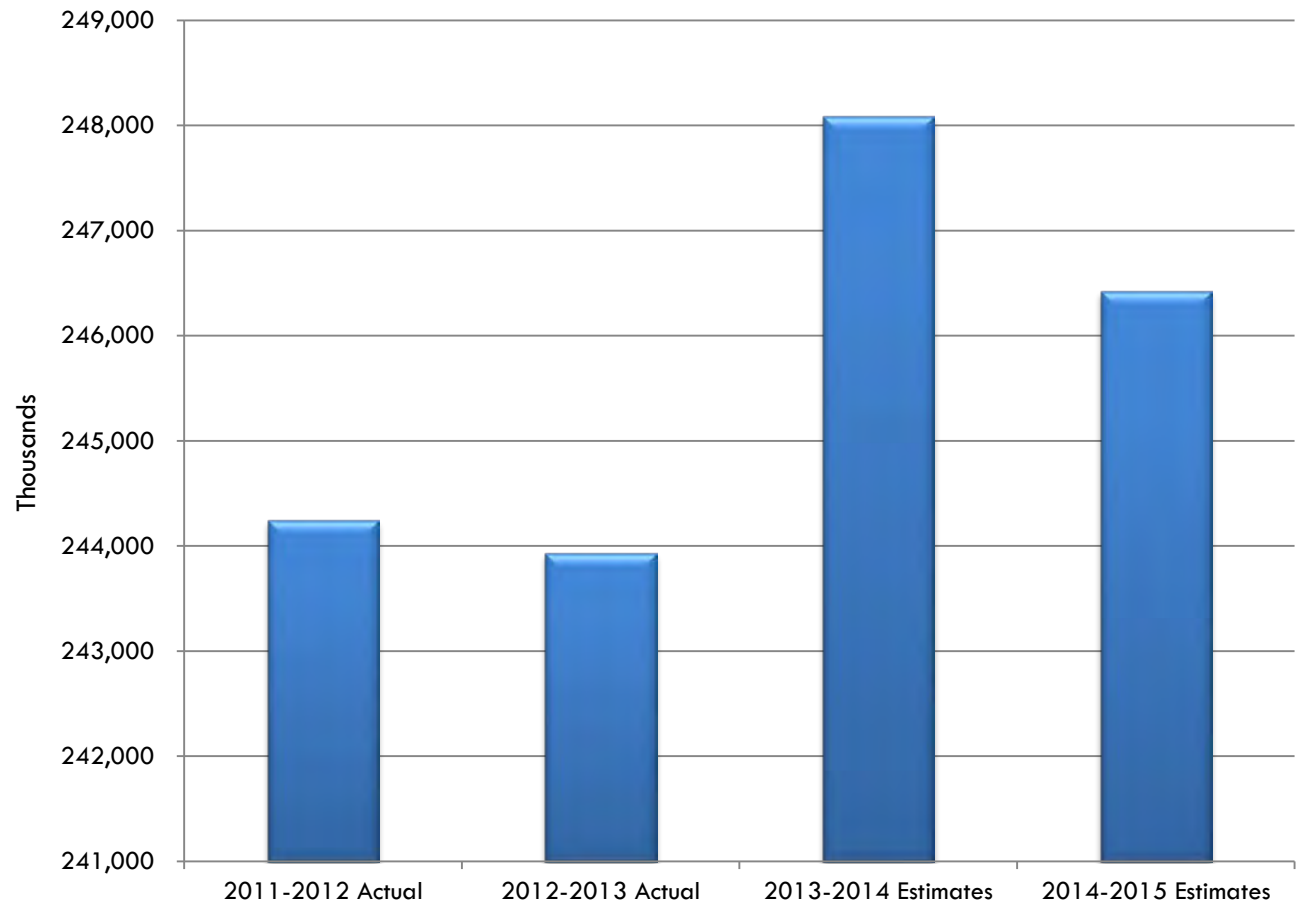


Expenditures

- Expenses are determined from:
 - Legislative and contractual requirements
 - Board Improvement Plan for Student Achievement & Strategic Direction
 - Board Policy and
 - Other known infrastructure needs
- All budgets are reviewed and require justification

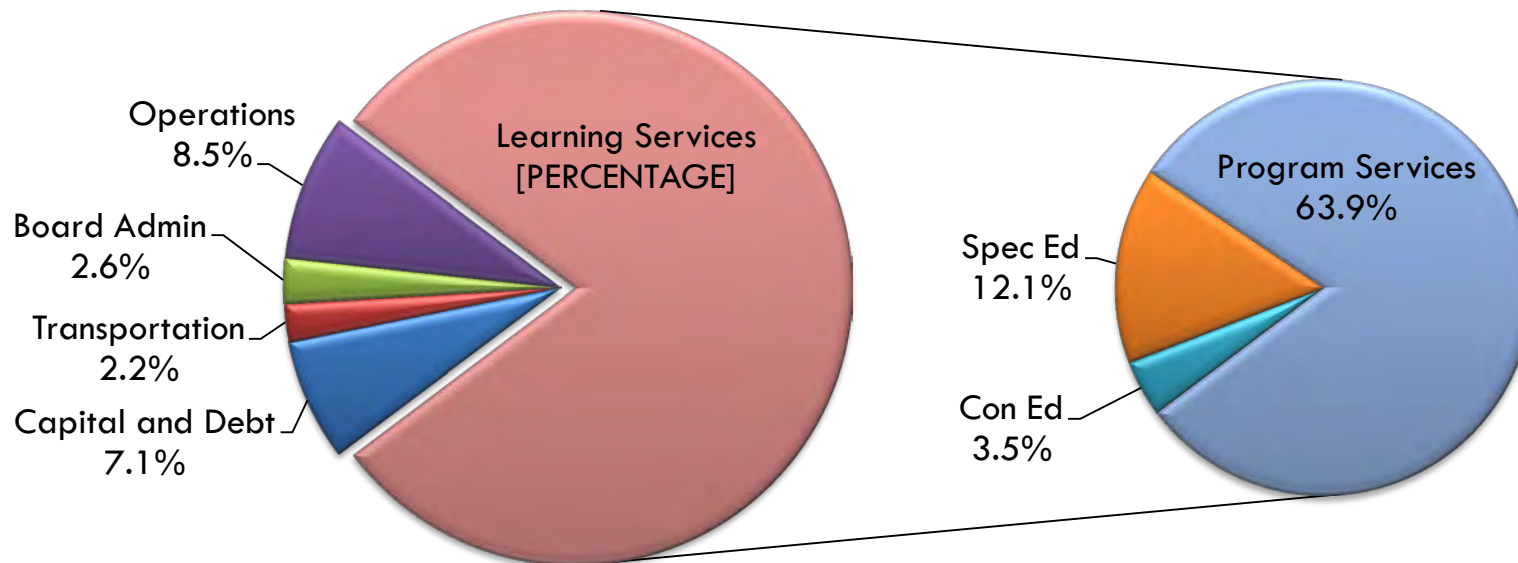
Expenditures continued

	2011-2012 Actual	2012-2013 Actual	2013-2014 Estimates	2014-2015 Estimates
Total Expenditures	244,247,558	243,929,264	248,089,003	246,567,229



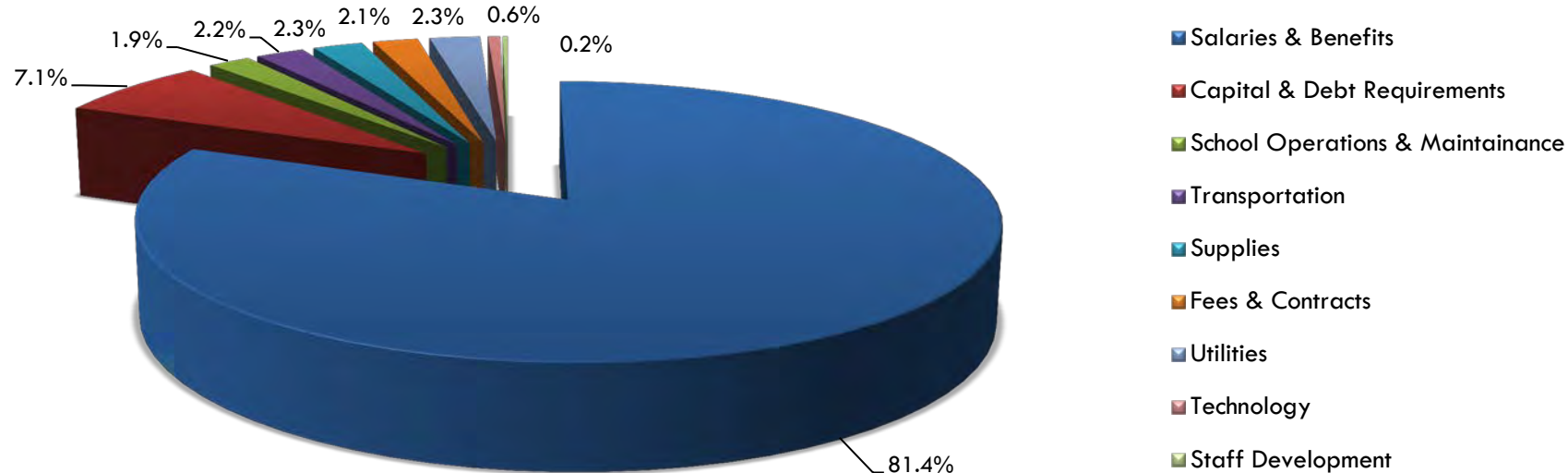
Total Expenditures by Planning Area

Planning Area	2011-2012 Actual	2012-2013 Actual	2013-2014 Estimates	2014-2015 Estimates
Learning Services	193,816,785	194,274,923	197,460,486	196,510,595
Facility Services	20,894,492	20,453,976	20,514,054	20,851,485
Capital and debt	17,167,475	17,346,472	17,577,757	17,399,323
Transportation	6,014,476	6,123,340	6,146,319	5,388,190
Board Administration	6,354,330	5,730,553	6,390,387	6,417,636
Total Expenditures	244,247,558	243,929,264	248,089,003	246,567,229



