

2017-2018 Budget Presentation

June 5, 2017



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Opening Remarks

Loretta Notten
Director

Our Mission:

*As disciples of Christ, we educate
and nurture hope in all learners to
realize their full potential to transform
God's world.*

Our Vision:

*Our Catholic Schools: heart of the
community – success for each, a place
for all*

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Overview

Annual Budget Report



Budget Consultation



Budget Preparation



Enrolment

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Revenue and Expenditures



Accumulated Surplus

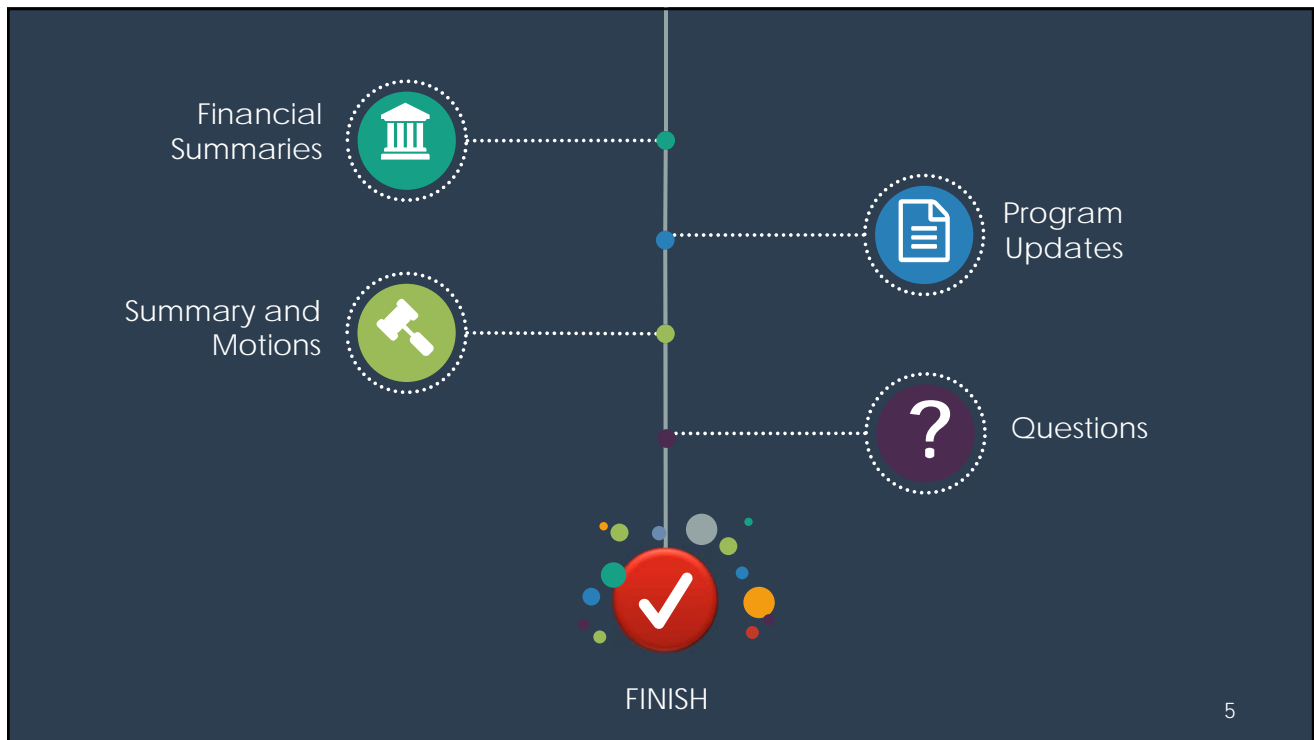


Staffing



Planning Areas

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2017-2018 Budget

Waterloo Catholic District School Board
June 2017

Budget Report Book

Support
Accompanying document to the presentation

Accessibility
Document posted to website for parents, students, trustees and Catholic School Supporters

Analytics
Contains Dashboard reports and Technical Paper analysis

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Budget Timelines

December
Pre-budget preparation

March + April
Consolidation & preparation

May
Analysis & reporting



March
Budget consultation

May
Decision making

June
Presentation & filing

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Assumptions and Goals

Shared by Board and Ministry



Balanced
budget



Administrative
spending
restrictions



GSN
Announcement:
basis of funding



Capital &
operating budget
separation



Compliance
with legislation



Class size
ratios



Transparency



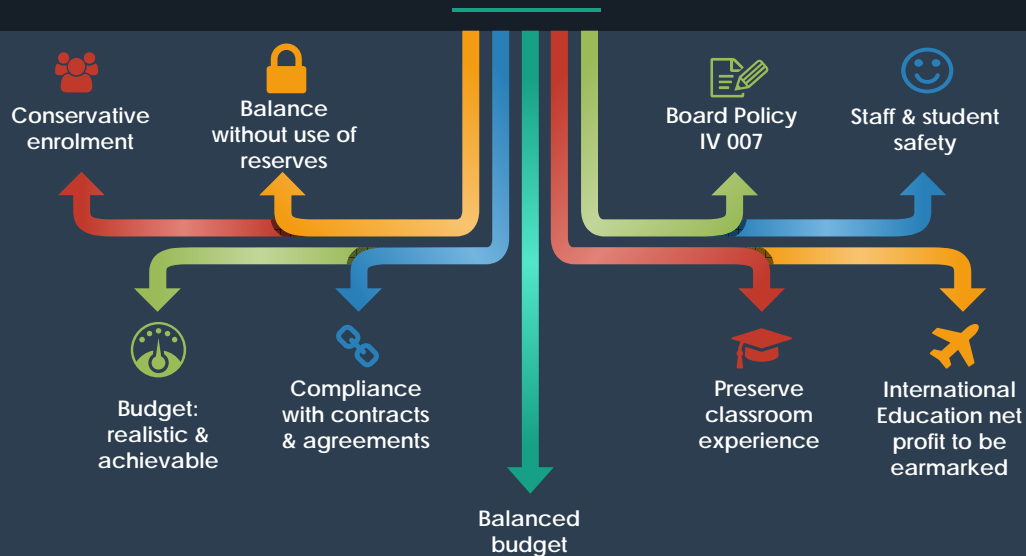
Special
Education
enveloping



Reserve
balance
sustainability

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Additional Board Assumptions and Goals



