

WATERLOO CATHOLIC DISTRICT SCHOOL BOARD
BUDGET REPORT
2018-2019



2018-2019 Budget

Waterloo Catholic District School Board
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Prepared by: Corporate Services
Presented to Trustees: June 4, 2018

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INTRODUCTION



Message from the Chief Financial Officer (CFO)

About Our Board

Our Priorities

Board of Trustees and Senior Administration

Executive Summary

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Revenue Details and Enrolment

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Accumulated Surpluses and Deferred Revenues

EQAO Results and Graduation Rates

International Education and Program Highlight: French Immersion

MESSAGE FROM THE CFO



Dear Parents, Students, and Catholic School Supporters,

On behalf of the Finance team led by Laura Isaac and Renée King, I am pleased to provide you with details on the proposed 2018-2019 school year budget.

As always, the budget preparation process was full of exciting turns and twists with unexpected (but welcomed) investments into areas the Provincial government deems a priority, the details of which we are still receiving. Enrolment continues to grow in Waterloo Region's Catholic Schools, increasing on average by 3% per year over the past four years. With growth comes a need for additional teaching staff, learning resources, technology investments, and a carefully managed approach to adding temporary accommodations at many of our schools.

I am pleased to report that the proposed budget is balanced, meets all legislative and regulatory requirements, fulfills contractual requirements, and addresses local priorities in the areas of:

- Encouraging well-being for students and staff
- Improving graduation rates
- Implementing a new pastoral plan
- Promoting equity throughout the system
- Investing in 21st century technologies and promoting global competencies for students

As we move into 2018-2019, a focus will be placed on the development of a new multi-year strategic plan which will be underpinned by the priorities outlined above.

While the balance of this document contains a summary of the plans and investments for the next school year, I would like to highlight the following ambitious initiatives and program changes being proposed:

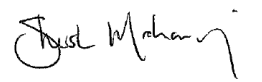
- **Special Education:** The Ministry of Education has made new and significant investments into support staff in the area of special education. Included in the budget is a new multi-disciplinary team and other support staff including a psychologist, social workers, behavior analysts, and communication disorder analysts. In addition to this cadre of new supports, the Ministry will be providing funding to assist the Board in reducing the wait-times for special education assessments. It is hoped that these new supports will enhance the educational experience of our most vulnerable students.



- **Instructional Coaches:** As part of collective efforts to ensure best practices are taking place in our schools with respect to instruction, four new instructional coaches are being added for the fall of 2018. These positions are being added in response to a limited supply of daily occasional teachers which has impeded our ability to deliver professional development for teachers using the traditional workshop model. It is also hoped that the coaching model will be more effective and responsive to the specific needs of schools and teachers.
- **Energy Conservation:** As all home and business owners will be aware, the cost of utilities has continued to increase and far outpace the consumer price index (CPI). The Board, through its [Energy Conservation and Demand Management Plan](#) has set ambitious goals to reduce energy usage by 1.0% per year as well as greenhouse gas emissions by 20.0% by 2024. To support the achievement of these goals, strategic investments are being made into the renewal of key building components (heating systems, windows, doors, and roofs). When combined with proactive preventative maintenance programs and evolving building occupant behavior, it is hoped that our goals will be reached and utility costs contained.
- **ESL Teachers:** As new Canadians move into the Region, changes in the level of supports available for students have been necessary. The proposed budget includes the addition of 2.5 new ESL teachers. This area will continue to be monitored, and will be re-assessed in the fall to ensure sufficient levels of staffing exist to meet student demand.
- **Information Technology:** Significant increases in technology investments have been included in the budget including new Chromebooks, laptops, PCs, projection units, and all of the associated infrastructure to support secure, fast, and reliable networks for students and instructors.

On a final note, in the fall parents and students will see a full refresh of bike racks, scooter racks, and storage for skateboards at each site (and even some new Buddy Benches!). We are hopeful that more students will choose to travel to school in [active ways](#) instead of being driven to school. There are significant benefits to active travel including an increase in general happiness and health, improved levels of concentration in class, greater levels of independence, and it's even kind to our environment.

Thank you for choosing Waterloo Region's Catholic Schools, a place where all children belong.


Shesh Maharaj
MBA, CPA, CGA

ABOUT OUR BOARD

"It is a privilege and an honour to work with the staff and broader community at Waterloo Catholic. Our schools are the Heart of the Community, providing success for each and a place for all...and for that, they are truly worthy of celebration."

~Loretta Notten
Director of Education



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.

1836

St. Agatha and St. Boniface
Elementary Schools are founded
in the villages of St. Agatha and
Maryhill.

1864

St. Jerome's High School was
founded in St. Agatha and later
moved to Berlin in 1866.

1930

St. Mary's High School for girls
opened in Berlin.

1969

Independent Catholic School
Boards, operating within the
Region, were amalgamated into the
Waterloo County Separate School
Board. John Sweeney becomes the
first Director of Education.

1984

Ontario Legislature announces full
funding for Catholic schools to
Grade 13.

1990

Waterloo Catholic District School
Board ranks as the 8th largest
Catholic school board in Ontario.

2010

The Ministry of Education
announces a 5 year plan to roll out
Full Day Kindergarten for 4 and 5
year olds.

2015

Board elementary enrolment
begins to increase for the first time
in 10 years. French Immersion
programming is offered at 2 sites.
Secondary enrolment remains
stable.

2018

Board growth remains steady and
the Board makes plans for 9 new
schools.

2019

Board will begin development of a
new Multi-year Strategic Plan and
Pastoral Plan.

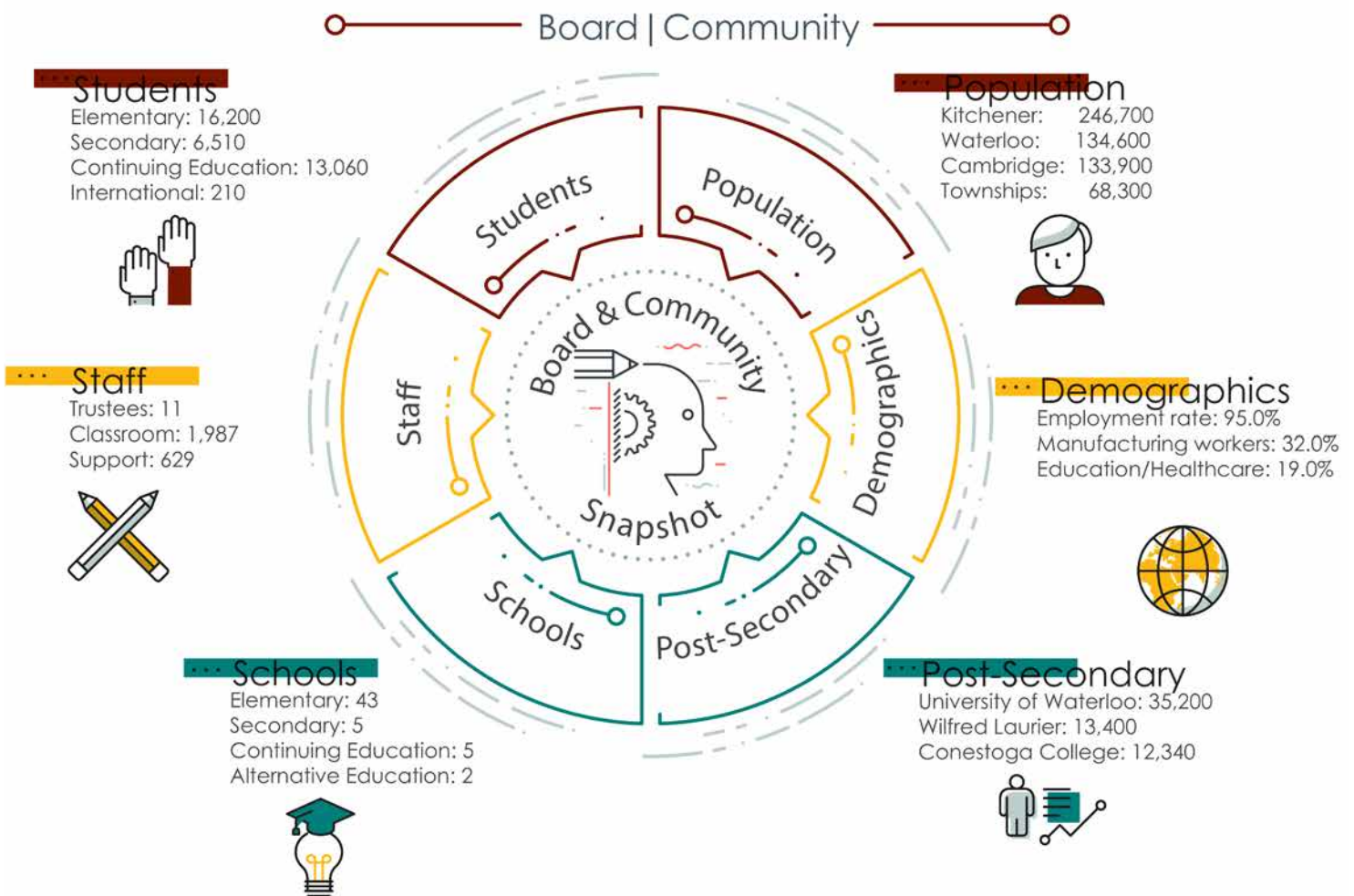


Waterloo Region has the 8th highest proportion of immigrants in Ontario.

In 2015, Waterloo Region had the 9th highest median household income in Ontario.

At 5.5%, the Region's 2016 growth rate was higher than both the national and provincial averages.

The connection between the Board and the community we serve is important to ensure we learn from our past, embrace the future and make decisions that benefit all.



Source: Region of Waterloo 2016 Census data: <https://www.regionofwaterloo.ca/en/doing-business>

OUR PRIORITIES

The Multi-year Strategic Plan concluded in 2017-2018. A new strategic plan is being drafted which will envelop the priorities previously articulated. The 2018-2019 budget has been built upon these foundations and the Board's commitment to follow them through.



Pastoral Plan

The 2017-2018 school year marked the third and final year of the Board's Pastoral Plan, with the transition to People of Faith. The pilgrimage cross was launched at that time and will continue its journey to all schools until the end of this liturgical year. A renewed Pastoral Plan is in development and will continue to embody the spirit of our faith, the priorities of the strategic plan, and the engagement of the school community. The Plan will allow the Board to continue to celebrate and nurture our Catholic faith, which includes both staff and students, while proclaiming our message to the Broader Waterloo Region community.



Equity

The Equity, Diversity and Learning Committee is engaged in the development and implementation of activities that build staff capacity to increase equity-based and inclusive practices. Further, the committee seeks to improve academic outcomes for all students, but especially those who are most vulnerable. This important lens will continue to be reflected to ensure fair consideration is given when decisions are made.



Graduation rates

The Board continues to focus on graduation rates by engaging with students in danger of not graduating. Through enrolment at Continuing Education, Independent Learning Courses, and via St. Don Bosco, the Board provides opportunities for all learners to succeed. These strategies compliment the new Ministry vision for grade 7 and 8 Pathways, which supports the identification of students at-risk and those in need of assistance.





“These (new digital) technologies are truly a gift to humanity and we must endeavour to ensure that the benefits they offer are put at the service of all human individuals and communities, especially those who are most disadvantaged and vulnerable.”

~ Pope Benedict XVI



Investment in technology

The Information Technology Plan for 2018-2023 outlines the direction for the Board to maintain current technology needs and address upcoming needs. Through the guidance of the Information Technology Governance Committee, projects are selected that align with the multi-year strategic plan and available resources. This alignment is key to accomplishing goals strategically and efficiently. Ministry provided technology funding has not kept pace with the changing 21st Century landscape which means that the Board must fund investments in technology at the cost of other initiatives. The Board recognizes that a commitment to current technology is key for student learning and success in their post-graduation endeavors.



Well-being

The Mental Health and Well-Being Strategy defines the enhancement of programs and supports to provide students with resiliency, strengths-based education, social and emotional learning, and behavioural competence within the context of Catholic education and our Catholic community. The Strategy reminds us that each student has unlimited potential. The Board earned a national award for its contributions and commitment to mental health education and anti-stigma activities last year. This work continues to be a priority for the Board and the Ministry to ensure staff and students are healthy in mind, body, and spirit.



BOARD OF TRUSTEES

The Board of Trustees is responsible for governing the school system in the best interests of all students in its jurisdiction and on behalf of the community it serves. As democratically elected officials, Trustees are accountable to their constituents.



Wendy Price - Chair	Cambridge/North Dumfries
Bill Conway - Vice	Cambridge/North Dumfries
Joyce Anderson	Kitchener/Wilmot
Manuel da Silva	Cambridge/North Dumfries
Jeanne Gravelle	Waterloo/Wellesley/Woolwich
Greg Reitzel	Kitchener/Wilmot
Brian Schmalz	Kitchener/Wilmot
Melanie Van Alphen	Waterloo/Wellesley/Woolwich
Vacant	Kitchener/Wilmot
Kate Jamieson	Student Trustee
Meghan Nemeth	Student Trustee

SENIOR ADMINISTRATION



The role of Senior Administration is to oversee the day-to-day operations of the Board. This includes carrying out the commitment in the strategic plan and ensuring compliance with legislation.

Loretta Notten	Director of Education
Gerry Clifford	Superintendent of Learning
Jason Connolly	Superintendent of Human Resources
Chris Demers	Chief Information Officer
Laura Isaac	Senior Manager, Financial Services
John Klein	Superintendent of Learning
Shesh Maharaj	Chief Financial Officer
Judy Merkel	Superintendent of Learning
Richard Olson	Superintendent of Learning
Terri Pickett	Senior Manager, Facility Services
John Shewchuk	Chief Managing Officer
Laura Shoemaker	Superintendent of Learning



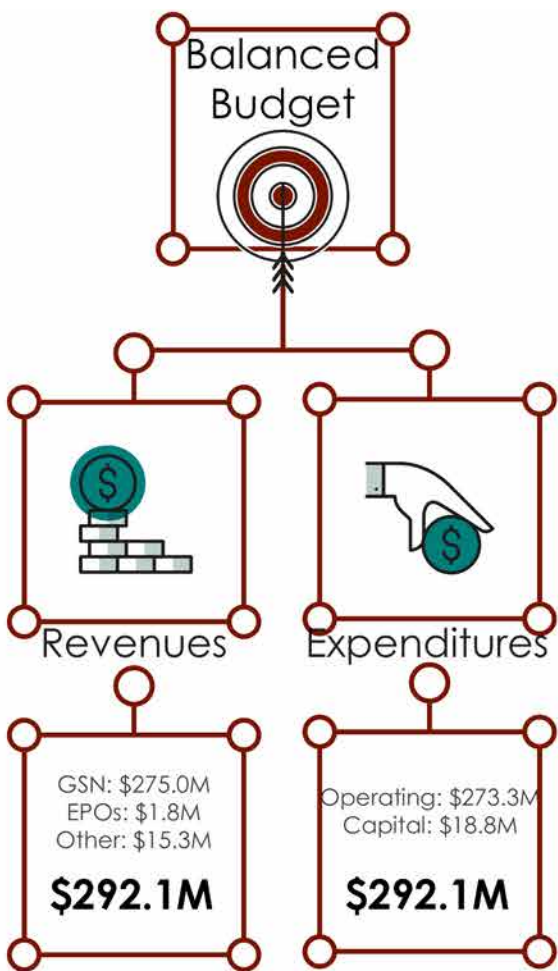
EXECUTIVE SUMMARY

Management is proposing a balanced budget for the 2018-2019 school year of \$292.1M.

This report is intended to help stakeholders understand Ministry requirements, while drawing connections between the budget and the commitment to student development.



Provincial Perspective



The Ministry of Education announced the Grants for Student Needs (GSNs) on March 26, 2018.

Sector funding increases by 2.6%

Total funding is expected to increase to \$24.5B for 2018-2019.

This increase is slightly less than the 3.8% increase in the prior year. The Ministry continues to support the centrally negotiated labour agreements, as well as prior commitments such as the Renewed Math Strategy and class size reductions.

The Ministry also announced several new multi-year investments which focus on well-being for both staff and students.

Special Education will receive over \$170.0M over the next three years to support increased programs and services. The most significant of these investments is additional staff to form a multi-disciplinary team and mental health workers for secondary students.

Focus on student achievement

The Ministry has also committed \$140.0M over the next three years to ensure grade 7 and 8 students are better equipped to explore career pathways earlier to promote success in high school.



Management has a fiduciary responsibility to prepare conservative enrolment projections. Enrolment directly drives revenues and staffing which, if inaccurate, is difficult to adjust in-year.