Total Expenditures by Category

Expenditure Category	2011-2012 Actual	2012-2013 Actual	2013-2014 Estimates	2014-2015 Estimates
Salaries & benefits	199,475,277	198,693,839	201,459,360	200,801,363
Capital and debt	17,167,475	17,955,299	17,577,757	17,399,323
School Operations & Maintenance	5,160,858	4,693,216	5,068,048	4,673,703
Transportation	6,014,476	6,123,340	6,146,319	5,388,190
Supplies	5,893,707	6,507,995	5,164,631	5,387,634
Fees & Contracts	3,521,926	3,379,192	5,336,494	5,253,712
Utilities	4,486,896	4,438,547	5,111,963	5,680,393
Technology	1,661,884	1,333,152	1,549,479	1,371,450
Staff Development	865,058	804,684	674,952	611,461
Total	244,247,558	243,929,264	248,089,003	246,567,229



Accumulated Surplus

	2011-2012 Actual	2012-2013 Actual	2013-2014 Estimates	2014-2015 Estimates
Opening Accumulated Surplus	5,427,327	3,979,207	4,522,139	4,522,139
Contribution to Accumulated Surplus	-	753,921	-	-
Draw from Accumulated Surplus	(1,448,120)	(210,989)	-	-
Closing Accumulated Surplus	3,979,207	4,522,139	4,522,139	4,522,139

Composition of Accumulated Surplus	Amount
Operating surplus	1,896,055
Network Infrastructure	500,000
Insurance	150,000
WSIB*	592,311
Committed capital projects*	746,192
Sinking fund interest*	637,581

*Note: encumbered

Ministry Compliance



Submission Version: Board Working Version
 School Board Name: Waterloo Catholic DSB
 School Year: 2014-15
 Cycle: Estimates

Compliance Report

Administration and Governance

Gross Expenses excluding internal audit	8,417,836
Other incomes	483,300
Net Expenses excluding internal audit	5,934,336
Funding allocation excluding internal audit	5,936,733
Overspending on Administration and Governance	0
	COMPLIANT /
Compliant / Non-compliant	

Is the board in a Multi-Year recovery Plan?

(If board is in multi-year recovery plan then compliance report below does not apply.)

Balanced Budget Determination

1.1	In-year revenues (Sch 9, line 10.0 - Sch 9, line 4.4)	252,500,293
1.1.1	In Year Revenues for Land (Schedule 5.6, item 1.2+ item 1.3 - item 1.4 + Sch 5.5 Land Projects col. 7)	5,933,067
1.2	In-year expenses for compliance purposes (From Sch 10ADJ Page 2, line 90, Col 20)	246,704,521
1.3	In-year surplus/(deficit) for compliance purposes	-137,295
.....Item 1.1 - item 1.1.1 - item 1.2		

**REQUIRES FURTHER
COMPLIANCE
CALCULATION /**

1.4 If item 1.3 is positive, board is in compliance. Otherwise, see calculation below.

Compliance Calculation Prior to Ministry Approval Amount (Education Act, 231. (1))

1.5	Operating Allocation to be used in Compliance Calculation (From section 1A, item 1.92)	216,433,391
1.6	1% of item 1.5	2,164,334
1.7	Prior Year Accumulated Surplus Available for Compliance (From schedule 5, item 3, Col 1)	4,522,139
1.8	Lesser of item 1.6 and item 1.7	2,164,334
1.9	If the amount of deficit on at item 1.3 is less than item 1.8, then the board is in compliance. If the board is not in compliance, see the calculation below.	COMPLIANT /

Compliance Calculation After Ministry Approval Amount (Education Act, 231. (3))

1.10	Amount of Ministerial approval received allowing in-year deficit to exceed item 1.8	-
1.11	Amount of allowable in-year deficit: Sum of item 1.8 and item 1.10	2,164,334
1.12	If the amount of deficit at item 1.3 is less than item 1.11, then the board is in compliance	COMPLIANT /

Staffing Changes

Full Time Equivalent (FTE)	2011-2012 Actual	2012-2013 Actual	2013-2014 Estimates	2014-2015 Estimates	Change
Teachers	1,310	1,291	1,284	1,278	(6)
Child & Youth Care Workers	54	69	84	57	(27)
Educational Assistants	296	262	259	287	28
Early Childhood Educators	32	76	112	120	8
Total Classroom	1,692	1,698	1,739	1,742	3
School & Board Administration	230	223	221	223	2
Facility Services	201	191	192	192	-
Other Support Staff	166	154	157	163	6
Total Staff	2,289	2,266	2,309	2,320	11

Budget Risks

Enrolment projections vary from actual results

- Low risk given conservative approach applied by BAC

Utility costs are subject to weather & pricing fluctuations

- Trending will be reviewed as the year progresses

Sick leave plan usage

- Impact on supply costs difficult to predict

Denial of health and dental premium reduction

- Anticipated approval by Ministry, however still a risk



Budget Reductions

Staffing:

- Staffing related to enrolment decline
- CYCWs as related to Spec Ed delivery model change
- 2 layoffs



Budget reductions continued

Deferrals:

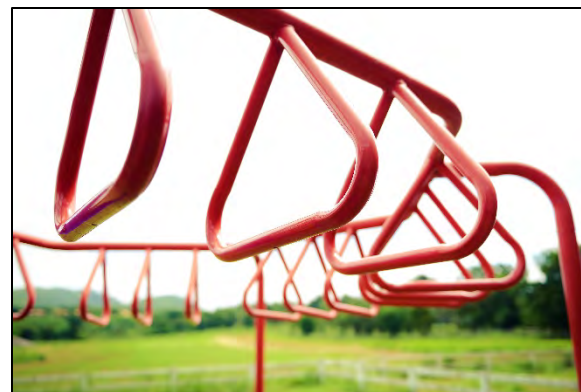
- Administrative computer renewal
- Maintenance equipment purchases
- Chromebooks and carts
- Wireless infrastructure



Other:

- Overall reduction of non-staff budgets
- Reduction of maintenance and custodial supplies
- Contingencies for EA, supply teachers and utilities

Planning Areas



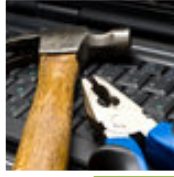
Planning Areas



\$ 194.7M

Academic

- Program Services
- Student Services
- School Budgets
- Continuing Education



\$ 38.8M

Infrastructure

- Facility Services
- Capital and debt



\$ 13.1M

Support

- Administration
- Student Transportation

Note: Further information on each planning area can be found in the Annual Budget Report

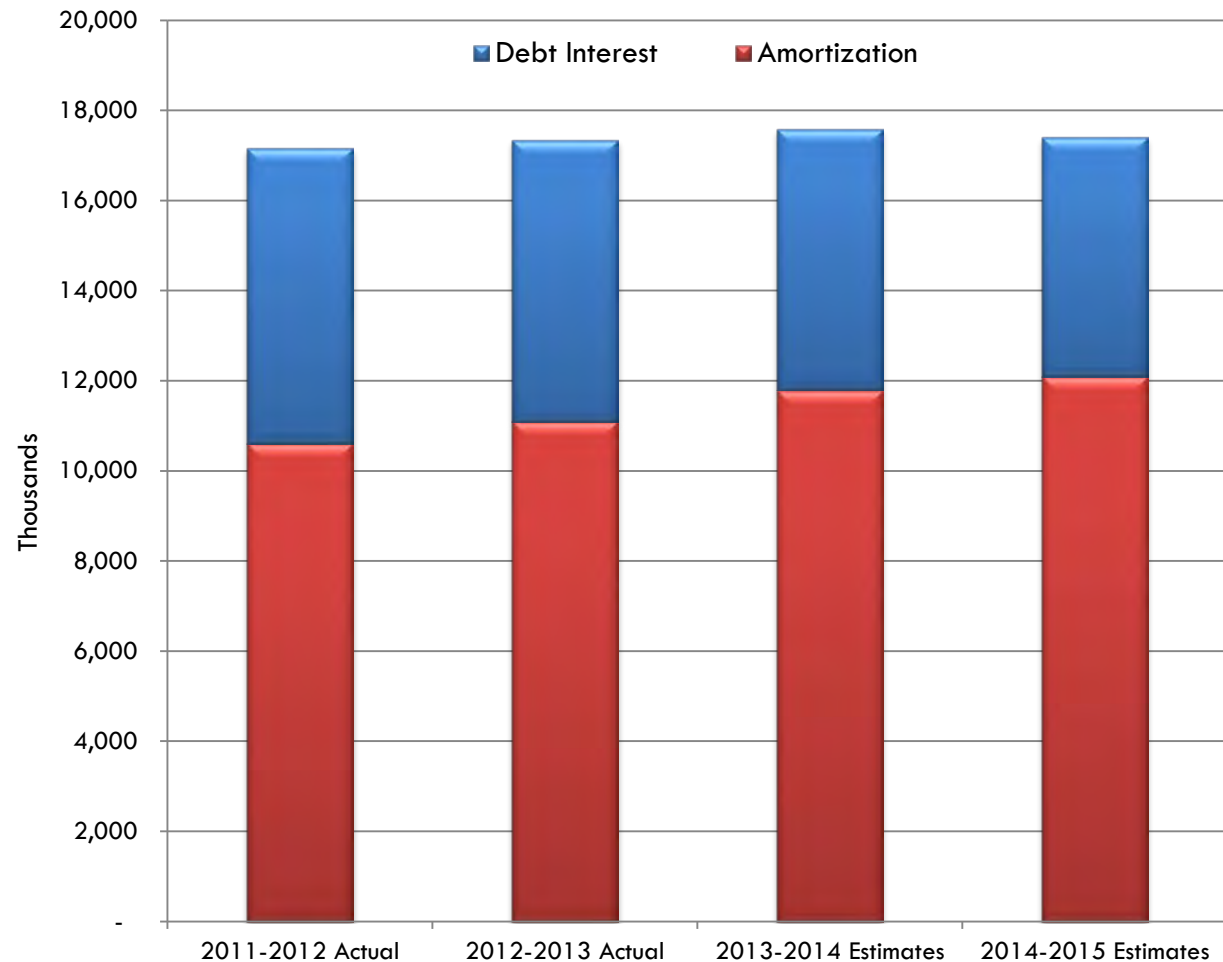


Capital and Debt



Capital and Debt

	2011-2012 Actual	2012-2013 Actual	2013-2014 Estimates	2014-2015 Estimates
Total Capital	17,167,475	17,346,472	17,577,757	17,399,323



Capital and debt continued

Capital and debt is comprised of:

- Interest on long term debt
- Depreciation of capital assets
 - mTCA
 - Buildings and equipment

School Condition Improvement funding (\$2.5M) will be received again to address renewal needs in older schools (built prior to 2007)