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Changes to Budget

Major Changes

- Salary benchmarks
- Class size investments
- Professional development
- Local Priorities Funding (LPF)

Keeping Up With Costs

- Increase to non-staff operations funding
- Increase to Community Use of Schools funding

Savings

- School Board Efficiencies and Modernization (SBEM)



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Changes to Budget continued

Capital

- New Greenhouse Gas Reduction funding
- Continued School Condition Improvement and Renewal
- Community Hubs investments

Benefits

- Continued implementation of ELHT transition
- Continued phase-out of retirement gratuities

Other

- Fully phased-in Special Education funding
- Full phased-in Board Administration funding



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Budget Process Changes



Budget Preparation Workbooks



Elementary Enrolment Committee (EEC)



Staffing Model Approach



Budget Steering Committee

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Budget Challenges and Risks



Labour
Agreements



Enrolment
Accuracy



Human
Resources



Utilities



Government

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Ministry Priorities for 2017-2018



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Ministry Priorities for 2017-2018 continued...



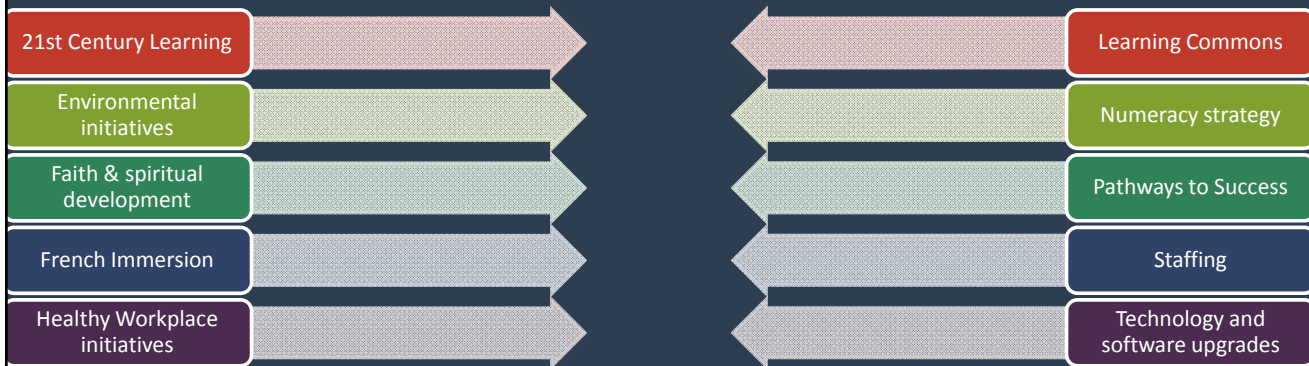
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Board Priorities for 2017-18:



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MYSP Priorities for 2017-18:



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Day School Enrolment

Enrolment is the key driver for most Ministry grants



Elementary

- Establishment of Elementary Enrolment Committee (EEC)
- 3rd year with revised admission policy
- 3rd year of French Immersion programming

Secondary

- 2nd year of Secondary Enrolment Committee (SEC)

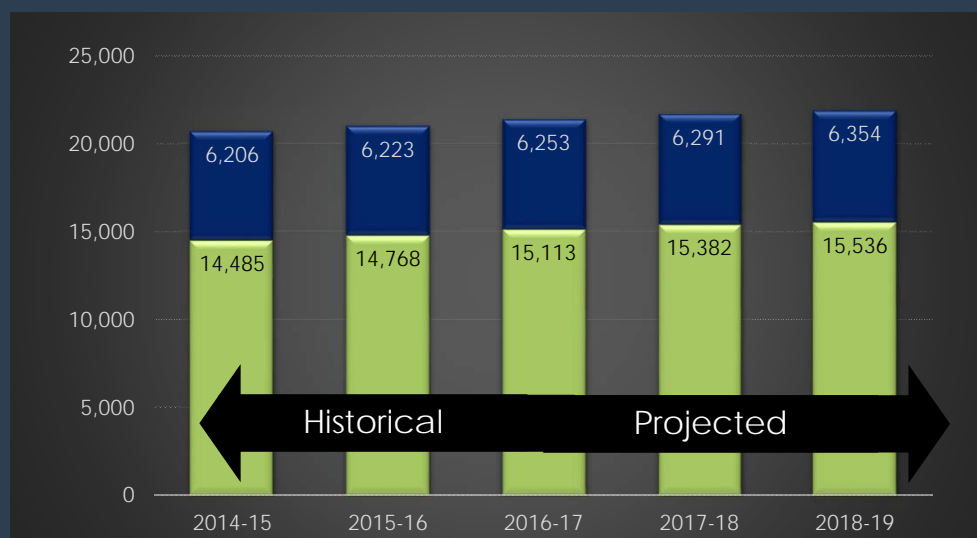
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Day School Enrolment continued...

ADE	2016-17 Estimates	2016-17 Forecast	2017-18 Estimates	Change vs Forecast	Change vs Estimates
Elementary					
JK and SK	2,648	2,843	2,789	(54)	141
Grades 1 to 3	4,460	4,525	4,555	30	95
Grades 4 to 8	7,677	7,827	8,038	211	361
Total Elementary	14,785	15,195	15,382	187	597
Secondary <21					
Grades 9 to 12	6,145	6,222	6,291	69	146
Total Secondary	6,145	6,222	6,291	69	146
Total	20,930	21,417	21,673	256	743

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Day School Enrolment continued...