Enrolment

Projected:	22,710
% of revenues:	94.1%
Importance:	Generates revenues and determines staffing
Driver:	Families choosing faith-based education
Mitigating factors:	Collaborative projection methodologies Budget Advisory Committee engagement Conservative and pragmatic projections



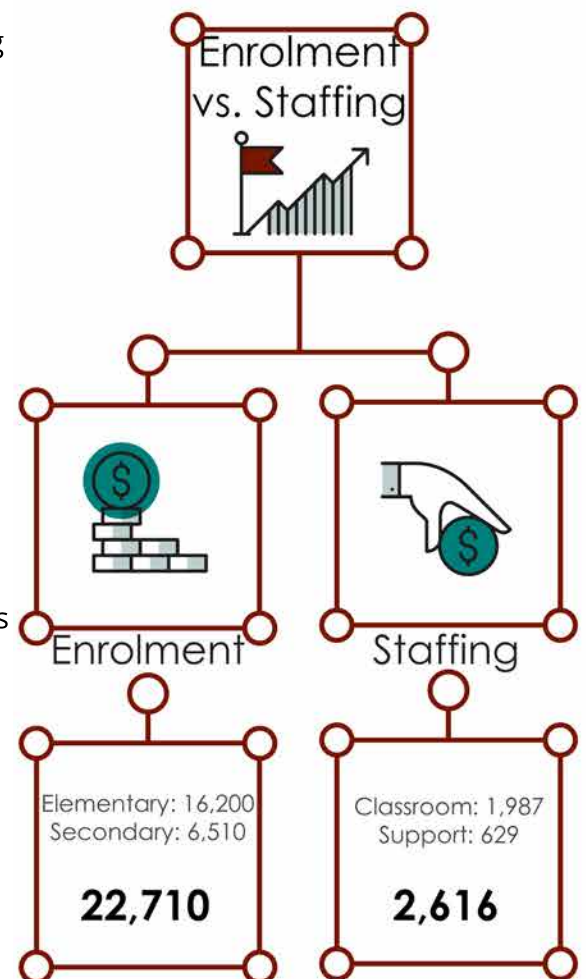
Staffing

Projected:	2,616
% of expenditures:	82.0%
Importance:	Largest expenditure of the Board Maintaining class size ratios Adequate and appropriate staffing Honouring collective agreements
Driver:	Enrolment, administrative, and special needs
Mitigating factors:	Review and analysis of staffing Adjustments made as required



Legislation

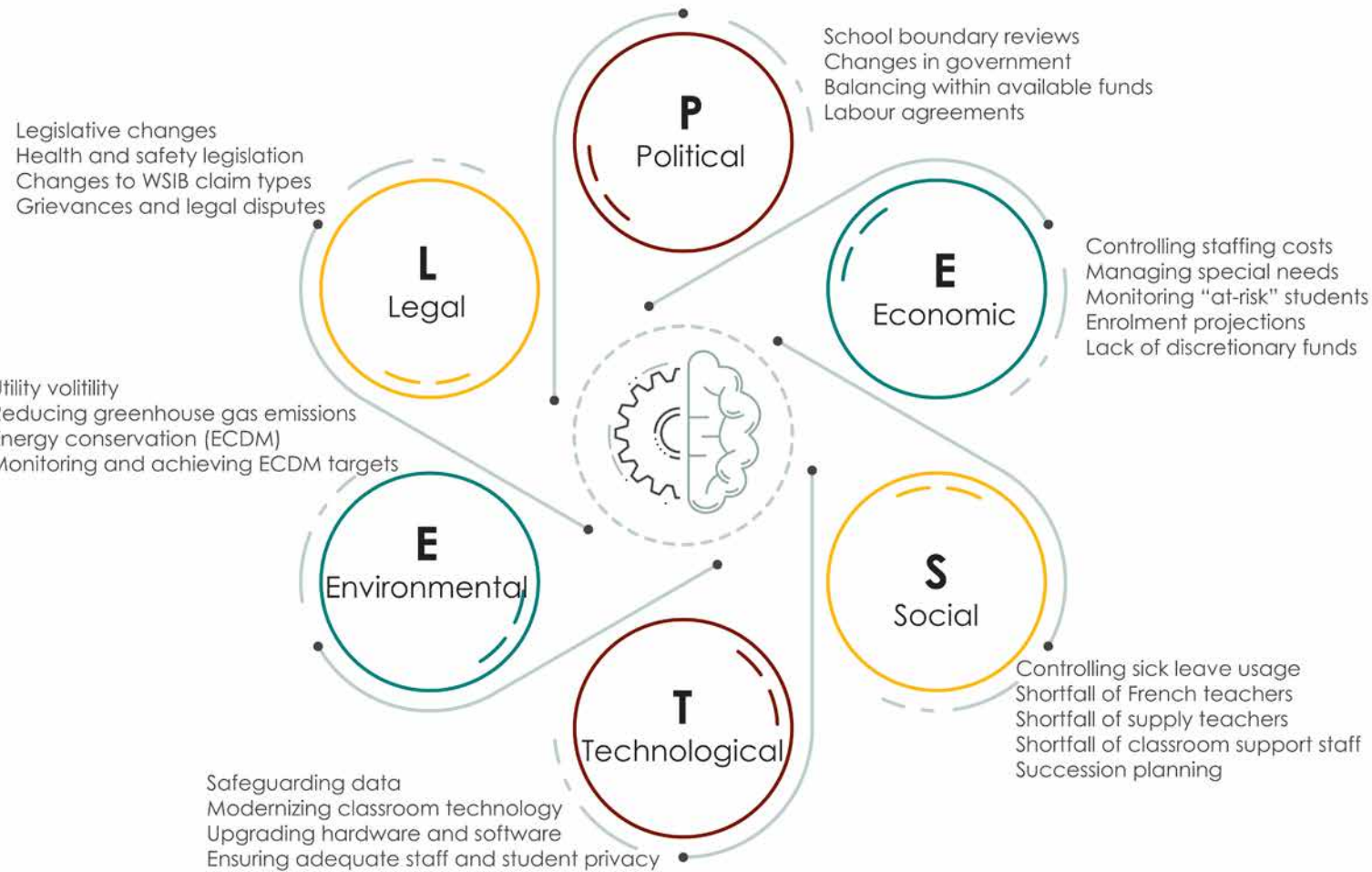
Importance:	Adherence to Education Act Respond to changing needs
Driver:	Advancement of student achievement
Mitigating factors:	Financial oversight and accountability Regular reporting to Ministry Board Policy



CHALLENGES AND RISKS

Management mitigates known challenges and risks by ensuring that the budget is built upon a solid foundation.

The following PESTEL analysis highlights known elements that the Board has considered during budget development:





Management makes calculated assumptions in order to control pressures. Monthly monitoring, as well as quarterly reporting to the Audit Committee and Trustees helps to keep the Board on-track throughout the year.



Labour agreements and legislation

The Ministry continues to fund the labour extension agreements and benefits, which have now fully transitioned to the respective Trusts. As part of the labour extension agreement, the Ministry continues to provide Local Priorities Funding to address a range of local education issues. The Fund supports additional staff and encourages dialogue between boards and unions to determine where needs exist. The Board is also implementing wage changes as directed through Bill 148 which commenced January 2018. Known impacts have been built into the budget while the Board and unions continue to work through further details.



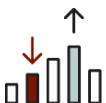
Changes in government

It is important to note that a Provincial election will be held on June 7, 2018. A change in government could trigger a shift in priorities as relates to funding for education. While there is little that can be done to anticipate what changes may take place and when, it is important to be aware that budgets may need to be shifted at the direction of the Provincial government during the 2018-2019 school year. The Board of Trustees will be provided with timely information if and when it becomes available.



Implementing new programming

The Ministry has invested significant funds into Special Education initiatives this year. While this funding is good news, currently there is a lack of clear direction surrounding these funds. It is anticipated that there will be a shortfall of, and local competition for, qualified professionals to fulfill this mandate.



Ongoing challenges

Projecting enrolment - key to Board funding and overall planning

Classroom staffing shortfalls - key to student achievement and programming

Utility volatility - key to managing costs which are beyond Board control

BUDGET PROCESS AND CONSULTATION

Senior administration is responsible for budget preparation. This collaborative process is necessary to ensure compliance with legislation, Board policies and procedures.

The Board is expected to incorporate Ministry changes, as announced through the GSN, into the budget.



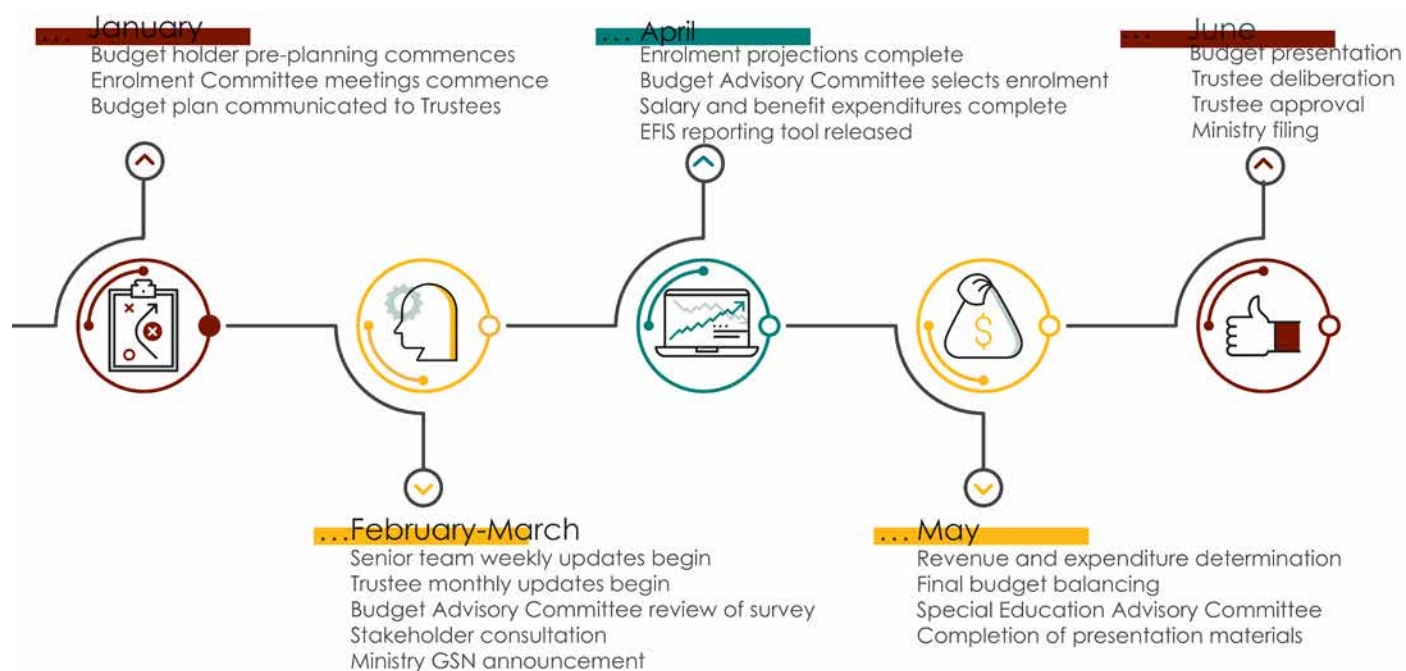
Budget Process

The budget process for 2018-2019 engaged budget holders starting in January 2018. This timing helps to reduce decision-making bottlenecks and allows for more thoughtful analysis earlier in the process.

The process included a budget kick-off with senior administration to ensure transparency and to assess opportunities for efficiencies.

The Elementary and Secondary Enrolment Committees continued to meet and review projection methodologies. This approach has been successful and allows the Board to present well-rounded projections to the Budget Advisory Committee for decision making.

Management struck a Budget Steering Committee in order to assist with budget balancing. Senior administration and trustees were kept informed on budget progress with weekly and monthly updates. This allowed for timely management review and changes as required.





Board Policy IV007: Financial Planning/Budgeting requires the Board to consult with stakeholders during the budget process. This consultation helps the Board re-affirm identified priorities and determine pathways to achieving goals.

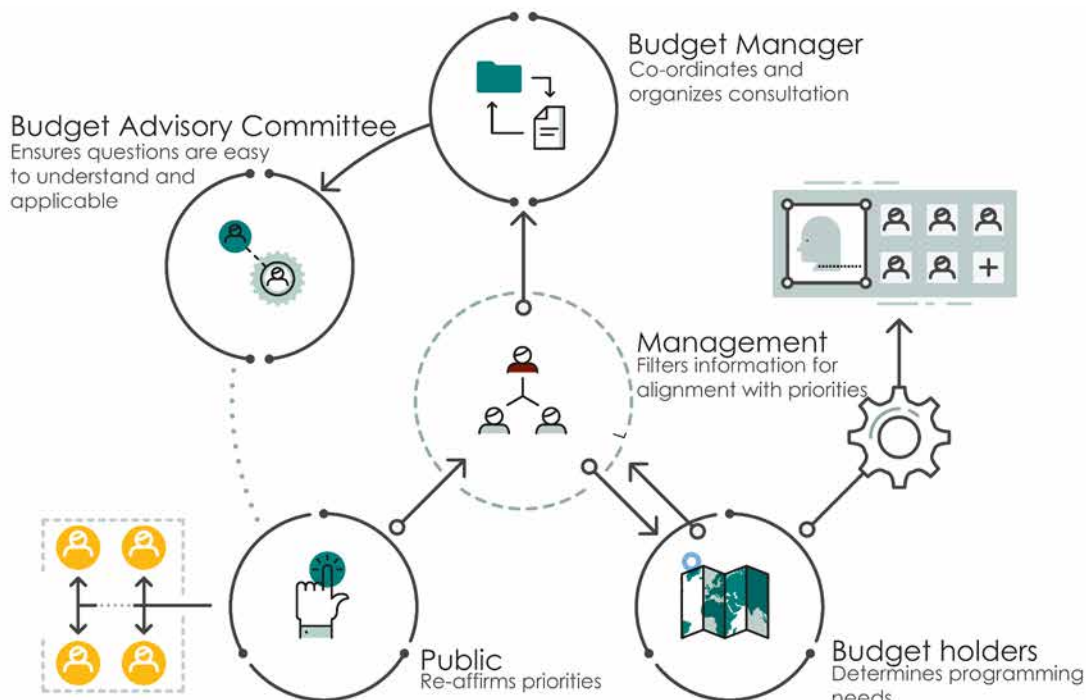
Budget Consultation

The Board utilizes the expertise of a Budget Advisory Committee which is comprised of trustees, community members, senior administration and principal representatives. This committee is primarily responsible for approving the on-line public consultation survey questions and determining enrolment.

The on-line public survey is a joint effort between senior administration and the Budget Advisory Committee. The challenge faced by the Board during consultation is that there are very few discretionary funds available, resulting in little flexibility within the budget.

This year, the survey focused on the key priorities identified previously, as well as areas for improvement and enhancements.

The Board received 517 responses (2017-2018: 603) to the survey. The full results can be found in Appendix III.



REVENUE REPORT

The Board is financially dependent upon the Ministry of Education for funding through the Grants for Student Needs (GSNs). The GSN is made up of individual grants that each serve a distinct purpose towards carrying out Ministry goals and mandates for the education sector.



Nurturing Our Catholic
Community



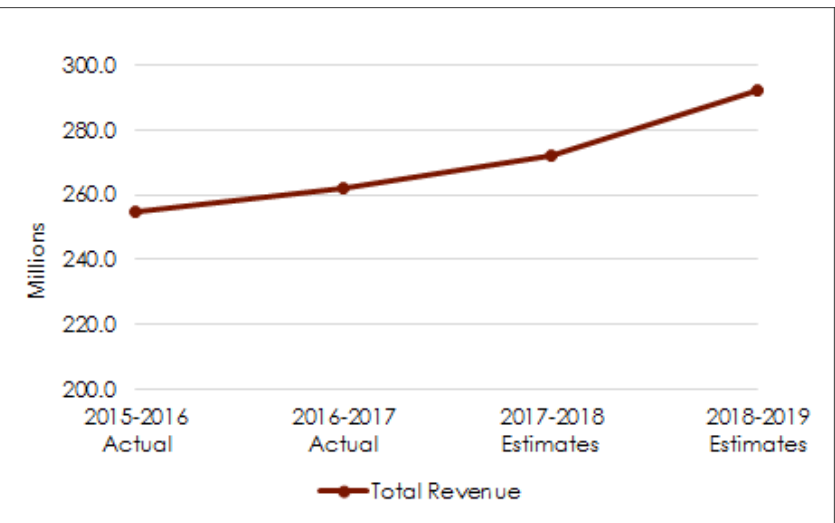
Student Engagement,
Innovation & Achievement



Building Capacity to Lead,
Learn and Live Authentically

The Board's total estimated funding for the 2018-2019 school year is \$292.1M as compared to \$271.8M for 2017-2018.

	2015-2016 Actual	2016-2017 Actual	2017-2018 Estimates	2018-2019 Estimates
Grants for Student Needs	\$ 186,211,744	\$ 194,066,246	\$ 204,040,282	\$ 222,121,925
Local taxation	52,954,222	52,417,893	53,162,021	52,848,524
Targeted grants (EPOs)	2,910,392	2,345,923	1,283,239	1,795,260
Other revenue	12,656,192	13,030,011	13,355,868	15,372,457
Total revenue	\$ 254,732,550	\$ 261,860,073	\$ 271,841,510	\$ 292,138,166



Revenue by planning area

Learning Services	\$ 232,510,168
Facility Services	25,733,920
Capital and Debt	18,822,430
Board Administration	8,368,947
Student Transportation	6,702,701



EXPENDITURE REPORT



Expenditures are based on legislative requirements, contractual obligations, Board policy and known infrastructure needs. In some cases, best estimates are required and then adjusted in-year once better information becomes available.



People of
Love



People of
Hope



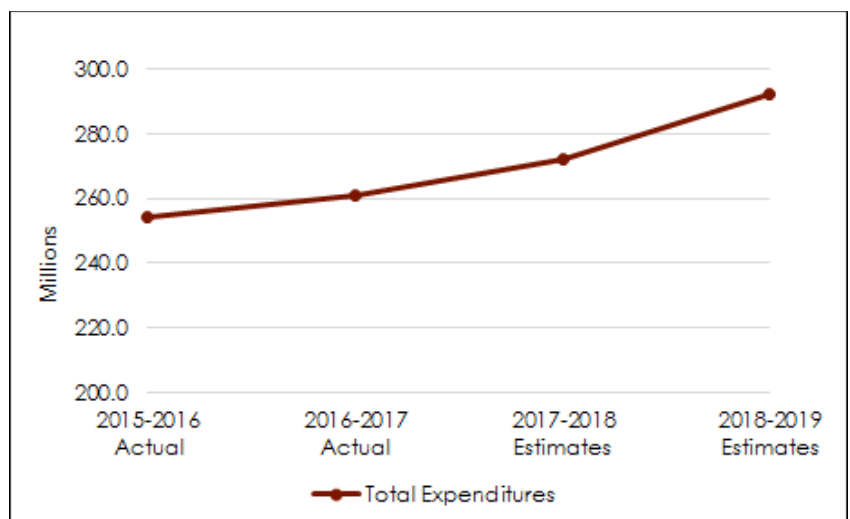
People of
Faith

The Board's total estimated expenditures for the 2018-2019 school year is \$292.1M as compared to \$271.8M for 2017-2018.

	2015-2016 Actual	2016-2017 Actual	2017-2018 Estimates	2018-2019 Estimates
Salary and benefits	\$ 208,816,468	\$ 214,067,609	\$ 222,093,303	\$ 239,445,599
Capital and debt	18,009,206	17,915,801	19,178,768	18,822,430
Student transportation	4,910,891	5,651,128	5,645,180	6,483,795
Other expenditures	22,411,079	23,408,389	24,924,259	27,386,342
Total expenditures	\$ 254,147,643	\$ 261,042,927	\$ 271,841,510	\$ 292,138,166

Expenditures by planning area

Learning Services	\$ 233,673,922
Facility Services	24,838,582
Capital and Debt	18,822,430
Board Administration	8,319,437
Student Transportation	6,483,795



REVENUE DETAILS

Local taxation funds are received through property tax collections where Catholic support is indicated.

Regardless of local taxation collection, the Ministry "tops-up" Board funding based on enrolment. These funds are collected quarterly from Municipalities and can create cash flow pressures due to timing.



Grants for Student Needs

The year over year change of \$18.1M or 8.9% in Grants for Student Needs is due to the following:

- Increased enrolment
- Funding of the labour extension agreements
- Increased Ministry benchmarks and table amounts
- Investment in Special Education
- Increase in non-staffing portion of Operations and Maintenance



Targeted grants (EPOs)

The Ministry announces additional funding based on government priorities. Some EPOs are released accompanying the GSN, but more funds typically are available throughout the year. Currently, the Board is aware of \$1.8M in targeted grants that are available for specific purposes. Of these, a grant for Mental Health Workers in secondary schools is new for 2018-2019. The Ministry also moved several Special Education targeted grants into the GSN which can be an indication of permanent funding.