Capital and debt continued

- Board continued commitment to dispose of surplus real estate:
 - Sacred Heart
 - St. Patrick
 - Monsignor Gleason
 - St. Louis Cambridge
 - ARC closures as required

St. Gabriel CES, April 2014



Capital and debt continued

New Capital Priorities

St. Anne (C)
addition
\$3.0M

Holy Spirit
addition
\$1.9M

2014-2015 Projects

School
Renewal
\$2.3M

School
Condition
Improvement
\$2.5M

2013-2014 Completions

St. Gabriel
new school
\$1.4M

St. Aloysius
addition
\$1.9M

FDK projects
various sites
\$0.5M

Land purchases

East Kitchener
Secondary site
\$7.5M

St. Boniface
Elementary site
\$1.8M

Huron-
Brigadoon site
\$3.8M

Capital and debt continued

Areas of focus for the upcoming year:

- St. Anne (C) addition
- Holy Spirit addition
- St. Aloysius renovation*
- School Condition Improvement and renewal spending to address system infrastructure needs



*Note: project costs are not included in the budget as they will be financed once complete

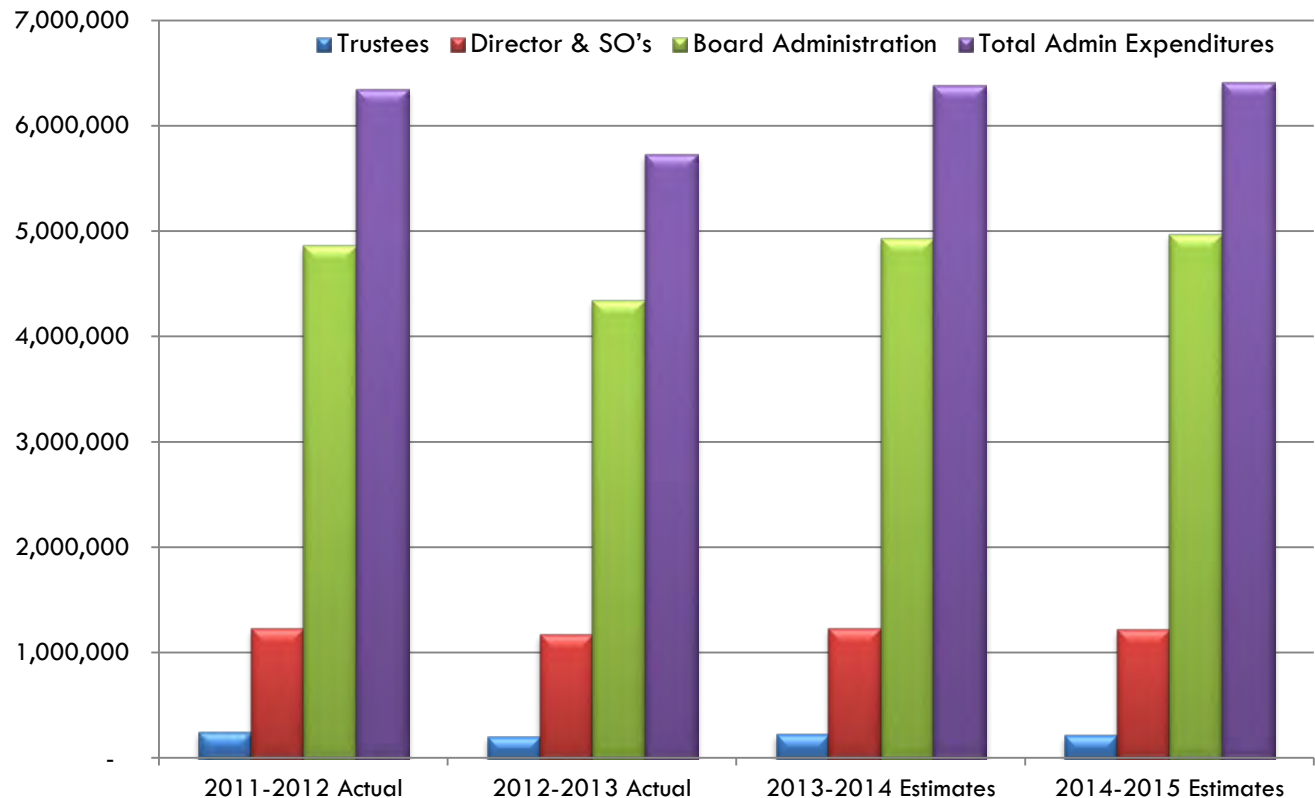


Administration



Administration

Expenditure Category	2011-2012 Actual	2012-2013 Actual	2013-2014 Estimates	2014-2015 Estimates
Trustees	250,763	206,011	224,257	215,401
Director & SO's	1,234,376	1,175,715	1,230,677	1,222,297
Board Administration	4,869,191	4,348,827	4,935,453	4,979,938
Total Administration	6,354,330	5,730,553	6,390,387	6,417,636



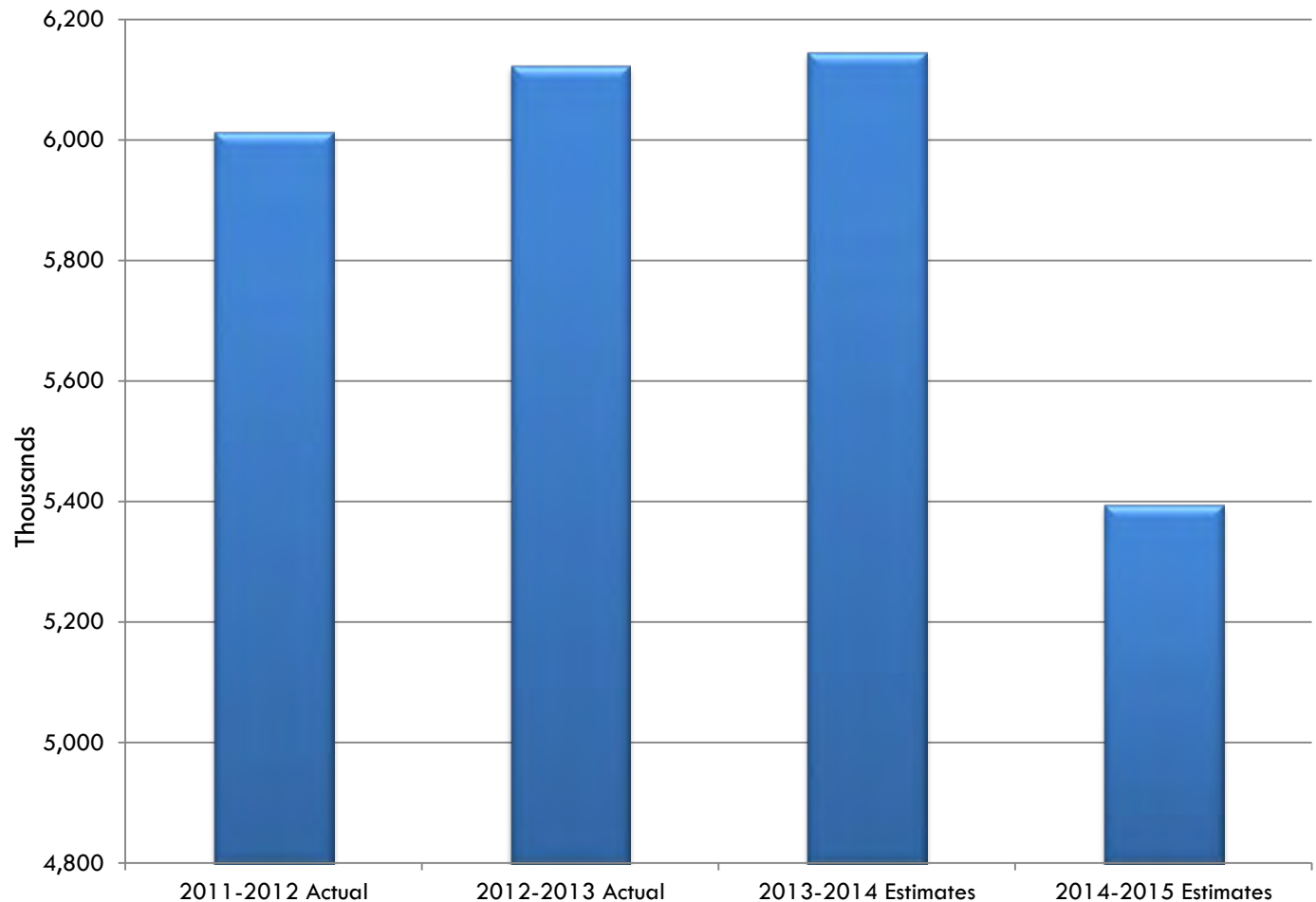


Student Transportation



Student Transportation

	2011-2012 Actual	2012-2013 Actual	2013-2014 Estimates	2013-2014 Estimates
Total Transportation Services	6,014,476	6,123,340	6,146,319	5,388,190



Student Transportation continued

Significant changes in Student Transportation:

- Bell time change
 - \$1M savings
 - Allowed for routing efficiencies
 - Implemented by both boards
- 33% increase in Grand River Transit fares
 - GRT passes reduced significantly
 - Greater use of yellow bus at reduced cost



Student Transportation continued

Future focus for student transportation:



- Re-negotiation of bus and taxi operator contracts which expire August 2014
- Collective bargaining with employees
- Further efficiencies to be explored with minimal impact
- Continued focus on student safety, ride time as well as assessing operator performance