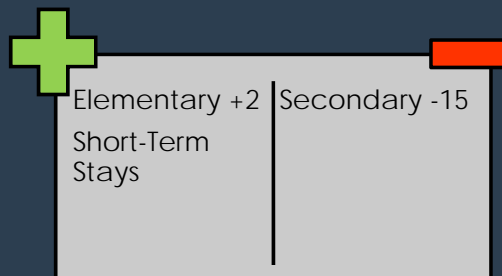
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Other Enrolment



International

- Includes both long and short-term stays
- Pay tuition fees
- Declining enrolment projected for long-term stays
- 12 Elementary + 175 Secondary = 187 tuition paying students
- Increased interest in short-term stays



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Budget Consultation



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Budget Survey

Structure

- Online public survey
- 603 responses (632 in 2016-2017)
- Satisfies Board Policy IV007: Financial Planning/Budgeting

Content

- Focused priorities

Results

- New mechanisms to summarize data
- Detailed responses can be found in Appendix VII of Annual budget Report

Literacy and
Numeracy

School
Budgets

Mental Health
and Well-
Being

Information
Technology

Capital
Infrastructure

Environmental
Initiatives

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Budget Advisory Committee (BAC)

BAC consists of:

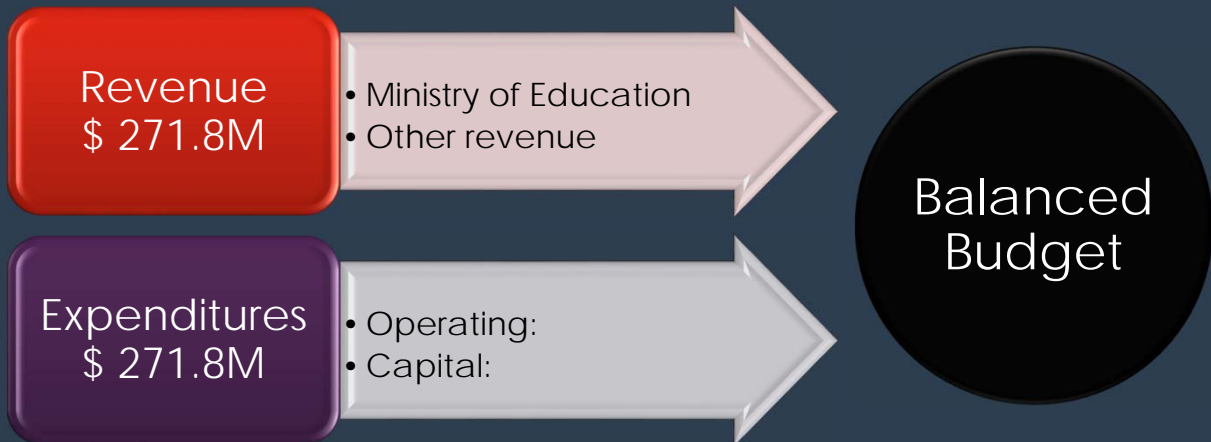
- Trustees
- Community members
- Principal representatives and
- Management

Committee tasks:

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

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Budget overview



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Revenues

Source	2014-2015 Actuals	2015-2016 Actuals	2016-2017 Estimates	2017-2018 Estimates	Change
GSN - Pupil Foundation	109,431,134	109,745,959	110,814,642	116,677,665	5,863,023
GSN - Teacher & DECE Q&E	21,060,371	24,471,740	22,784,242	26,287,640	3,503,398
GSN - Learning Opportunities	3,085,168	3,141,162	3,382,168	5,887,610	2,505,442
GSN - Capital and Debt	17,853,097	17,779,613	17,494,177	19,328,790	1,834,613
GSN - Special Education	27,430,288	27,885,320	28,202,613	29,383,103	1,180,490
GSN - School Operations	19,788,202	20,407,576	20,521,469	21,477,093	955,624
Other Non-GSN Revenue	15,081,618	15,566,584	13,714,421	14,639,208	924,787
GSN - Other Allocations	18,640,077	17,303,532	17,856,353	18,524,330	667,977
GSN - Language Allocation	3,563,407	3,773,063	3,791,151	4,430,127	638,976
GSN - School Foundation	14,635,329	14,658,001	14,774,951	15,205,944	430,993
Total Revenue	250,568,691	254,732,550	253,336,187	271,841,510	18,505,323

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Revenues continued...



Pupil Foundation Grant +\$5.9M

- Increased enrolment: +\$3.7M
- Increased salary benchmarks: +\$1.8M
- Initiation of phase-in of class-size reduction funding: +\$0.6M
- Redirected funding due to minor tangible assets: -\$0.2M



Teacher Q&E Grant +\$3.5M

- Increased funding for benefit transition: +\$3.4M
- Increased professional development: +\$0.9M
- Decreased funding due to cost of average salary over benchmark: -\$0.8M

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Revenues continued...



Learning Opportunities Grant +\$2.5M

- Increased funding due to Local Priorities Fund: +\$2.4M
- Increased salary benchmarks: +\$0.1M



Special Education Grant +\$1.2M

- Increased salary benchmarks: +\$0.4M
- Increased enrolment: +\$0.5M
- Phased-in Differentiated Special Education Needs Amount: +\$0.2M
- Special Education Equipment Amount (SEA): +\$0.1M

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Expenditures

Expenditure Type	2014-2015 Actual	2015-2016 Actual	2016-2017 Estimates	2017-2018 Estimates	Year over Year Change
Salaries and benefits	204,403,685	208,816,468	207,732,803	222,093,303	14,360,500
Capital and debt	17,722,889	18,009,206	17,418,730	19,178,768	1,760,038
Facility Services	5,565,943	4,664,664	5,025,298	4,696,292	-329,006
Student Transportation	4,998,960	4,910,892	5,218,753	5,645,180	426,427
Supplies	6,493,576	7,387,074	6,063,167	6,300,181	237,014
Fees and contracts	3,591,970	3,052,102	3,739,394	4,574,313	834,919
Utilities	5,194,000	5,323,153	5,620,623	6,680,000	1,059,377
Technology	1,663,656	1,509,940	1,876,816	2,085,655	208,839
Staff development	493,190	474,144	640,603	587,818	-52,785
Total Expenditures	250,127,869	254,147,642	253,336,187	271,841,510	18,505,323

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Expenditures continued...



Salaries and Benefits +14.4M

- Increased teaching staff: +\$4.2M
- Increased classroom support staff: +\$2.4M
- Increased salary benchmarks: +\$7.8M



Supplies +\$0.5M

- Increased French Immersion and religion resources: +\$0.3M
- Increased software and IT costs: +\$0.2M
- Increased cost of school supplies: +\$0.2M
- Decreased Education Programs – Other (EPOs): -\$0.5M

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Expenditures continued...