Other revenues

These revenues comprise a small part of the Board's overall budget, and are not a guaranteed source of funding. The Board makes certain assumptions, based on contracts or historical trending, in order to reasonably estimate. The year over year increase of \$1.5M or 10.8% increase over prior year is due to the following:

- Expansion of the Extended Day program
- Anticipation of additional International students
- Increased Continuing Education funding through Language Instruction for Newcomers to Canada (LINC)

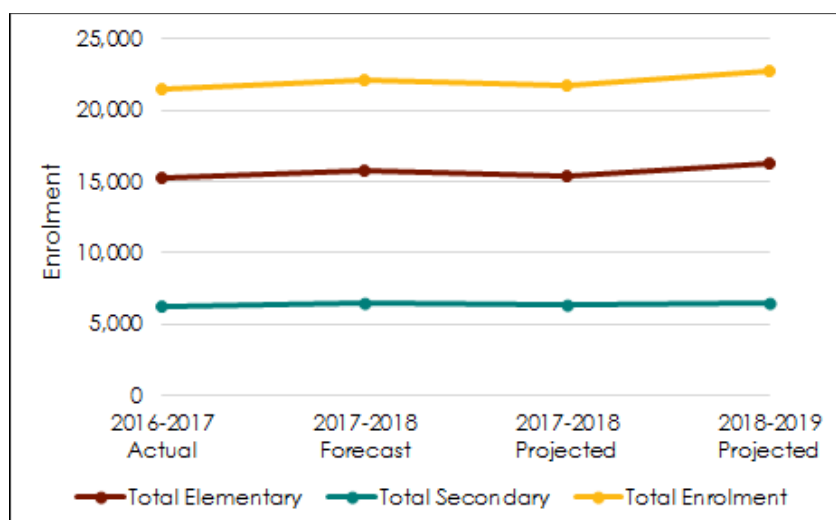
ENROLMENT



Enrolment is the main driver for Board funding. For this reason, the Board must be conservative. The enrolment committees provide key analysis and insight as projection methodologies continue to be refined each year.

Total day school enrolment for 2018-2019 is projected to be 22,710 (2017-2018: 21,673). This is an increase of 1,037 full time students over the projection from last year. While a 4.8% increase may seem high, the Board is expected to end 2017-2018 with 22,143 students, which makes the estimated projection 2.6% over the current level.

	2016-2017 Actual	2017-2018 Estimates	2017-2018 Forecast	2018-2019 Estimates
Junior kindergarten	1,416	1,324	1,470	1,405
Senior kindergarten	1,434	1,465	1,570	1,533
Grades 1-3	4,524	4,555	4,678	4,816
Grades 4-8	7,827	8,038	8,045	8,446
Total elementary	15,201	15,382	15,763	16,200
Grades 9-12	6,254	6,291	6,380	6,510
Total enrolment	21,455	21,673	22,143	22,710



EXPENDITURE DETAILS

Salary and benefit expenditures constitute 82.0% of the Board budget. These are governed largely by Ministry ratios, collective agreements, legislation and student needs. Due to these restrictions, managing changes effectively and efficiently can prove difficult.



Salary and benefits

The year over year increase of \$17.3M or 7.8% in salaries and benefits can be attributed to:

- Adjusted pupil-teacher ratio due to increased enrolment and class size reductions
- Collectively bargained labour agreements
- Staff to support new Ministry and Board initiatives
- Additions to administrative staff



Capital and debt

The change over the prior year is a result of the following:

- Additional funding for Greenhouse Gas Reduction Fund
- Computer and other equipment
- Completion of St. Vincent de Paul and St. Brigid schools
- Timing of land purchases



Student transportation

The change over the prior year is a result of the following:

- Bus operator contract increases
- Additional staff to support school travel planning grant received
- Routing refinements

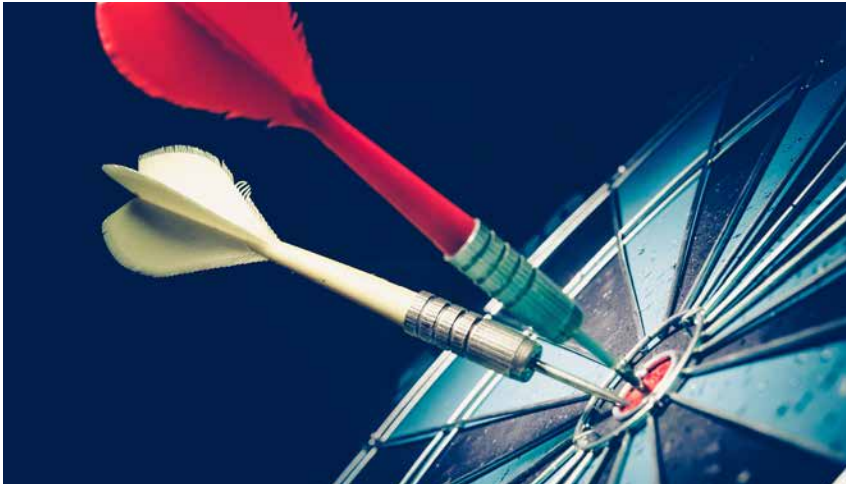


Other expenditures

Other expenditures are comprised mostly of operational costs such as facility operating costs, program related resources and administrative costs outside of salaries and benefits. The year over year change is a result of the following:

- Rising utility costs
- Expansion of the Extended Day program
- Purchase of French Immersion and French as a Second Language resources
- Purchase of religion resources

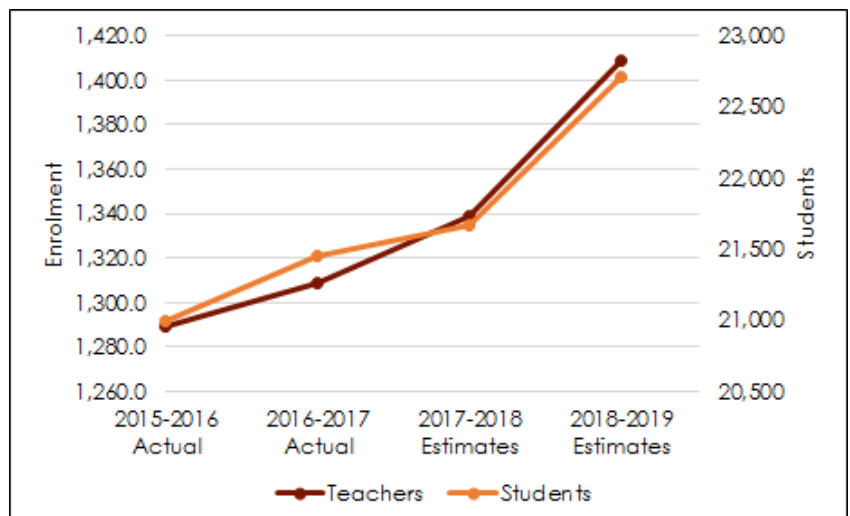
STAFFING



Staffing is the largest component of the budget and is the responsibility of Human Resource Services. The greatest challenge is managing staffing costs while maintaining Ministry ratios, honouring collective agreements and servicing the needs of students.

Total staffing expenditures for 2018-2019 is projected to be \$239.4M (2017-2018: \$222.1M). This is an increase of \$17.3M, which represents an increase of 164 full time staff over the same period last year.

	2015-2016 Actual	2016-2017 Actual	2017-2018 Estimates	2018-2019 Estimates
Teachers	1,289	1,309	1,339	1,409
Child and Youth Care Workers	47	41	44	47
Educational Assistants	309	323	334	368
Early Childhood Educators	133	144	144	163
Total classroom staff	1,778	1,817	1,861	1,987
School and Board administration	218	223	223	235
Facility Services	192	190	195	195
Other support staff	163	166	173	199
Total support staff	573	579	591	629
Total staffing	2,351	2,396	2,452	2,616



ACCUMULATED SURPLUSES

Accumulated surpluses are amounts from prior years which have no external restrictions. Most amounts are apportioned internally, but all are available for use by the Board.

The Ministry assesses board health based on the amount of accumulated surpluses maintained.



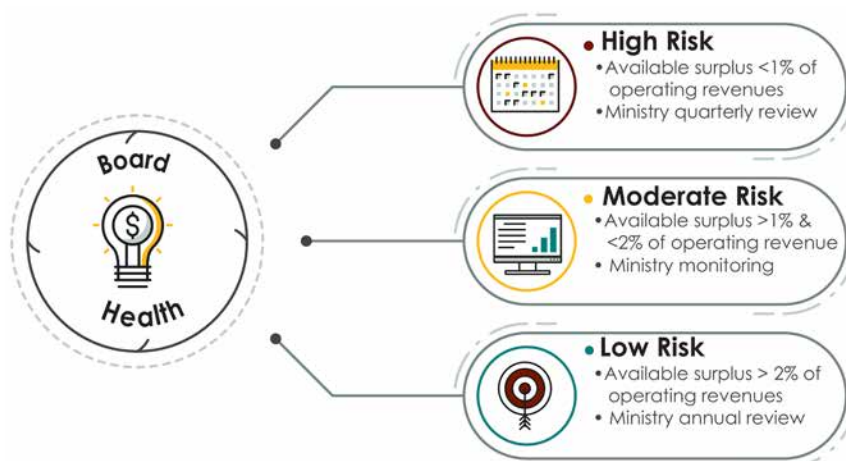
	2015-2016 Actual	2016-2017 Actual	2017-2018 Estimates	2018-2019 Estimates
Opening balance	\$ 4,261,513	\$ 5,590,327	\$ 6,003,273	\$ 5,750,999
Contributions	1,466,107	781,519	-	-
Draws	(137,293)	(368,573)	(252,274)	(252,274)
Closing balance	\$ 5,590,327	\$ 6,003,273	\$ 5,750,999	\$ 5,498,725

The anticipated draws are composed of previously encumbered amounts which are drawn down annually.

Composition of Accumulated Surplus

Operating surplus	\$ 2,844,412
Network infrastructure	700,000
Early Learning resources	200,000
Administrative capital	531,978
Insurance	150,000
WSIB*	30,921
Sinking fund interest*	596,755
Committed capital*	440,559
Transportation*	4,100

* encumbered



Draws on surpluses are limited to 1.0% of operating revenue.
Amounts beyond 1.0% require Ministry approval.

DEFERRED REVENUES



Deferred revenues are amounts resulting from unused funds which are required to be held for future use, and are restricted by external criteria. Most amounts are related to deferral of capital funds which will be drawn upon dependent on project timing.

	2015-2016 Actual	2016-2017 Actual	2017-2018 Estimates	2018-2019 Estimates
Opening balance	\$ 18,810,560	\$ 18,595,000	\$ 24,529,047	\$ 24,543,642
Contributions	14,373,722	17,646,753	89,595	14,722,637
Draws	(14,589,282)	(11,712,706)	(75,000)	(16,963,087)
Closing balance	\$ 18,595,000	\$ 24,529,047	\$ 24,543,642	\$ 22,303,192

The anticipated draws are mostly due to recognizing EDC revenues to offset land purchases and International student tuition fees which are received one year in advance of student arrivals.

Composition of Deferred Revenue

Proceeds of Disposition	\$16,148,044
Other Third Party: Operating	4,292,358
Ministry of Education grants: Operating	1,758,992
Other Third Party: Capital	103,798



Board Policy requires management to balance within available funds in order to retain our accumulated surpluses for future, non-recurring needs.

EQAO RESULTS

Education Quality and Accountability Office (EQAO) testing is designed to provide key information to interpret achievement in the context of the school, board and province. The EQAO is an independent body responsible for providing clear and objective information about student achievement.



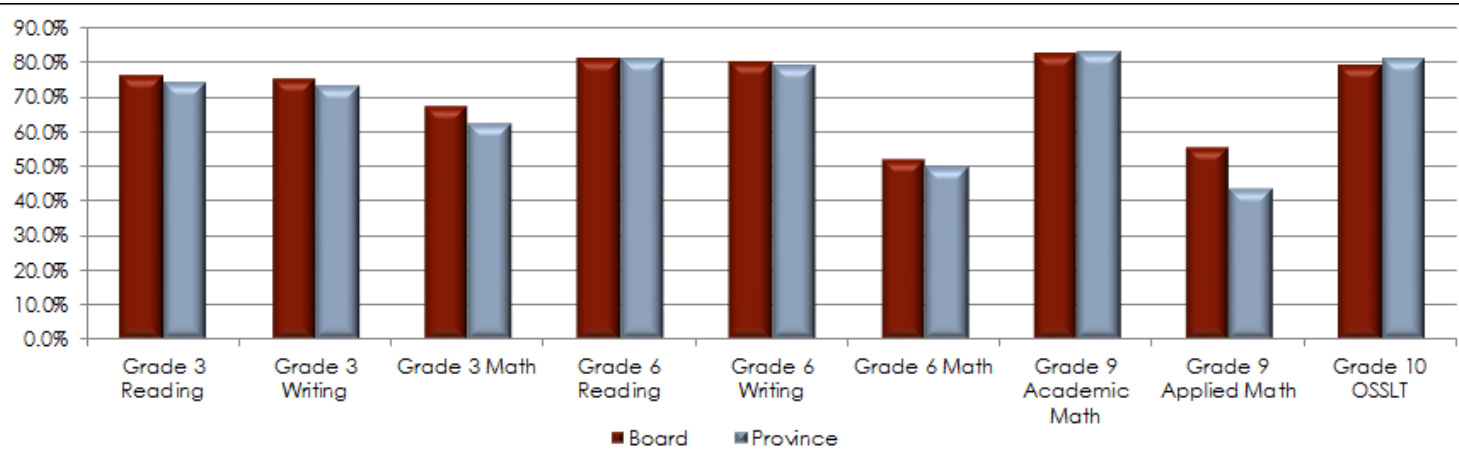
Highlight of 2016-2017 results



Elementary: Grade 3 math, reading, and writing exceeded the Provincial average by 5%, 2% and 2% respectively. Grade 6 math and writing exceeded the provincial average by 2% and 1% while reading scores met the provincial average.



Secondary: Applied math exceeded the provincial average by 11% while academic math met the provincial average. Grade 10 OSSLT finished slightly under the provincial average by 2%.



"EQAO scores are one of many tools we use to judge our progress as a school system. But they are just one snapshot in time and, recognizing the uniqueness of every school and each cohort of students, they need to be analyzed carefully. We are particularly pleased this year to note that where we have had the opportunity to provide intensive or increased support through the **Renewed Math Strategy**, we are seeing positive gains. We hope to learn from the efforts in these schools in order to continue improving our results across all schools in the region. We are proud of our staff who work diligently to bring all our students to success and we will continue building on our foundation of strong results in Waterloo Catholic. Our students deserve nothing but excellence in their classrooms, and we realize there is much more work remaining to be done."

~ Loretta Notten, Director of Education

GRADUATION RATES



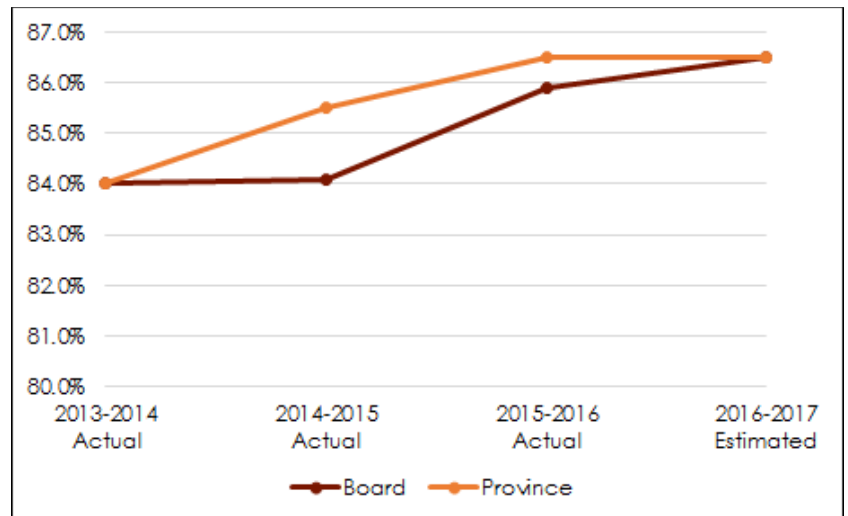
Graduation rates reflect the work done with students from Junior Kindergarten through to Grade 12. All schools work hard to ensure each child reaches their full potential. This requires a comprehensive consideration of the needs of all learners and an understanding of the supports they require to succeed.

The anticipated five-year graduation rate as of August 2017 for students starting grade 9 in 2011-2012 is preliminarily estimated to meet or exceed the Provincial average. However, this has not yet been confirmed by the Ministry.

Both the Ministry and Board investments into the Student Success Strategy and Student Re-Engagement are contributing factors to the overall success achieved.

Looking ahead, the Ministry is hoping that further investment into grade 7 and 8 Pathways will better prepare students for high school, which will help them succeed earlier. Research shows that students who achieve all required credits in grade 9 have a higher likelihood of graduating than those who do not.

The Ministry publishes school board and Provincial graduation rate averages annually. The goal is to ensure that parents, teachers, and school boards have access to data that can help inform efforts to improve overall student achievement.



*Note: At the time of publication, 2016-2017 five-year graduation rates are preliminary figures only

"There are many reasons a student might find themselves in danger of not graduating. Our job as educators is to determine the root causes of each individual situation and then drill down via individualized support to provide the assistance the student needs to succeed. The data indicates our re-engagement strategies are working, and that success, coupled with our strong EQAO performance (at or above the provincial average in ALL measures), bodes well for the future success of our students. But a lot of work remains to be done – and we look forward to continuing our steady progress in positioning our students to graduate."

~ Loretta Notten, Director of Education

INTERNATIONAL EDUCATION

The Board offers a wide variety of educational programs to international students in our schools and through strategic partnerships. International education and global classrooms are strategies being implemented by governments to prepare students for opportunities in the 21st century.