Facility Services



Facility Services

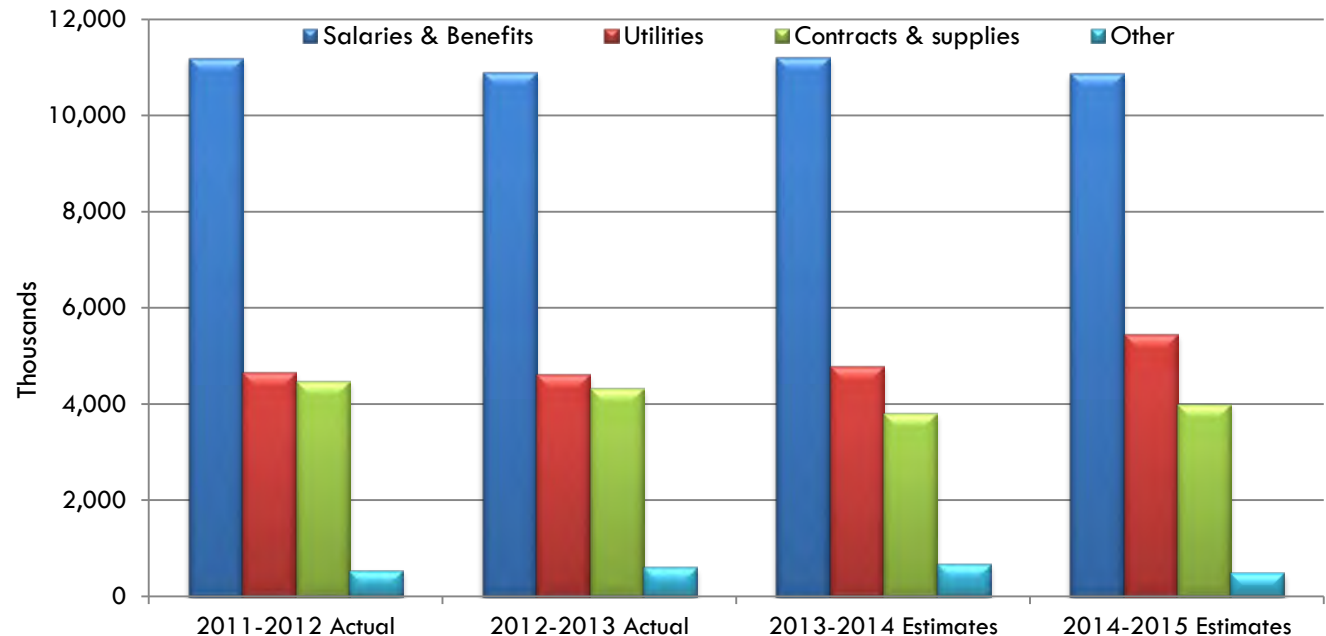
Significant funding changes in Facility Services:



- 7.3% increase for electricity
- 2.0% increase in non-staff operations and maintenance funding (supplies, contracts, etc)

Facility Services Detail

Expenditure Category	2011-2012 Actual	2012-2013 Actual	2013-2014 Estimates	2014-2015 Estimates
Salaries & Benefits	11,197,498	10,905,449	11,213,062	10,882,190
Utilities	4,660,231	4,438,547	4,802,788	5,461,512
Contracts & Supplies	4,482,728	4,510,816	3,818,303	4,006,775
Other	554,035	599,164	679,901	501,008
Total Facility Services	20,894,492	20,453,976	20,514,054	20,851,485



Facility Services continued

Importance of the Learning Environment:

Elementary

- School enrolment: 98 to 688 ADE
- Space utilization: 58% to 158%
- Square footage increase since 2011: 100,600
- EcoSchool certification: 5 gold, 3 silver, 1 bronze

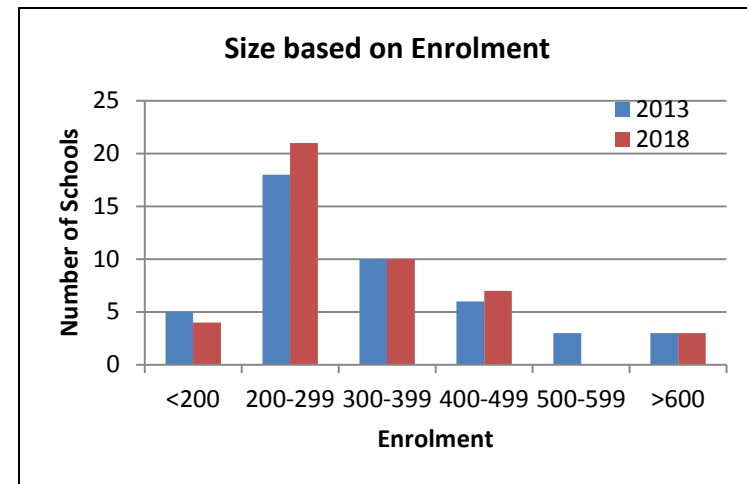
Secondary

- School enrolment: 967 to 1,729 ADE
- Space utilization: 99% to 124%
- EcoSchool certification: 1 silver, 1 bronze

Facility Services continued

Importance of the Learning Environment continued:

- Importance of utilization rates:
 - Surplus capacity = vacant rooms
 - Excess capacity = portables (91)
- Management of school utilization:
 - ARCs & boundary reviews
 - SBEM recommendations



Facility Services continued

Current year focus:

- Energy efficient lighting upgrades
- Emergency Management Plan
- Renewal projects from 3 year plan
- Solar projects



Facility Services continued

Future focus:

- Solar projects for next round of applications
- Ensuring the Board is as energy efficient as possible
- Working with schools re: renewal needs
- Department re-organization





Learning Services



Learning Services

Learning Services is comprised of:

- Program Services
- Student Services – Special Education
- School Budgets
- Continuing Education



Learning Services continued

- Learning Services makes up 85.7% of entire budget allocation
- Within that, 94.1% of the budget is salaries and benefits
- Salaries included: teachers, principals, vice principals, support staff such as EAs, CYCWs, ECEs and other school staff
- EPOs are usually directly beneficial to Learning Services initiatives

Learning Services continued

Elementary

- 100% of JK-3 classes contain 23 or fewer pupils
- 93% of JK-3 classes contain 20 or fewer pupils
- Grade 4-8 Board-wide average class size of 24.5 pupils

