

2016-2017 Budget Presentation

June 6, 2016



Waterloo Catholic
District School Board

Opening Remarks

Loretta Notten,
Director of Education



$(\text{ }_3^{\text{ }^{\bullet}}(\text{ }_3^{\text{ }^{\bullet}}\text{ }_3^{\text{ }^{\bullet}}\text{ }_3^{\text{ }^{\bullet}}\text{ }^{\bullet\bullet})\text{ }_3^{\text{ }^{\bullet}}\text{ }_3^{\text{ }^{\bullet}}\text{ }^{\bullet\bullet})$

Heart of the Community...

[illegible]

Success for each, a place for all

$(\text{,,} \heartsuit \spadesuit \heartsuit \bullet^{*..})_{\text{,} \bullet' \text{,} \bullet^{*..}} \text{,} \bullet^{*..})$

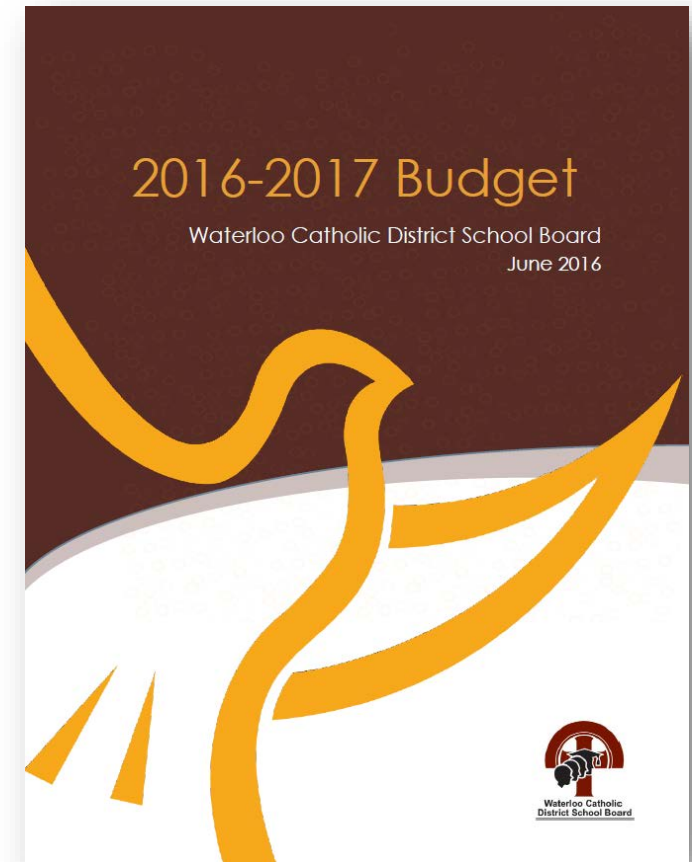
Overview

- 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 technical paper analysis
- All budget materials available online after June 6, 2016



Budget Timelines



- Budget planning is a 6 month process
- Timelines are tight in order to satisfy:
 - policy requirements
 - Trustee deliberation periods
 - Ministry submission deadlines

Planning Assumptions

Ministry and Board Common Assumptions and Goals

- ☐ Balanced budget
- ☐ Targeted funds must be used for specific initiatives
- ☐ No unsustainable use of reserves
- ☐ Administrative costs cannot exceed allocation
- ☐ Compliance with legislation including class size ratios
- ☐ GSN announcement: basis for grant calculations
- ☐ Special Education funds must be spent on Special Ed strategies
- ☐ Separation of capital & operating funds

Planning Assumptions continued...

Additional Board Assumptions and Goals

- | | |
|---|--|
| <input type="checkbox"/> Preserve classroom experience | <input type="checkbox"/> Board policy IV 007 |
| <input type="checkbox"/> Conservative enrolment | <input type="checkbox"/> Compliance with contracts & collective agreements |
| <input type="checkbox"/> Reserves will not be used to balance budget | <input type="checkbox"/> Staff & student safety will not be compromised |
| <input type="checkbox"/> International net revenues earmarked to fund specific purposes | <input type="checkbox"/> Budget must be realistic and achievable |

Changes to Budget

- Provincial Negotiations
 - Conclusion of collective bargaining
 - Transition of benefits into an Employee Health Life Trust (EHLT)
 - Earned Leaves
 - Early payout of retirement gratuities in 2015-2016
- New Provincial Strategies
 - \$60.0M in Renewed Math Strategy
 - \$7.2M in First Nation, Métis, and Inuit Education Investment
- Re-direction of EPOs into GSN
 - Supports Ministry long-term commitment to specific initiatives
 - Outdoor Education
 - MISA
 - Library Grant
 - Technology Enabled Learning and Teaching Contacts
 - Capital Planning Capacity Program



Changes to Budget continued...

- Continued Savings Measures
 - 3rd year of 4 year phase-in of:
 - Board administration funding change
 - Special Education Differentiated Special Education Needs Amount (DSENA) Allocation (Formerly the High Needs Amount)
 - Continued implementation of School Board Efficiencies & Modernization (SBEM) and Community Hubs

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
 - 3.5% increase in electricity funding
- Other
 - Alignment of budgetary decisions to Multi-Year Strategic Plan (MYSP)
 - Increased enrolment

Budget Challenges

- Projecting enrolment
 - Predicting stability of increasing enrolment
- Aging buildings
 - Planning for capital renewal needs with limited funding
- Updating IT Infrastructure
 - Balancing refreshing of current technology with implementation of new initiatives
- Implementing centrally negotiated collective agreements
 - Benchmark increases of 1.25% vs actual costs
 - Financial and non-financial impact of EHLT Transformation
 - Earned leave plans



Budget Challenges continued...

- Implementation of Renewed Math Strategy
 - Less funds available and narrow scope
- French Immersion expansion
 - Obtaining and retaining qualified staff
 - Funding additional classes
- Projecting utility costs
 - Rising electricity costs
- Controlling supply costs
 - Managing sick days used by staff

Budget Risks

- Enrolment projections vary from actual results
 - Low risk given conservative approach applied by BAC
- Utility costs are subject to weather and pricing fluctuations
 - Moderate risk given forecasted electricity pricing
- Sick leave plan usage
 - Moderate risk given historical trending
- Transition of benefits into EHLT
 - Low risk given conservative approach to costing benefits

Budget Risks continued...

- Major equipment failure or disaster
 - Moderate risk given aging building inventory and limited funding for renewal
- Finalization of local collective bargaining
 - Low risk given current progress on contract settlement
- International Student enrolment projections vary from actual results
 - Low risk given fluctuations related to world events would be considered in budget the following year



Enrolment

Enrolment

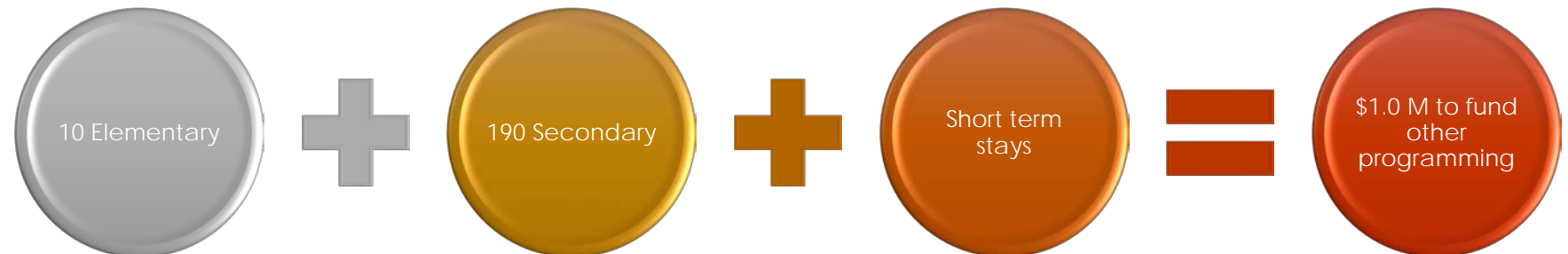
- Enrolment is a key driver for most Ministry grants
- Elementary
 - 2nd year with revised admission policy
 - Difficult to predict of future enrolment and stability
- Secondary
 - Establishment of Secondary Enrolment Committee to review and improve enrolment prediction methodologies
 - Difficult to predict attrition rates of students due to lack of data



Enrolment continued...

Projected enrolment for purposes of grant calculations excludes:

- Continuing Education students
- International students
 - Pay tuition fees
 - Steady enrolment projected due to concentrated recruitment efforts and brand awareness
 - Projected International students are based on known commitments and interest generated from recruitment trips
 - Increased interest in short-term stays



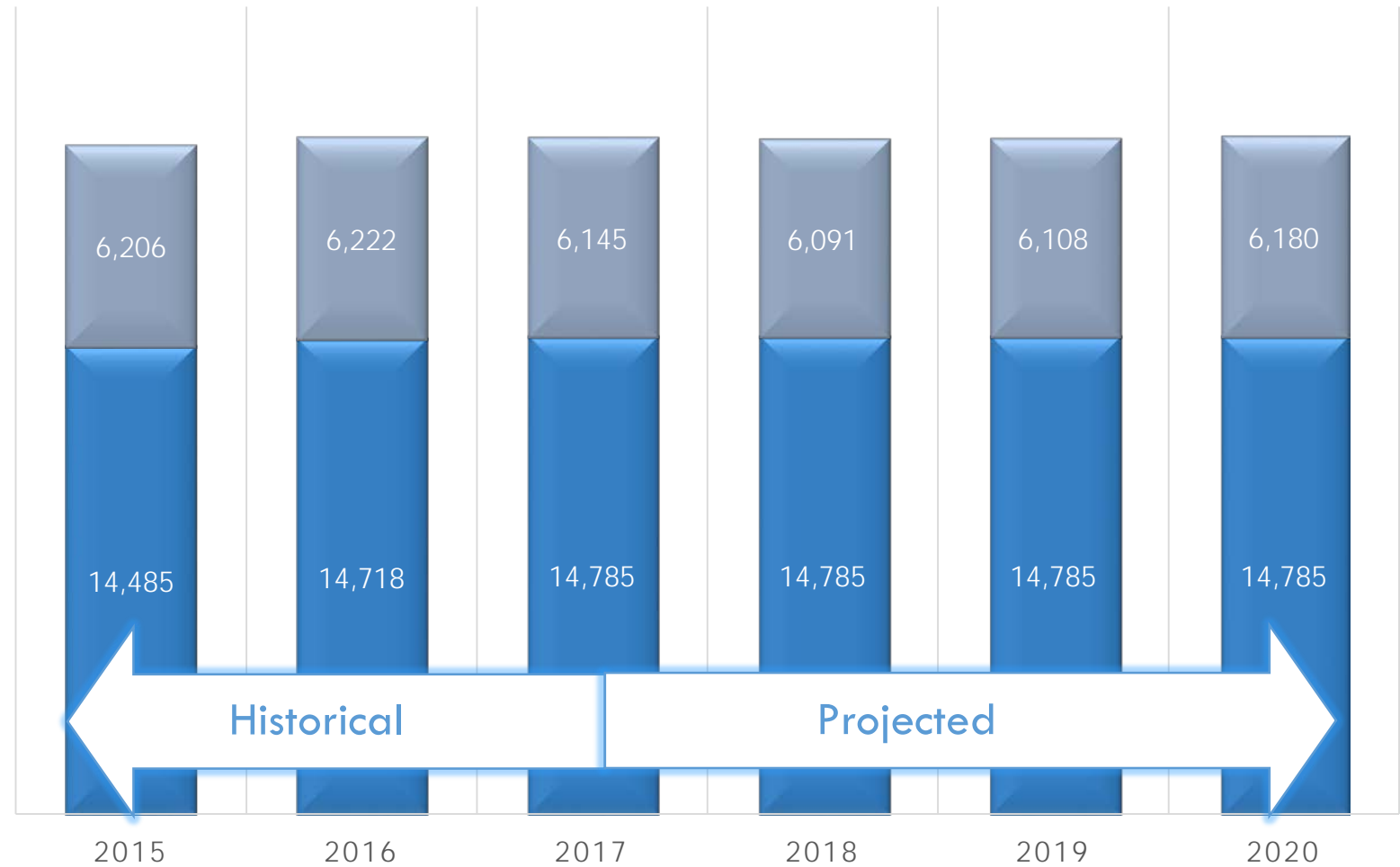
Enrolment continued...

Enrolment is expected to:

- Increase by 2.6% ~ 540 students over 2015-2016 estimates or
- Decrease by 0.05% ~ 10 students under 2015-2016 forecast

Day School Enrolment	2015-2016 Estimates	2015-2016 Forecast	2016-2017 Estimates	Difference over Estimates	Difference over Forecast
Junior Kindergarten	1,270	1,325	1,285	15	(40)
Senior Kindergarten	1,376	1,342	1,363	(13)	21
Grades 1-3	4,293	4,411	4,460	167	49
Grades 4-8	7,387	7,640	7,677	290	37
Total Elementary	14,326	14,718	14,785	459	67
Grades 9-12	6,064	6,222	6,145	81	(77)
Total Day School Enrolment	20,390	20,940	20,930	540	(10)

Enrolment continued...



Budget Consultation and Survey Results

Budget Advisory Committee (BAC)

BAC consists of Trustees, community members, Principal representatives and Management