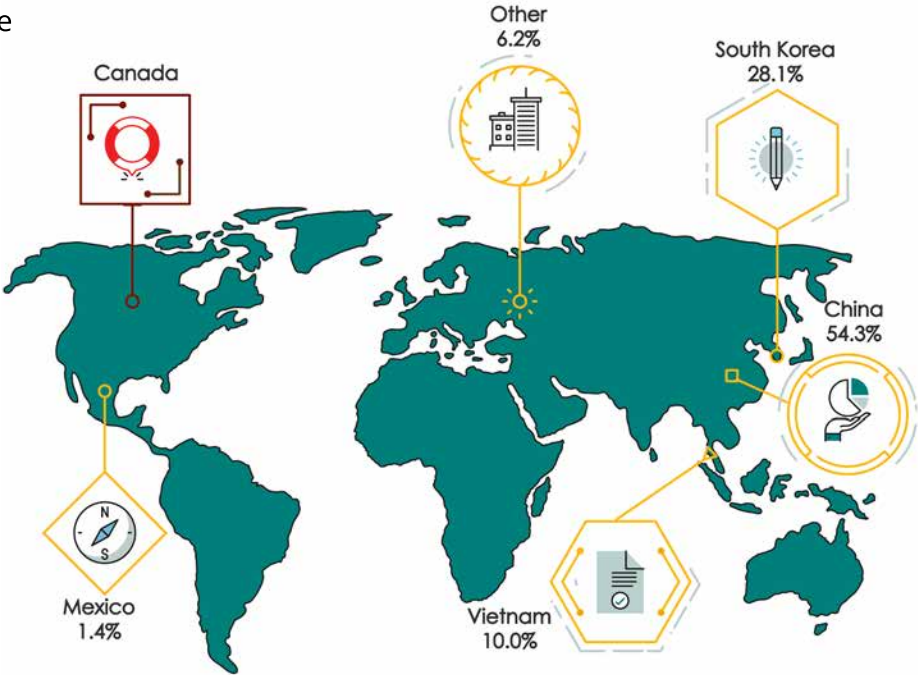


	2015-2016	2016-2017	2017-2018	2018-2019
	Actual	Actual	Estimates	Estimates
Elementary	13	10	12	15
Secondary	189	162	175	195
Total	202	172	187	210
Revenue	\$ 4,095,661	\$ 3,455,560	\$ 4,635,200	\$ 4,954,750
Expenditures	2,730,237	2,529,083	3,759,934	3,700,693
Net contribution	\$ 1,365,424	\$ 926,477	\$ 875,266	\$ 1,254,057

The following map shows the current home country of our International students:



- Use of net contributions**
- Instructional oaches
 - Researcher
 - Religion and FSL resources
 - Computer technology



PROGRAM HIGHLIGHT: FRENCH IMMERSION



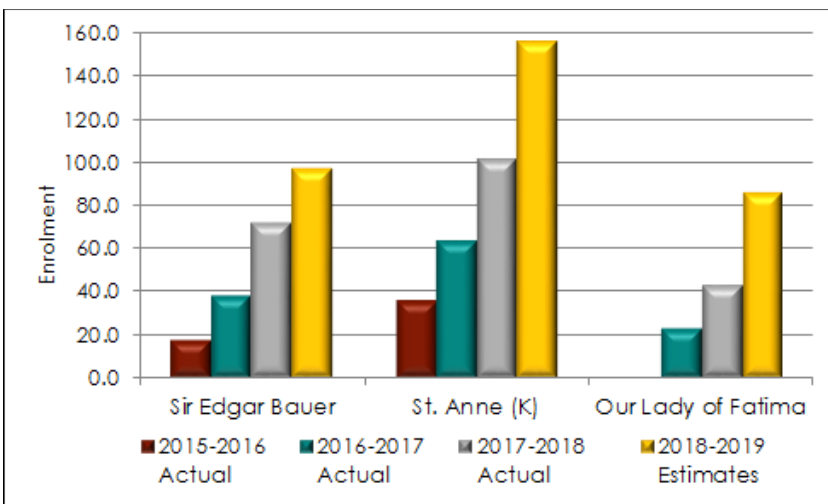
The Board's French Immersion program operates as a dual track system whereby students take subjects in both French and English. Registration in this popular program is based on a lottery system.

French Immersion

In 2015-2016 the Board began offering French Immersion, starting in Grade 1, at Sir Edgar Bauer and St. Anne (K) based upon available space, demand, geography, and considerations for equity. Our Lady of Fatima was added in 2016-2017 as the program further demonstrated demand.

The Board conducted a French Immersion review in 2017-2018 as demand for the program was increasing, and grade expansions posed difficulties at current sites. The review also considered challenges with operating the program such as the ability to attract French teachers, registration, transportation and future boundary reviews.

The recommendation of the committee was to continue current processes with respect to registration, transportation and staffing, but to offer the program at St. Luke and Holy Rosary starting in 2019-2020, if viable.



Note:

2015-2016: grade 1: SEB, St. Anne

2016-2017: grades 1-2: SEB, St. Anne; grade 1: OLOF

2017-2018: grades 1-3: SEB, St. Anne; grades 1-2: OLOF

2018-2019: grades 1-4: SEB, St. Anne; grades 1-3: OLOF

BUDGET SUMMARIES



Dashboard Report and Ministry of Education Compliance Report
Revenue and Expenditure Comparative Summaries

Waterloo Catholic District School Board 2018-2019 Budget Dashboard Report

Summary of Financial Results

	2017-18 Budget	2017-18 Forecast	2018-19 Budget	Year Over Year Change \$	%
Revenue					
Provincial Grants (GSN)	237,343,127	243,118,885	254,373,620	17,030,493	7.2%
Grants for Capital Purposes	4,751,819	5,203,371	5,389,512	637,693	13.4%
Non-GSN Grants	3,264,362	5,356,410	3,956,930	692,568	21.2%
Non-Grant Revenue	11,374,846	12,610,047	13,210,787	1,835,941	16.1%
Amortization of DCC	15,107,356	15,456,933	15,207,317	99,961	0.7%
Total Revenue	271,841,510	281,745,646	292,138,166	20,296,656	7.5%
Expenses					
Classroom	188,099,726	196,123,881	203,945,536	15,845,810	8.4%
Non-Classroom	35,657,408	36,344,511	38,047,823	2,390,415	6.7%
Transportation	5,645,180	6,056,732	6,483,795	838,615	14.9%
Pupil Accommodation	23,260,428	23,790,519	24,838,582	1,578,154	6.8%
Capital	4,071,411	3,863,672	3,505,710	(565,701)	-13.9%
Amortization	15,107,357	15,566,331	15,316,720	209,363	1.4%
Total Expenses	271,841,510	281,745,646	292,138,166	20,296,656	7.5%
Balance before Accum Surplus	-	-	-	-	-
Accumulated Surplus use	-	-	-	-	-
Surplus/(Deficit) - end of year	-	-	-	-	-

Note: GSN - Grants for Student Needs

Note: DCC - Deferred Capital Contribution

Note: 2017-2018 Forecast is as at Q2: February 2018

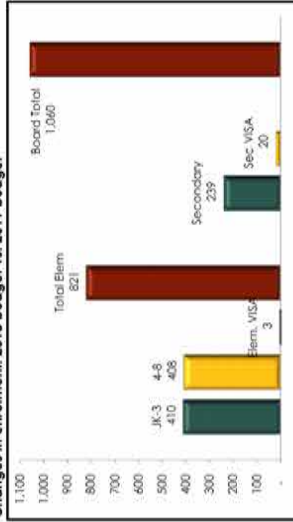
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Summary of Enrolment

	2017-18 Budget	2017-18 Forecast	2018-19 Budget	Year Over Year Change #	%
Elementary					
JK-3	7,344	7,718	7,754	410	5.6%
4-8	8,038	8,045	8,446	408	5.1%
VISA Students	12	23	15	3	25.0%
Total Elementary	15,394	15,786	16,215	821	5.3%
Secondary <21					
Pupils of the Board	6,291	6,380	6,510	219	3.5%
VISA Students	175	183	195	20	11.4%
Total Secondary	6,466	6,563	6,705	239	3.7%
Total	21,860	22,348	22,920	1,040	4.8%

Note: VISA - students pay tuition and enrolment does not affect GSNs

Changes in enrolment: 2018 budget vs. 2019 budget



Highlights of Changes in Enrolment:

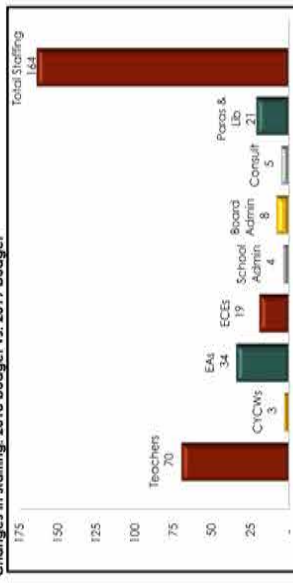
Elementary: Increase attributed to immigration and growing suburban development within the Region

Secondary: Increase due to growing suburban development in the Region

Summary of Staffing

	2017-18 Budget	2017-18 Forecast	2018-19 Budget	Year Over Year Change #	%
FTE					
Classroom					
Teachers	1,339	1,366	1,409	70	5.2%
Child & Youth Care Workers	44	46	47	3	6.8%
Educational Assistants	334	354	368	34	10.2%
Early Childhood Educators	144	163	163	19	13.2%
Total Classroom	1,861	1,929	1,987	126	6.8%
Other Support Staff					
School Administration	157	161	161	4	2.2%
Board Administration	66	68	74	8	12.1%
Facility Services	195	196	195	-	0.0%
Consultants	25	25	30	5	20.0%
Paraprofessionals	89	92	104	15	16.9%
Library and Guidance	59	60	65	6	10.2%
Total Other Support Staff	591	602	629	38	6.3%
Total Staffing	2,452	2,531	2,616	164	6.7%

Changes in staffing: 2018 budget vs. 2019 budget



Highlights of Changes in Staffing:

Classroom Teachers: Increase due to enrolment and expansion of French Immersion

EAs: Increase required to address student needs

ECEs: Increase due to enrolment and growth in Extended Day program

School Administration: Increase due to enrolment

Board Administration: Increase due to administrative needs for Human Resource Services, Finance and Payroll

Consultants: Increase due to Instructional Coaches and Experiential Learning EPO

Paraprofessionals: Increase to support school needs and new Special Education funding

Changes in Revenue

Provincial Grants: Increase due to enrolment; provincially negotiated labour enhancements; increased benchmarks and growth within ESI program

Capital Grants: Increase due to revised temporary accommodation table amount

Non-GSN Grants: Increase due to timing of EPOs and Continuing Education funding

Non-Grant Revenue: Increase due to growth of International Education and Extended Day programs

Changes in Expenses

Classroom: Increase due to staff required to maintain pupil-teacher ratios; provincially negotiated labour enhancements and new Special Education funding

Non-Classroom: Increase due to administrative staff additions and labour enhancements

Pupil Accommodation: Increase due to utility costs, contracts and provincially negotiated enhancements

Definition of Provincially negotiated enhancements:

This term, used throughout the document, refers to clauses arising from Provincial collective bargaining discussions and associated extension agreements.

Generally, enhancements include the following:

- Benchmark salary increases
- Learning Priorities Funding (LPF)
- Professional Development
- Employee Life Health Trust [benefits]

Compliance Report

Administration and Governance

Gross Expenses excluding internal audit	8,319,437
Other incomes	1,382,419
Net Expenses excluding internal audit	6,937,018
Funding allocation excluding internal audit	6,994,120
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)	299,772,951
1.1.1	In Year Revenues for Land (Schedule 5.6, item 1.2 + item 1.3 + item 1.3.1 - item 1.4 - item 1.4.1 + Sch 5.5 Land Projects col. 5.1 + col. 6.1)	7,634,785
1.2	In-year expenses for compliance purposes (From Sch 10ADJ Page 2, line 90, Col 20)	292,390,440
1.3	In-year surplus/(deficit) for compliance purposes	-252,274
Item 1.1 - item 1.1.1 - Item 1.2	
		REQUIRES FURTHER COMPLIANCE

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)	255,718,797
1.6	1% of item 1.5	2,557,188
1.7	Prior Year Accumulated Surplus Available for Compliance (From schedule 5, item 3, Col 1)	5,750,999
1.8	Lesser of item 1.6 and item 1.7	2,557,188
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	2,557,188
1.12	If the amount of deficit at item 1.3 is less than item 1.11, then the board is in compliance	COMPLIANT

Waterloo Catholic District School Board

Comparative Revenue Summary

	2015-2016 Actual	2016-2017 Actual	2017-2018 Estimates	2017-2018 Forecast	2018-2019 Estimates	Year over Year Change		Material Variance Note
						\$ Increase (Decrease)	% Increase (Decrease)	
Grant Revenues								
Pupil Foundation	109,745,959	114,285,781	116,677,665	120,142,834	125,341,014	8,663,348	7.4%	
School Foundation	14,658,001	15,009,906	15,205,944	15,571,396	15,882,972	677,028	4.5%	
Special Education	27,885,320	28,678,865	29,383,103	30,124,828	31,639,813	2,256,710	7.7%	
Language Allocation	3,773,063	4,472,326	4,430,127	4,905,103	6,165,003	1,734,876	39.2%	
Learning Opportunities	3,141,162	3,541,796	5,887,610	6,070,628	6,274,703	387,093	6.6%	
Adult Education, Continuing Education	3,163,322	3,095,807	3,402,487	3,104,092	3,229,691	(172,796)	(5.1%)	
Teacher and DECE Q&E	24,471,740	23,638,255	26,287,640	26,242,714	27,613,233	1,325,593	5.0%	
Transportation	6,281,158	6,443,126	6,519,910	6,761,371	6,702,701	182,791	2.8%	
Administration and Governance	6,050,607	6,452,642	6,743,415	6,878,594	7,293,114	549,699	8.2%	
School Operations	20,135,620	20,516,903	21,182,849	21,640,537	22,414,171	1,231,322	5.8%	
Indigenous Education	306,815	278,525	393,062	396,204	440,911	47,849	12.2%	
Safe Schools Supplement	359,361	372,052	382,612	393,197	406,565	23,953	6.3%	
Community Use of Schools Grant	271,956	383,000	294,244	294,244	305,369	11,125	3.8%	
New Teacher Induction program	99,864	116,931	154,484	152,844	223,065	68,581	44.4%	
Declining Enrolment	250,969	-	-	-	-	-	0.0%	
Rural and Northern Education Fund	-	-	-	42,324	43,320	43,320	0.0%	
Permanent Financing - NPF	397,975	397,975	397,975	397,975	397,975	-	0.0%	
Regular Operating On-going Grants	220,992,892	227,683,890	237,343,127	243,118,885	254,373,620	17,030,492	7.2%	a.
Grants for Capital Purposes								
School Renewal	433,936	418,217	377,360	377,612	344,547	(32,813)	(8.7%)	
Temporary Accommodation	357,500	593,570	551,000	953,570	1,583,575	1,032,575	187.4%	b.
Short-term Interest	50,188	181,045	150,000	198,730	140,016	(9,984)	(6.7%)	
Debt Funding for Capital	4,428,025	4,035,832	3,673,459	3,673,459	3,321,374	(352,085)	(9.6%)	
Total Capital Grants	5,269,649	5,228,664	4,751,819	5,203,371	5,389,512	637,693	13.4%	
Other Non-GSN Grants								
Continuing Education	1,925,916	2,042,849	1,981,123	2,228,111	2,161,670	180,547	9.1%	
Education Programming Other (EPO)	2,910,392	2,345,923	1,283,239	3,128,299	1,795,260	512,021	39.9%	c.
Total Non-GSN Grants	4,836,308	4,388,772	3,264,362	5,356,410	3,956,930	692,568	21.2%	
Non-Grant Revenue								
Continuing Education	2,422,057	2,661,109	2,511,209	2,731,398	2,962,569	451,360	18.0%	d.
Rentals	1,026,071	946,076	984,434	1,002,223	895,222	(89,212)	(9.1%)	
Interest	166,353	260,192	200,000	260,000	200,000	-	0.0%	
Tuition Fees	3,840,250	3,127,467	3,333,500	3,588,668	3,756,500	423,000	12.7%	e.
Other	3,275,545	3,992,318	4,345,703	5,027,757	5,396,496	1,050,793	24.2%	f.
Total Non-Grant Revenue	10,730,276	10,987,162	11,374,846	12,610,047	13,210,787	1,835,941	16.1%	
Deferred Revenues								
Amortization of DCC	12,903,425	13,571,585	15,107,356	15,456,933	15,207,317	99,961	0.7%	
Net Deferred Revenue	12,903,425	13,571,585	15,107,356	15,456,933	15,207,317	99,961	0.7%	
Total Revenue and Grants	254,732,550	261,860,073	271,841,510	281,745,646	292,138,166	20,296,655	7.5%	

Explanations of Material Grant Variances

- a. Increase due to enrolment, Provincially negotiated labour enhancements and revised benchmarks
- b. Increase due to revised table amount
- c. Increase due to timing of new EPO announcements
- d. Increase due to funding increases for LBS and LINC programs
- e. Increase due to International student enrolment
- f. Increase due to expansion of Extended Day program offset by a decrease in homestay fees

Waterloo Catholic District School Board Comparative Expenditure Summary

	2015-2016 Actual	2016-2017 Actual	2017-2018 Estimates	2017-2018 Forecast	2018-2019 Estimates	Year Over Year Change		Material Variance Note
						\$ Increase (Decrease)	% Increase (Decrease)	
Classroom Instruction								
Teachers	129,353,561	132,182,874	137,438,124	139,882,964	146,245,822	8,807,698	6.4%	a.
Supply Teachers	4,062,071	4,922,155	5,158,004	5,159,555	5,449,496	291,492	5.7%	
Educational Assistants	13,697,427	14,409,099	15,096,738	16,632,809	17,256,706	2,159,968	14.3%	b.
Designated Early Childhood Educators	6,432,790	6,853,937	7,106,399	8,422,688	8,595,018	1,488,619	20.9%	c.
Classroom Computers	1,532,313	2,806,850	2,085,655	2,403,105	3,164,248	1,078,593	51.7%	d.
Textbooks and Supplies	4,890,848	4,652,900	4,890,833	5,809,246	4,257,240	(633,593)	(13.0%)	e.
Professionals and Paraprofessionals	9,600,759	9,409,692	10,211,404	10,420,341	11,402,042	1,190,638	11.7%	f.
Library and Guidance	4,521,991	4,557,429	4,710,320	4,857,976	5,273,126	562,806	11.9%	g.
Staff Development	1,827,212	1,816,437	920,091	2,061,931	1,813,791	893,700	97.1%	h.
Department Heads	446,954	465,069	482,158	473,266	488,047	5,889	1.2%	
Total Classroom	176,365,926	182,076,442	188,099,726	196,123,881	203,945,536	15,845,810	8.4%	
Non-Classroom								
Principal and Vice-Principals	8,869,688	9,127,673	9,190,045	9,282,001	9,624,986	434,941	4.7%	
School Office	5,496,255	5,449,101	5,772,305	5,626,641	5,878,161	105,856	1.8%	
Co-ordinators and Consultants	3,726,128	3,662,345	4,669,546	4,892,655	5,113,593	444,047	9.5%	
Continuing Education	8,474,939	8,433,468	8,725,086	8,887,189	9,111,646	386,560	4.4%	
Total Non-Classroom	26,567,010	26,672,587	28,356,982	28,688,486	29,728,386	1,371,404	4.8%	
Administration								
Trustees	215,122	227,963	232,311	227,444	238,146	5,835	2.5%	
Director and Supervisory Officers	1,420,819	1,461,047	1,525,053	1,607,091	1,600,006	74,953	4.9%	
Board Administration	5,326,903	5,043,705	5,543,062	5,821,490	6,481,285	938,223	16.9%	i.
Total Administration	6,962,844	6,732,715	7,300,426	7,656,025	8,319,437	1,019,011	14.0%	
Transportation	4,910,892	5,651,128	5,645,180	6,056,732	6,483,795	838,615	14.9%	j.
School Operations and Maintenance	20,897,830	21,576,036	22,883,068	23,412,907	24,494,036	1,610,968	7.0%	k.
School Renewal	433,936	418,217	377,360	377,612	344,546	(32,814)	(8.7%)	
Other Pupil Accommodation	5,105,780	4,234,814	4,071,411	3,863,672	3,505,710	(565,701)	(13.9%)	
Amortization and Write-downs	12,903,425	13,680,988	15,107,357	15,566,331	15,316,720	209,363	1.4%	
Total Pupil Accommodation	39,340,971	39,910,055	42,439,196	43,220,522	43,661,012	1,221,816	2.9%	
Total Expenditures	254,147,643	261,042,927	271,841,510	281,745,646	292,138,166	20,296,656	7.5%	

Explanation of variances:

- a. Increase due to staff required to maintain pupil-teacher ratios, WSIB liability and Provincially negotiated labour enhancements
- b. Increase due to student needs, as well as Provincially negotiated labour enhancements
- c. Increase due to enrolment, expansion of Extended Day program as well as Provincially negotiated labour enhancements
- d. Increase due to increased contracts, fees and licenses
- e. Decrease due to allowable EPOs expenditures. Funds are to be used for PD and staffing this year.
- f. Increase due to new Special Education funding received and provincially negotiated labour enhancements
- g. Increase due to staff to support for new Grade 7 and 8 pathways
- h. Increase due to EPOs
- i. Increase due to contracts, fees and administrative staff added
- j. Increase due to enrolment, school travel planning contracts and bus operator contract enhancements
- k. Increase due to utilities, contracts, vehicle purchases and provincially negotiated labour enhancements

PLANNING AREA REPORTS



Introduction

Planning Areas

2017-2018 vs. 2018-2019 Estimates by Planning Areas

Capital Budget

Capital and Debt

Operating Budget

Board Administration

Student Transportation

Operations and Maintenance

Learning Services

PLANNING AREAS



The Board presents revenues and expenditures separated into capital and operating components, as required by the Ministry and Board Policy. This separation is necessary since the funding sources each have specific rules for use, and reporting requirements.