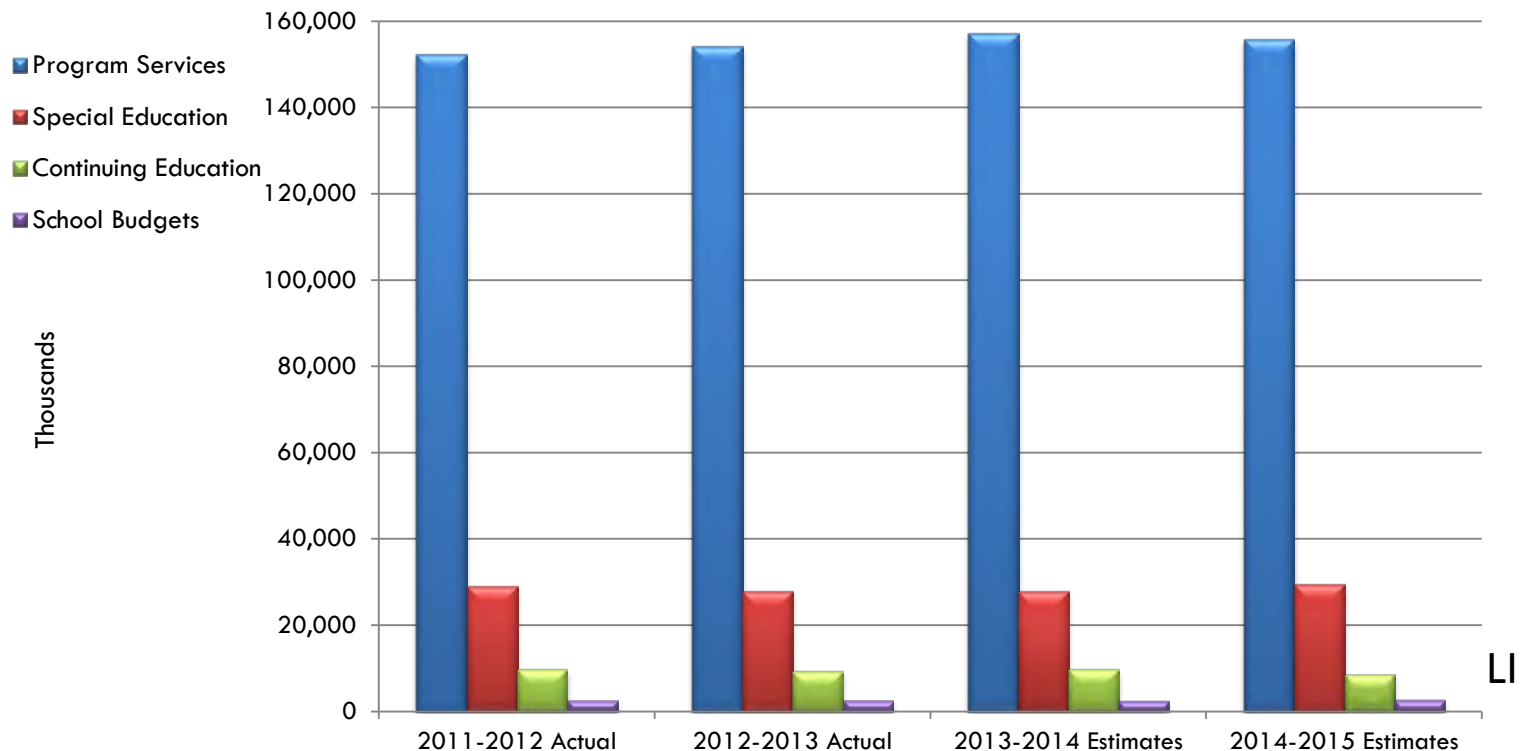


Secondary

- Grade 9-12 Board-wide average class size of 22 pupils

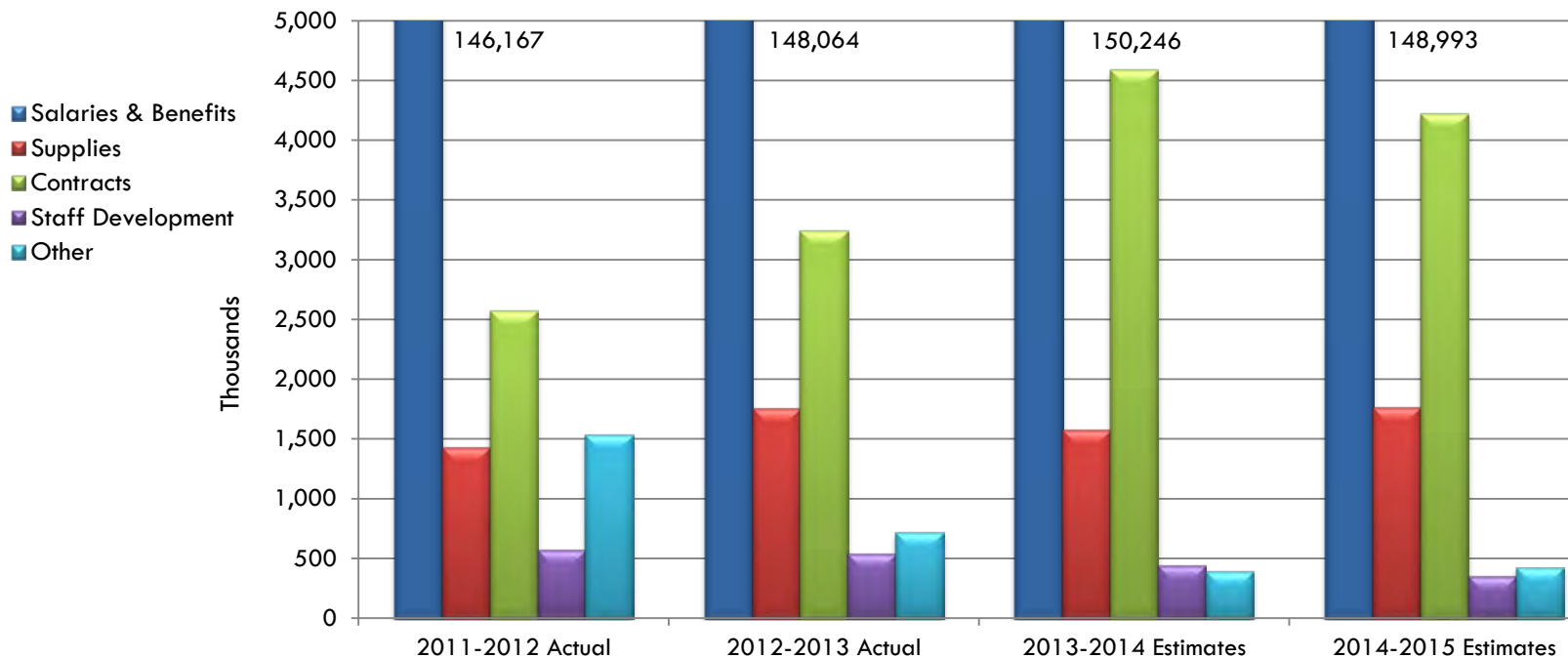
Learning Services continued

Expenditure Category	2011-2012 Actual	2012-2013 Actual	2013-2014 Estimates	2014-2015 Estimates
Program Services	152,277,696	154,325,010	157,253,446	155,760,014
Special Education	29,028,425	27,880,037	27,837,735	29,519,859
Continuing Education	9,804,355	9,332,524	9,822,676	8,606,517
School Budgets	2,706,309	2,737,352	2,546,629	2,624,205
Total Learning Services	193,816,785	194,274,923	197,460,486	196,510,595



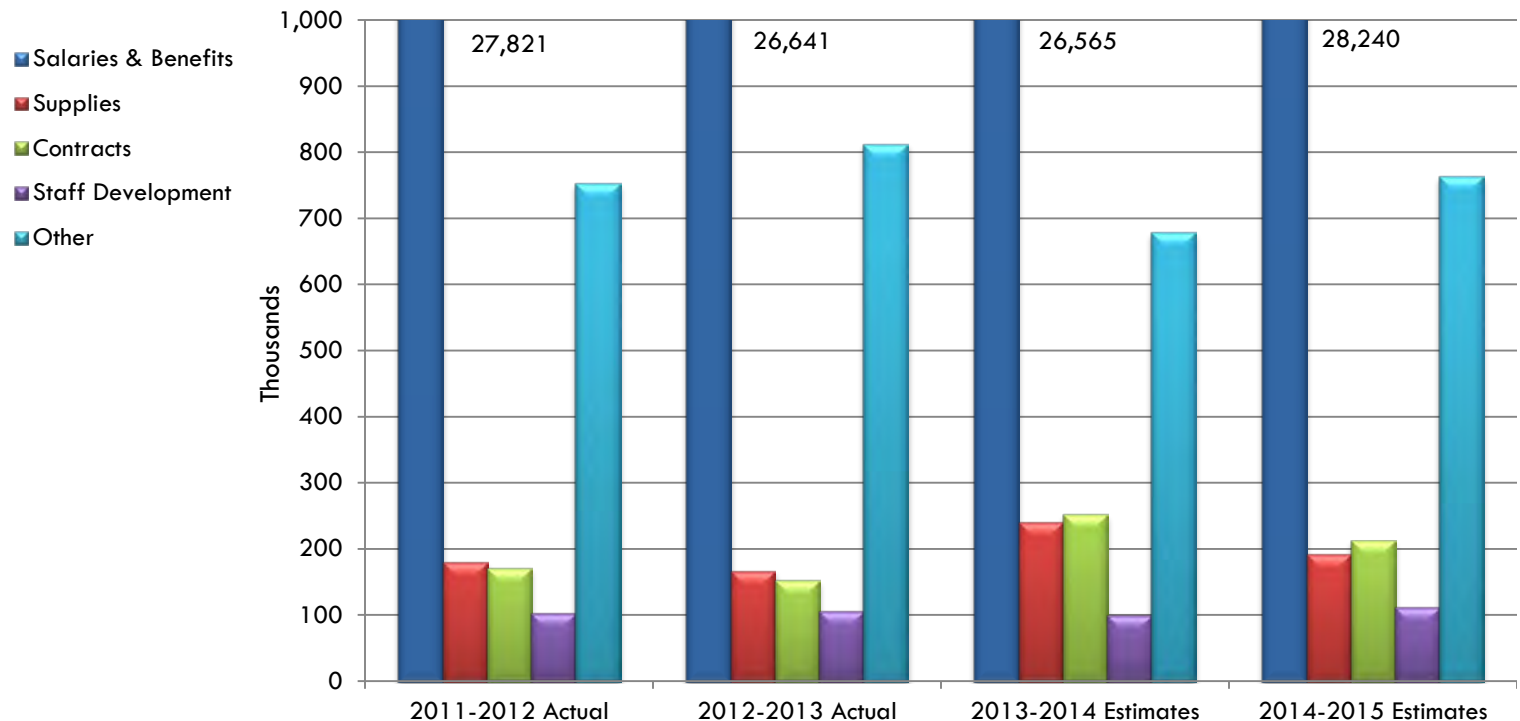
Learning Services: Program Services Detail

Expenditure Category	2011-2012 Actual	2012-2013 Actual	2013-2014 Estimates	2014-2015 Estimates
Salaries & benefits	146,166,501	148,063,723	150,245,775	148,993,391
Text books & instructional supplies	1,430,011	1,756,140	1,580,447	1,966,385
Contracts & other services	2,574,443	3,247,576	4,591,400	4,223,812
Staff development	570,634	538,689	441,891	350,396
Other	1,536,107	718,882	393,933	226,030
Total Program Services	152,277,696	154,325,010	157,253,446	155,760,014



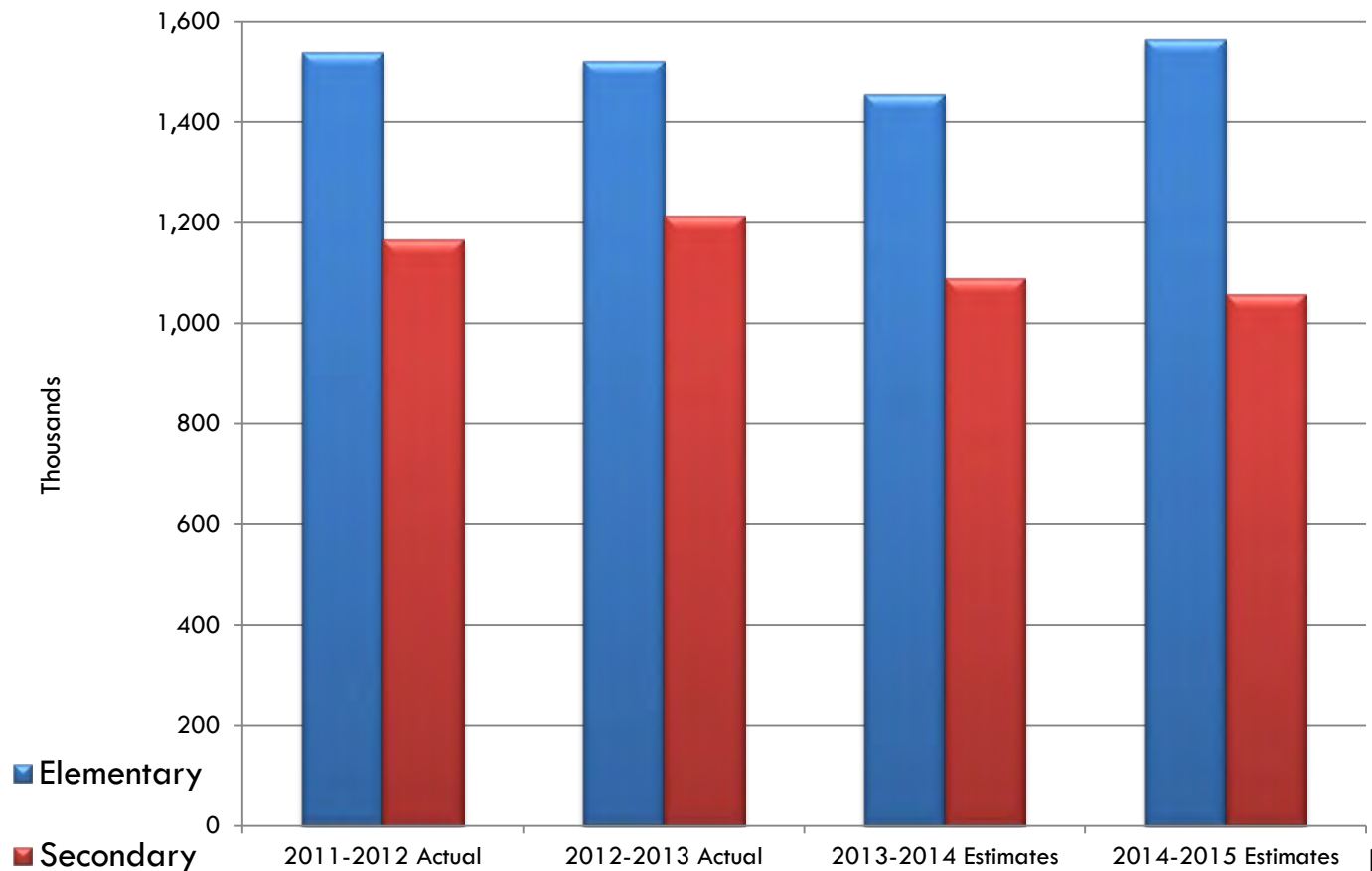
Learning Services: Student Services Detail