Utilities +\$1.1M

- Increased electricity costs: +\$1.2M
- Decreased gas and water costs: -\$0.1M



Fees and Contracts +\$0.8M

- Increased International Education agent and homestay fees: +\$0.9M
- Changes to programming contracts: -0.1M

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Notable Budget Additions

Staff related to enrolment, collective agreements and Ministry initiatives

0.5 Vice Principal, 0.5 Principal

1 Human Resources Services Officer

Support for Learning Commons transition

French Immersion resources

Continued refresh of French as a Second Language (FSL) and religion resources

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Notable Budget Deferrals

Deferral of a portion of IT Budget; pending receipt of TLF grant

Deferral of investments in Procurement software

Deferral of Human Resource Services enhancements

Deferral of new positions requested

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Staffing Changes

FTE	2016-17 Budget	2017-18 Budget	Year Over Year Change	
			#	%
Classroom				
Teachers	1,285	1,339	54	4.2%
Child & Youth Care Workers	44	44	-	0.0%
Educational Assistants	308	334	26	8.4%
Early Childhood Educators	135	144	9	6.7%
Total Classroom	1,772	1,861	89	5.0%
Other Support Staff				
School Administration	157	157	-	0.0%
Board Administration	65	66	1	1.5%
Facility Services	193	195	2	1.0%
Consultants	24	25	1	4.2%
Paraprofessionals	83	89	6	7.2%
Library & Guidance	59	59	-	0.0%
Total Other Support Staff	581	591	10	1.7%
Total Staffing	2,353	2,452	99	4.2%

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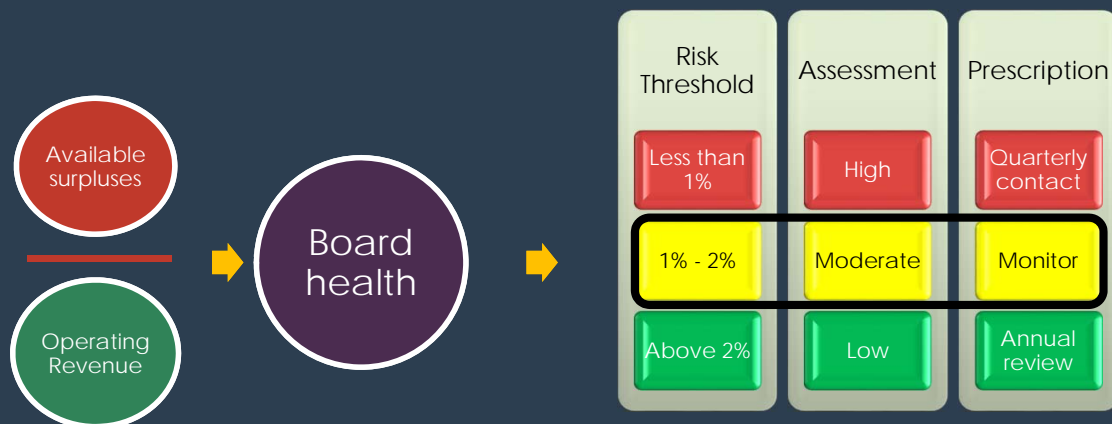
Accumulated Surplus

Accumulated Surplus	2014-2015 Actual	2015-2106 Actual	2016-2017 Estimates	2017-2018 Estimates
Opening Balance	4,226,664	4,261,513	4,709,122	4,664,588
Contributions	440,821	584,902	-	-
Draws (due to commitments)	-405,972	-137,293	-44,534	-44,534
Closing Balance	4,261,513	4,709,122	4,664,588	4,620,054

Composition of Accumulated Surplus	Amount
Operating surplus	2,941,878
Network infrastructure	700,000
Early Learning Resources	200,000
Administrative Capital	61,945
Insurance	150,000
WSIB*	147,220
Sinking fund interest*	414,911
Transportation*	4,100
	4,620,054


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Board Risk Assessment



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Ministry Compliance

		Submission Version: Board Working Version School Board Name: Waterloo Catholic DSB School Year: 2017-18 Cycle: Estimates
Compliance Report		
Administration and Governance		
Gross Expenses excluding internal audit		7,300,426
Other incomes		602,347
Net Expenses excluding internal audit		6,698,079
Funding allocation excluding internal audit		6,991,868
Overspending on Administration and Governance		0
Compliant /Non-compliant		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)		276,276,730
In Year Revenues for Land (Schedule 5.6, Item 1.2 + Item 1.3 + Item 1.4 - Item 1.4.1 + Sch 5.5 Land Projects col. 5.1 + col. 6.1)		
1.1.1		4,435,221
1.2 In-year expenses for compliance purposes (From Sch 10ADJ Page 2, line 90, Col 20)		271,886,041
1.3 In-year surplus/(deficit) for compliance purposes		-44,532
.....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)		238,996,810
1.6 1% of item 1.5		2,389,968
1.7 Prior Year Accumulated Surplus Available for Compliance (From schedule 5, item 3, Col 1)		4,664,591
1.8 Lesser of item 1.6 and item 1.7		2,389,968
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		2,389,968
		COMPLIANT
1.12 If the amount of deficit at item 1.3 is less than item 1.11, then the board is in compliance		