Capital Budget

Capital and Debt

- Interest on long-term debt and amortization of capital assets

Operating Budget

Board Administration

- Staff and departmental costs for support staff, senior administration, trustees

Student Transportation

- Staff, departmental and bus/taxi operator costs for Board share of Student Transportation Services of Waterloo Region (STSWR)

Facility Services

- Custodial, maintenance, and construction staff, departmental costs and general facility operating costs such as utilities for all sites

Learning Services

- Staff, department and resource costs for academic instruction and related programming including Program Services, Student Services, Continuing Education and school budgets

Waterloo Catholic District School Board
2018 Estimates vs. 2019 Estimates by Planning Area

	Learning Services							
	Program Services		Special Education		Continuing Education		Total Learning Services	
	2017-2018 Estimates	2018-2019 Estimates	2017-2018 Estimates	2018-2019 Estimates	2017-2018 Estimates	2018-2019 Estimates	2017-2018 Estimates	2018-2019 Estimates
Expenditures	176,185,257	189,602,318	31,546,365	34,959,958	8,725,086	9,111,646	216,456,708	233,673,922
GSN allocation	167,319,848	179,960,627	30,860,864	33,514,032	4,253,168	4,012,070	202,433,880	217,486,729
EPO and other grants	873,190	1,184,327	307,449	552,333	-	-	1,180,639	1,736,660
Other revenue	7,039,056	8,187,203	-	-	4,471,918	5,099,576	11,510,974	13,286,779
	175,232,094	189,332,157	31,168,313	34,066,365	8,725,086	9,111,646	215,125,493	232,510,168
Surplus/(Deficit) before planning area transfers	(953,163)	(270,161)	(378,052)	(893,593)	-	-	(1,331,215)	(1,163,754)
Surplus from Board Admin	78,433	49,510	303,111		-	-	381,544	49,510
Surplus from Operations		1,745	74,941	893,593	-	-	74,941	895,338
Surplus from Transportation	874,730	218,906	-		-	-	874,730	218,906
Total Revenues	953,163	270,161	378,052	893,593	-	-	1,331,215	1,163,754
Surplus/(Deficit)	-	-	-	-	-	-	-	-

	Operations and Maintenance		Capital and Debt		Student Transportation		Board Administration	
	2017-2018 Estimates	2018-2019 Estimates	2017-2018 Estimates	2018-2019 Estimates	2017-2018 Estimates	2018-2019 Estimates	2017-2018 Estimates	2018-2019 Estimates
	2017-2018 Estimates	2018-2019 Estimates	2017-2018 Estimates	2018-2019 Estimates	2017-2018 Estimates	2018-2019 Estimates	2017-2018 Estimates	2018-2019 Estimates
Expenditures	23,260,428	24,838,582	19,178,768	18,822,430	5,645,180	6,483,795	7,300,426	8,319,437
GSN allocation	22,010,535	24,493,098	19,178,768	18,647,430	6,519,910	6,702,701	7,079,623	7,959,647
Other Revenues	1,324,834	1,240,822	-	175,000	-	-	602,347	409,300
Total Revenues	23,335,369	25,733,920	19,178,768	18,822,430	6,519,910	6,702,701	7,681,970	8,368,947
Surplus/(Deficit)	74,941	895,338	-	-	874,730	218,906	381,544	49,510

	Total Board	
	2017-2018 Estimates	2018-2019 Estimates
	2017-2018 Estimates	2018-2019 Estimates
Total Expenditures	271,841,510	292,138,166
Total Revenues	271,841,510	292,138,166
Draw from Accumulated Surplus	-	-
Surplus/(Deficit)	-	-

Operating vs. Capital		
	2017-2018 Estimates	2018-2019 Estimates
	2017-2018 Estimates	2018-2019 Estimates
	2017-2018 Estimates	2018-2019 Estimates
Total Operating	252,662,742	273,315,736
Total Capital	19,178,768	18,822,430
Total Budget	271,841,510	292,138,166

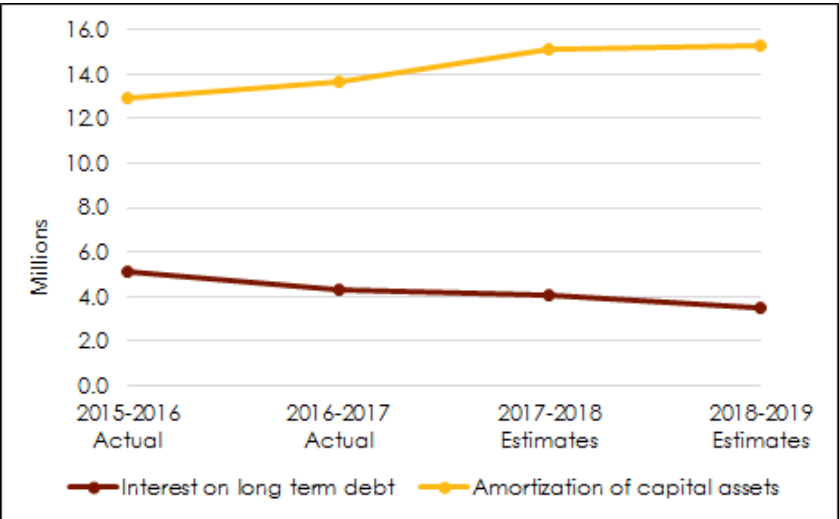
CAPITAL BUDGET



The capital budget is comprised of interest on long term debt and amortization of capital assets. The cost of assets are reflected on the balance sheet, and is not reported for budgeting purposes. Instead, amortization of assets is shown as the expenditure over the expected life of the asset.

92.9% of debt principal and interest payments are supported by the Ministry through the GSN. The remaining 7.1% relates to projects that are internally supported through draws on accumulated surpluses. In 2016, the Ministry changed the way capital projects are funded, ending the requirement for school boards to seek out debt for capital projects. Because of this, all boards will see reduced interest costs as each year passes and debt expires.

The Financial Administration Act requires boards to match capital revenues with amortization costs. Because of this, the cost of depreciation in most cases is net zero for budgeting purposes. As construction and renovations continue, so too will capital revenues and amortization costs.





There are several sources of capital funding available to the Board. The Long Term Accommodation Plan (LTAP) plays a key role in determining upcoming projects based on needs. Occasionally, the Ministry provides targeted capital funding which helps the Board to undertake projects which were not planned.

Sources of funding:

Uses of funding:

1	Capital Priorities Funding source: Ministry Intent: new construction, Early Years, Childcare, FDK		\$18.4M New school: Huron Brigadoon New school: St. Boniface
2	Renewal and SCI Funding source: Ministry Intent: to keep buildings in good repair		\$10.3M Various projects
3	EDC Funding source: Municipalities Intent: to purchase new land		\$16.6M Huron Brigadoon St. Boniface replacement East Kitchener secondary site Doon south site
4	Other Funding source: Internal, third party Intent: specified use		\$2.9M Computer related equipment Replacement vehicles St. Benedict renovations
5	GGRF and Hubs Funding source: Ministry Intent: to help reduce greenhouse gases and promote partnerships		\$1.4M Various projects

The Ministry is continuing its investment in school renewal by maintaining its commitment to invest a total of \$1.4B in both the 2017-2018 and 2018-2019 school years.

The Ministry will invest \$1.0B per school year under the School Condition Improvement (SCI) program, which includes \$200.0M to support a new Greenhouse Gas Reduction Fund (GGRF), and another \$40.0M per school year to supplement the School Renewal Allocation.



Acronyms:

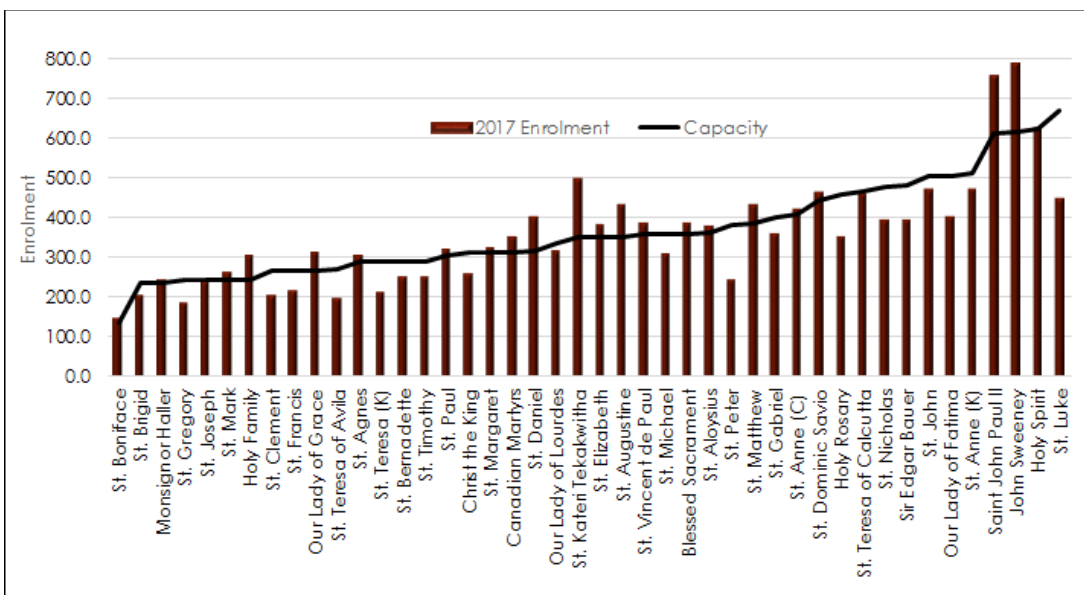
EDC: Education Development Charges
 FDK: Full Day Kindergarten
 Hubs: Community Hubs

CAPITAL BUDGET



The age of schools, facility condition and school utilization rates help to prioritize Board projects. The Ministry also uses these factors in allocating capital funding to boards.

	Land	Building	Other	Total
Huron Brigadoon and St. Boniface	\$ 4,635,514	\$ 15,479,777	\$ -	\$ 20,115,291
East Kitchener and Doon South	13,230,000	-	-	13,230,000
Renewal and SCI projects	-	10,299,346	-	10,299,346
St. Francis renovation	-	2,141,980	-	2,141,980
Vehicles and other equipment	-	-	1,531,000	1,531,000
Community Hubs and GGRF	-	1,407,211	-	1,407,211
Various construction projects	-	835,709	-	835,709
Total expenditures	\$ 17,865,514	\$ 30,164,023	\$ 1,531,000	\$ 49,560,537



Utilization of facilities reflect enrolment compared to a school's on the ground capacity. It is evident from the graph that enrolment does not equal capacity at most schools. Management uses this information to plan for portables, renovations, and future capital requests to the Ministry.



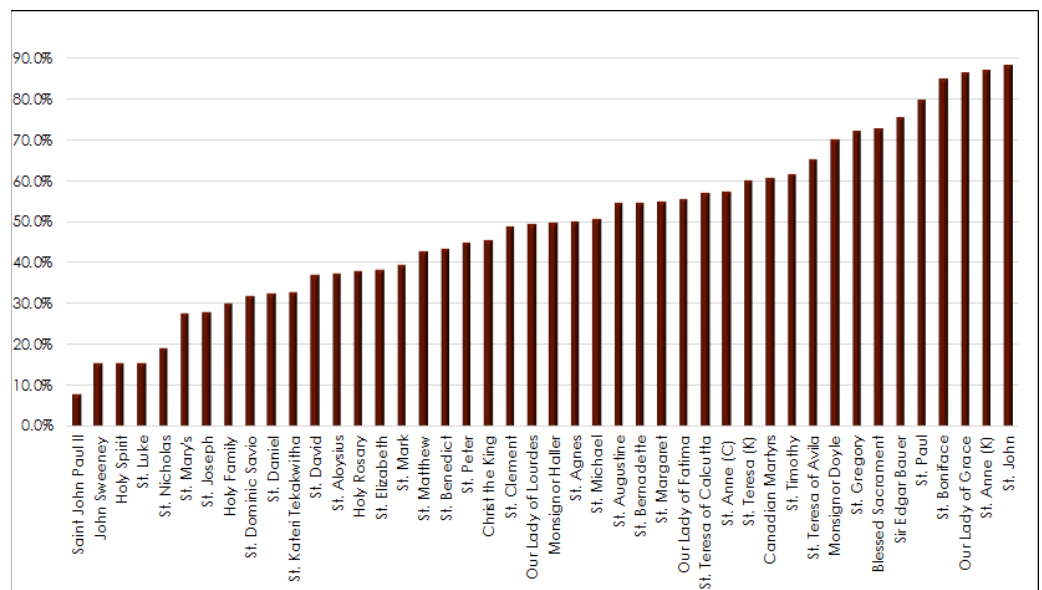
The Board currently operates 48 elementary and secondary schools with an age range of less than 1 year old to 120 years old.

Facility condition assessments, which determine the Facility Condition Index (FCI) are completed every 5 years by the Ministry to assess building components and systems. During the assessments, estimates are made in terms of the timing of the replacement cost of each component. The FCI is calculated based on the 5 year renewal needs compared to the cost to replace the entire school. A high FCI indicates a high renewal need. The formula is:

$$\text{FCI} = \frac{\text{5 Year Renewal Needs}}{\text{Building Replacement Cost}}$$



Note: FCI is dependent upon performed assessments. Due to timing of work completed and assessment quality, the FCI's shown may not reflect a building's actual condition.



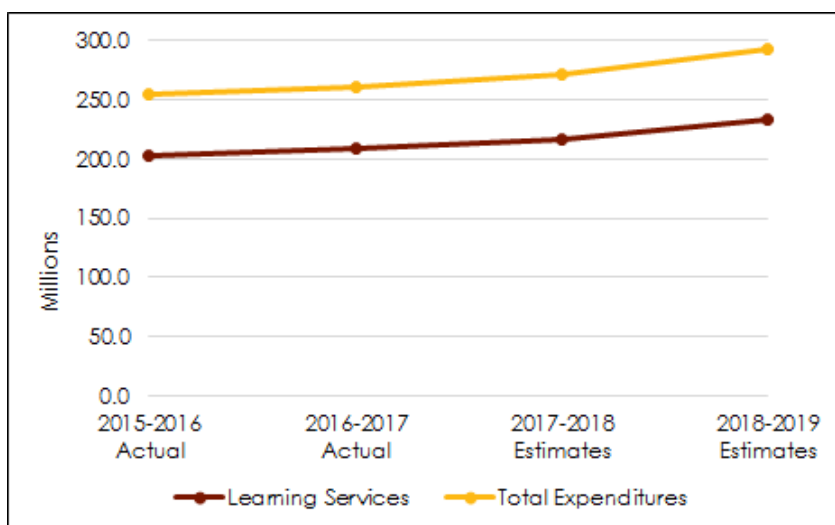
OPERATING BUDGET



The operating budget reflects the day-to-day operating costs of the Board for which the main driver for funding is enrolment. The Ministry places restrictions on the use of certain funding, such as Special Education, but the Board is able to exercise some discretion in the delivery of programs within funding.

The Board plans expenditures based on legislative requirements, contracts, Board policy and known infrastructure needs. Management reviews annual spending by planning area to ensure funding can adequately support initiatives.

	2015-2016 Actual	2016-2017 Actual	2017-2018 Estimates	2018-2019 Estimates
Learning Services	\$ 202,932,936	\$ 208,749,029	\$ 216,456,708	\$ 233,673,922
Facility Services	21,331,766	21,994,253	23,260,428	24,838,582
Capital and Debt	18,009,205	17,915,802	19,178,768	18,822,430
Board Administration	6,962,844	6,732,715	7,300,426	8,319,437
Student Transportation	4,910,892	5,651,128	5,645,180	6,483,795
Total expenditures	\$ 254,147,643	\$ 261,042,927	\$ 271,841,510	\$ 292,138,166



BOARD ADMINISTRATION



Board administration is comprised of staff and department costs for Financial Services, Human Resource Services, Information Technology Services, Internal Audit and Supply and Administrative Services. The Director's Office, Supervisory Officers and Trustees are also captured here.