Expenditure Category	2011-2012 Actual	2012-2013 Actual	2013-2014 Estimates	2014-2015 Estimates
Salary & Benefits	27,821,111	26,641,275	26,565,316	28,239,954
Textbooks & Instructional Supplies	180,897	167,264	240,780	192,252
Contracts	171,144	152,179	252,625	212,625
Staff Development	102,552	106,471	100,285	111,556
Other	752,721	812,848	678,729	763,472
Total Special Education	29,028,425	27,880,037	27,837,735	29,519,859



Learning Services: School Budgets

Panel	2011-2012 Actual	2012-2013 Actual	2013-2014 Estimates	2014-2015 Estimates
Elementary	1,539,756	1,523,121	1,455,698	1,566,243
Secondary	1,166,553	1,214,231	1,090,931	1,057,962
Total School Budgets	2,706,309	2,737,352	2,546,629	2,624,205



Learning Services: School Budgets

School budgets are a function of enrolment

School Budget allocations should:

- Cover resources, materials and supplies for school
- Supply teacher costs – local PD
- Library resources
- Replacement furniture
- Reflect the school needs and improvement plans



Learning Services continued

Ministry Priorities for Education:



- Achieving excellence
- Ensuring equity
- Promoting well-being
- Enhancing public confidence

Learning Services continued

Learning Services budget focus:

- Addressing Board priorities
 - Faith Development and
 - Student Achievement
- Reflecting the Ministry priorities and initiatives



Learning Services: Faith Development

Reflection of Board Ends:

1. Learners:

a) Live their faith

- I. where faith practice forms an integral part of their daily lives as members of the school community.
- II. where they have knowledge of the history, teaching, values and doctrines of the Catholic faith.
- III. where they are contributors to society, dedicated to the common good.



Learning Services: Faith Development

Reflection of Board Ends continued:

2. Learning communities:

- a) are lived models of our Catholic faith
 - I. where all are welcomed.
 - II. where all are treated with respect.
 - III. where all are caring stewards of their world.
- b) are inclusive:
 - I. where everyone understands that our faith calls us to inclusion.
 - II. where there is a continual renewal of commitment to the inclusion of all.
 - III. where all students experience instruction and assessment that is differentiated based on their needs.
 - IV. where all students are entitled to be in their home school in age appropriate classrooms.
- c) act as a part of a greater whole, recognizing their interdependence within the home, school and parish triad



Learning Services: Faith Development

Areas of focus for the upcoming year:

- Catholic Graduate Expectations
- Equity and Inclusion
- Spiritual Development Day
- Retreat Experiences
- Dominican Encounter



Learning Services: Faith Development

Our budget priority reflects our commitment to our Catholic distinctiveness.

Budget is allocated and protected to support:

- Pastoral Care Teams
- Chaplaincy leaders
- Safe schools
- Poverty



Learning Services: Faith Development

Programming Highlights:

Safe Schools

- Funding: \$0.3M (same as prior year)
- Promotes an inclusive and safe school environment and raises awareness of respectful classrooms
- All schools participate in programs
 - Imagine Program
 - PALS program
 - WE Schools Action Team



Learning Services: Faith Development

Equity and Inclusion

- Funding: Internally earmarked
- Restorative Justice
 - Commitment to a restorative approach to relationships, learning, and discipline
- Supporting students of a sexual minority
- Spiritual Development Day



Learning Services: Faith Development

Future Focus:

- Updating faith curriculum
 - Update Religious education curriculum
 - Fully Alive program



Learning Services: Student Achievement

First Nations, Metis and Inuit Education (FNMI)

- Funding: \$0.4M (\$0.2M increase over prior year)
- Supports Native Studies classes including teacher and resources
- Ministry initiative to provide education and awareness
- Aboriginal co-ordinator will be centralized at the Board Office next year
- The Board continues to see increased credits earned at the secondary schools annually
- The Board will continue to bring Aboriginal elders to schools to share experiences and cultures

Learning Services: Student Achievement

Reflection of Board Ends:

1. Learners:

b) Achieve academic success

- I. which is reflected by WCDSB results that significantly exceed provincial standards as measured in EQAO and literacy tests.
- II. where they have knowledge and skills to pursue suitable career and life paths.



Learning Services: Student Achievement

Areas of focus for the upcoming year:

- School Effectiveness Framework (K-12)
- Learning For All (K-12)
- Growing Success (K-12)
- Inquiry based learning (K-12)
- Monitoring & increasing success of students on IEP's and English Language Learners
- Assistive technologies
- Literacy, Numeracy, Pathways, Community, Culture & Caring
- Secondary credit accumulation & graduation rates
- EQAO (Grades 3, 6, 9 & 10)
- Targeted Ministry funding: Aboriginal Education, Equity and Inclusion, Mental Health etc.



Learning Services: Student Achievement

Areas of focus for the upcoming year:

- Instructional rounds
- School based rounds
- Continued numeracy networks
- Math for Young Children project in partnership with Trent University and the Ministry

Learning Services: Student Achievement

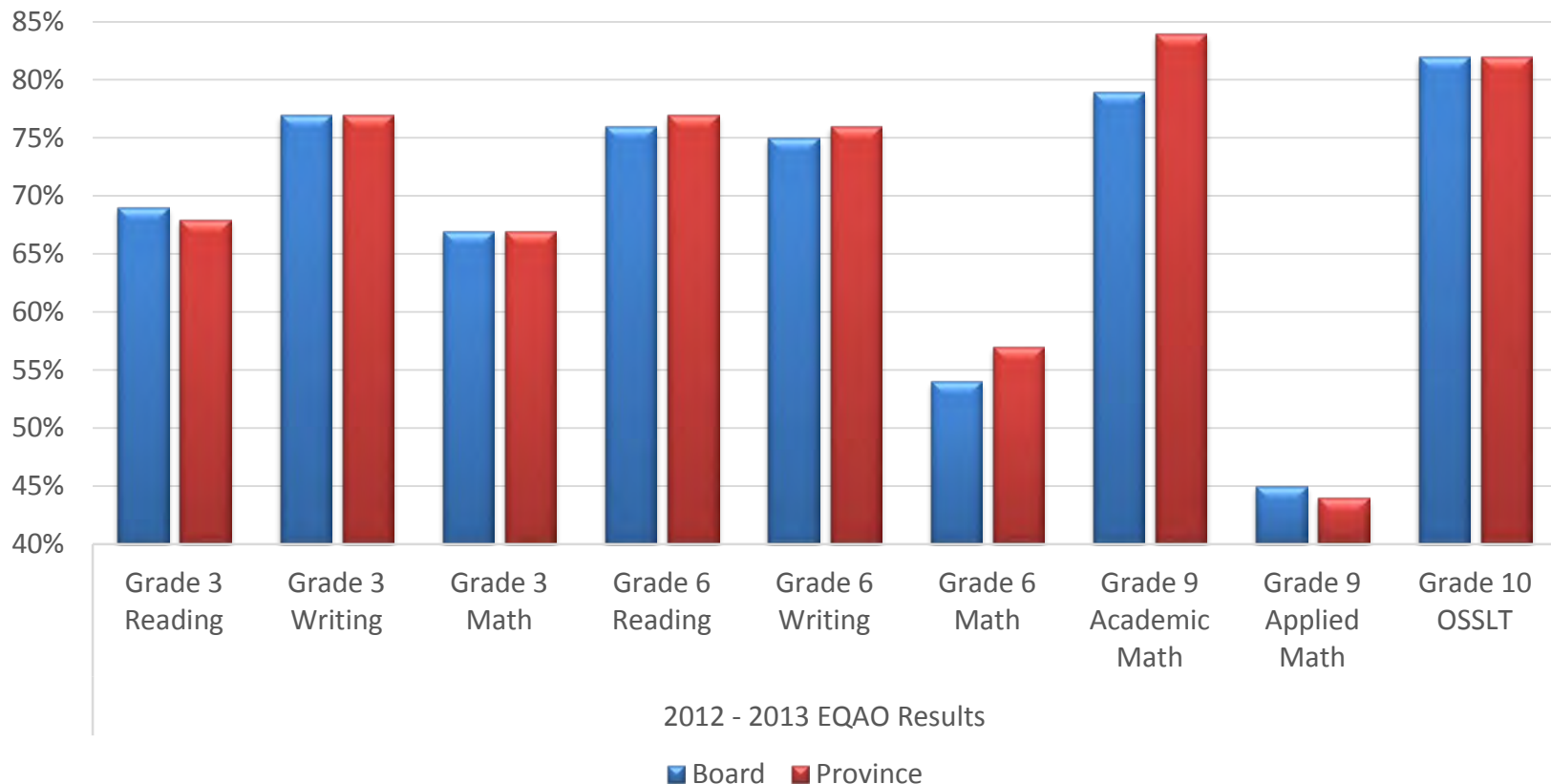
EQAO

- Research demonstrates that students who meet the provincial standard early in their schooling are most likely to maintain that high achievement in secondary school
- Students who do not meet the provincial standard early in their schooling are most likely to struggle in later grades.