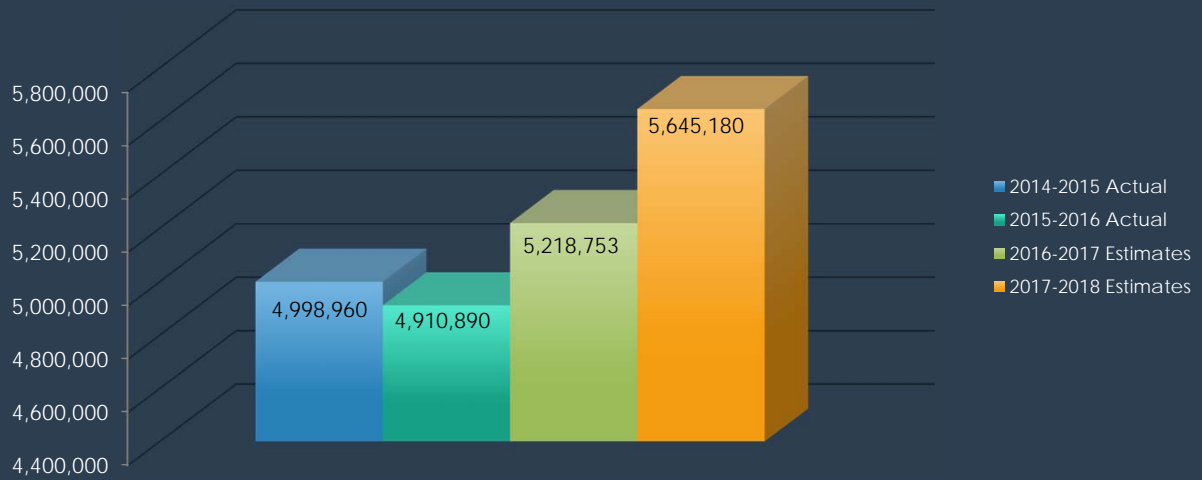
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Planning Areas



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Student Transportation



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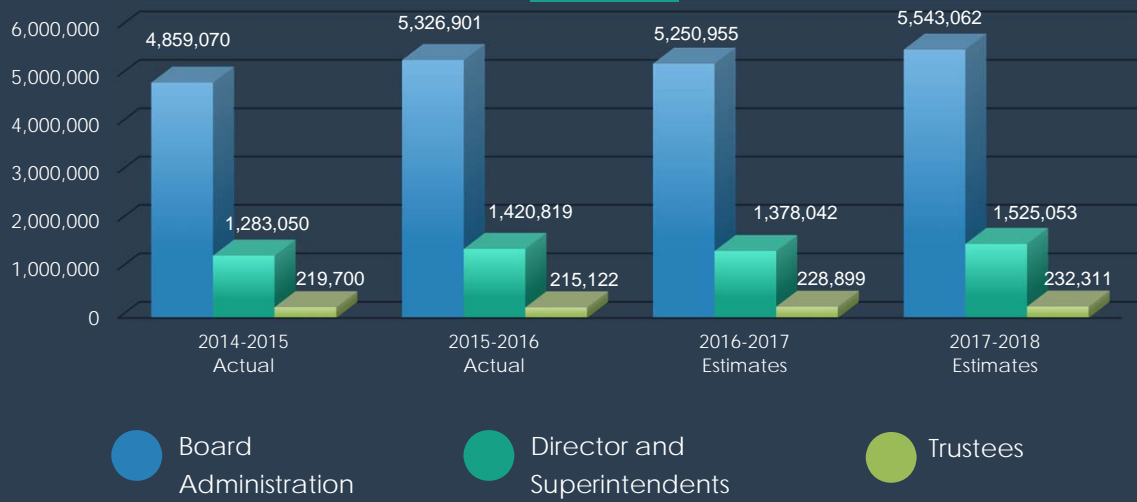
Student Transportation continued...

Focus Areas



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Board Administration



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Board Administration continued...

Expenditure Category	2014-2015 Actual	2015-2016 Actual	2016-2017 Estimates	2017-2018 Estimates
Salaries and benefits	5,368,092	5,620,071	5,662,020	6,062,590
Legal and audit fees	286,249	335,558	227,700	215,180
Office supplies, photocopying	179,122	172,774	152,790	153,390
Phone expenses	92,087	93,535	117,482	106,673
Interest expenses	-	13,152	2,000	10,000
Professional development	94,037	119,311	111,290	131,900
Trustee expenses & memberships	76,641	129,388	134,767	129,750
HR expenses	29,979	69,425	86,400	122,726
Travel expenses	44,828	48,908	60,200	68,600
IT fees, maintenance	8,771	130,850	153,378	114,353
Marketing and advertising	102,471	107,808	61,500	98,500
Memberships and subscriptions	21,810	23,737	27,094	28,464
Miscellaneous	57,733	98,325	61,275	58,300
Total Expenditures	6,361,820	6,962,842	6,857,896	7,300,426

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Board Administration continued...

Focus Areas



Succession Planning



Process Improvements



Health and Wellness



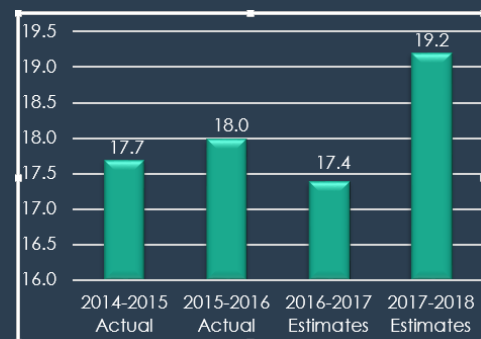
Software Upgrades

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Capital and Debt

Capital and debt is comprised of:

- Interest on long term debt [\$4.1M]
- Depreciation of capital assets [\$15.1M]
 - Buildings and equipment
 - Minor Tangible Capital Assets (mTCA):
 - Computers
 - Vehicles
 - Small equipment



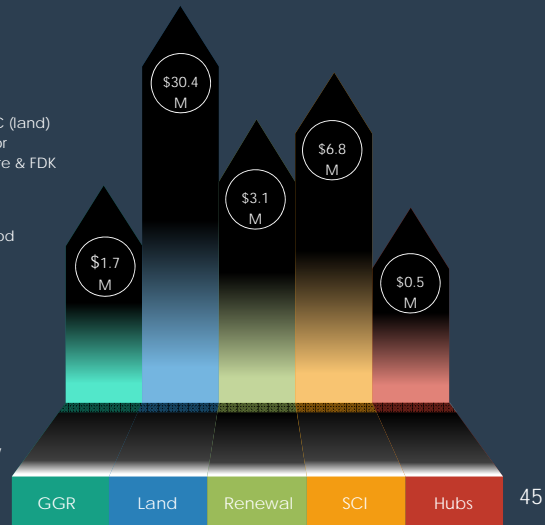
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Capital and Debt

Sources

Funding is available from multiple sources and the use is derived from the Long-term Accommodation Plan (LTAP) submitted to the Ministry annually

- Greenhouse Gas Reduction
 - Funding source: new
 - Intent: to reduce Greenhouse Gas emissions in education sector
- Capital Priorities
 - Funding source: Ministry & EDC (land)
 - Intent: new construction, major renovations, includes Childcare & FDK
- School Renewal
 - Funding source: Ministry
 - Intent: to keep buildings in good repair
- School Condition Improvement
 - Funding source: Ministry
 - Intent: to assist with local and Provincial backlog of repairs
- Community Hubs
 - Funding source: Ministry
 - Intent: to promote community hubs in schools



Capital and Debt

Uses



Capital and Debt continued...