Number of administrative staff: 74

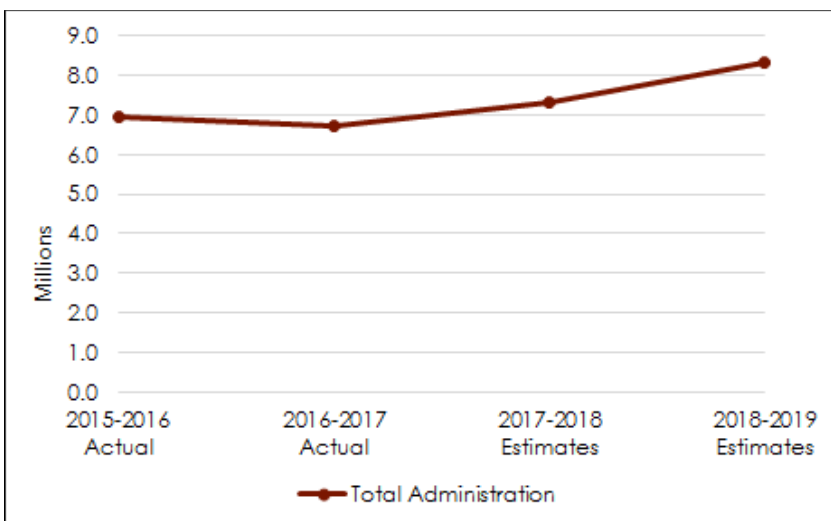


The Director of Education reports to the Board of Trustees



2 student trustees are elected to represent their peers

	2015-2016 Actual	2016-2017 Actual	2017-2018 Estimates	2018-2019 Estimates
Board Administration	\$ 5,326,903	\$ 5,043,705	\$ 5,543,062	\$ 6,481,285
Director and Superintendents	1,420,819	1,461,047	1,525,053	1,600,006
Trustees	215,122	227,963	232,311	238,146
Total Board Administration	\$ 6,962,844	\$ 6,732,715	\$ 7,300,426	\$ 8,319,437



Challenges and opportunities

Support staff:

The budget reflects additional staff for finance, payroll, and human resource services in order to respond to increased demands. Many recent legislative changes have become administratively intensive due to centralized bargaining, benefits, and requirement for better controls, continuity and reliability.

Benchmark increases:

The budget supports collectively negotiated increases, including an anticipated Trustee honorarium adjustment expected in the fall.

Systems upgrades:

Several software implementations are expected in the upcoming year to assist with departmental efficiencies. Some computer and telephone upgrades have also been built into the budget.

STUDENT TRANSPORTATION



Student transportation for all students in the Region is co-ordinated through a joint consortium, Student Transportation Services of Waterloo Region (STSWR). The budget represents the Board portion of staff and departmental costs as well as bus and taxi operator costs to safely transport students from home to school.

Students transported via yellow bus: 10,691



Students transported via Grand River Transit: 46



Students transported to Provincial Schools: 6

	2015-2016 Actual	2016-2017 Actual	2017-2018 Estimates	2018-2019 Estimates
Direct transportation	\$ 4,406,435	\$ 4,732,069	\$ 5,087,904	\$ 5,497,188
STSWR administration	504,457	902,583	537,910	951,920
School travel planning	-	16,476	19,366	34,687
Total Student Transportation	\$ 4,910,892	\$ 5,651,128	\$ 5,645,180	\$ 6,483,795

Key statistics:

Students transported: 34.5%
Average ride time: <20 minutes
School Travel Planning assessment: 10 schools

Challenges and opportunities

Bus driver shortage:

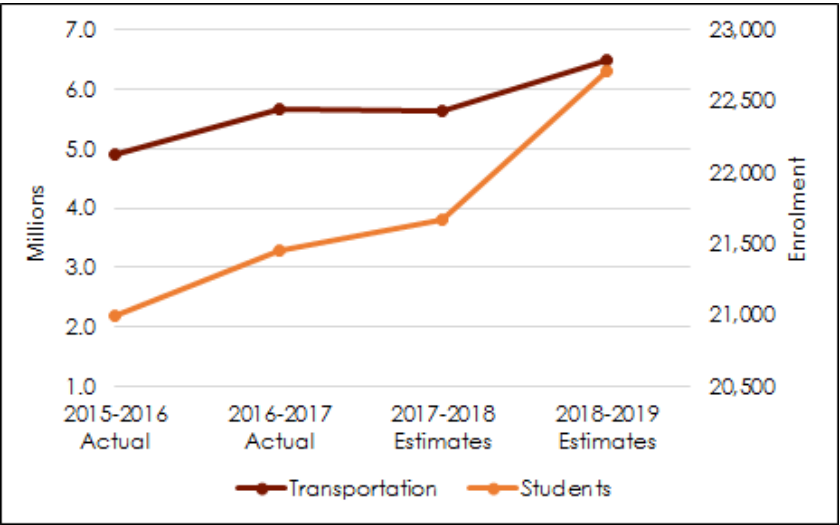
The budget reflects increased wages for bus operators in order to remain locally competitive. The Ministry is also continuing to offer incentives to maintain drivers, as this is a Provincial issue.

School travel planning:

The budget includes increased partnerships and staff to support more school initiatives and manage school travel planning projects.

Administrative costs:

The budget reflects increased wages for STSWR staff as well as an allocation for Board support.



OPERATIONS AND MAINTENANCE



Operations and maintenance envelops the Facility Services department which is comprised of custodial, construction and maintenance staff and department budgets. They are responsible for the structural condition, operation and cleanliness of facilities. A welcoming, clean and safe environment contributes to the well-being of staff and students.

Number of custodians: 145
Number of maintenance staff: 25



Number of temp custodians: 7
Administrative support: 10



5,632 Community Use permits
granted for 9,383,818 hours

	2015-2016 Actual	2016-2017 Actual	2017-2018 Estimates	2018-2019 Estimates
Salaries and benefits	\$ 11,420,069	\$ 11,848,518	\$ 12,173,536	\$ 12,686,303
Utilities	5,323,153	5,388,731	6,390,600	6,931,715
Contracts and supplies	4,547,014	4,722,148	4,539,392	4,739,764
Other	41,530	34,856	156,900	480,800
Total Operations & Maintenance	\$ 21,331,766	\$ 21,994,253	\$ 23,260,428	\$ 24,838,582

Key statistics:

Number of facilities supported: 58

Total square footage supported: 11,587,406

Number of work orders annually: 8,262

Challenges and opportunities

Utilities:

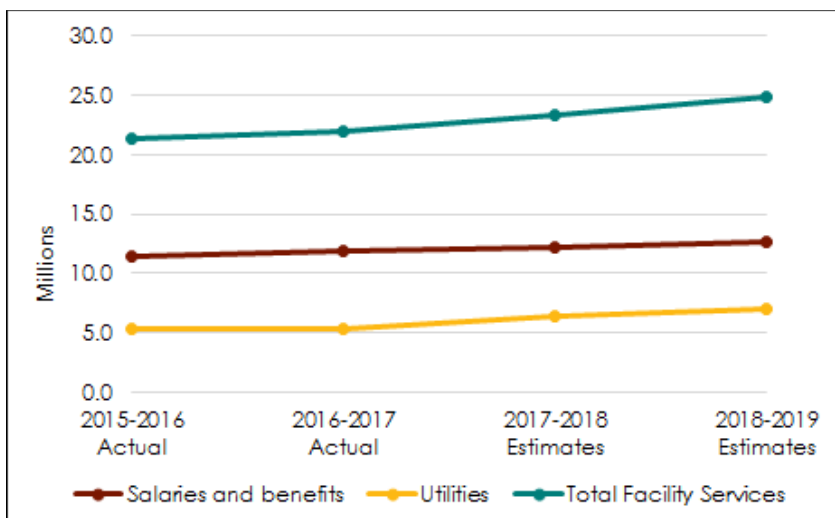
Rising utility costs require management. The Energy Conservation plan assists the Board with goals to reduce consumption and provide savings; however controlling costs is difficult.

Vehicles and equipment:

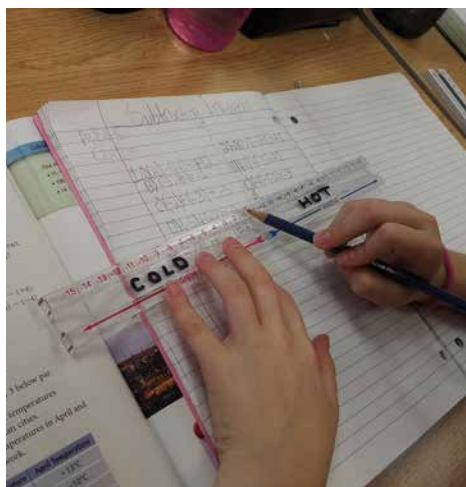
The budget supports replacement of equipment and vehicles which are at the end of their useful lives.

Other:

The budget includes changes related to the implementation of a Service Quality System for Facility Services



LEARNING SERVICES



Learning Services covers teaching and support staff and resources for academic instruction of the Boards' learners. As expected, it is the largest component of the operating budget and includes program services, special education, continuing education and school budgets.

Nurturing Our Catholic
Community

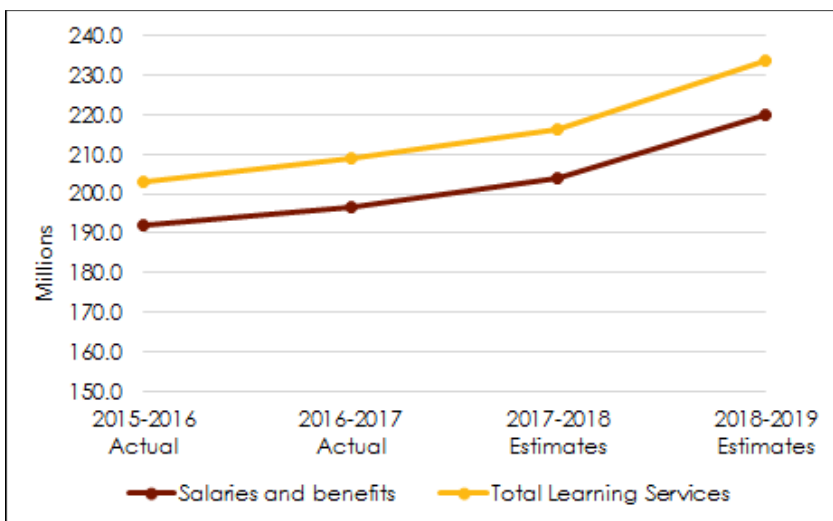


Student Engagement, Innovation
and Achievement



Building Capacity to Lead, Learn
and Live Authentically

	2015-2016 Actual	2016-2017 Actual	2017-2018 Estimates	2018-2019 Estimates
Salaries and benefits	\$ 191,855,407	\$ 196,476,247	\$ 203,860,525	\$ 219,950,455
Textbooks and resources	6,724,368	6,750,169	5,972,045	6,605,225
Contracts and services	2,498,007	2,292,930	4,095,529	3,408,752
Staff development and other	1,855,154	3,229,683	2,528,609	3,709,490
Total Learning Services	\$ 202,932,936	\$ 208,749,029	\$ 216,456,708	\$ 233,673,922



LEARNING SERVICES: PROGRAM SERVICES



Program Services is comprised of salary and benefit costs for teachers, support staff and consultants who directly impact day school operations. They are responsible for curriculum training and must adhere to Ministry guidelines and Board priorities. This can present challenges given many initiatives and limited resources.

Number of sites that offer
Extended Day program: 37

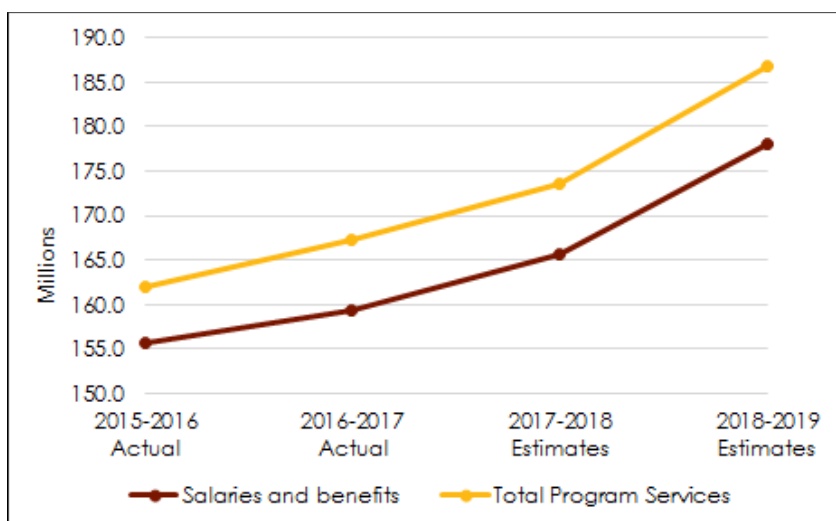


Anticipated number of Extended
Day students: 1,150



The Extended Day program
operates on a cost recovery basis

	2015-2016 Actual	2016-2017 Actual	2017-2018 Estimates	2018-2019 Estimates
Salaries and benefits	\$ 155,771,578	\$ 159,401,727	\$ 165,561,792	\$ 178,079,108
Textbooks and resources	3,005,746	3,216,045	2,251,926	2,566,173
Contracts and services	2,113,680	2,058,073	3,770,440	2,942,629
Staff development and other	1,154,768	2,601,514	2,065,749	3,231,094
Total Program Services	\$ 162,045,772	\$ 167,277,359	\$ 173,649,907	\$ 186,819,004



Challenges and opportunities

Instructional Coaches:

The budget reflects increased instructional coaches to provide greater opportunities for in-class professional development for teachers.

English as a Second Language (ESL):

Elementary ESL learners have increased by 72.7% over the prior year. Staffing to assist with transitioning students has been reflected in the budget.

Resources:

The budget continues to support the plan for upgrading French as a Second Language and religion resources as part of a multi-year curriculum renewal.

LEARNING SERVICES: STUDENT SERVICES



Student Services is comprised of salary and benefit costs for teachers, support staff and consultants who support special education programming. The Board believes that all children are capable of learning, understanding that each child develops, and learns differently based on their own strengths and needs.

Number of Spec Ed Equipment (SEA) claims supported: 77



SEAC advises and makes recommendations to Trustees



CCAT is administered in grade 4 to identify exceptionalities

	2015-2016 Actual	2016-2017 Actual	2017-2018 Estimates	2018-2019 Estimates
Salaries and benefits	\$ 28,620,688	\$ 29,584,885	\$ 30,652,163	\$ 33,909,219
Textbooks and resources	191,179	187,812	248,692	267,386
Contracts and services	282,362	128,664	196,400	326,707
Staff development and other	686,339	619,054	449,110	456,646
Total Student Services	\$ 29,780,568	\$ 30,520,415	\$ 31,546,365	\$ 34,959,958

Challenges and opportunities

Mental Health Workers:

Finding qualified professionals may present a challenge for Ministry funded secondary mental health workers.

Assessments:

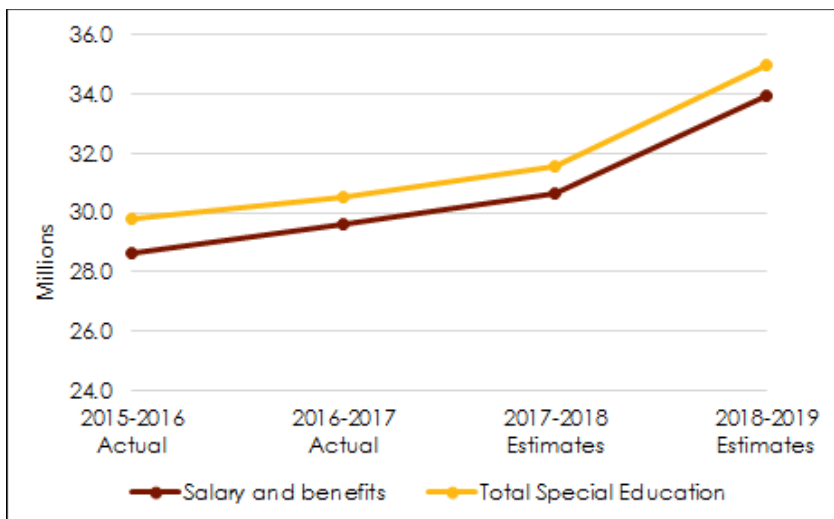
Targeted grant announced to address wait times will be based on application process and is not yet built into budget.

Multi-Disciplinary Teams (MDT):

The Ministry has provided support for staff to build capacity and a deeper understanding of the unique needs of students.

Predictive modelling:

Management will launch a new High Needs Verification process in 2018-2019 which will better track where supports are needed and how they are used.



LEARNING SERVICES: CONTINUING EDUCATION



Continuing Education is comprised of staff and operational costs to operate one of the largest programs in the province. Programming caters to learners over 18 focusing on language development for new Canadians, academic credit courses and specialized certificate programs. The Board requires that the overall operations are break-even.

13,060 students with 24 course offerings at 5 sites by 500 staff



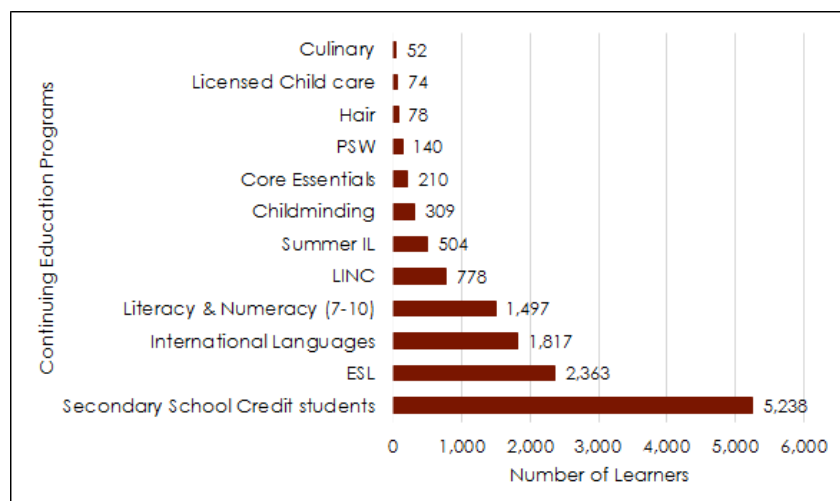
Secondary Day School credit is the core offering



Offers 5 in-take terms and selected summer programming

	2015-2016 Actual	2016-2017 Actual	2017-2018 Estimates	2018-2019 Estimates
Salaries and benefits	\$ 7,463,143	\$ 7,489,635	\$ 7,646,570	\$ 7,962,128
Contracts and supplies	1,011,796	943,832	1,078,516	1,149,518
Total Continuing Education	\$ 8,474,939	\$ 8,433,467	\$ 8,725,086	\$ 9,111,646

Teacher shortages and increasing costs remain a challenge to run program offerings effectively. Growing wait lists for ESL ensures program viability while secondary day school credit enrolment continues to decline. Planning for relocating the main Kitchener campus in 2020 continues with program reviews to ensure sustainability.



Key statistics:

Year opened: 1988

OSSD graduates: 444 annually

Successful college applicants: 916

Successful university applicants: 268

International languages taught: 18

Number of elementary students in ESL: 2,100

PSW graduation rate: 85.0% for 140 students/year

Percentage entering workforce: 98.0%

LEARNING SERVICES: SCHOOL BUDGETS



School budgets are allocated largely based on enrolment. It is the responsibility of the Principal to allocate funds as needed for the school community. The funds are used to run the day-to-day operations of the school from classroom resources to furniture and office supplies. These are separate and distinct from School Generated Funds.