Learning Services: Student Achievement

EQAO continued:



Learning Services: Student Achievement



Learning Services: Student Achievement

Programming Highlights:

- Early Learning
- Literacy and Numeracy Supports
- Student Success
- 21st Century Learning
- Specialist High Skills Major (SHSM)
- Alternative Learning Program at St. Don Bosco
- First Nations, Metis & Inuit Education (FNMI)
- Principal Learning Teams
- Networks



Our Priorities within Learning Services:

- Maintain our focus on schools working with schools to provide professional learning for staff

Learning Services: Student Achievement

Early Learning Program timeline



Learning Services: Student Achievement

Early Learning

- Funding now included in GSN
- Continues to assist teaching and support staff
- Provides special needs and facilities support
- 2,624 Early Learning pupils

Core Day



- ☐ Teacher & ECE team
- ☐ EA support
- ☐ Focus on play-based learning
- ☐ Early Learning curriculum

Extended Day

- Fees received estimated to be \$1.6M
- Program expanded to 23 viable sites with either before or after care
- Operates on board-wide break-even program

Extended Day



- ☐ Extension of core day
- ☐ Cost recovery basis
- ☐ Partnership with Region
- ☐ 514 students registered

Learning Services: Student Achievement

Student Success

- Funded \$0.8M (same as prior year)
- Provides for 2 literacy/numeracy teachers
- Support for Student Success Lead
- Student Success initiatives
 - Student Voice
 - Adolescent Literacy Cross Panel
 - Numeracy Cross Panel
 - Student Success Cross Panel
 - Blended Learning
 - Bright Links
 - IPP/Career Cruising Prof Learning
 - School Learning Teams



Learning Services: Student Achievement

Student Success continued:

- Literacy and Numeracy Support
 - NFL, Strong Start, Skills Builder, Student Work Study, Intervention Math Programs
- Family of Schools Strategic Professional Learning Support Model funded through external sources other than program (i.e. GSN and EPO)
- Strategic Family of Schools model where consultants will have Family of Schools school improvement duties as part of their portfolio

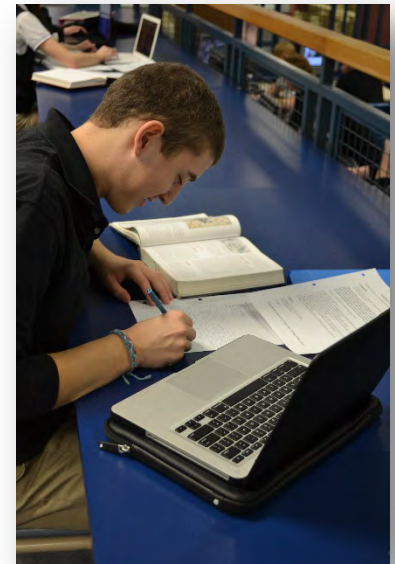
Learning Services: Student Achievement

21st Century Learning

- Funding: \$0.1M (same as prior year)
- Supports full time 21st Century Learning champion

Student Outcomes for 21st Century Teaching and Learning

- Creativity, Entrepreneurship and Innovation
- Communication and Collaboration
- Research and Information Fluency
- Critical Thinking and Problem-Solving
- Digital Citizenship and Stewardship
- Technology Operations and Concepts



Learning Services: Student Achievement

Student Success continued:

Working Groups:

- The 21st Century Classroom and Environment
- Library as Learning Commons
- Role of Technology
- Student Voice and Parent Engagement
- Digital Citizenship and Social Media
- Community Partnerships

Dedicated staffing to support student success:

- 14.8 teachers at all secondary sites
- 2 Student Success consultants
- 2.5 Attendance Counselors



Learning Services: Student Achievement

Specialist High Skills Major



- Funding: \$0.5M (same as prior year)
- Encourages students to focus their secondary school education on a career area of their choice
- Board is a Provincial leader in SHSM programming
- 45 programs in 12 major areas available from arts to construction



SHSM Quick Facts:

- ✓ Over 1,100 active participants:
 - ✓ >700 Grade 11
 - ✓ >400 Grade 12
- ✓ Over 3,500 certificates earned
- ✓ Boards' Red Seal rate: 29%



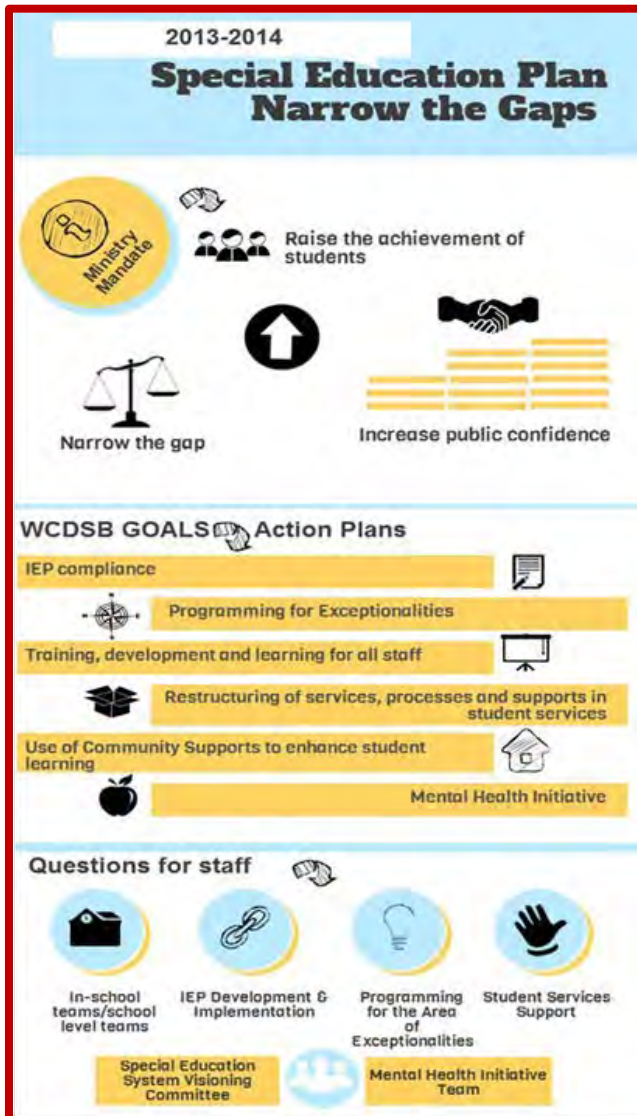
Learning Services: Student Achievement

Alternative Learning Program at St. Don Bosco

- Funding: Internally earmarked
- The Board will continue to offer flexible, adaptable and relevant programs to students to assist them with earning high school credits



Learning Services: Student Achievement



Special Education

- Funding: \$28.4M

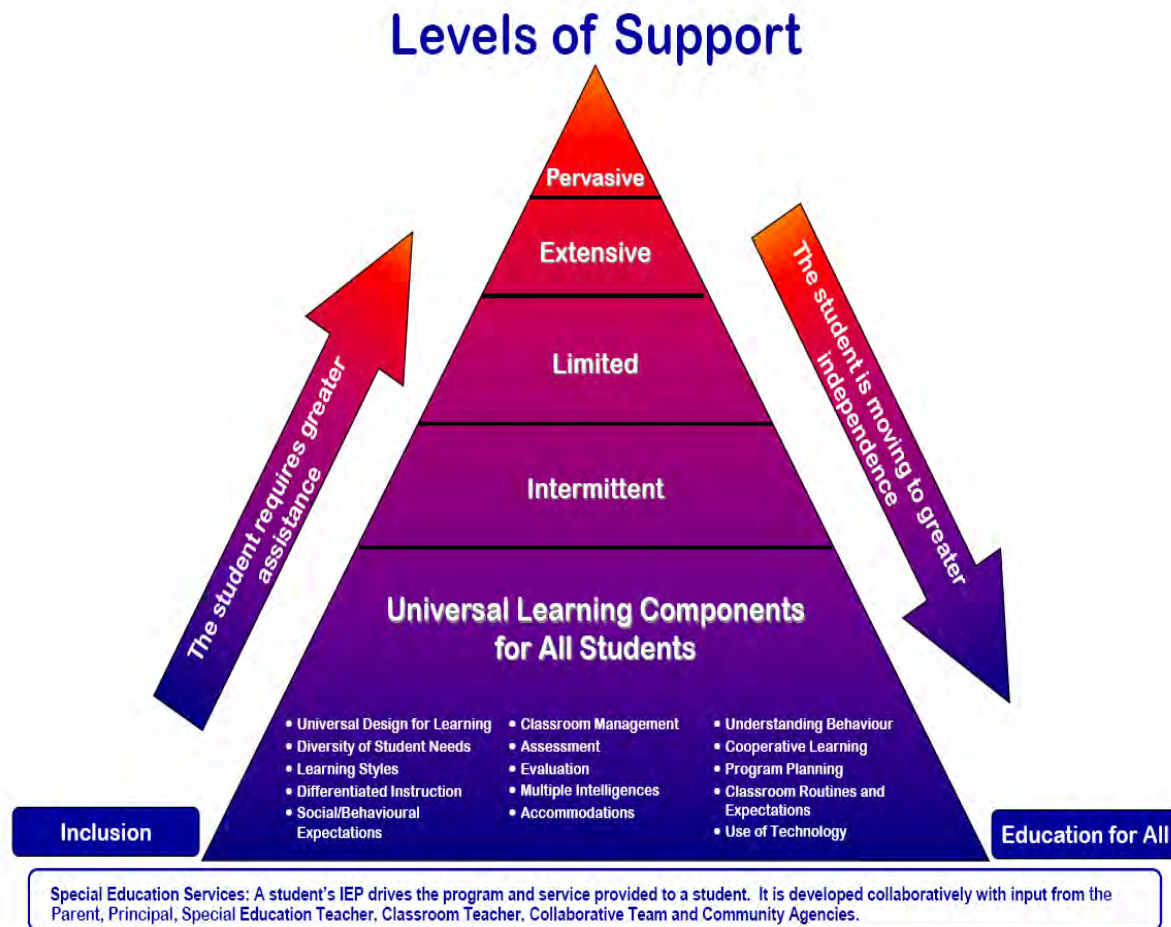
Budget has been presented and reviewed by SEAC

The Board will continue to meet student learning needs with programs such as:

- Corrective Reading
- Empower
- Learning Language and Loving It
- Autism Pro
- Assistive Technology

Learning Services: Student Achievement

Importance of the Learning Environment:



Learning Services: Student Achievement

Allocation of Education Assistants and CYCW's

- Data driven decision
- Data collection tool to identify anticipated pupil need
- Meetings with all schools



Learning Services: Student Achievement

PPM 156

- The physical, emotional, and learning needs of the student are considered when developing a transition plan, to determine if the student requires support when making transitions. Students make transitions in a variety of contexts: upon entry to school; between grades; from one program area or subject to another; when moving from school to school or from an outside agency/facility to a school; from elementary to secondary school; and from secondary school to the next appropriate pathway.
- Every transition plan will identify specific transition goals, support needs, the actions required to achieve the goals, roles and responsibilities, and timelines for the implementation and/or completion of each of the identified actions.



Learning Services: Student Achievement

Mental Health

- Funding: \$0.1M

The WCDSB's **Mental Health Strategy** involves:

- Heightened emphasis on organizational conditions for effective school mental health at senior levels;
- Alignment with related initiatives (e.g., Accepting and Safe Schools, Student Success);
- Enhanced mental health awareness/literacy efforts;
- Resource mapping and
- Movement towards a System of Care Model that emphasizes mental health promotion and prevention.



The role of the WCDSB **Mental Health Lead** is to:

- Provide leadership for the mental health team;
- Conduct board and school level resource mapping;
- Work with senior administration to develop, execute and monitor the board mental health and addictions strategy;
- Collaborate with board/community professionals to consolidate processes to promote clear and integrated access to services;
- Coordinate systematic mental health literacy initiatives; and,
- Select and support evidence-based approaches to mental health promotion and prevention.