Capital priorities – new projects

- Template submitted to Ministry, awaiting status of requested projects

Property dispositions:

- Dispositions anticipated to be complete by August 2017:
 - Moore Avenue
 - Monsignor Gleason
- None anticipated for 2017-2018

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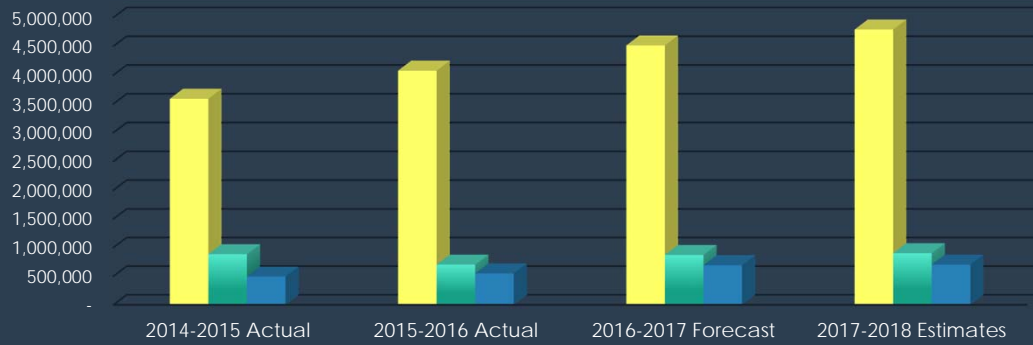
Facility Services

Expenditure Category	2014-2015 Actual	2015-2016 Actual	2016-2017 Estimates	2017-2018 Estimates
Salaries and benefits	11,052,847	11,420,069	11,138,974	12,173,536
Utilities	4,959,023	5,323,153	5,383,123	6,390,600
Contracts and supplies	5,097,331	1,975,153	4,314,495	4,539,392
Other	392,814	2,613,391	494,766	156,900
Total Facility Services	21,502,015	21,331,766	21,331,358	23,260,428

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Facility Services continued...

Utilities



Electricity



Natural Gas



Water and Sewage

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Facility Services Detail

Focus Areas

Energy Conservation Plan

- Continued monitoring of costs due to changing weather patterns and commodity price fluctuations
- Demand Management Plan sets a 1% reduction target for energy consumption
- Develop best practices for operations, maintenance and retrofit of existing buildings
- Ontario EcoSchools program targeting 100% certification by 2018

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Learning Services



Program Services



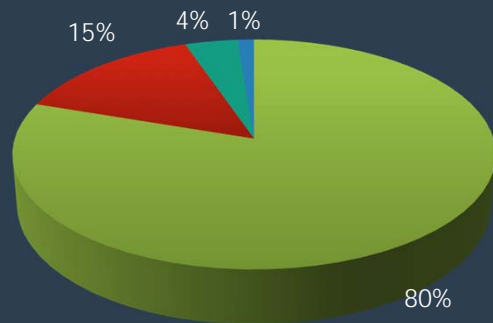
Student Services



Continuing Education



School Budgets



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Learning Services continued...

Highlights of Changes

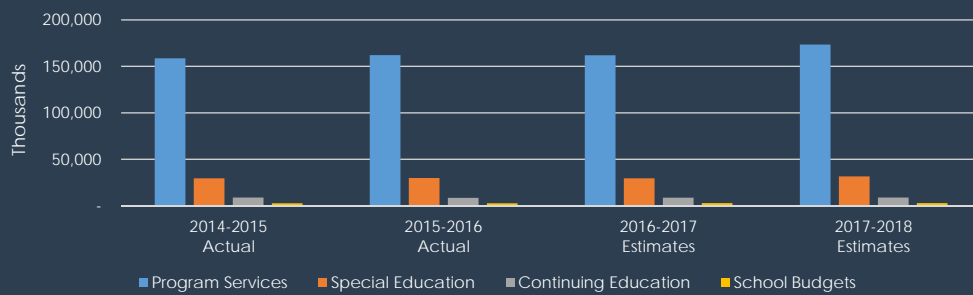
- Increased elementary and secondary enrolment
- Increased salary benchmarks
- Increased participation in extended day program
- Increased number of English-as-a-Second Language students



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Learning Services continued...

Expenditure Category	2014-2015 Actual	2015-2016 Actual	2016-2017 Estimates	2017-2018 Estimates
Program Services	158,744,969	162,045,774	161,917,742	173,485,613
Special Education	29,476,384	29,780,568	29,376,240	31,546,365
Continuing Education	8,715,365	8,474,939	8,562,801	8,725,086
School Budgets	2,605,467	2,631,657	2,652,667	2,699,644
Total Learning Services	199,542,185	202,932,938	202,509,450	216,456,708



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Program Services

Expenditure Category	2014-2015 Actual	2015-2016 Actual	2016-2017 Estimates	2017-2018 Estimates
Salaries and benefits	152,013,611	155,771,578	154,942,414	165,561,792
Text books and resources	2,193,966	3,005,747	1,522,331	2,087,632
Contracts and other services	3,773,845	2,113,681	3,514,741	3,770,440
Staff development	313,661	272,949	421,089	348,844
Other	449,886	881,819	1,517,167	1,716,905
Total Program Services	158,744,969	162,045,774	161,917,742	173,485,613

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Program Services continued...