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



Budget Consultation

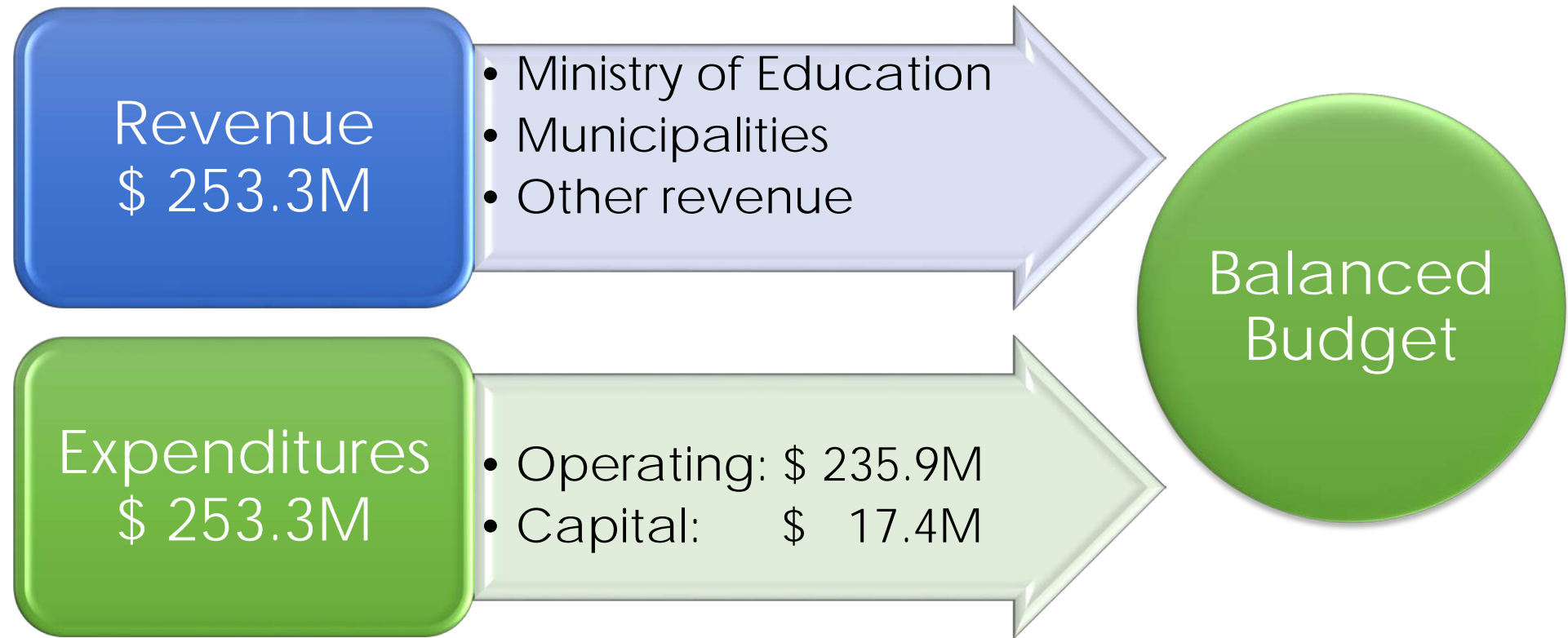


Consultation process same as in prior years

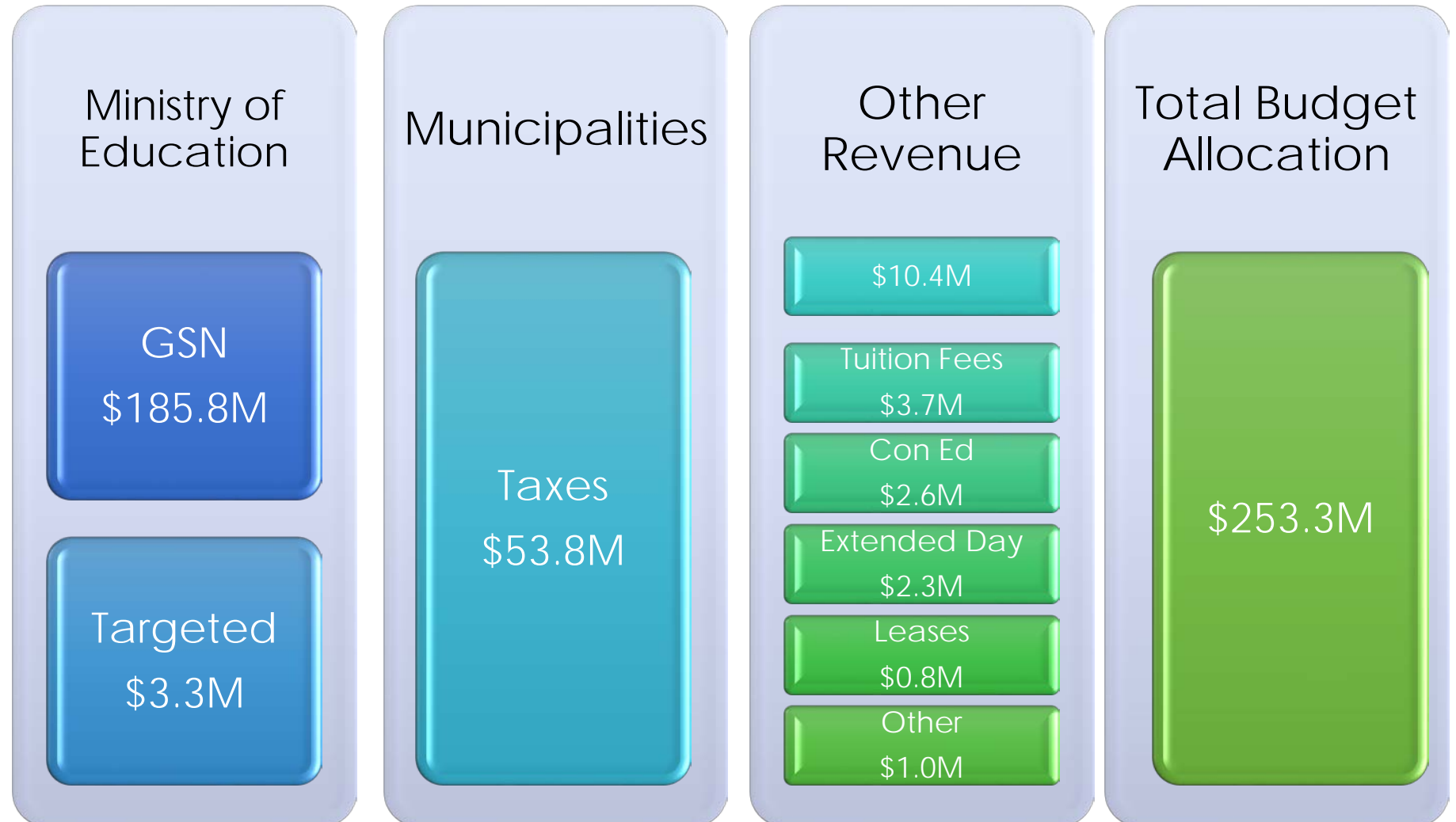
- 632 (2015-2016: 571) responses received to targeted questions
- Purpose is to:
 - Seek stakeholder input into programming and initiatives
 - Comply with Board Policy IV007: Financial Planning Budgeting
- Challenge is that Board has very little flexibility in its discretionary funds
- Responses can be found in Appendix V of the Annual Budget Report

Budget Overview

Budget overview

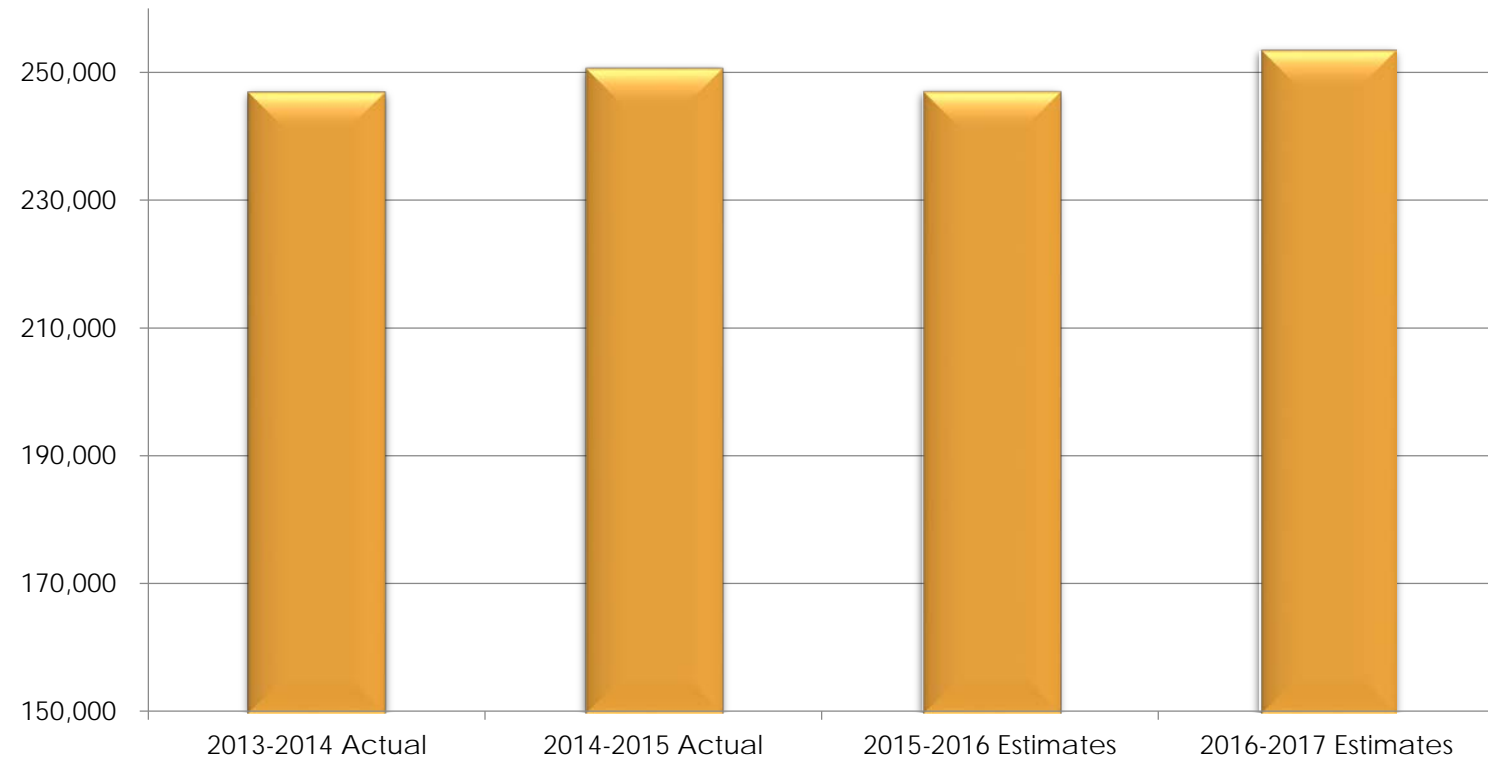


Budget overview continued...



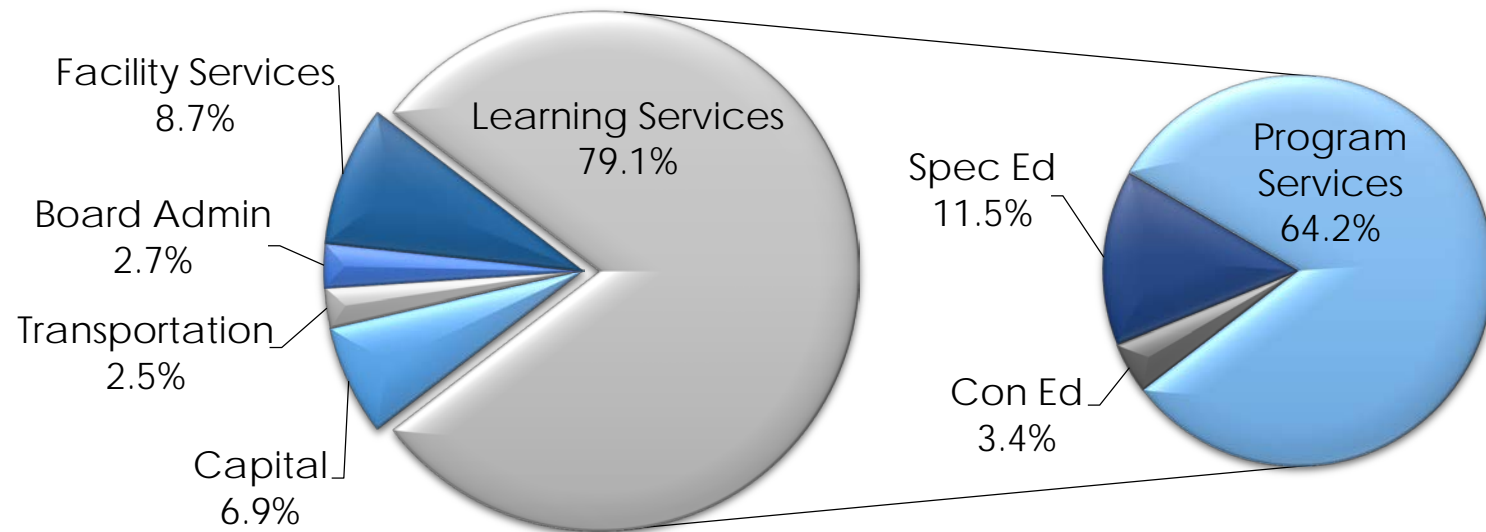
Revenues continued...

	2013-2014 Actual	2014-2015 Actual	2015-2016 Estimates	2016-2017 Estimates
Total Revenues	246,833,007	250,568,691	246,908,071	253,336,187



Revenues by Planning Area

Planning Area	2013-2014 Actual	2014-2015 Actual	2015-2016 Estimates	2016-2017 Estimates
Learning Services	194,986,431	197,568,802	195,612,299	200,477,172
Facility Services	20,695,619	21,025,473	21,432,625	22,111,617
Capital and debt	17,471,833	17,853,097	16,928,092	17,418,730
Transportation	6,399,280	6,338,785	6,488,241	6,341,931
Board Administration	7,279,844	7,782,534	6,446,814	6,986,737
Total Revenues	246,833,007	250,568,691	246,908,071	253,336,187

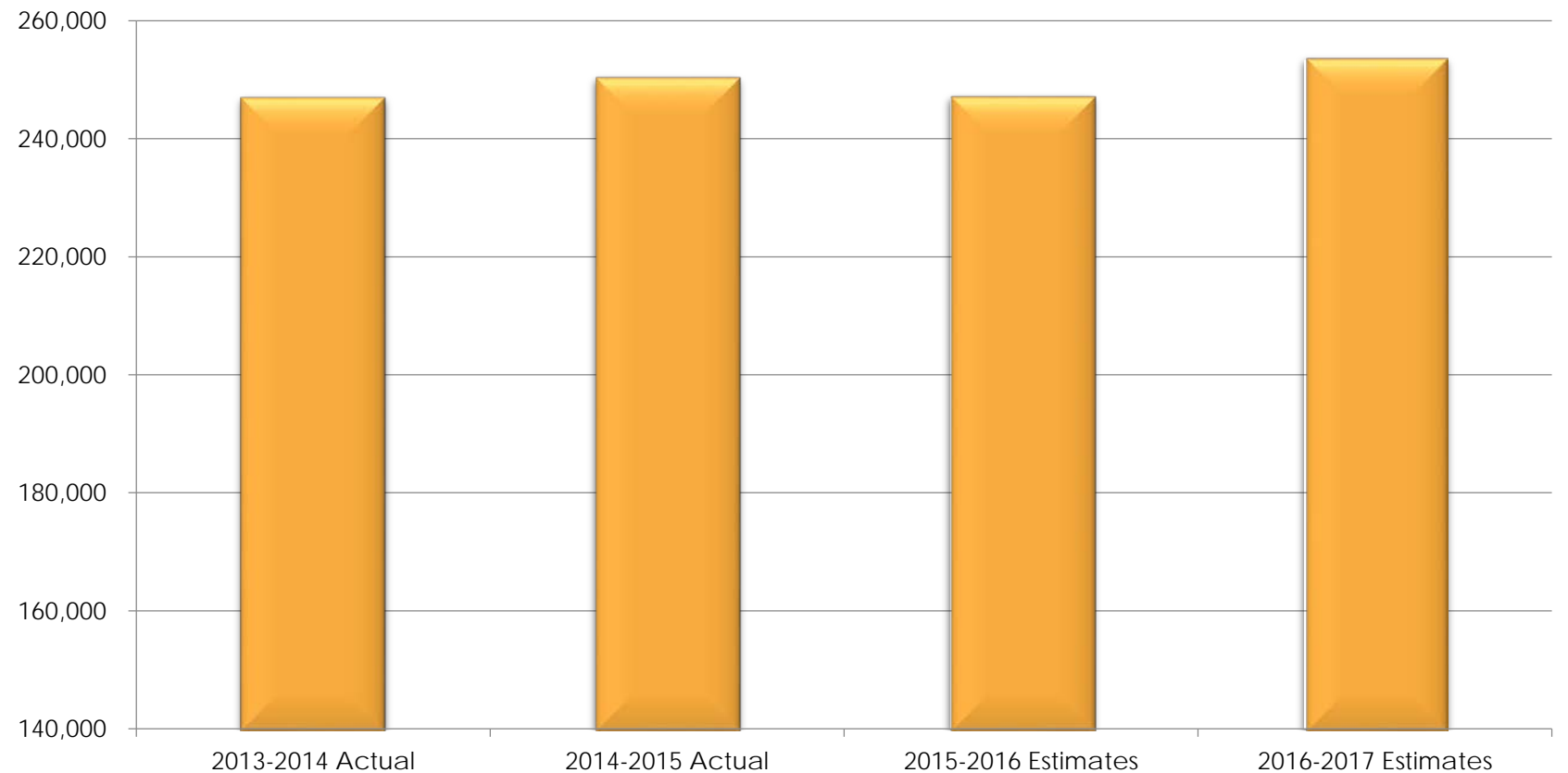


Expenditures

- Expenses are determined from:
 - Legislative and contractual requirements
 - Board Policy and
 - Other known infrastructure needs
- All budgets are reviewed and require justification