Newest school:
St. Brigid (2018)



EcoSchool Certifications:
27 Gold, 5 Silver, 2 Bronze



Oldest school:
St. Boniface (1898)

	2015-2016 Actual	2016-2017 Actual	2017-2018 Estimates	2018-2019 Estimates
Elementary	\$ 1,511,738	\$ 1,530,702	\$ 1,516,208	\$ 1,603,694
Secondary	1,119,919	987,086	1,019,142	1,179,620
Total School Budgets	\$ 2,631,657	\$ 2,517,788	\$ 2,535,350	\$ 2,783,314

Modified Social Risk Index (MSRI) provides a snapshot of socio-economic vulnerability within the Region. In 2018-2019, the Board invested funds into elementary schools with a high MSRI. This intentional investment is to assist identified schools to address issues that they may face in the communities they serve.

Key statistics:

Elementary

Base budget allocation: \$92.00/student

Small schools (<275 students): 12

Large schools (>600 students): 3

MSRI impacted schools: 15

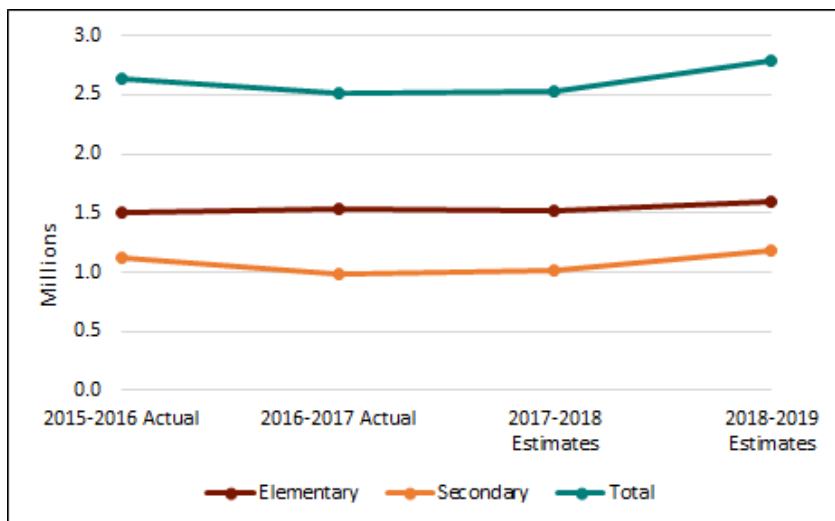
Secondary

Base budget allocation: \$162.00/student

Small schools (<1,000): 1

Medium schools (1,001 - 1,500): 3

Large schools (>1,501): 1



LEARNING SERVICES: INFORMATION TECHNOLOGY



Information Technology plays a central role to all areas within Board. Staff must be able to respond swiftly to changes in order to remain current and keep students engaged. It is a constant challenge to adequately address emerging technology trends due to both financial and human resource limitations.

Number of staff: 27

Number of BYOD devices: 15,800

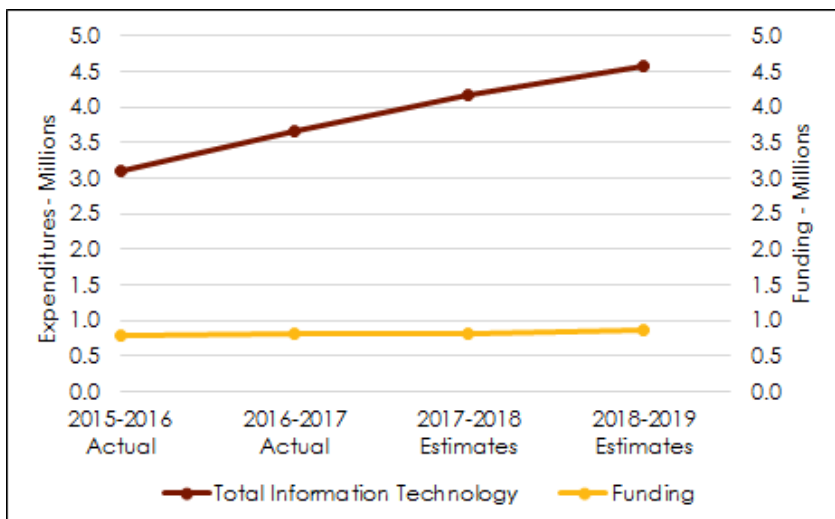


21st Century Learning invites
new pedagogies using technology



Average age of devices:
5 years old

	2015-2016 Actual	2016-2017 Actual	2017-2018 Estimates	2018-2019 Estimates
Computer replacement and repair	\$ 1,781,829	\$ 2,267,349	\$ 2,466,229	\$ 2,334,371
Phone and internet fees	426,301	569,955	639,894	654,638
Software fees and licenses	276,248	280,769	363,444	406,275
Network fees	392,392	182,925	381,092	510,375
Professional fees and other	222,012	345,036	314,975	679,396
Total Information Technology	\$ 3,098,782	\$ 3,646,034	\$ 4,165,634	\$ 4,585,055



Key statistics:

Elementary

Student to computer ratio: 1:16

Student to Chromebook ratio: 1:3

BYOD: 353.0% *increase* since 2013

Printing devices: 260.0% *decrease* since 2013

Secondary

Student to computer ratio: 1:3

Student to Chromebook ratio: 1:3

BYOD: 522.0% *increase* since 2013

Wi-Fi access points: 219.0% *increase* since 2013

APPENDICES



Appendix I	Board Policy IV007: Financial Planning/Budgeting
Appendix II	Planning Assumptions
Appendix III	Budget Consultation Survey Results
Appendix IV	Capital and Debt Detail
Appendix V	Student Transportation Detail
Appendix VI	Board Administration Detail
Appendix VII	Program and Student Services Detail
Appendix VIII	Facility Services Detail
Appendix IX	Technical Paper Analysis
Appendix X	Glossary of Commonly Used Terms

APPENDIX I:

BOARD POLICY IV007:

FINANCIAL PLANNING/BUDGETING

Policy Statement:

Financial Planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from Board's Ends priorities, risk fiscal jeopardy, violate the Education Act or Ministry of Education Guidelines, or fail to be derived from a multi-year plan.

Further, without limiting the scope of the foregoing, the CEO shall not:

1. Develop a budget without conducting a formal process for soliciting input on the needs and priorities of the system
2. Develop a budget without employing credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosing planning assumptions
3. Develop a budget that does not include trend analysis and historical comparators.
4. Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period
5. Provide less for board prerogatives during the year than is set forth in the Cost of Governance policy
6. Present a budget that does not allow sufficient time for decision-making
7. Present a budget that cannot be readily understood by persons without a financial/education background

APPENDIX II:

PLANNING ASSUMPTIONS

External requirements include:

- Compliance with the Education Act and Public Sector Accounting Board (PSAB) standards
- Submission of a balanced budget, on time
- Achievement and maintenance of class size ratios
- Administration and governance revenue cannot be overspent
- Targeted funds received must be used for the intended initiatives
- Separation of operating and capital funds
- Special Education funding must be spent on related activities or placed into deferred revenues for future use, and
- Accumulated surpluses, to a maximum amount of 1.0% of operating revenue, may be used to balance the budget

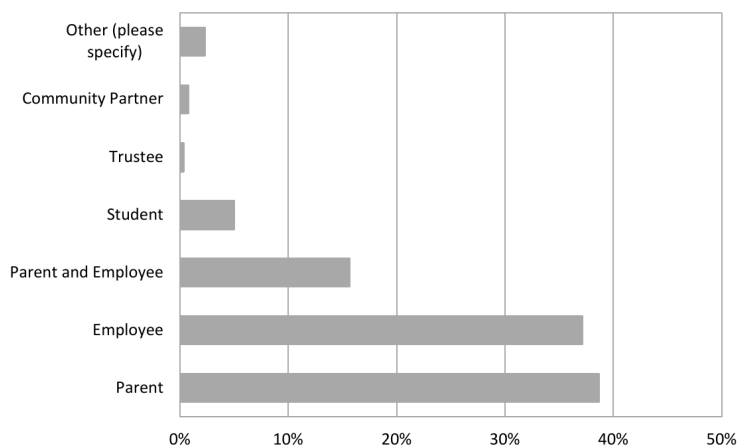
Internal requirements include:

- All external requirements must be met
- Reductions considered must minimize student impact
- A conservative enrolment projection must be used
- Compliance with Board Policy IV007: Financial Planning/Budgeting, contracts and collective agreements
- Staff and student safety must not be compromised
- Non-committed accumulated surpluses will not be used to balance the budget
- International Education net revenues will support specific initiatives, and
- The presented budget must be both realistic and balanced

APPENDIX III:

BUDGET CONSULTATION SURVEY RESULTS

What is your relationship to the Board?



Q1: What feature do you believe would be the most beneficial for classroom projection technology? Please rank your choices (1 being the preferred technology and 4 being the least preferred).

	Overall (253)	Parent (N/A)	Employee (177)	Parent & Emp (76)
Data projector or mounted TV with remote projections capability from Smartphone, Chromebooks, PCs, iPads, Laptops & Android Tablets (no touch)	32.57%		32.51%	32.81%
Data projector with finger touch	28.32%		27.75%	29.55%
Data projector with pen touch (current standard)	24.26%		24.08%	24.60%
Mounted TV instead of a data projector	14.85%		15.66%	13.04%

Q2: How should faith development be supported? Please indicate your level of agreement for each statement by choosing:

	Overall (449)	Parent (174)	Employee (169)	Parent & Emp (75)
Provide opportunities for ongoing faith formation for all students (retreat experiences, Christian meditation, sacramental preparation)	17.55%	17.32%	17.54%	18.37%
Provide faith-learning opportunities involving charity and justice initiatives for students locally and globally	17.30%	17.44%	17.18%	17.18%
Work closely with local parishes to meet the spiritual needs of students and their families	17.01%	17.12%	17.13%	16.69%
Update religious education curriculum resources, including digital versions	16.65%	16.39%	16.77%	17.10%
Involve Catholic School Councils, families and parish partners in Pastoral Plan	15.91%	16.19%	15.79%	15.59%
Continue to offer a Board-wide Spiritual Development Day for all staff	15.58%	15.54%	15.59%	15.06%

APPENDIX III:

BUDGET CONSULTATION SURVEY RESULTS

Q3: Where do you believe efforts should be focused on numeracy and literacy achievement for students? Consider which will have the greatest long-term positive impact on student achievement through personalized instruction.				
	Overall (427)	Parent (163)	Employee (168)	Parent & Emp (71)
Hands-on resources	27.25%	26.97%	27.26%	27.61%
Technology and online resources	26.46%	26.21%	26.42%	27.24%
Providing opportunities for staff to build their skills in a job-embedded, ongoing, collaborative, and research-rooted manner in order to more effectively meet the needs of all our learners	25.32%	24.38%	25.81%	25.76%
Textbooks	20.98%	22.44%	20.51%	19.39%

Q4: Do you have any additional strategies or ideas for increasing our literacy and numeracy achievements?				
	Overall (427)	Parent (163)	Employee (168)	Parent & Emp (71)
No	66.3%	71.8%	64.3%	53.5%
Yes (please specify)	33.7%	28.2%	35.7%	46.5%

Q5: Do you feel that there should be a priority in investments into resources that better support student-centered inquiry-based learning?				
	Overall (420)	Parent (157)	Employee (168)	Parent & Emp (70)
Yes	61.9%	66.9%	59.5%	61.4%
No	14.3%	8.3%	17.3%	18.6%
I am not sure	23.8%	24.8%	23.2%	20.0%

APPENDIX III:

BUDGET CONSULTATION SURVEY RESULTS

Q6: Where would you see the priority should be, please rank each choice.

	Overall (251)	Parent (98)	Employee (99)	Parent & Emp (42)
Chromebooks	14.41%	13.55%	14.50%	16.01%
Maker Spaces (eg. Robotic kits, project based challenges)	14.39%	15.96%	13.62%	13.87%
Staff professional development	14.20%	13.29%	15.18%	13.52%
Tablets (Android & iPad)	12.58%	12.70%	12.44%	12.11%
Manipulatives (eg. Dice, number lines, etc.)	12.44%	13.63%	11.78%	12.03%
Windows based laptops	11.79%	11.91%	11.62%	11.82%
Flexible multi-purpose furniture	10.61%	8.99%	11.51%	11.52%
Windows based computers	9.58%	9.97%	9.35%	9.11%

Q7: Should the Board maintain, increase or reduce the Chromebook to student ratio (currently 1 Chromebook for every 3 students) in schools? (As opposed to investment in Windows based computers.)

	Overall (401)	Parent (148)	Employee (163)	Parent & Emp (69)
Maintain ratio	30.2%	25.7%	35.6%	26.1%
Increase ratio by purchasing more Chromebooks	49.4%	51.4%	42.3%	63.8%
Reduce ratio by purchasing less Chromebooks	10.0%	13.5%	9.2%	4.4%
I am not sure	10.5%	9.5%	12.9%	5.8%

Q8: Should the Board maintain, increase or reduce the Windows based computer to student ratio in elementary schools (currently 1 Windows based computer for every 8 students)? (As opposed to investment in Chromebooks.)

	Overall (401)	Parent (148)	Employee (163)	Parent & Emp (69)
Maintain ratio	28.4%	26.4%	31.9%	23.2%
Increase ratio by purchasing more Windows based computers	36.9%	41.9%	30.7%	42.0%
Reduce ratio by purchasing less Windows based computers	19.7%	21.0%	16.0%	26.1%
I am not sure	15.0%	10.8%	21.5%	8.7%

APPENDIX III:

BUDGET CONSULTATION SURVEY RESULTS

Q9: Should the Board maintain, increase or reduce the Windows based computer to student ratio in secondary schools (currently 1 Windows based computer for every 4 students)? (As opposed to investment in Chromebooks.)				
	Overall (401)	Parent (148)	Employee (163)	Parent & Emp (69)
Maintain ratio	26.2%	28.4%	23.9%	29.0%
Increase ratio by purchasing more Windows based computers	28.7%	31.8%	25.8%	29.0%
Reduce ratio by purchasing less Windows based computers	17.7%	20.3%	15.3%	15.9%
I am not sure	27.4%	19.6%	35.0%	26.1%

Q10: Should the Board maintain or add to the current wireless capability to support personal student devices (including Bring Your Own Device "BYOD") in schools for the purpose of facilitating school work and research?				
	Overall (401)	Parent (148)	Employee (163)	Parent & Emp (69)
Maintain	36.2%	32.4%	38.0%	46.4%
Increase	49.9%	50.7%	47.2%	49.3%
I am not sure	14.0%	16.9%	14.7%	4.4%

Q11: How can we better support students who have diverse needs and backgrounds in achieving success in our schools? Please indicate your level of agreement for each statement by choosing:				
	Overall (393)	Parent (145)	Employee (160)	Parent & Emp (68)
Increase literacy and numeracy initiatives for student groups who are not meeting the provincial standards for EQAO assessments	15.70%	16.05%	15.37%	16.18%
Diversify our learning resources so that all students see themselves reflected in the curricula	15.18%	15.35%	15.16%	15.03%
Increase the number of Experiential Learning Programs for students on the workplace or community living pathway	14.89%	14.83%	14.72%	15.36%
Improve our ability to gather data to track progress of students with diverse backgrounds and needs	14.08%	14.49%	13.71%	13.95%
Increase the number of programs to support newcomer students and/or English Language Learners	14.04%	13.01%	14.68%	14.84%
Support human resource practices to hire staff who are reflective of the students and families that we serve	13.75%	14.08%	13.60%	13.10%
Increase the number of program offerings in Indigenous education	12.35%	12.19%	12.76%	11.53%

APPENDIX III:

BUDGET CONSULTATION SURVEY RESULTS

Q12: Please pick your top three choices from the following statements to address graduation rates and equity challenges for at risk students. There should be an increased focus on:

	Overall (387)	Parent (142)	Employee (159)	Parent & Emp (67)
Prioritizing mental health and wellness needs	14.60%	13.62%	15.04%	16.11%
Welcoming, inclusive school culture and pastoral care	13.25%	11.45%	14.33%	13.05%
Gap closing strategies in mathematics curriculum	13.12%	13.24%	12.85%	12.72%
Gap closing strategies in literacy curriculum	12.74%	13.94%	12.21%	11.68%
Highlighting school and post-secondary pathways	12.29%	12.40%	12.02%	12.33%
Increasing job-embedded, ongoing, collaborative, and research-rooted professional learning of WCDSB staff in order to increase student achievement	11.84%	12.08%	11.63%	13.05%
Diversifying re-engagement strategies for students at risk of not graduating	11.40%	10.81%	12.15%	10.89%
Prioritizing English Language Learners' needs (students supported in ESL Programs)	10.76%	12.47%	9.77%	10.18%

Q13: Please rank the following building components that you believe reflect the greatest need for investment to support student learning: (1 being the most important and 5 being the least important)

	Overall (383)	Parent (140)	Employee (158)	Parent & Emp (67)
Classroom furniture	29.03%	29.42%	28.23%	30.06%
Lighting	25.43%	26.68%	25.23%	24.75%
Landscaping, and exterior work	15.71%	15.34%	15.65%	15.46%
Painting	14.98%	14.34%	15.11%	15.46%
Flooring	14.85%	14.21%	15.78%	14.27%

Q14: The Board is constantly examining ways to decrease their carbon footprint. From May to September, the set point for air conditioning is 23°C in schools where air conditioning exists. Should the set point:

	Overall (383)	Parent (140)	Employee (158)	Parent & Emp (67)
Be increased to 24°C (less energy consumption)	18.8%	17.9%	22.2%	9.0%
Be increased to 25°C (less energy consumption)	7.8%	6.4%	9.5%	6.0%
Remain the same (maintain energy consumption)	73.4%	75.7%	68.4%	85.1%

APPENDIX IV:

CAPITAL AND DEBT DETAIL

	2015-2016	2016-2017	2017-2018	2018-2019
	Actual	Actual	Estimates	Estimates
Land improvements	\$ 178,137	\$ 208,976	\$ 589,907	\$ 262,920
Buildings	9,161,222	9,636,774	10,544,770	10,731,110
Portable structures	432,903	432,903	370,302	208,259
First-time equipping	174,844	170,378	168,476	166,976
Equipment - 5 years	62,238	113,868	127,110	136,058
Equipment - 10 years	621,712	617,448	641,990	610,599
Equipment - 15 years	1,425	1,666	11,414	11,357
Furniture	18,798	35,070	33,463	56,394
Computer hardware	685,173	877,289	1,022,478	1,127,198
Computer software	34,147	36,506	23,934	50,384
Vehicles	61,503	66,124	61,327	101,282
Leasehold improvements	432,507	600,820	676,388	1,065,753
Leased buildings	788,430	788,430	788,430	788,430
Leased computers	250,386	94,736	47,368	-
Debt interest	5,105,780	4,234,814	4,071,411	3,505,710
Total expenditures	\$ 18,009,205	\$ 17,915,802	\$ 19,178,768	\$ 18,822,430