Learning Services: Student Achievement

Future Focus:

- Instructional Rounds
- Student Success and Mental Health
- 21st Century Learning
- Learning for All
- Transition Planning for our students
- Equity and Inclusion



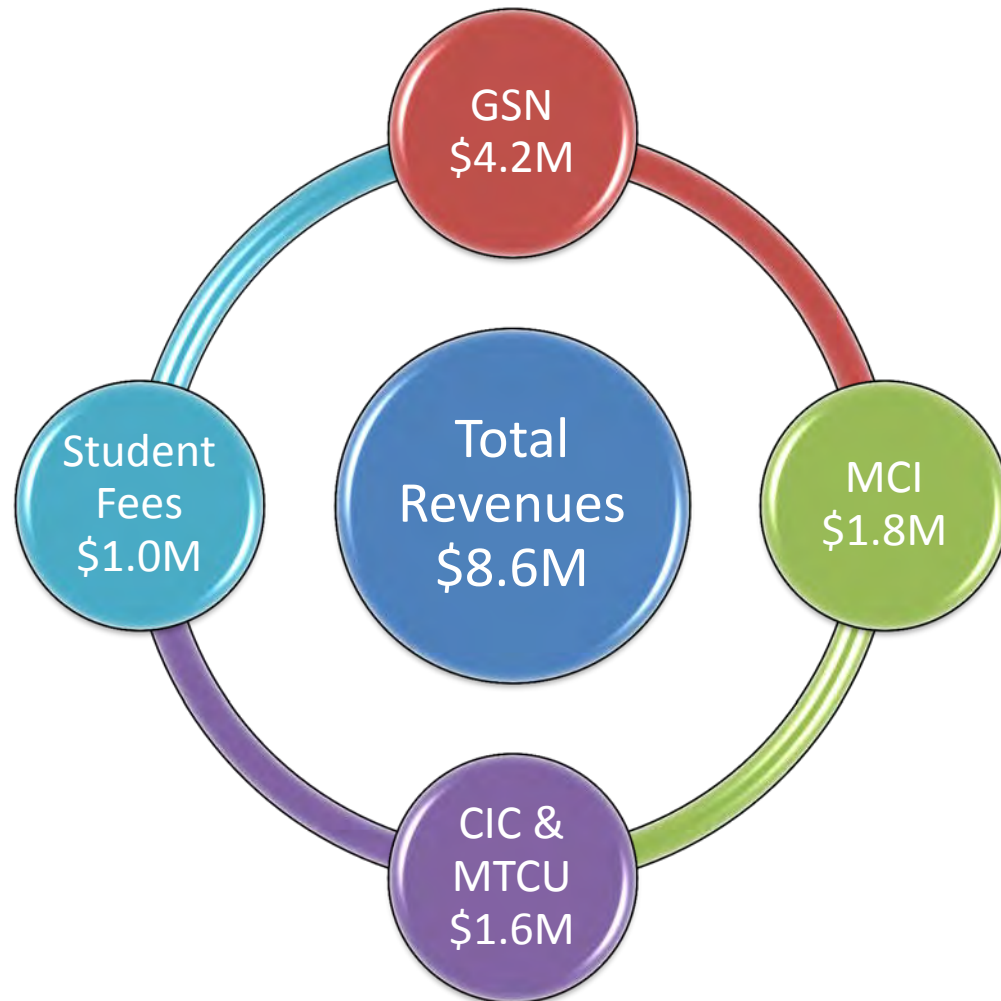


Learning Services: Continuing Education



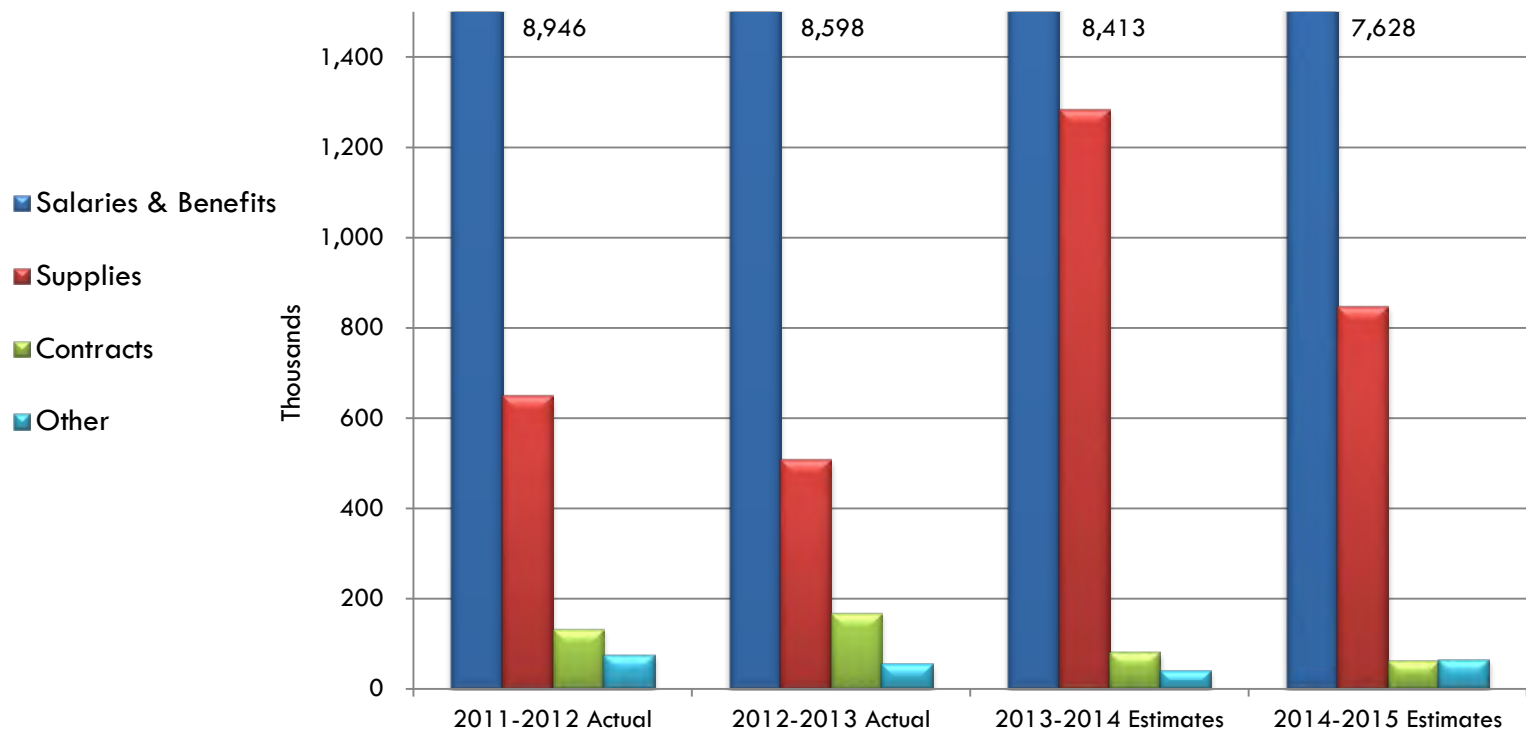
Learning Services: Continuing Education

St. Louis funding sources



Learning Services: Continuing Education

Expenditure Category	2011-2012 Actual	2012-2013 Actual	2013-2014 Estimates	2014-2015 Estimates
Salaries & Benefits	8,945,800	8,597,684	8,413,483	7,628,107
Supplies	650,427	509,025	1,284,428	848,958
Contracts	132,455	168,712	81,636	63,312
Other	75,673	57,103	43,129	66,140
Total Continuing Education	9,804,355	9,332,524	9,822,676	8,606,517



Learning Services: Continuing Education

St. Louis Adult Learning and Continuing Education Centre

- Supporting the community for over 25 years
- Specializes in secondary school credits (SSC), language training and workplace skills training



Learning Services: Continuing Education

Changes to budget

- PSW course in Fergus eliminated
- Reallocation of St. Louis (C) to St. Benedict and St. Louis Kitchener
Reallocated:
 - PSW & CorE (LBS)
 - ESL
 - OYAP Hair
- Eliminated: SSC Teacher Directed classes



Learning Services: Continuing Education

Changes to budget continued:

- Labour framework impacts
 - Unknown usage and cost of due to MOU
 - Sick leave
 - maternity leave
 - Short Term Disability
 - Only 1 year of trending, could result in unexpected variances



Learning Services: Continuing Education

Program Highlights

- Relocation of St. Louis Cambridge to reduce infrastructure costs and increase profile while maintaining a Cambridge presence
- Anticipate a small increase to enrolment due location changes
- Financial modelling for programs revised to better assess viability

Learning Services: Continuing Education

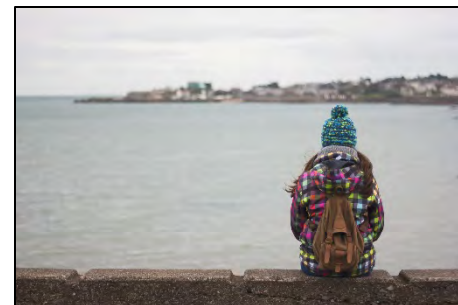
Future Focus

- Continued review and monitoring of programs for viability
- Continued marketing and promotion of programs
- Continued commitment to assessing future needs
 - Strategic Planning Committee
 - Address future accommodation needs
 - Long term planning for St. Louis





Overall Board Future Focus



Future Focus

- Addressing continued declining enrolment and ensuring financial sustainability
- Reviewing spending and associated funding sources
- Contract negotiations
- Accommodation and Boundary Reviews



Areas of Concern within the Budget

- Declining enrolment/projections
- Aging IT infrastructure
- Utility volatility
- Contingencies



Summary and Motions



Summary

- The budget is balanced.
- Question period for Trustees: June 2 – 22, 2014.
- Budget Submission Date – June 27, 2014.
- The budget is compliant with board policy and Ministry requirements.
- There is inherent risk in some areas of the budget.

Proposed Budget Motions

1. That the Board of Trustees approve an operating budget of \$229,167,906 for the 2014-2015 school year.
2. That the Board of Trustees approve a capital budget of \$17,399,323 for the 2014-2015 school year.
3. That the Board of Trustees directs Administration to file this balanced budget with the Ministry of Education before the deadline of June 27, 2014.

Questions?

Further questions
can be submitted to:
budget@wcdsb.ca
prior to June 23rd