Highlights of Changes

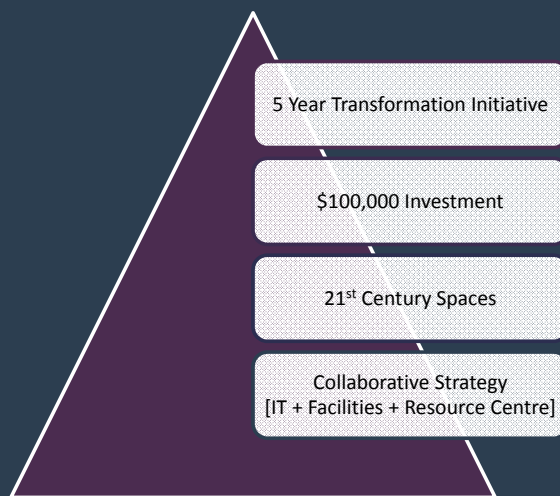
- Increased salary benchmarks
- French Immersion expansion
- Announcement of Local Priorities Funding
- Announcement of class size reductions
- Addition of vice principal to support schools
- Second year of Renewed Math Strategy



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Learning Services continued...

Focus Area: Learning Commons



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Program Services continued...

Focus Area: French Immersion

Entering Year 3

12 classrooms in 3 schools

Additional Resources

Capacity planning



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Program Services continued...

Focus Area: English as a Second Language

Increased
Enrolment



Additional
Support



Newcomer
Centre



Additional
Resources



Future Focus



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Program Services continued...

Local Priorities Fund



The ministry has announced a \$219 million investment to establish a Local Priorities Fund to address a range of priorities including more special education staffing to support children in need, "at-risk" students and adult education. The Board will receive approximately \$2.4m and has distributed the funding as follows:



9.2 Elementary teachers
4.5 Secondary teachers



12.0 Educational Assistants



Other Supports TBD

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Student Services

Revenue Comparison

2016-2017 Estimates

Special Education Per Pupil Amount \$15.3M
Section 23 \$1.0M
Special Equipment Amount \$0.9M
Differentiated Special Education Needs Amount \$10.8M
Special Incidence Portion \$0.1M
Behavioural Expertise \$0.1M
Total Special Education GSN: \$28.2M

2017-2018 Estimates

Special Education Per Pupil Amount \$16.3M	↑
Section 23 \$1.0M	
Special Equipment Amount \$1.0M	↑
Differentiated Special Education Needs Amount \$10.9M	↑
Special Incidence Portion \$0.1M	
Behavioural Expertise \$0.1M	
Total Special Education GSN: \$29.4M	↑

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Student Services

Detailed Expenditures

Expenditure Category	2014-2015 Actual	2015-2016 Actual	2016-2017 Estimates	2017-2018 Estimates
Salary and benefits	28,263,156	28,620,688	28,560,493	30,652,163
Textbooks and resources	152,499	191,179	197,563	248,692
Contracts	161,335	282,362	199,400	196,400
Staff development	71,997	72,265	91,985	94,110
SEA and other	827,397	614,074	326,799	355,000
Total Special Education	29,476,384	29,780,568	29,376,240	31,546,365

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School Budgets

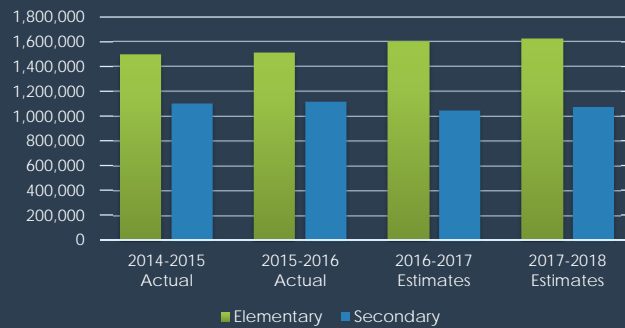
- School budgets are a function of enrolment
- School budget allocations should cover:
 - Resources, materials and supplies for school
 - Supply teacher costs – local PD
 - Library resources
 - Replacement furniture
 - Reflect the school needs and school improvement plans
- Future Areas
 - School Budget Development
 - Demographics



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School Budgets continued...

Expenditure Category	2014-2015 Actual	2015-2016 Actual	2016-2017 Estimates	2017-2018 Estimates
Elementary	1,498,096	1,511,738	1,601,872	1,623,883
Secondary	1,107,371	1,119,919	1,050,795	1,075,761
Total	2,605,467	2,631,657	2,652,667	2,699,644



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Program Updates

Faith Formation



2017 Board Spirit Day



Investment in religion resources



Enhanced professional development



Future focus



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Program Updates continued

Student Success

Initiatives

- Student Voice
- Apps 4 Learning
- Cross-panel Elementary Technology Skills Competition/Robotics
- Numeracy Cross Panel
- Student Success Cross Panel
- Blended Learning
- IPP/Career Cruising Prof Learning
- School Learning Teams
- New Pedagogies for Deeper Learning

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Program Updates continued...