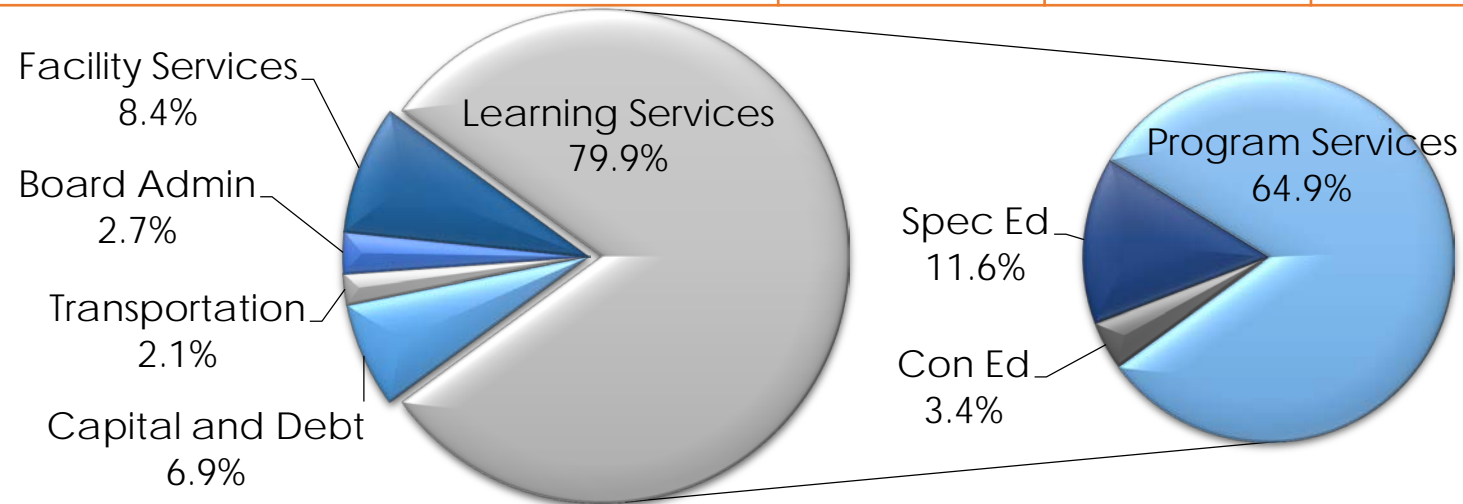
Expenditures continued...

	2013-2014 Actual	2014-2015 Actual	2015-2016 Estimates	2016-2017 Estimates
Total Expenditures	246,791,223	250,127,869	246,908,071	253,336,187



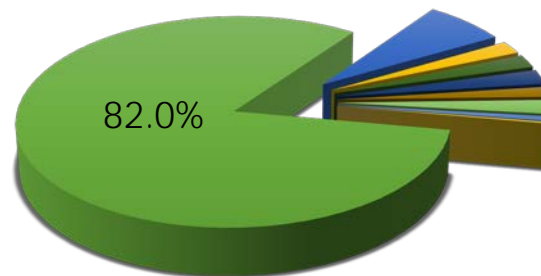
Total Expenditures by Planning Area

Planning Area	2013-2014 Actual	2014-2015 Actual	2015-2016 Estimates	2016-2017 Estimates
Learning Services	197,342,058	199,542,185	197,795,518	202,509,450
Facility Services	19,922,015	21,502,015	20,590,478	21,331,358
Capital and debt	17,589,550	17,722,889	16,928,092	17,418,730
Transportation	5,763,440	4,998,960	5,421,312	5,218,753
Board Administration	6,174,160	6,361,820	6,172,671	6,857,896
Total Expenditures	246,791,223	250,127,869	246,908,071	253,336,187



Total Expenditures by Category

Expenditure Category	2013-2014 Actual	2014-2015 Actual	2015-2016 Estimates	2016-2017 Estimates
Salaries and benefits	203,360,629	204,403,686	200,580,434	207,732,804
Capital and debt	17,438,560	17,722,889	16,928,092	17,418,730
School operations and maintenance	3,937,588	5,565,943	4,730,626	5,025,298
Student Transportation	5,763,440	4,998,960	5,421,312	5,218,753
Supplies	5,661,948	5,699,738	6,441,994	5,762,817
Fees and contracts	3,616,129	4,385,808	4,826,197	4,039,744
Utilities	5,011,988	5,194,000	5,341,540	5,620,623
Technology	1,471,692	1,663,656	2,096,390	1,876,816
Staff Development	529,249	493,190	541,486	640,603
Total	246,791,223	250,127,869	246,908,071	253,336,187



■ Salaries & Benefits

Notable Budget Additions

- Staff related to enrolment or collective agreements
- 1 Vice Principal
- 4 Administrative positions
- French Immersion resources
- Continued refresh of Elementary French as a Second Language resources
- Continued refresh of Elementary Religion resources

Notable Budget Reductions

- Deferral of a portion of the annual Information Technology refresh
- Deferral of vehicle purchases
- Reduction of non-staff budgets
- Reduction of operations and maintenance general supplies



Staffing Changes

Full Time Equivalent (FTE)	2013-2014 Actual	2014-2015 Actual	2015-2016 Estimates	2016-2017 Estimates	Change
Teachers	1,294	1,280	1,258	1,285	27
Child and Youth Care Workers (CYCWs)	85	56	46	44	(2)
Educational Assistants (EAs)	268	284	296	308	12
Early Childhood Educators (ECEs)	118	125	122	135	13
Total Classroom	1,765	1,745	1,722	1,772	50
School and Board Administration	225	217	216	222	6
Facility Services	193	191	190	193	3
Other Support Staff	159	163	161	166	5
Total Staff	2,342	2,316	2,289	2,353	64

Accumulated Surplus & Board Position

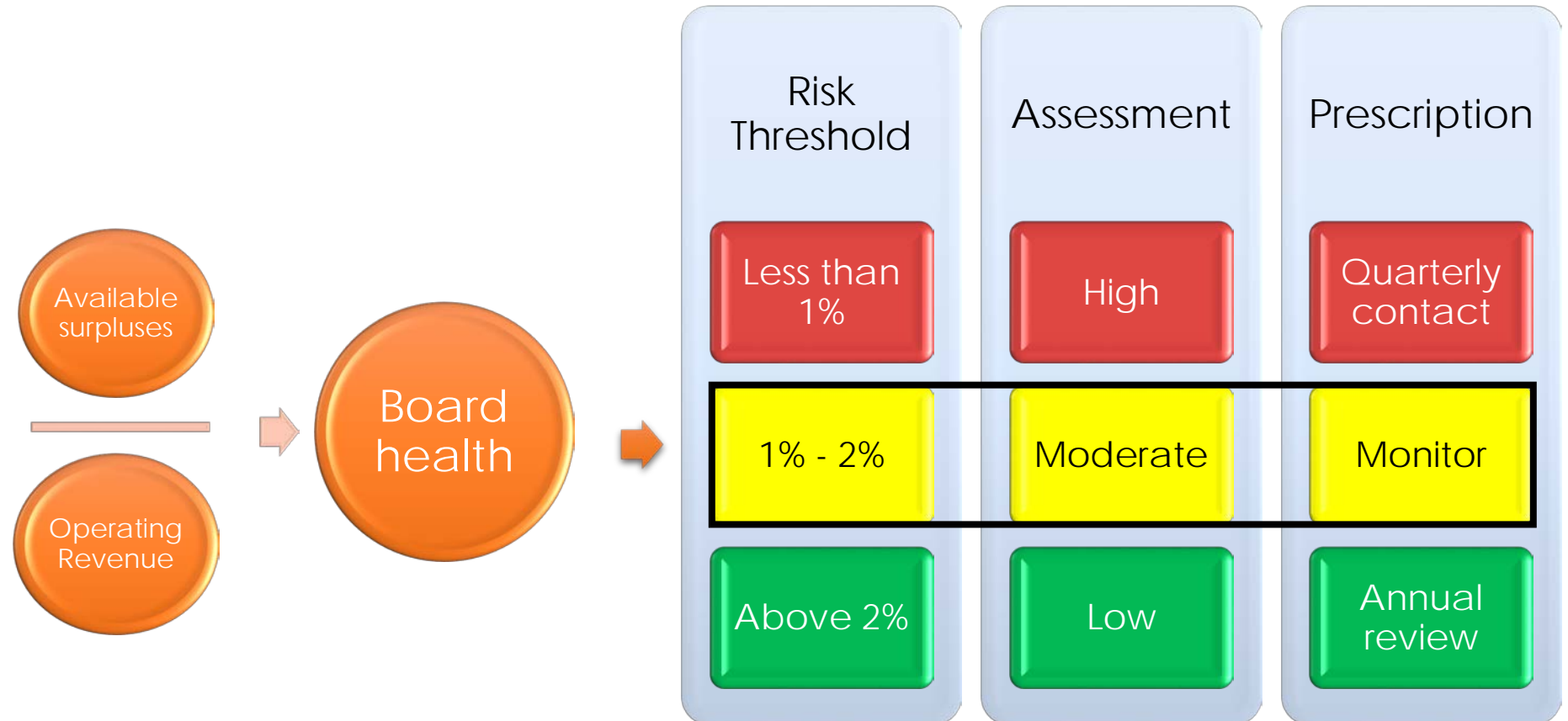
Accumulated Surplus

	2013-2014 Actual	2014-2015 Actual	2015-2016 Estimates	2016-2017 Estimates
Opening Accumulated Surplus	4,522,134	4,226,659	4,261,513	4,216,979
Contribution to Accumulated Surplus	40,062	440,821	-	-
Draw from Accumulated Surplus	(335,537)	(405,967)	(44,534)	(44,534)
Closing Accumulated Surplus	4,226,659	4,261,513	4,216,979	4,172,445

Composition of Accumulated Surplus	Amount
Operating surplus	2,933,503
Network Infrastructure	500,000
Insurance	150,000
WSIB*	125,397
Sinking fund interest*	459,445
Transportation*	4,100
	4,172,445

*Note: encumbered, unavailable for discretionary use.

Board Risk Assessment



Ministry Compliance



Submission Version: Board Working Version
School Board Name: Waterloo Catholic DSB
School Year: 2016-17
Cycle: Estimates

Compliance Report

Administration and Governance

Gross Expenses excluding internal audit	6,857,896
Other incomes	447,455
Net Expenses excluding internal audit	6,410,441
Funding allocation excluding internal audit	6,414,505
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)	256,427,602
1.1.1	In Year Revenues for Land (Schedule 5.6, item 1.2 + item 1.3 + item 1.3.1 - item 1.4 + Sch 5.5 Land Projects col. 5.1 + col. 6.1)	3,091,419
1.2	In-year expenses for compliance purposes (From Sch 10ADJ Page 2, line 90, Col 20)	253,380,717
1.3	In-year surplus/(deficit) for compliance purposesItem 1.1 - Item 1.1.1 - Item 1.2	-44,534
		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)	222,993,206
1.6	1% of item 1.5	2,229,932
1.7	Prior Year Accumulated Surplus Available for Compliance (From schedule 5, item 3, Col 1)	4,216,979
1.8	Lesser of item 1.6 and item 1.7	2,229,932
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	2,229,932
1.12	If the amount of deficit at item 1.3 is less than item 1.11, then the board is in compliance	COMPLIANT

Planning Areas

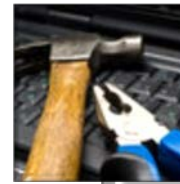
Planning Areas



\$ 202.5M

Academic

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



\$ 38.7M

Infrastructure

- Facility Services
- Capital and debt



\$ 12.1M

Support

- Administration
- Student Transportation

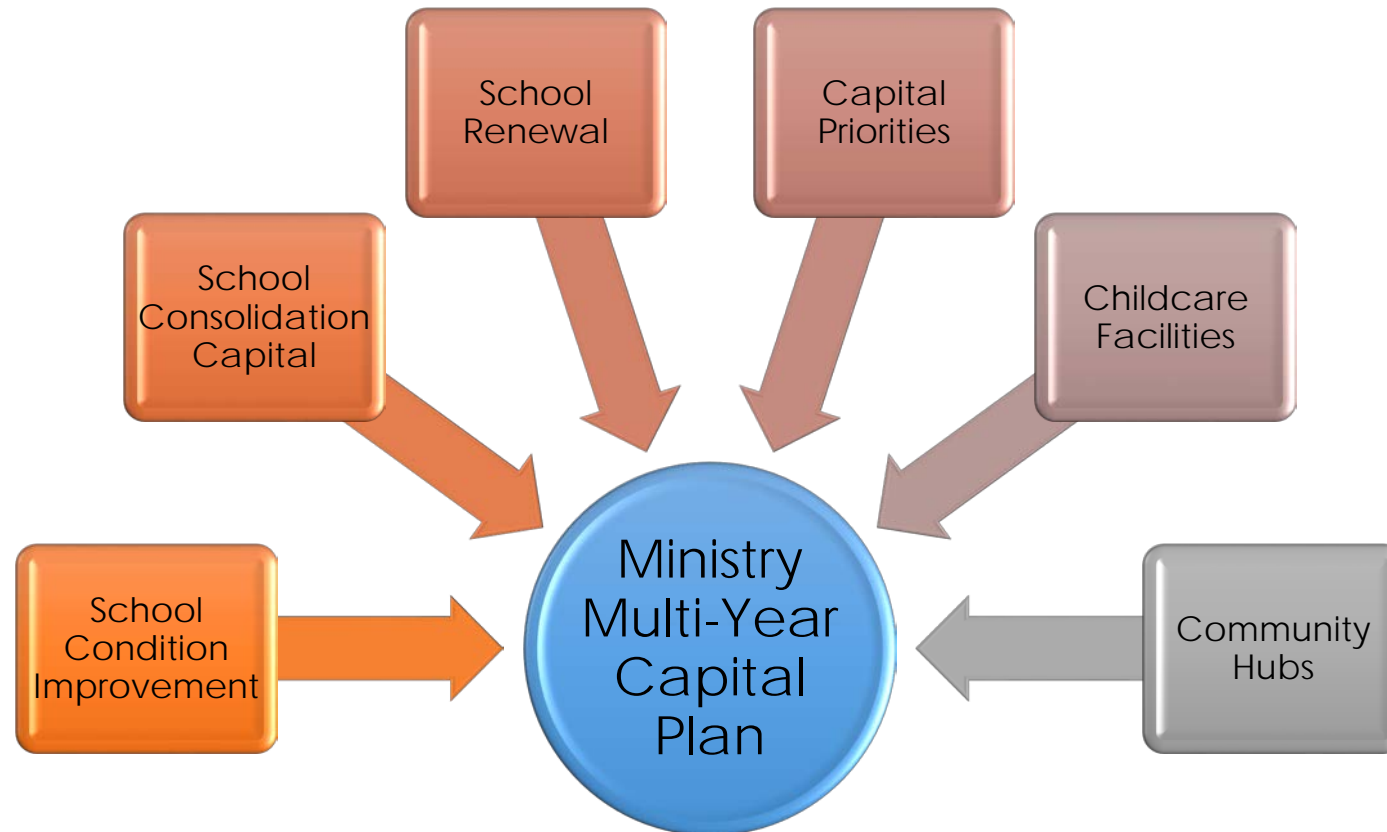
Note: Further information on each planning area can be found in the Annual Budget Report

Capital and Debt

Capital & Debt

Provincial

- Access to a variety of capital funding allocations



MYSP Alignment:
To ensure all program offerings are tied to student need & stakeholder interests, and that they will equip students to become globally-engaged responsible citizens

Capital and debt continued...