APPENDIX V:

STUDENT TRANSPORTATION DETAIL

	2015-2016	2016-2017	2017-2018	2018-2019
	Actual	Actual	Estimates	Estimates
Yellow bus transportation	\$ 4,085,176	\$ 4,501,967	\$ 4,882,647	\$ 5,167,653
Grand River Transit	142,310	47,660	25,000	80,000
Salaries and benefits	344,051	689,341	405,859	750,824
Taxis	150,181	161,867	159,177	173,428
Software contracts	25,760	60,087	21,645	21,645
Provincial schools	28,768	20,575	21,080	76,107
Rent	28,856	28,925	29,138	41,625
Legal, insurance and audit	5,290	9,875	8,040	7,665
School travel planning	-	16,476	-	34,687
Other	100,500	114,355	92,594	130,161
Total expenditures	\$ 4,910,892	\$ 5,651,128	\$ 5,645,180	\$ 6,483,795

APPENDIX VI:

BOARD ADMINISTRATION DETAIL

	2015-2016	2016-2017	2017-2018	2018-2019
	Actual	Actual	Estimates	Estimates
Salaries and benefits	\$ 5,620,073	\$ 5,423,630	\$ 6,062,590	\$ 6,812,189
Legal and audit fees	335,558	202,518	215,180	269,745
Office supplies and photocopying	172,774	190,882	153,390	190,040
Phone expenses	93,535	127,486	106,673	237,590
Interest expenses	13,152	14,777	10,000	10,000
Professional development	119,311	122,745	131,900	139,605
Trustee expenses	129,388	118,301	129,750	130,450
Human Resources expenses	69,425	91,745	122,726	82,000
Travel expenses	48,908	53,467	68,600	68,600
IT fees and maintenance	130,850	161,192	114,353	74,743
Marketing and advertising	107,808	96,176	98,500	211,000
Memberships and subscriptions	23,737	27,112	28,464	32,875
Miscellaneous	98,325	102,645	58,300	60,600
Total expenditures	\$ 6,962,844	\$ 6,732,715	\$ 7,300,426	\$ 8,319,437

APPENDIX VII:

PROGRAM AND STUDENT SERVICES DETAIL

	2015-2016	2016-2017	2017-2018	2018-2019
	Actual	Actual	Estimates	Estimates
Salaries and benefits	\$ 182,984,928	\$ 187,929,099	\$ 195,147,090	\$ 210,693,911
Contracts	3,052,650	2,621,743	4,277,342	3,653,518
Texts, learning materials	2,370,907	2,299,713	2,195,196	2,352,377
Furniture and equipment	212,293	1,014,855	1,432,364	591,692
Information technology	1,840,116	2,622,228	963,202	3,071,480
Staff development, memberships	1,702,768	1,716,850	1,150,697	1,935,052
Field trips and retreat expenses	488,266	575,264	339,193	341,682
Phone expenses	620,734	589,595	630,282	595,408
Supplies and photocopying	618,900	548,094	1,085,758	584,982
Travel expenses and parking	220,559	215,771	278,798	383,174
Human resources costs	341,963	168,472	209,500	297,500
Marketing	3,914	13,869	22,200	61,500
Total expenditures	\$ 194,457,998	\$ 200,315,553	\$ 207,731,622	\$ 224,562,276

APPENDIX VIII:

FACILITY SERVICES DETAIL

	2015-2016	2016-2017	2017-2018	2018-2019
	Actual	Actual	Estimates	Estimates
Salaries and benefits	\$ 11,420,069	\$ 11,926,039	\$ 12,550,896	\$ 12,766,046
Utilities - electricity	4,074,973	4,048,573	4,789,100	5,273,985
Utilities - natural gas	700,374	764,601	900,800	966,983
Utilities - water and sewage	547,806	575,558	700,700	690,747
Supplies	1,580,760	1,498,779	1,428,300	1,262,996
Snow removal	615,068	531,779	576,769	622,552
Insurance	520,514	777,855	577,218	585,060
Portable costs	279,021	188,876	258,000	630,000
Travel and vehicle expenses	195,690	194,310	231,500	490,500
Security	119,800	89,029	146,000	146,000
Waste removal	82,989	89,014	78,000	78,000
Furniture and equipment	307,993	322,548	418,000	498,000
Building repair and maintenance	803,535	544,063	448,995	649,348
Supplies and telephone	36,949	35,434	45,250	59,815
Professional development and other	27,165	34,857	38,900	45,800
Professional fees	19,060	372,939	72,000	72,750
Total expenditures	\$ 21,331,766	\$ 21,994,253	\$ 23,260,428	\$ 24,838,582

APPENDIX IX:

TECHNICAL PAPER ANALYSIS

	Revenue	Expenditure	Variance
Board Administration	\$ 8,229,595	\$ 8,229,595	\$ -
Capital and Debt	18,822,430	18,822,430	-
Continuing Education	9,150,997	9,150,997	-
Targeted Grants (EPOs)	1,226,493	1,226,493	-
Indigenous Education	440,911	440,911	-
Learning Opportunities Grant	5,861,637	4,264,367	1,597,270
New Teacher Induction Program	223,065	223,065	-
Operations and Community Use of Schools	25,608,403	24,605,431	1,002,972
Other	3,434,125	3,328,111	142,289
Pupil Foundation, Language and QECO	156,810,452	161,391,095	(4,580,643)
Safe Schools	406,565	406,565	-
Special Education	34,066,365	34,959,958	(893,593)
Student Transportation	6,702,701	6,483,795	218,906
International Education	4,954,750	3,700,693	1,254,057
School Foundation	16,199,677	14,904,660	1,295,017
Total	\$ 291,138,166	\$ 291,138,166	\$ -

Note: some expenditures above may differ from information contained within the body and appendices of the report due to the categorization of certain expenses and the level of detail within the technical paper.

APPENDIX IX:

TECHNICAL PAPER: BOARD ADMINISTRATION

Purpose: To provide funding for administration and governance costs such as operating board offices and central facilities, board-based staff and expenditures

Uses: General administrative needs

Sub-category	Revenue	Expenditure	Variance
Trustees	\$ 187,067	\$ 207,846	\$ (20,779)
Director and Superintendents	1,372,679	1,302,753	69,926
Board administration	6,669,849	6,718,996	(49,147)
Total	\$ 8,229,595	\$ 8,229,595	\$ -

Expenditure details	Expenditure	% of total
Salary and benefits	\$ 6,471,048	78.6%
Department costs, professional development	1,195,103	14.5%
Audit, legal and professional fees	490,519	6.0%
Information technology	72,925	0.9%
Total	\$ 8,229,595	100.0%

APPENDIX IX:

TECHNICAL PAPER: INDIGENOUS EDUCATION

Purpose: To support programs designed for Indigenous students

Uses: Classroom teacher salaries, Indigenous Lead, professional development and resources

Sub-category	Revenue	Expenditure	Variance
Indigenous Studies Allocation	\$ 285,824	\$ 440,911	\$ (155,087)
Indigenous Studies Per Pupil Allocation	86,153	-	86,153
Board Action Plan on Indigenous Education	68,934	-	68,934
Total	\$ 440,911	\$ 440,911	\$ -

Expenditure details	Expenditure	% of total
Salary and benefits	\$ 410,617	93.1%
Contracts	11,694	2.7%
Texts, materials and field trips	10,600	2.4%
Professional development	8,000	1.8%
Total	\$ 440,911	100.0%

APPENDIX IX:

TECHNICAL PAPER: SAFE SCHOOLS

Purpose: To support the elements of day school classroom education that are required by all students

Uses: Classroom teacher salaries, supplies and resources

Sub-category	Revenue	Expenditure	Variance
Program and supports allocation	\$ 279,195	\$ 406,565	\$ (127,370)
Professional supports	127,370	-	127,370
Total	\$ 406,565	\$ 406,565	\$ -

Expenditure details	Expenditure	% of total
Salary and benefits	\$ 371,785	91.4%
Professional development	34,780	8.6%
Total	\$ 406,565	100.0%

APPENDIX IX:

TECHNICAL PAPER: NEW TEACHER INDUCTION

Purpose: To support programs and activities to assist new teachers

Uses: NTIP lead, professional development and supply teacher release time

Sub-category	Revenue	Expenditure	Variance
Board amount	\$ 50,000	\$ -	\$ 50,000
Per pupil allocation	173,065	223,065	(50,000)
Total	\$ 223,065	\$ 223,065	\$ -

Expenditure details	Expenditure	% of total
Salary and benefits	\$ 223,065	100.0%
Total	\$ 223,065	100.0%

APPENDIX IX:

TECHNICAL PAPER: CONTINUING EDUCATION

Purpose: To provide funding for Continuing Education costs such as teaching staff, resources, textbooks, and other expenditures to operate programs

Uses: Staff and resources, utilities, supplies

Sub-category	Revenue	Expenditure	Variance
Language Instruction for Newcomers	\$ 1,696,973	\$ 1,539,420	\$ 157,553
Ministry of Citizenship and Immigration	1,825,577	1,713,255	112,322
Continuing Education Allocation and fees	5,628,447	5,898,322	(269,875)
Total	\$ 9,150,997	\$ 9,150,997	\$ -

Expenditure details	Expenditure	% of total
Salary and benefits	\$ 7,963,921	87.0%
Texts and resources	242,307	2.6%
Custodial, maintenance and utilities	385,563	4.2%
Supplies and other	559,206	6.1%
Total	\$ 9,150,997	100.0%

APPENDIX IX:

TECHNICAL PAPER: SPECIAL EDUCATION

Purpose: To provide funding for Special Education costs such as teaching staff, resources, textbooks and other expenditures to operate programs

Uses: Staff and resources, supplies, and equipment

Sub-category	Revenue	Expenditure	Variance
Special Education Equipment Amount (SEA)	\$ 1,029,854	\$ 829,854	\$ 200,000
Targeted grants	552,333	-	552,333
Special Education Allocation	32,484,178	34,130,104	(1,645,926)
Total	\$ 34,066,365	\$ 34,959,958	\$ (893,593)

Expenditure details	Expenditure	% of total
Salary and benefits	\$ 33,926,229	97.1%
Furniture, equipment and computers	293,626	0.8%
Contracts	461,707	1.3%
Legal, department costs and materials	278,396	0.8%
Total	\$ 34,959,958	100.0%

APPENDIX IX:

TECHNICAL PAPER: STUDENT TRANSPORTATION

Purpose: To fund the costs of transporting students from home to school including students with special needs

Uses: Administrative staff and transportation costs

Sub-category	Revenue	Expenditure	Variance
Enrolment based allocation	\$ 6,626,594	\$ 6,407,688	\$ 218,906
Provincial Schools Allocation	76,107	76,107	-
Total	\$ 6,702,701	\$ 6,483,795	\$ 218,906

Expenditure details	Expenditure	% of total
Yellow bus	\$ 5,149,253	79.7%
Taxi operators	173,428	11.6%
Grand River Transit	80,000	0.5%
Salaries and benefits	750,824	2.7%
School travel planning	34,687	3.1%
Rent, supplies and professional development	201,096	1.2%
Provincial schools	76,107	1.2%
Total	\$ 6,483,795	100.0%

APPENDIX IX:

TECHNICAL PAPER: SCHOOL FOUNDATION

Purpose: To fund in-school administration, leadership, and school office supplies

Uses: Principals, Vice Principals, school support staff and office supplies

Sub-category	Revenue	Expenditure	Variance
Elementary allocation	\$ 11,833,309	\$ 10,145,464	\$ 1,687,845
Secondary allocation	4,366,368	4,759,196	(392,828)
Total	\$ 16,199,677	\$ 14,904,660	\$ 1,295,017

Expenditure details	Expenditure	% of total
Salary and benefits	\$ 14,601,345	98.0%
Office supplies and phone	303,315	2.0%
Total	\$ 14,904,660	100.0%

APPENDIX IX:

TECHNICAL PAPER: LEARNING OPPORTUNITIES

Purpose: To support programs that help improve achievement of students considered high risk

Uses: Classroom teacher salaries and preparation time, supplies, textbooks and learning materials

Sub-category	Revenue	Expenditure	Variance
Demographic allocation	\$ 1,136,232	\$ -	\$ 1,136,232
Literacy teachers	270,712	269,178	1,534
Student Success	601,170	602,567	(1,397)
School Effectiveness Framework	188,223	188,223	-
Ontario Focused Intervention Partnership	95,155	95,155	-
Specialist High Skills Major	451,101	451,101	-
Mental Health lead	141,124	141,124	-
Outdoor Education	198,262	198,262	-
Library staff	125,198	131,140	(5,942)
Local Priorities Fund	2,654,460	2,187,617	466,843
Total	\$ 5,861,637	\$ 4,264,367	\$ 1,597,270

Expenditure details	Expenditure	% of total
Salary and benefits	\$ 3,738,786	87.7%
Texts, supplies and resources	215,328	5.0%
Contracts	105,533	2.5%
Professional development and mileage	204,720	4.8%
Total	\$ 4,264,367	100.0%

APPENDIX IX:

TECHNICAL PAPER: OPERATIONS AND MAINTENANCE

Purpose: To support the costs of operating, repairing, and renovating schools

Uses: Staff, utilities, supplies

Sub-category	Revenue	Expenditure	Variance
Community use of schools	\$ 460,369	\$ 391,743	\$ 68,626
Rentals	760,222	-	760,222
Solar	248,000	-	248,000
Temporary accommodation	1,583,575	435,000	1,148,575
Operations and maintenance	22,211,690	23,434,141	(1,222,451)
School renewal	344,547	344,547	-
Total	\$ 25,608,403	\$ 24,605,431	\$ 1,002,972

Expenditure details	Expenditure	% of total
Salary and benefits	\$ 12,645,123	51.3%
Utilities	6,931,715	28.2%
Contracts and fees	2,402,570	9.8%
Custodial and maintenance supplies	1,216,898	4.9%
Insurance	580,060	2.4%
Furniture, equipment and other	690,665	2.8%
Professional development, mileage and uniforms	138,400	0.6%
Total	\$ 24,605,431	100.0%

APPENDIX IX:

TECHNICAL PAPER: PUPIL FOUNDATION, LANGUAGE AND QECO

Purpose: To support the elements of day school classroom education that are required by all students

Uses: Classroom teacher salaries and preparation time, supplies, textbooks and learning materials, computers

Sub-category	Revenue	Expenditure	Variance
Classroom teachers	\$ 134,112,945	\$ 132,756,327	\$ 1,356,618
Teacher-librarians	2,386,154	2,536,060	(149,906)
Guidance teachers	2,178,015	2,240,097	(62,082)
Classroom consultants	1,114,082	1,374,236	(260,154)
Supply teachers	3,054,630	4,158,179	(1,103,549)
Educational assistants	181,764	150,233	31,531
Para-professionals support	3,096,903	2,550,945	545,958
Professional learning	-	766,492	(766,492)
Department head allowances	315,670	444,439	(128,769)
Elementary and secondary supervision	435,456	793,770	(358,314)
Texts and materials	1,718,608	3,625,006	(1,906,398)
Classroom supplies	1,040,228	702,543	337,685
Classroom computers	852,369	2,282,721	(1,430,352)
Designated Early Childhood Educators	6,323,628	7,010,047	(686,419)
Total	\$ 156,810,452	\$ 161,391,095	\$ (4,580,643)

Expenditure details	Expenditure	% of total
Salary and benefits	\$ 154,158,346	95.5%
Texts, learning materials and supplies	2,537,632	1.6%
Technology	2,452,252	1.5%
Contracts	1,154,721	0.7%
Parking, mileage and phone	553,028	0.3%
Professional development	244,931	0.2%
Field trips	198,877	0.1%
Professional fees	91,308	0.1%
Total	\$ 161,391,095	100.0%

APPENDIX X:

GLOSSARY OF COMMONLY USED TERMS

Revenue

Grants for Student Needs (GSN): GSN revenue is the main funding source for the Board and comes from the Ministry of Education. It is calculated based on formulas associated with average daily student enrolment (ADE), square footage, and salary and benefits benchmarks. There are 15 grants that comprise the overall GSN.

Targeted grants: Ministry of Education grants and Language Instruction for Newcomers (LINC), which are outside the GSN, are provided to address particular government initiatives. These grants may be one-time or may continue for several years. Generally, the Ministry will pilot funding through a targeted grant and will move the funding into the GSN if it is deemed to be a permanent initiative.

Local Municipal taxation: Local Municipal taxation is a component of cash flow for education funding that is generated by the collection of property taxes from residential and commercial properties within the Region. The Board does not have any control over the calculation or collection of these funds.

Tuition fees: Tuition fees consist of fees from international students as well as students and adults attending the Board's adult education centers.

Other revenues: Other revenues refer to all other revenue received by the Board. These amounts are not a significant source of funding and are comprised primarily of Extended Day Program fees, interest income, daycare rental fees and community facility rentals.

Capital

Long term debt: Long term debt refers to interest charges relating to the long term debt held by the Board. This interest included in the budget is based on known debt at the time of preparation. The Ministry has assumed all Board approved capital projects and therefore these interest costs are covered by an offsetting grant.

Minor tangible capital assets (mTCA): The capital budget contains depreciation on assets held by the Board, such as buildings and equipment. mTCA refers to all assets, with the exception of building construction, renovations, land and land improvements. The most significant assets within this classification are computers, vehicles, and small equipment. The Board must set aside an amount equal to the full purchase price of the mTCA in order to cover the future cost of depreciation.

Building additions and renovations: Buildings are the highest value asset the Board owns. This portion of the capital budget is determined by Ministry approved projects and smaller projects the Board may elect to undertake. The Long Term Accommodation Plan and the annual plan for school renewal serve as a comprehensive and sustainable forecast for school facility needs.

APPENDIX X:

GLOSSARY OF COMMONLY USED TERMS

Expenditures

Salaries and benefits: Expenditures related to the cost for all staff and trustees. These costs are based on collective agreements, legislation, terms and conditions of employment, and employment contracts. Benefits refer to both legislated taxes such as EI, CPP, EHT, and as well as OMERS or Employee Life Health Trust (ELHT) costs.

School operations and maintenance: Expenditures are costs related to custodial and maintenance supplies for all sites as well as lease and rental costs for facilities and equipment.

Student transportation: Expenditures associated with transporting eligible students between home and school. This cost is reflective of the Board's share of the jointly operated transportation consortium, Student Transportation Services of Waterloo Region (STSWR).

Supplies: Expenditures related to educational learning materials such as textbooks and other classroom materials required to teach or for administrative purposes.

Fees and contracts: Expenditures consisting of external services required to meet obligations such as audit, legal, professional fees, software fees and contracts.

Utilities: Expenditures required to operate buildings, such as electricity, gas and water.

Technology: Expenditures related to information technology for both students and staff.

Staff development: Expenditures associated with providing internal or external professional development to staff.

WATERLOO CATHOLIC DISTRICT SCHOOL BOARD

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