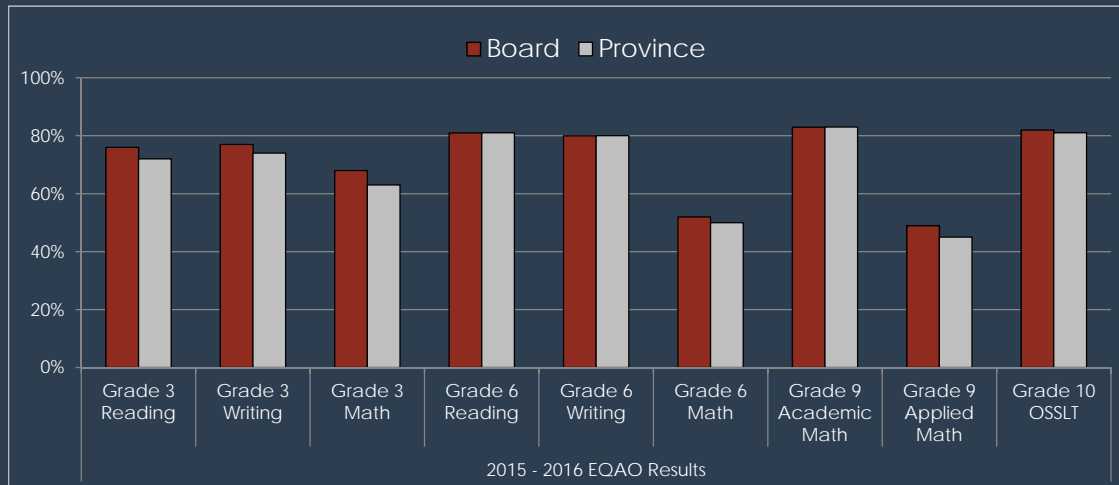
Student Achievement: EQAO

- Students met or exceeded Provincial average in all assessment categories
- Elementary:
 - Grade 3 results in writing, reading and math surpassed the Provincial average by 4.0%, 3.0% and 5.0% respectively
 - Grade 6 results in writing and reading met the Provincial average while math topped the average by 2.0%
- Secondary:
 - Grade 9 results in academic math met the Provincial average while applied math exceeded it by 4.0%
 - Grade 10 OSSLT results beat the Provincial average by 1.0%

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Program Updates continued...

Student Achievement: EQAO



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Program Updates continued...

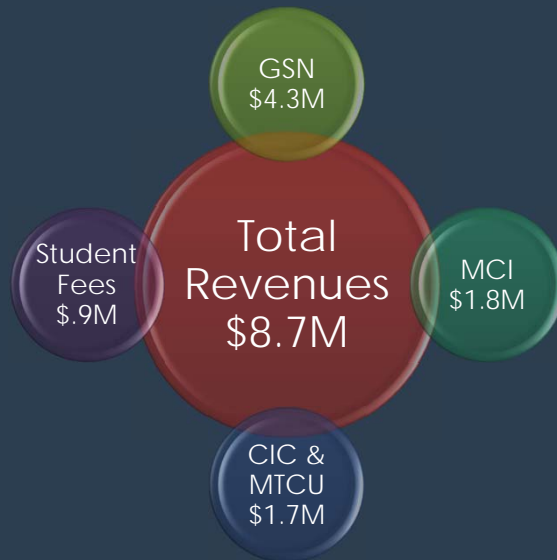
Extended Day

- Fees received estimated to be \$2.5M
- Program will maintain 31 viable sites with either before or after care
- Operates on board-wide break-even program
- Extended Day billing now in house
- 1,000+ registrations expected



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Continuing Education

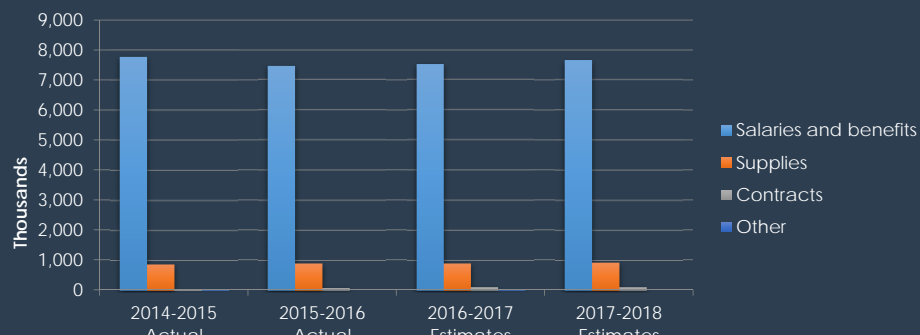


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Continuing Education continued...

Expenditures

Expenditure Category	2014-2015 Actual	2015-2016 Actual	2016-2017 Estimates	2017-2018 Estimates
Salaries and benefits	7,784,554	7,463,143	7,509,705	7,646,570
Supplies	869,766	895,785	908,295	936,077
Contracts	33,384	101,964	111,951	128,689
Other	27,661	14,047	32,850	13,750
Total Continuing Education	8,715,365	8,474,939	8,562,801	8,725,086



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Continuing Education continued...

Highlights of Changes

- Increased salary benchmarks
- Increased participation in summer programming and e-learning
- Increased growth in adult English-as-a-Second Language summer program
- Increased enrolment in Language Instruction for Newcomers to Canada (LINC)

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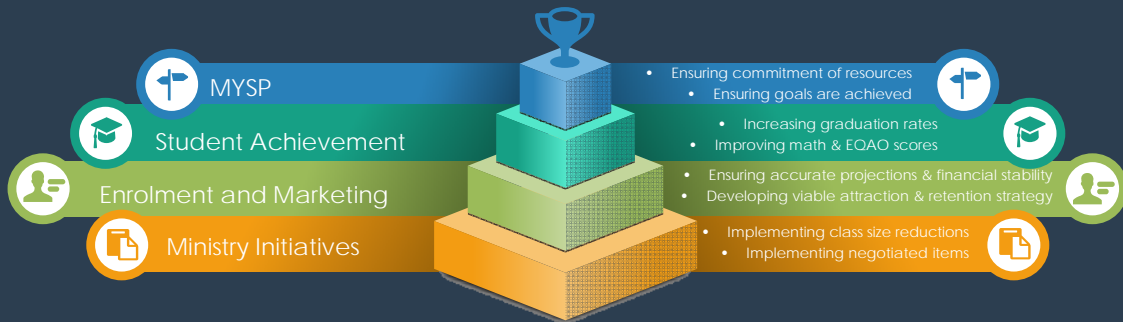
Continuing Education continued...

Future Focus



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Overall Future Focus



The Board will continue to follow the course charted to achieve successes and learn from experience.

Our schools will continue to be the heart of the community, providing success for each and a place for all.

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Areas of Risk



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Summary



- The budget is balanced.
- Budget Submission Date – June 30, 2017.
- The budget is compliant with board policy and relevant legislation.
- There is inherent risk in some areas of the budget.
- Question period for Trustees: June 5 – 19, 2017.

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Proposed Budget Motions



1. That the Board of Trustees approve an operating budget of \$252,662,742 for the 2017-2018 school year as presented to the Board.
2. That the Board of Trustees approve a capital budget of \$19,178,768 for the 2017-2018 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, 2017.

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Questions?

Additional questions can be submitted
to: budget@wcdsb.ca
Prior to June 19th

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