Capital and debt is comprised of:

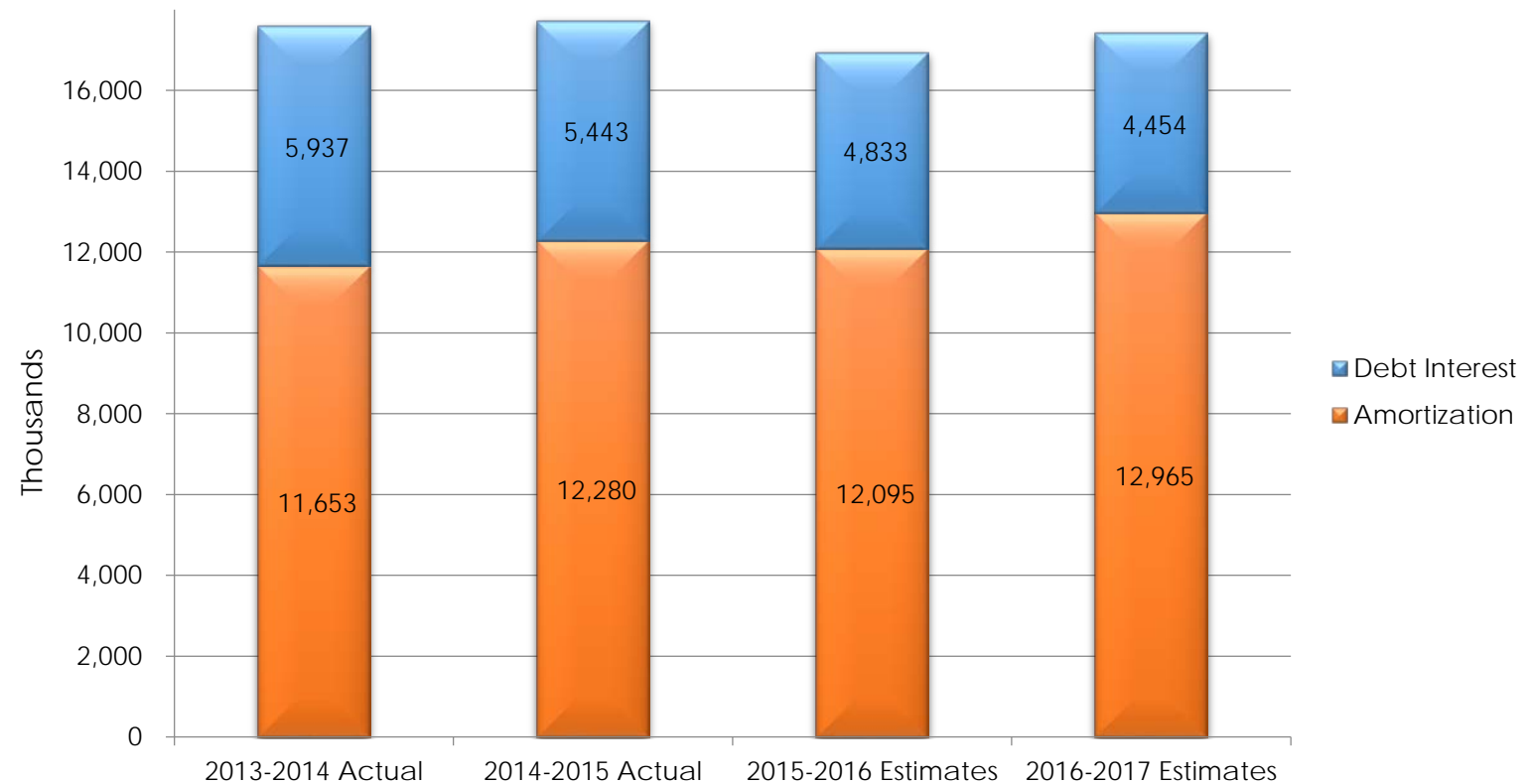
- Interest on long term debt
- Depreciation of capital assets
 - Minor Tangible Capital Assets (mTCA)
 - Computers
 - Vehicles
 - Small equipment
 - Buildings and equipment



Capital and debt continued...

Financial

	2013-2014 Actual	2014-2015 Actual	2015-2016 Estimates	2016-2017 Estimates
Total Capital and Debt	17,589,550	17,722,889	16,928,092	17,418,730



Capital and debt continued...

- Interest on Long-Term Debt - \$4.5M
 - > \$70M in debt outstanding
 - 93% Ministry assumed debt
 - Construction of buildings dating back 15 years
 - No new debt expected to be issued
 - New debt issues
 - Current model for financing Ministry approved projects
 - New model for financing Ministry approved projects

Capital and debt continued...

New Capital Priorities

St. Vincent de Paul
\$6.3M

St. Brigid
\$3.9M

Huron Brigadoon
\$0.5M

2016-2017 Projects

School Renewal
\$2.6M

School Condition Improvement
\$4.2M

2015-2016 Completions

St. Aloysius addition
\$0.7M

St. Anne (C)
\$0.3M

FDK Completion
\$0.1M

Land Purchases

East Kitchener Secondary site
\$7.5M

Doon South site
\$3.9M

Breslau Elementary site
\$3.0M

Huron Brigadoon site
\$1.6M

Capital and debt continued...

- Minor Tangible Capital Assets (mTCA)
 - Investment in computer hardware and technology \$1.4M
 - Computers
 - Chromebooks
 - Wifi
- Potential Property disposals
 - St. Patrick (K)
 - Monsignor Gleason
 - Moore Avenue (old Board office)

Capital and debt continued...

- Ministry initiatives ~ outlays not yet known
 - School Consolidation Capital
 - 2014-2015 initiative to support SBEM over four years
 - Strategy to address excess capacity by right-sizing capital footprint
 - Childcare Facilities
 - Support costs of childcare facilities within new school construction

Capital and debt continued...

- Community Hubs
- Reg 444/98 – increased circulation timelines of properties for sale
- Continued review of surplus properties and under-utilized space

Administration

Administration

Financial

2015-2016 Estimates

Board Admin + Governance
\$5.93M

Miscellaneous \$0.29M

Interest \$0.06M

Trustee Association \$0.04M

Parent Engagement \$0.03M

Total Admin: \$6.35M

2016-2017 Estimates

Board Admin + Governance
\$6.15M

Miscellaneous \$0.32M

Interest \$0.13M

Trustee Association \$0.04M

EPOs into GSN \$0.18M

Parent Engagement \$0.03M

Total Admin: \$6.85M

Administration continued...

Provincial

- Continued Phase-in of New Allocation Model
- Transfer of EPO Programs
- Salary Benchmark Adjustments

Board Level

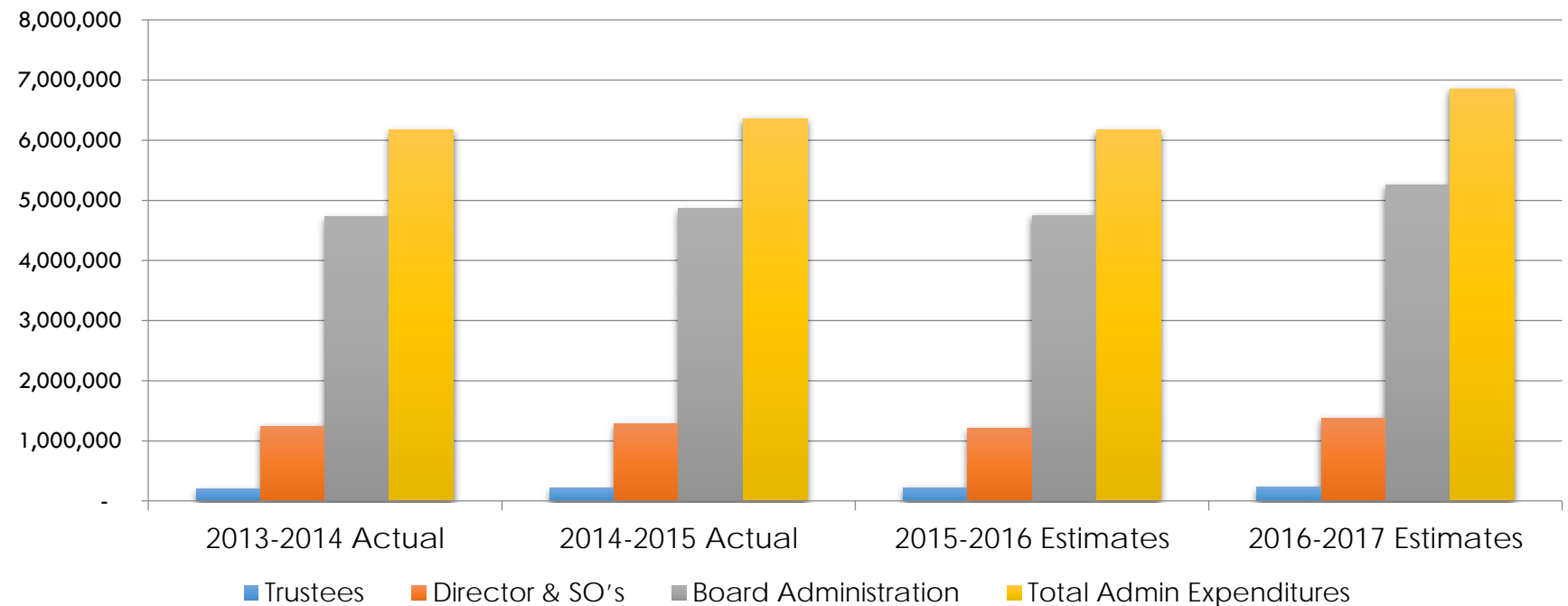
- Provide PD related to use of data for administrators and teacher
- Shared services opportunities will be explored.
- Utilize electronic forms, automated workflows and automated transfer of information between data sources
- Build and optimize reporting environment to mine and provide critical information to staff in a timely fashion
- Leverage technology to assist in collaboration and PD where appropriate

MYSP Alignment: To commit to evidence based, responsive, timely and professionally executed planning and gap analysis in all budgetary decisions

MYSP Alignment: To increase system efficiencies and reduce workloads through process improvements

Administration continued...

Expenditure Category	2013-2014 Actual	2014-2015 Actual	2015-2016 Estimates	2016-2017 Estimates
Trustees	204,875	219,700	221,503	228,899
Director and Superintendents	1,243,454	1,283,050	1,204,268	1,378,042
Board Administration	4,725,831	4,859,070	4,746,900	5,250,955
Total Administration	6,174,160	6,361,820	6,172,671	6,857,896



Administration continued...

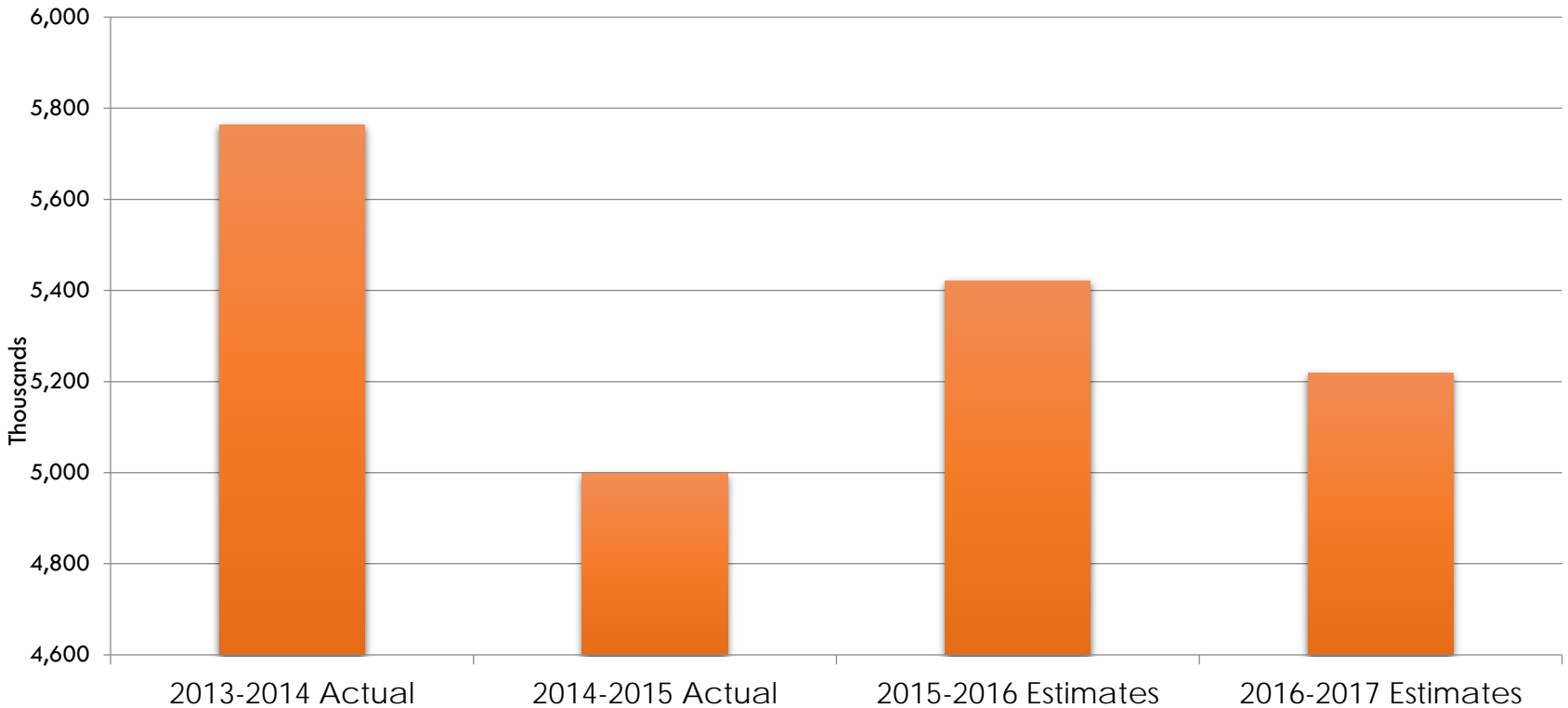
- Changes

- Increase of \$0.7M over prior year
 - Salary & Benefit Increases
 - 1.25% increase in grids
 - Provision for move to EHLT
 - Additional staff
 - Total Absence Management
 - Extended Day billing now in house
 - Investment in IT staff to gain efficiencies
 - Movement of RDO Manager from Academic into Admin

Student Transportation

Student Transportation

	2013-2014 Actual	2014-2015 Actual	2015-2016 Estimates	2016-2017 Estimates
Total Transportation Services	5,763,440	4,998,960	5,421,312	5,218,753



MYSP Alignment:
To ensure all program offerings are tied to student need & stakeholder interests, and that they will equip students to become globally-engaged responsible citizens

Student Transportation continued

- No significant changes in Student Transportation for 2016-17
- Future focus for Student Transportation
 - Contract negotiation with bus and taxi operators as contract expires in 2016
 - Continued review of routes for further efficiencies
 - Continued focus on student safety with pilot of school bus cameras
 - Addition of Active and Safe Routes to School (ASRTS) position – joint initiative with both Boards and City of Kitchener and Waterloo



Facility Services

Facility Services

Financial

2015-2016 Estimates

Base School Operations \$18.78M

Elem Top Up Allocation \$0.82M

Sec Top Up Allocation \$0.10M

Renewal Software \$0.01M

Total School Operations: \$19.71M

2016-2017 Estimates

Base School Operations \$19.78M

Elem Top Up Allocation \$0.37M

Sec Top Up Allocation \$0.08M

Renewal Software \$0.01M

Total School Operations: \$20.24M

MYSP Alignment: To ensure all decisions connected to stewardship of environmental and capital resources are ecologically and socially responsible, in alignment with our Catholic Social Teachings and gospel values.

MYSP Alignment: To commit to evidence based, responsive, timely and professionally executed planning and gap analysis in all budgetary decisions

Facility Services continued...

Provincial

- Elimination of base top-up funding
- Reinvestment in per-pupil operating and renewal cost benchmarks
- Update to: Supplementary Area Factor (SAF); Weighted School Age; and Geographic Adjustment Factor (GAF)
- Introducing reduced distance thresholds to qualify for enhanced top-up
- The new method will continue to be phased in

Board Level

- Implement formal energy conservation and sustainability programs in all of our WCDSB schools
- Partnership agreement with Sustainable Waterloo
- Maintenance work will be timely and responsive, carried out by engaged knowledgeable staff.

Facility Services continued...

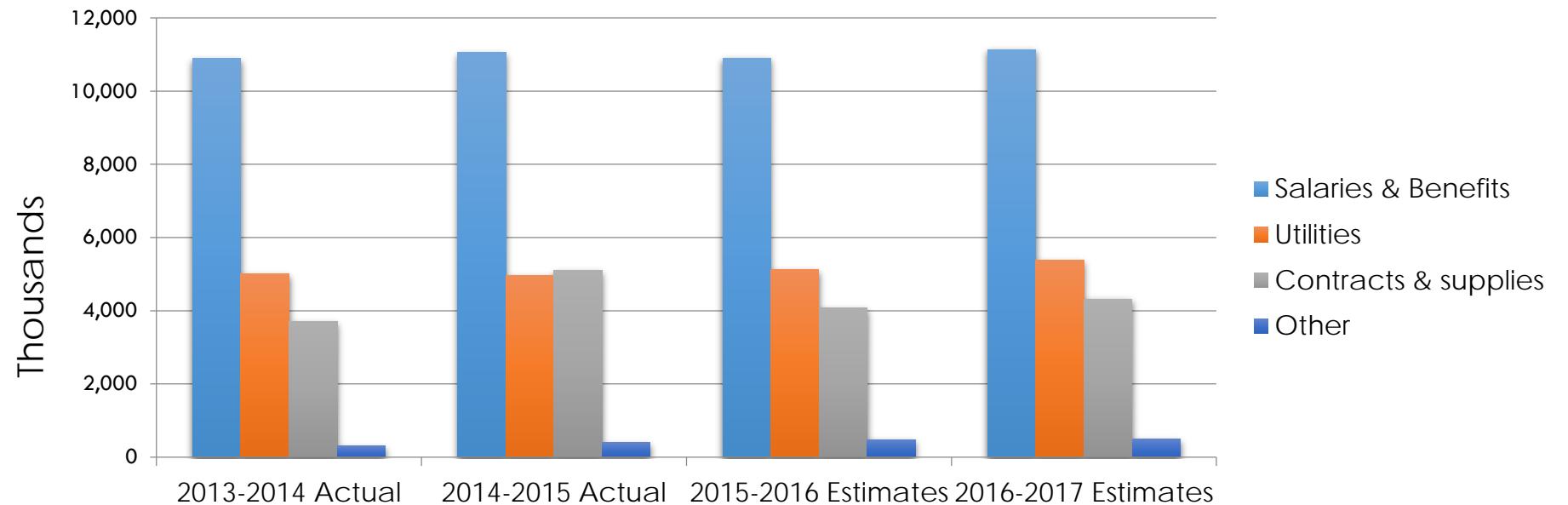
Significant funding changes in Facility Services:

- 3.5% increase for electricity
- 2.0% increase in non-staff operations and maintenance funding (supplies, contracts, etc)
- 1.25% increase for salary benchmarks
- Changes to top-up funding



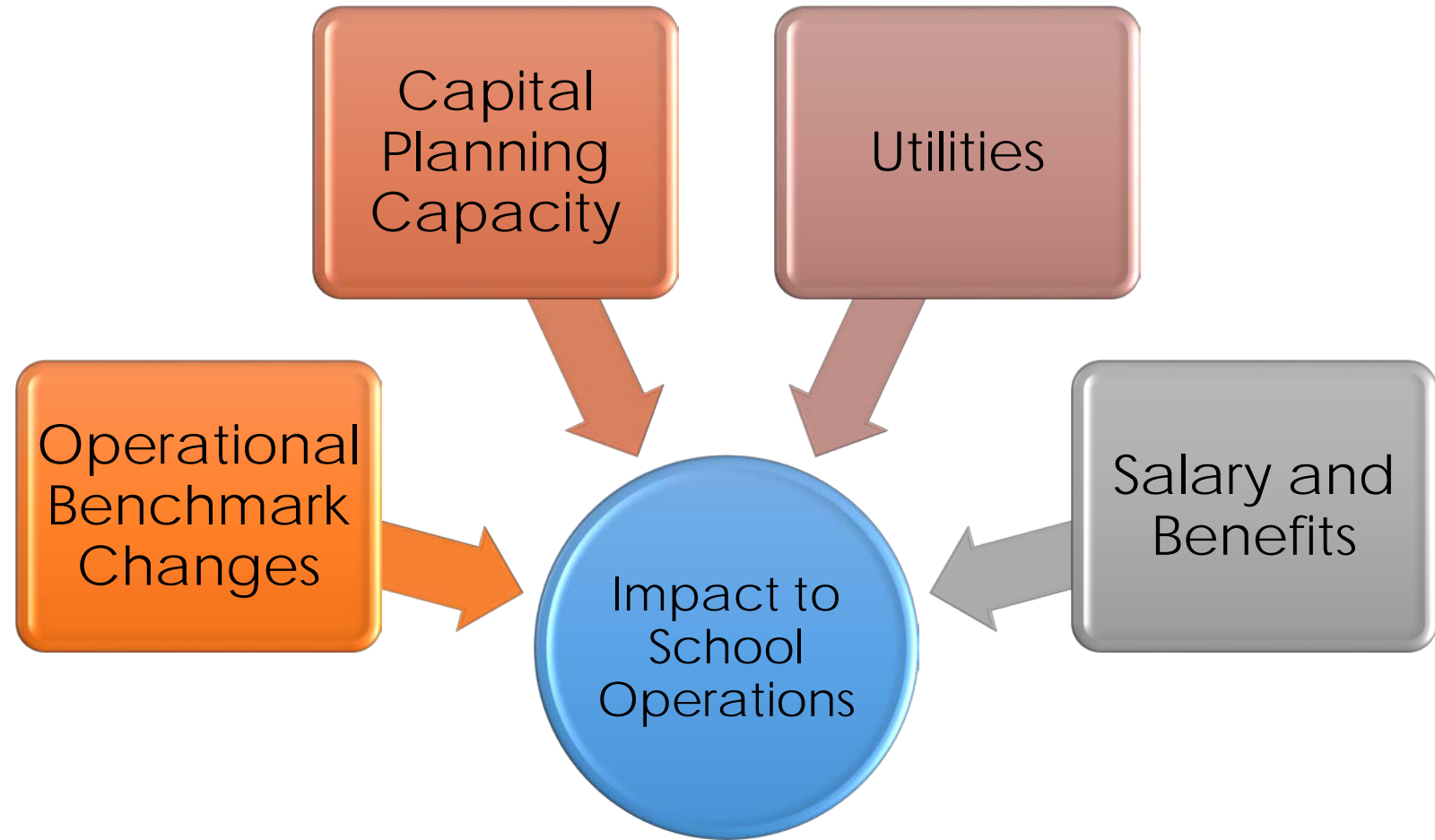
Facility Services Detail

Expenditure Category	2013-2014 Actual	2014-2015 Actual	2015-2016 Estimates	2016-2017 Estimates
Salaries and benefits	10,898,298	11,052,847	10,903,470	11,138,974
Utilities	5,011,988	4,959,023	5,131,060	5,383,123
Contracts and supplies	3,704,250	5,097,331	4,074,658	4,314,495
Other	307,479	392,814	481,290	494,766
Total Facility Services	19,922,015	21,502,015	20,590,478	21,331,358



Facility Services continued...

Importance of continued changes:



Facility Services continued...

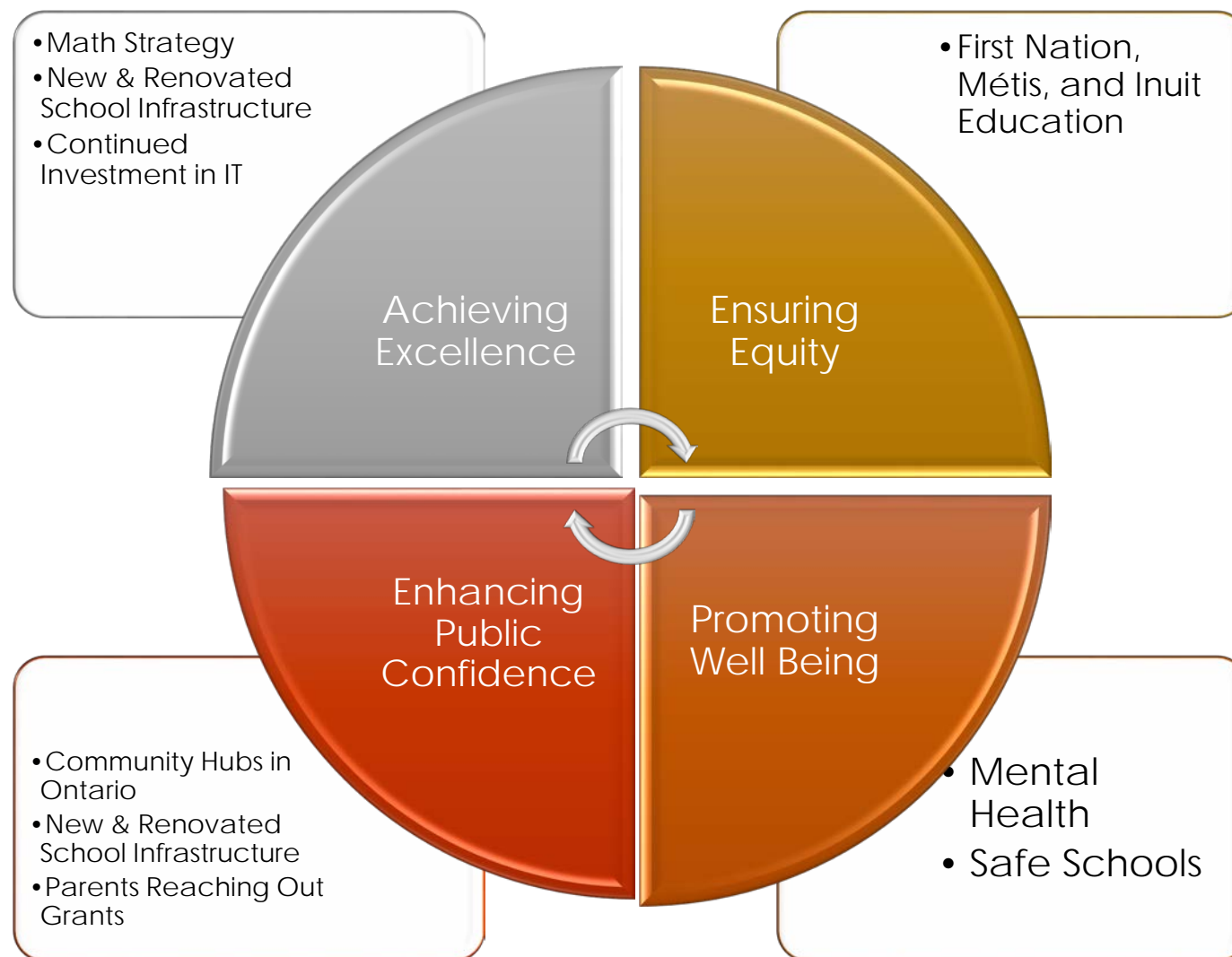
Future focus:

- Ensuring the Board is as energy efficient as possible via a continued reduction of carbon footprint (utility consumption, ECO Schools, Green Initiatives)
- More efficient use of school space
- Better matching of schools to community needs
- Construction
 - New Schools, additions, retrofits, enhancements



Learning Services

Ministry Priorities for 2016-17:



Board Priorities for 2016-17:



Learning Services

MYSP Alignment: To support our students in meeting the Ontario Catholic Graduate Expectations

Learning Services is comprised of:

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

MYSP Alignment: To focus on the 21st Century competencies of critical thinking & problem solving, creativity and collaboration

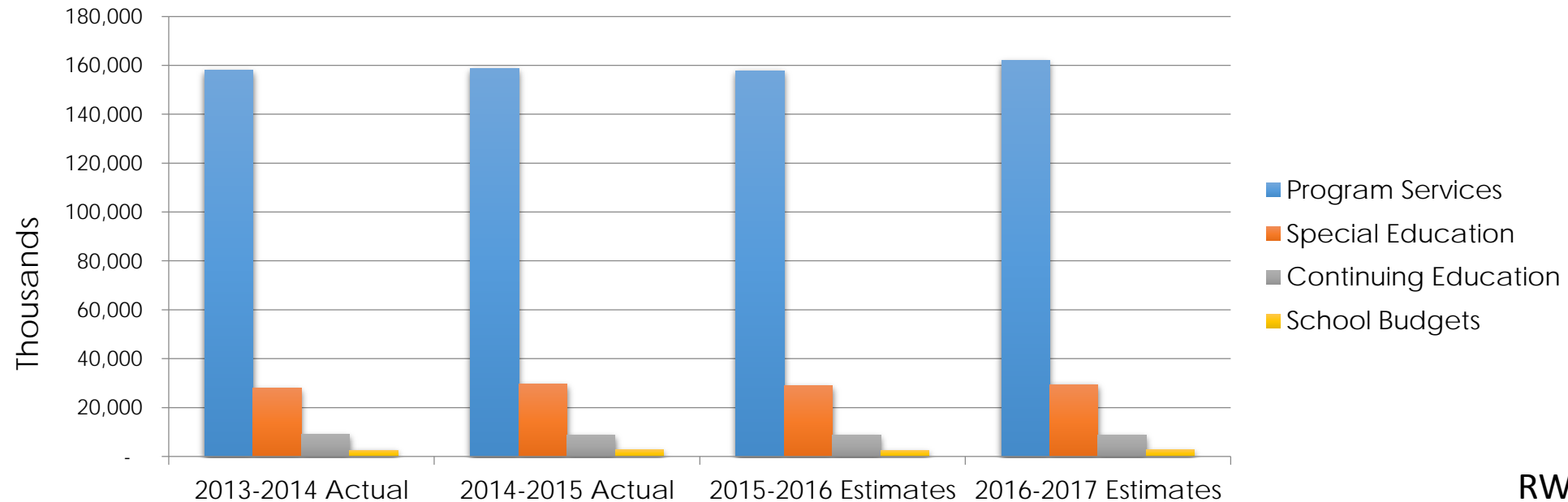


Learning Services continued...

- Learning Services makes up 79.1% of entire budget allocation
- Within that, 94.3% of the budget is salaries and benefits
- Salaries included: teachers, principals, vice principals, support staff such as EAs, CYCWs, ECEs and other school staff
- 1.25% increase in salary benchmarks for most employees within this allocation

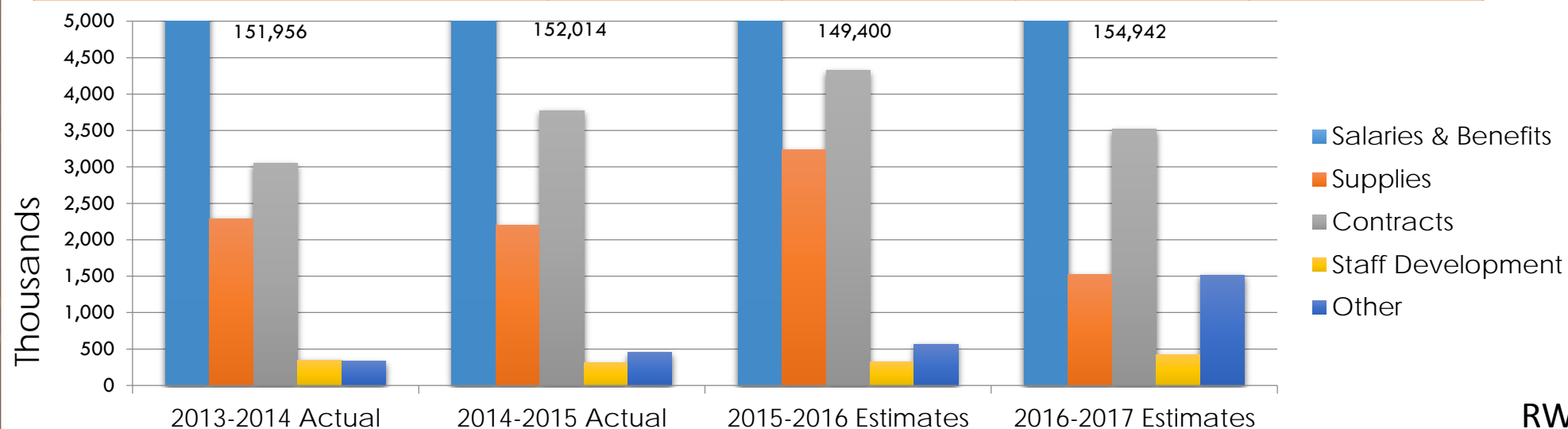
Learning Services continued...

Planning Area	2013-2014 Actual	2014-2015 Actual	2015-2016 Estimates	2016-2017 Estimates
Program Services	157,969,722	158,744,969	157,851,838	161,917,742
Special Education	27,963,304	29,476,384	28,819,926	29,376,240
Continuing Education	8,862,353	8,715,365	8,642,947	8,562,801
School Budgets	2,546,629	2,605,467	2,480,807	2,652,667
Total Learning Services	197,342,058	199,542,186	197,795,518	202,509,450



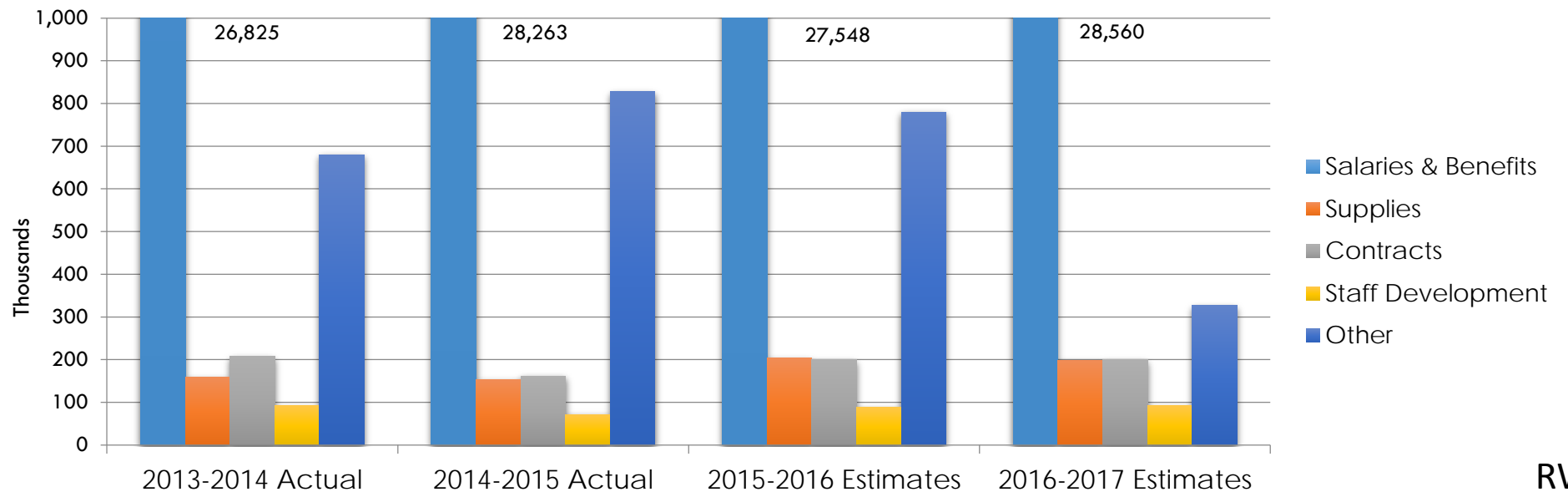
Program Services Detail

Expenditure Category	2013-2014 Actual	2014-2015 Actual	2015-2016 Estimates	2016-2017 Estimates
Salaries and benefits	151,955,824	152,013,611	149,399,732	154,942,414
Text books and instructional supplies	2,288,886	2,193,966	3,235,559	1,522,331
Contracts and other services	3,045,401	3,773,845	4,325,679	3,514,741
Staff development	349,269	313,661	321,223	421,089
Other	330,392	449,886	569,645	1,517,167
Total Program Services	157,969,772	158,744,969	157,851,838	161,917,742



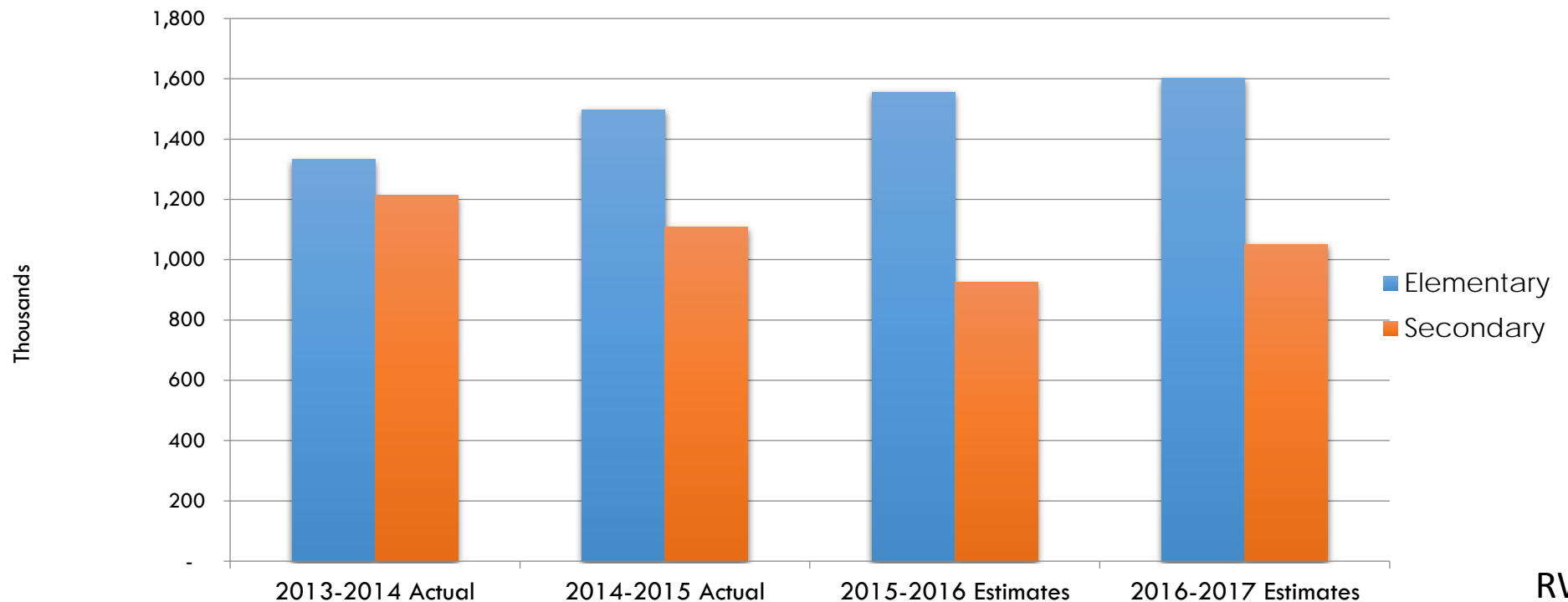
Student Services Detail

Expenditure Category	2013-2014 Actual	2014-2015 Actual	2015-2016 Estimates	2016-2017 Estimates
Salary and benefits	26,824,713	28,263,157	27,547,859	28,560,493
Textbooks and instructional supplies	158,448	152,499	203,972	197,563
Contracts	207,114	161,335	199,625	199,400
Staff development	92,657	71,997	88,553	91,985
Other	680,372	827,396	779,917	326,799
Total Special Education	27,963,304	29,476,384	28,819,926	29,376,240



School Budgets

Panel	2013-2014 Actual	2014-2015 Actual	2015-2016 Estimates	2016-2017 Estimates
Elementary	1,332,400	1,498,096	1,555,894	1,601,872
Secondary	1,214,229	1,107,371	924,913	1,050,795
Total School Budgets	2,546,629	2,605,467	2,480,807	2,652,667



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



Faith Development: Multi-Year Strategic Plan

To fulfill a three year pastoral plan that places a lived witness of faith and gospel values at its core

To strengthen and cultivate school, parish and home relationships

To work in collaboration with our charitable and community partners to ensure our students in need are receiving the assistance they need to succeed in school



Faith Development: 2016-2017 Focus

- Alignment with Multi-Year Strategic Plan
- Catholic Graduate Expectations
- Equity and Inclusion
- Spiritual Development Day
- Retreat experiences
- Continuation of Dominican Encounter experience
- Christian Meditation
- Faith in Learning Framework
- Investment in additional resources, texts and learning materials

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
 - Faith formation opportunities



Safe Schools: Programming Highlights

Safe Schools

- Funding: \$0.36M
- Promotes an inclusive and safe school environment and raises awareness of respectful classrooms
- All schools participate in programs
 - Christian Meditation
 - Imagine Program
 - PALS program
 - WE Schools Action Team



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

First Nation, Métis, and Inuit

Financial

Total GSN Funding \$0.38M

FNMI Studies
Amount:
\$0.15M

FNMI Per Pupil
Amount:
\$0.16M

Board Action
Plan:
\$0.07M

First Nation, Métis, and Inuit

Provincial Level

- \$64M FNMI Education Funding
- Minimum allocation to support dedicated position
- Increased Per-Pupil-Allocation
- New Board Action Plan Allocations
- Integration of Funding into GSN

First Nation, Métis, and Inuit

Board Level

- Ministry initiative to provide education and awareness
- 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
- Creation and continuation of the First Nation, Metis and Inuit resource portable
- Educational programs at the Region of Waterloo Museum
- Increased PALS Programs and Circle of Friends;
- Increased FNMI Self ID and improved EQAO results
- Cross curricular support;
- Inclusive celebrations of community



MYSP Alignment: Foster use of culturally responsive pedagogy by providing PD on FNMI curriculum integration.

Student Achievement: Multi-Year Strategic Plan



Renewed Math Strategy

Financial

- \$0.46M in Math Strategy funding

Elementary

- St. Anne (C) (Intensive)
- St. Peter (Intensive)
- Msgr. Haller
- St. Bernadette
- St. John
- St. Michael

Secondary

- Msgr. Doyle
- St. Benedict
- St. David
- St. Mary's

Renewed Math Strategy

Provincial Level

- \$60M Provincial Investment
- Minimum of 60 minutes each day
- Math lead teachers in Elementary
- Math coaching in Secondary
- Supports for learning at home
- Better access to online math resources

Renewed Math Strategy

Board Level

- Invest in data platforms
- Build a repertoire of responsive instruction
- Focus on curriculum content
- Integrate numeracy skills
- Support teachers

MYSP Alignment: to improve student learning and achievement in mathematics.

Student Achievement: Areas of Focus

- Targeted Ministry funding: Renewed Math Strategy
- Seven Foundational Principles (K-12 Math)
- Achieving Excellence (2014)
- PPM on Collaborative Inquiry
- 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)



Student Achievement: Areas of Focus continued...

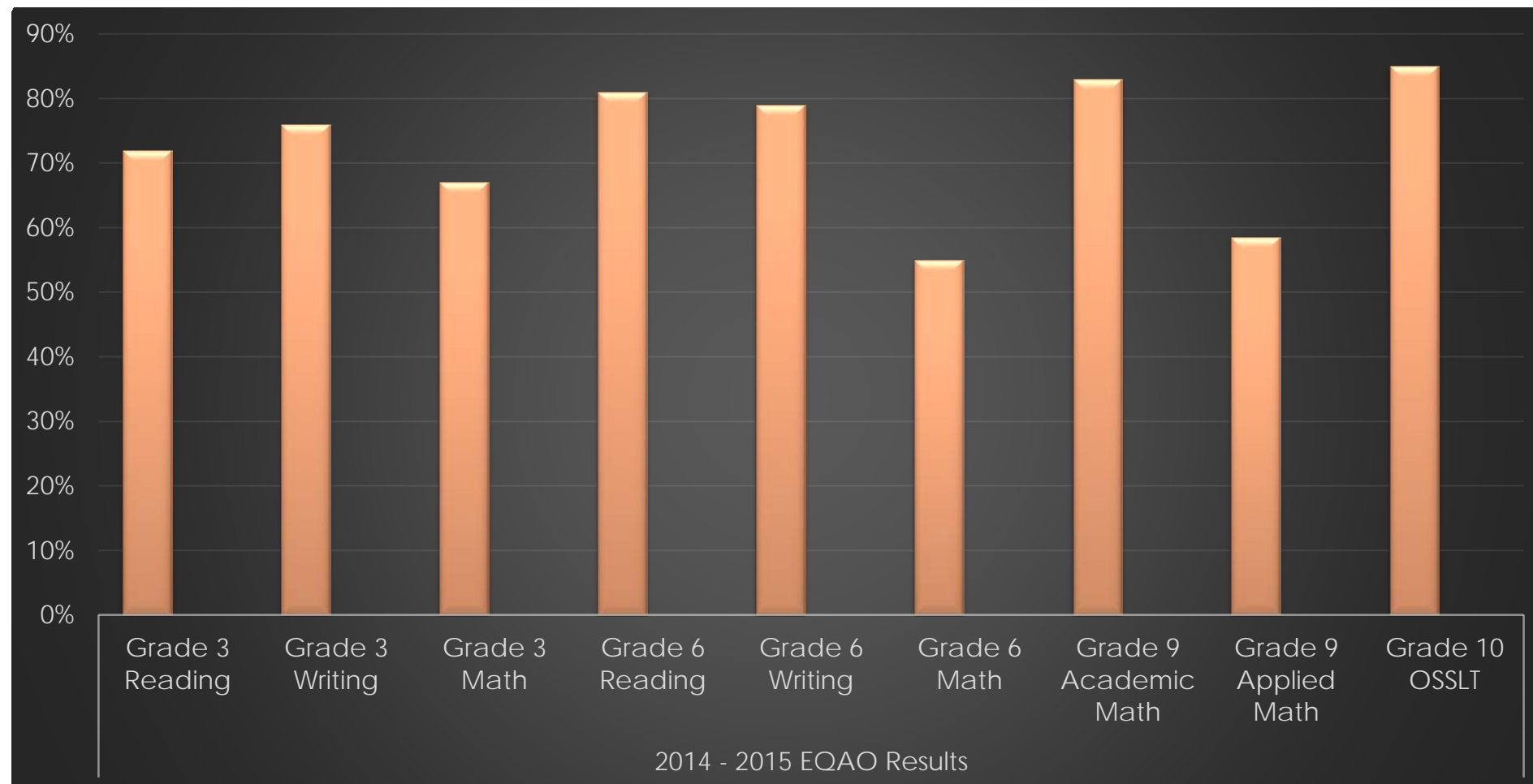
- Instructional rounds
- School based rounds
- Continued numeracy networks
- Math for Young Children project in partnership with Trent University and the Ministry
- French Immersion
- Update of FSL Resources
- Varied strategies for capacity building (i.e. job-embedded, student/educator needs driven)

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

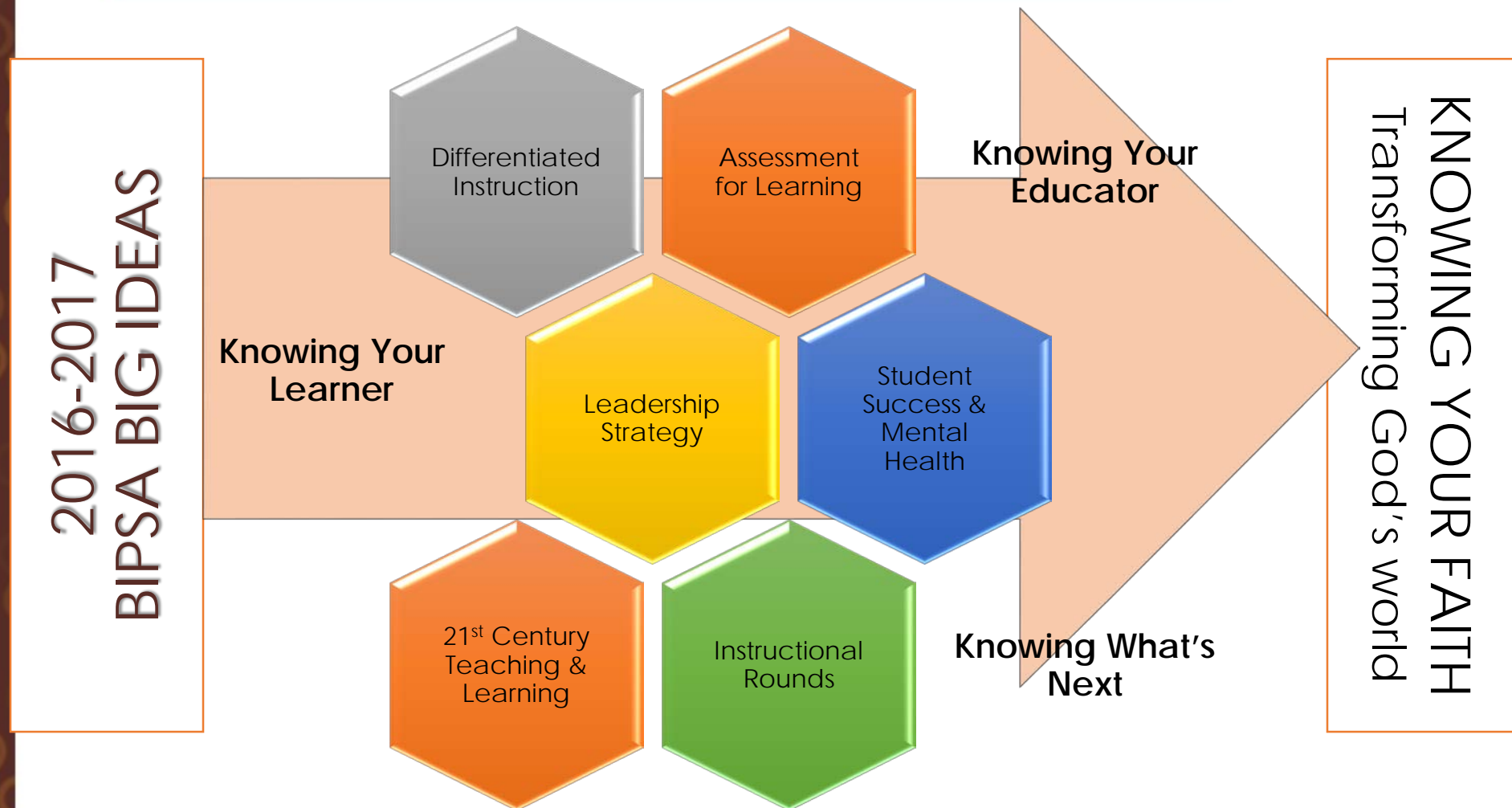


Student Achievement: EQAO continued:



Note: There were no provincial results available in 14-15 due to work to rule

Student Achievement



Student Achievement: Programming Highlights

Programming Highlights:

- French Immersion
- Early Learning
- Renewed Math Strategy
- Literacy Supports
- Student Success
- 21st Century Learning
- Specialist High Skills Major (SHSM)
- Alternative Learning Program at St. Don Bosco
- First Nation, Metis & Inuit Education (FNMI)
- Principal Learning Teams
- Networks



Our Priorities within Learning Services:

- Maintain our focus on student achievement and well-being and work with schools to provide professional learning for staff

Student Achievement: Early Learning

Program timeline:

Year 1	• 8 Schools	\$0.0M	No Extended Day
Year 2	• 11 schools	\$0.1M	3 Extended Day
Year 3	• 22 schools	\$0.5M	13 Extended Day
Year 4	• 36 schools	\$1.1M	21 Extended Day
Year 5	• 45 schools	\$1.7M	23 Extended Day
Year 6	• 45 schools	\$1.8M*	27 Extended Day
Year 7	• 45 schools	\$2.3M*	31 Extended Day

*Projected

Student Achievement: Early Learning

Early Learning

- Funding now included in GSN
- Continues to assist teaching and support staff
- Provides special needs and facilities support
- 2,648 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 \$2.3M
- Program expanded to 31 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
- 801 students registered

Student Achievement: Student Success

Financial

- Funded \$0.82M
- Provides for 2 literacy/numeracy teachers
- Support for Student Success Lead

Provincial

- Student Success teachers,
- Student Success School and Cross Panel Teams,
- System leaders,
- Alternative education teachers,
- Teachers of locally developed or applied courses,
- Credit recovery, credit intervention, and dual credit teachers,
- Subject-specific teams dedicated to Student Success initiatives,
- Mathematics, Literacy and differentiated instruction,
- School and classroom-based job-embedded learning teams using the professional learning cycle

Student Achievement: Student Success

MYSP Alignment:

Students are achieving
at their highest potential
in a 21st Century world

Board Level

- To engage students in authentic learning that reflect real-life application and engagement within a global context
- To strengthen and evolve our partnerships among K-12 schools, Colleges, Universities, employers, and community partners, locally and abroad
- To focus on 21st Century competencies of critical thinking and problem solving, creativity and collaboration
- To support our students in meeting the Ontario Graduate Expectations
- To improve student learning and achievement in Applied Level classrooms

MYSP Alignment: Parents,
parishes, community
partners and student
engagement are
nurtured and valued

Student Achievement: Student Success

- Initiatives
 - Student Voice
 - Apps 4 Learning
 - Intermediate/Senior Precision Teaching Cross-panel Elementary Technology Skills Competition/Robotics
 - Numeracy Cross Panel
 - Student Success Cross Panel
 - Blended Learning
 - IPP/Career Cruising Prof Learning
 - School Learning Teams



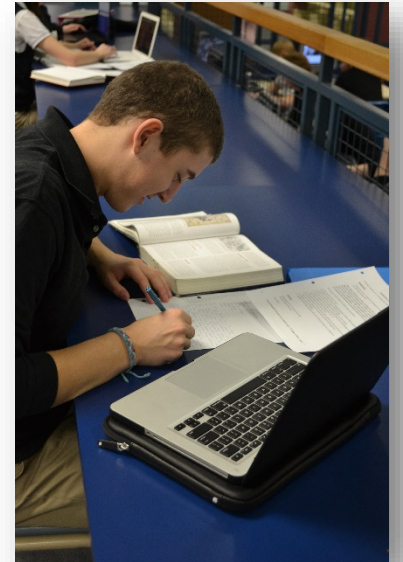
Student Achievement

21st Century Learning

- 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



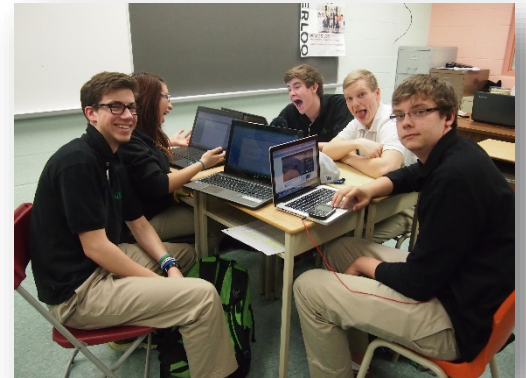
Student Achievement: Student Success

Technology Learning Fund:

- Student and teacher engagement and collaboration
- Improving teaching and learning practices using GAFE and D2L in conjunction with nurturing global competencies
- Learning Commons Initiatives
- 4 to 1 student to Chromebook ratio
- Nurturing Student Voice and Parent Engagement
- Nurturing Digital Citizenship and Social Media

Dedicated staffing to support student success:

- 16.8 teachers at all secondary sites
- 2.0 Student Success consultants
- 2.0 Social Workers
- 1.0 Supervised Alternate Learning (SAL)



Student Achievement: Specialist High Skills Major



- Funding: \$0.47M GSN
- Estimated EPO Funding: \$0.16M
- Encourages students to focus their secondary school education on a career area of their choice
- Board is a Provincial leader in SHSM programming
- Our Board SHSM footprint is 39% compared to the provincial average of 12%
- 49 programs in 13 major areas available from arts to construction



SHSM Quick Facts:

- ✓ Over 1,200 active participants:
 - ✓ >700 Grade 11
 - ✓ >500 Grade 12
- ✓ Over 5,000 certificates earned
- ✓ Boards' Red Seal rate: 46% compared to the provincial average of 44%

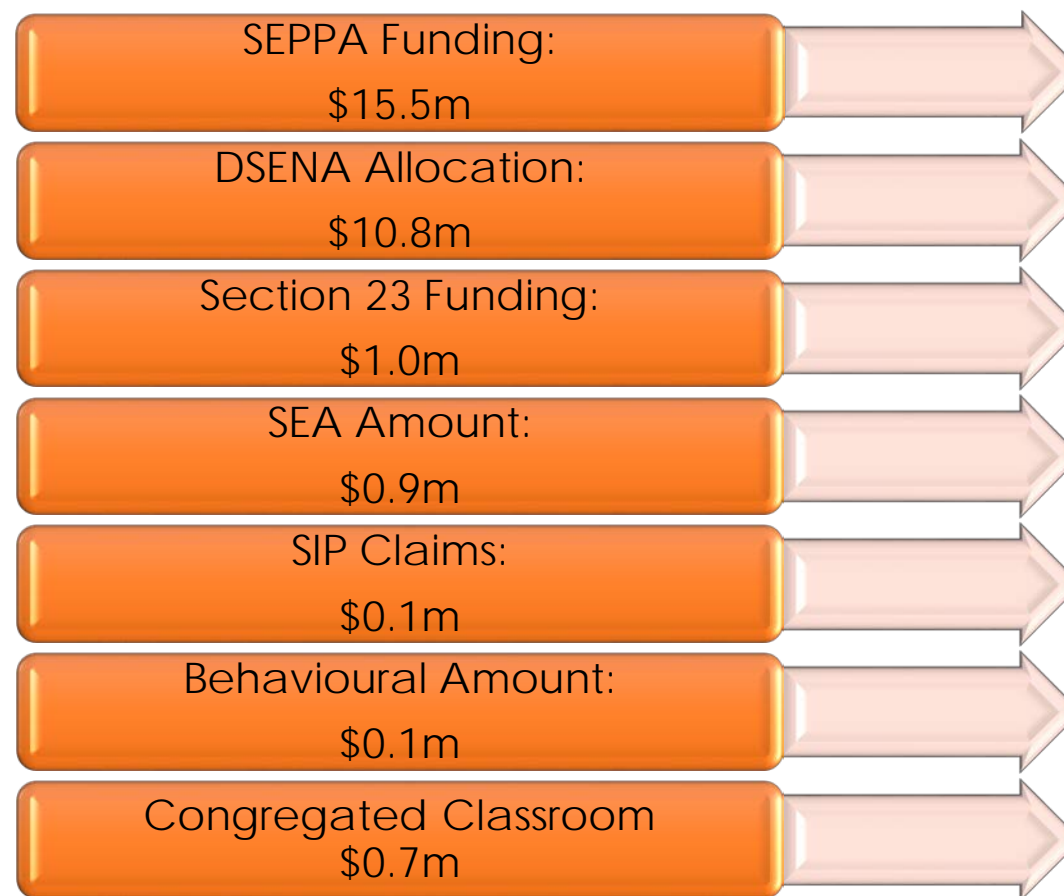
Student Achievement: Alternative Learning Program

St. Don Bosco

- The Board will continue to offer flexible, adaptable and relevant programs to students to assist them with earning high school credits
- The program has experienced a high level of success in achieving the following goals:
 - Credit accumulation;
 - Nurturing self-efficacy and resiliency skills;
 - Mental health and well-being supports and
 - Developing productive members of society.

Student Achievement: Special Education

Financial



\$29.1M

Total
Funding

Student Achievement: Special Education

Provincial Level

- \$2.76 Billion Provincial Spec Ed Budget
- Year 3 of 4 year phase-in of High Needs Amount renamed to the Differentiated Special Education Needs Amount (DSENA) allocation
- Special Education Statistical Prediction Model update

Student Achievement: Special Education

Board Level

- Budget has been presented and reviewed by SEAC
- The Board will continue to meet student learning needs with programs such as:
 - Empower
 - Empower Comprehension
 - Assistive Technology
 - Mental Health
 - Active and Community Living

MYSP Alignment: To strengthen system-wide commitment to WCDSB's vision for mental health & wellness through initiatives which engage students, parents and staff in working towards mentally healthy school communities

MYSP Alignment: To improve student learning and achievement for those students who have an IEP

Student Achievement: Special Education

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.

Student Achievement: Special Education

PPM 156 continued...

- 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.



Student Achievement: Special Education

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:

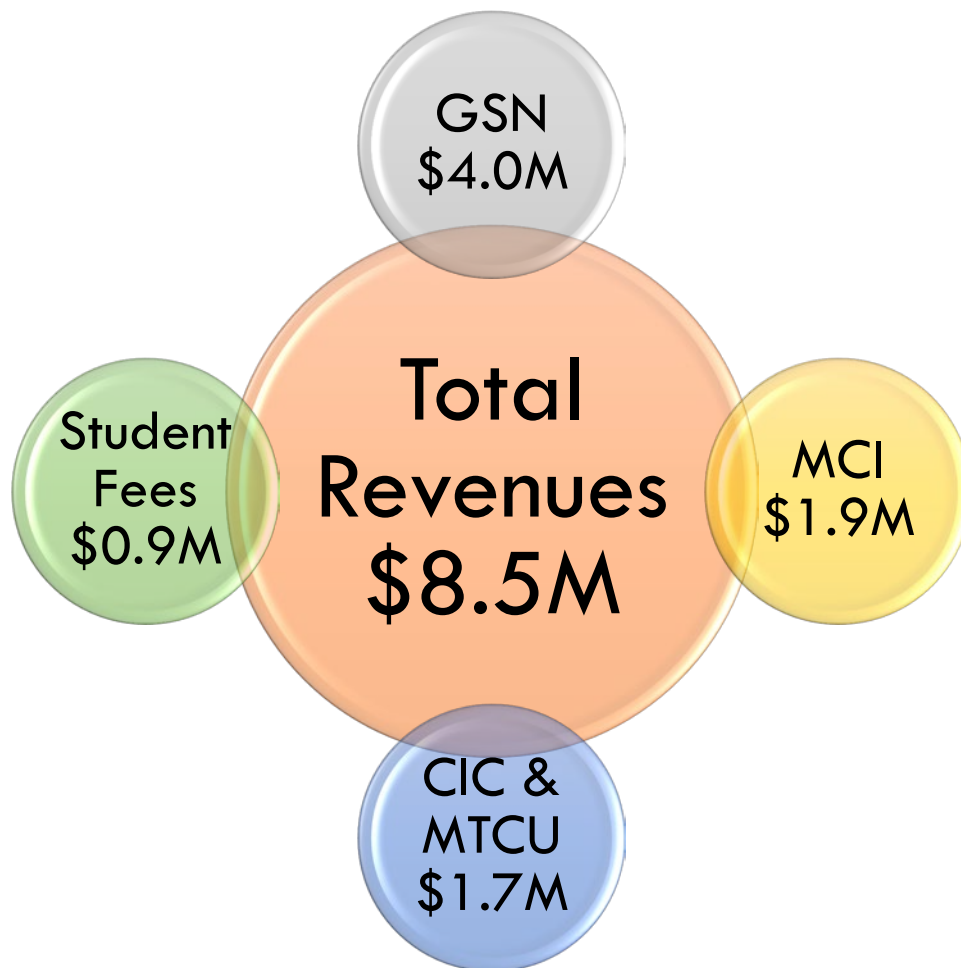
- Provide leadership for the mental health team;
- Conduct board and school level resource mapping;
- Work with senior administration to develop, execute and monitor the board mental health and addictions strategy;
- Collaborate with board/community professionals to consolidate processes to promote clear 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: Continuing Education

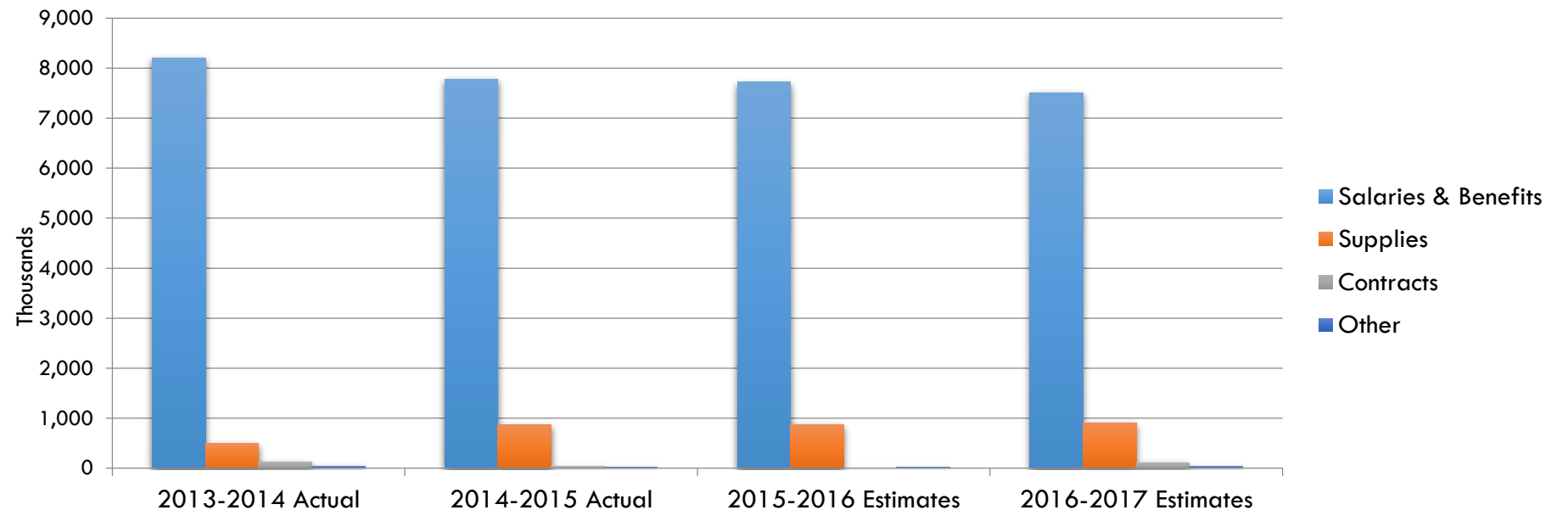
Continuing Education

Financial



Continuing Education

Expenditure Category	2013-2014 Actual	2014-2015 Actual	2015-2016 Estimates	2016-2017 Estimates
Salaries and benefits	8,204,145	7,784,554	7,730,540	7,509,704
Supplies	490,722	869,766	875,539	908,295
Contracts	123,096	33,384	12,793	111,952
Other	44,390	27,660	24,075	32,850
Total Continuing Education	8,862,353	8,715,364	8,642,947	8,562,801



Continuing Education

Provincial Level

- Innovative and flexible delivery options that better meet the needs of adult learners
- Coordinated information, intake, assessment and referral processes
- Consistently delivered PLAR for mature students
- Improved access to guidance, career counselling and pathway planning

Continuing Education: Multi-Year Strategic Plan

Board Level

Nurturing the
Catholic
Community

- **Priority: Faith is Lived and Witness in Community**
- **Goal:** To work in collaboration with our charitable and community partners to ensure our students in need are receiving the assistances they need to succeed in school.

Student
Engagement,
innovation and
Achievement

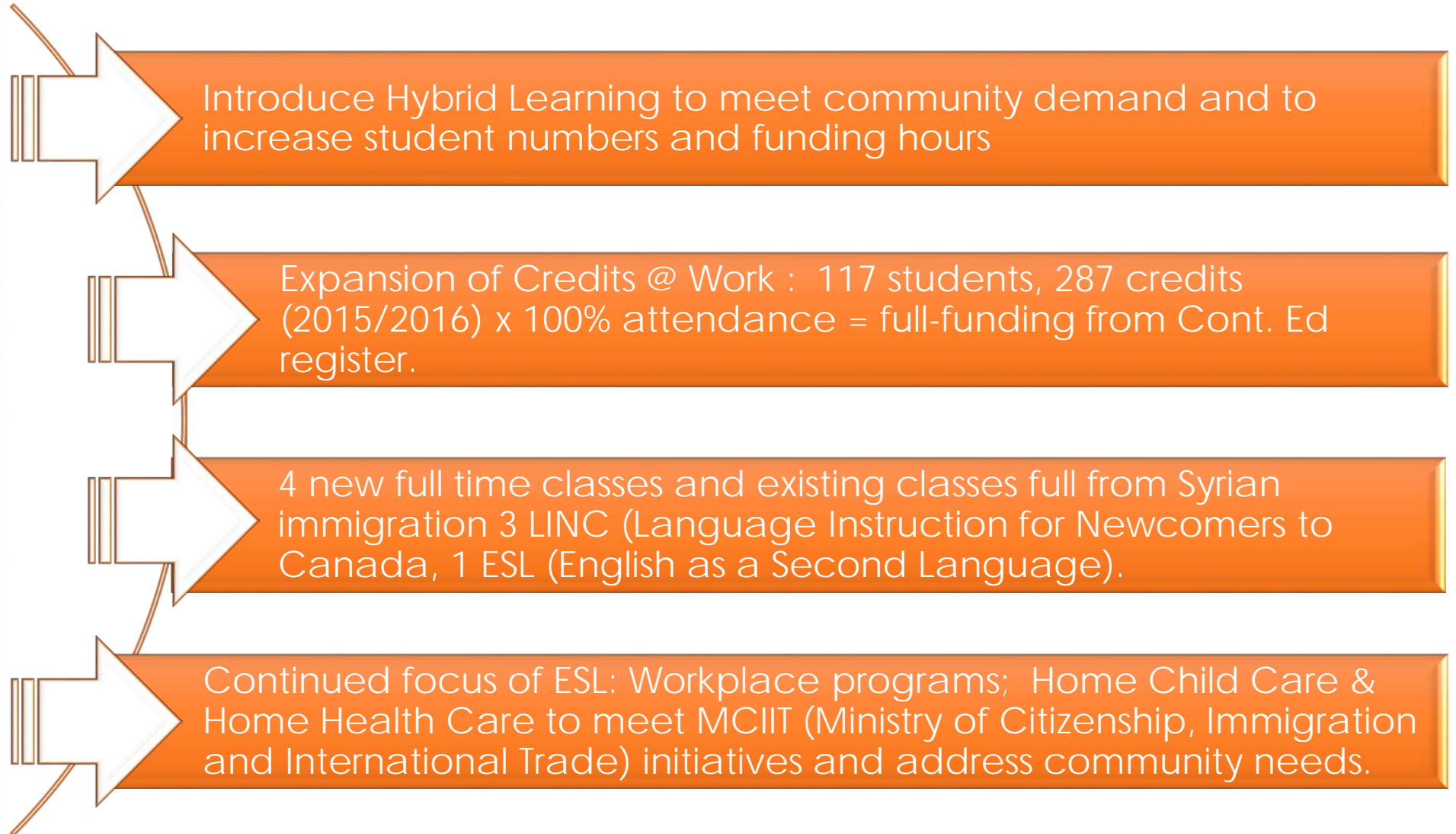
- **Priority: Students are achieving at their highest potential in a 21st Century World**
- **Goal 1:** to support our students in meeting the Ontario Catholic Graduate Expectations.
- **Goal 2:** to optimize and support our Continuing Education and Adult programs that reflect the interests and needs of the community.

Continuing Education: Community Impact

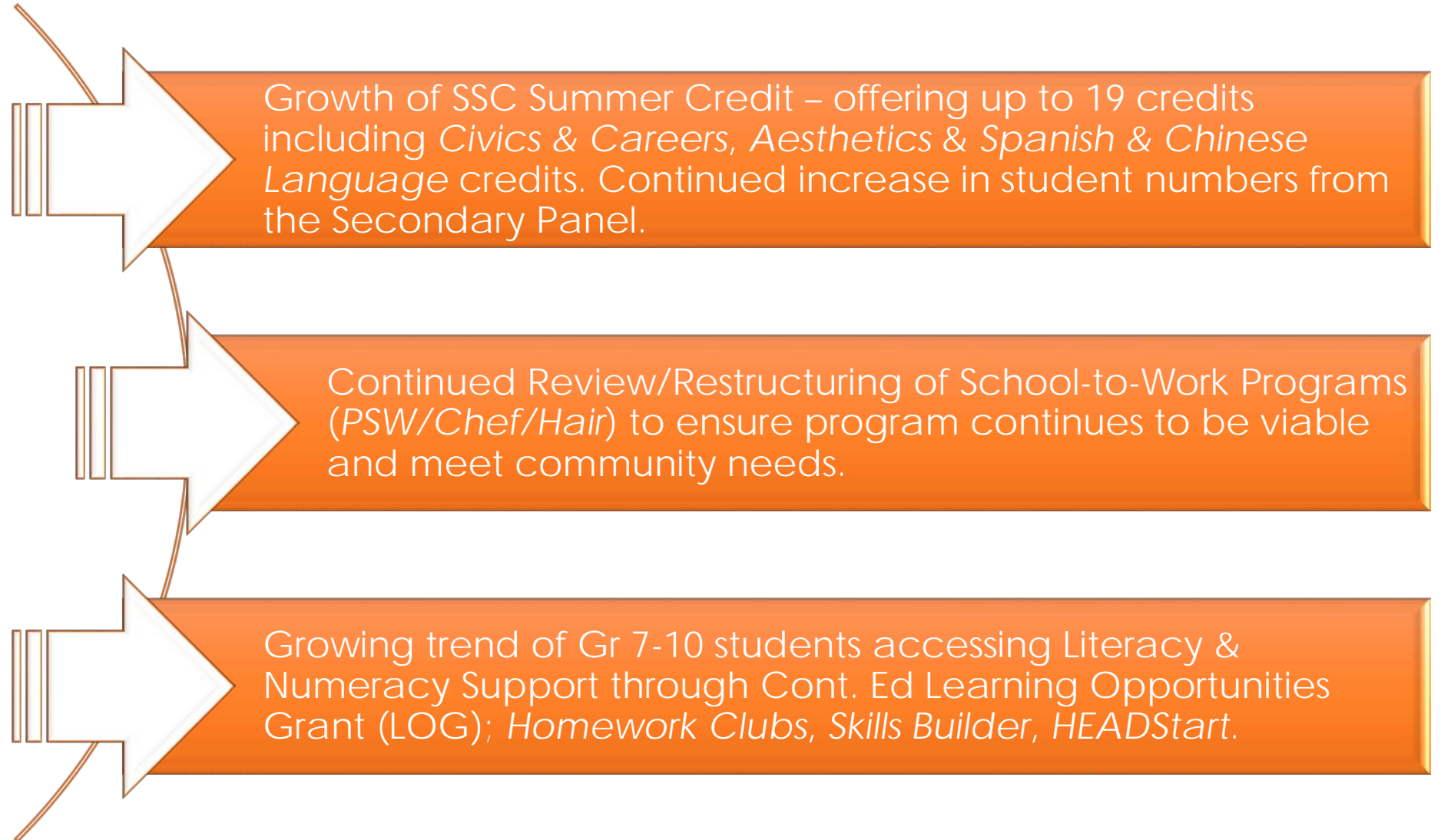
- Supporting community for almost 30 years
- Average 12,800 students access St. Louis programs annually
- 357 St. Louis graduates obtained OSSD in 2014-15
- 1,400 successful post-secondary applications from St. Louis students.
Economic impact = \$ 9M
- Supported over 400 new refugees since January 2016 to begin learning English.



Continuing Education: Budget Highlights



Continuing Education: Budget Highlights Continued...



Continuing Education: Future Focus



Continued
Evolution of SSC
Delivery Models



Creation of St. Louis
Management, Business and
Strategic Plans that align
with the MYSP



Continued Focus on
Strategic Accommodation
Short term and Long term
Planning



Expansion of
Summer Credit
Program - adding
more E-Learning

Overall Board Future Focus

Future Focus

- Ensuring commitments within the Multi-Year Strategic Plan are achieved
- Mathematics Strategy and Student Achievement
- Ensuring accurate enrolment and financial sustainability
- Focus on graduation rates
- SBEM initiatives



Areas of Risk

- Difficult to predict enrolment/projections
- Utility volatility
- Staffing
- Absence Management
- Renewal Funds



Summary and Motions

Summary

- The budget is balanced.
- Question period for Trustees: June 6 – 20, 2016.
- Budget Submission Date – June 30, 2016.
- The budget is compliant with board policy and relevant legislation.
- There is inherent risk in some areas of the budget.

Proposed Budget Motions

1. That the Board of Trustees approve an operating budget of \$235,917,457 for the 2016-2017 school year as presented to the Board.
2. That the Board of Trustees approve a capital budget of \$17,418,730 for the 2016-2017 school year as presented to the Board.
3. That the Board of Trustees directs Administration to file this balanced budget with the Ministry of Education before the deadline of June 30, 2016.

Questions?

Further questions
can be submitted
to:

budget@wcdsb.ca
prior to June 20th

