Opening Commentary

Loretta Notten
Director of Education
Budget report book

Support
Accompanying document to the presentation

Availability
Available via website for parents, students, trustees and other stakeholders

Analysis
Contains Dashboard reports and other financial data
Provincial Perspective

• GSN announcement June 19, 2020
  • Total sector funding estimated at $25.5B (3.5% increase over prior year)
    • Largely tied to settlement of collective agreements
  • No new initiatives identified
  • No cost savings measures cited

• Budget has been prepared as if schools will resume in September
  • Ministry indicated Boards should be prudent with their funding
Pandemic Planning

• Budget impact
  • Enrolment
  • International Education

• Mode of delivery
  • Full return to school
  • Modified return to school / hybrid
  • Fully remote service delivery

• Investments
  • Personal Protective Equipment (PPE)
  • Custodial staffing
  • Investment in technology
Pandemic Planning

• Programming considerations
  • Extended Day program
  • Community Use of Schools

• Transportation
GSN Changes

• Key investments
  • Support for centrally negotiated collective agreements
  • Support for extraordinary costs related to COVID-19
  • Adjustments to class size and Online Learning
  • Re-instatement of Local Priority Funding (LPF) now called Supports for Students Fund (SSF)
  • Additional support for sick leave
  • 2.0% benchmark increase for non-staff School Operations Allocation
  • Continued funding of PPFs
  • Continued capital funding
Financial overview

Balanced Budget

$314.7M

GSN: $298.9M
PPF: $1.4M
Other: $14.4M

Revenues

$314.7M

Operating: $294.2M
Capital: $20.5M

Expenditures

Total Expenditures

2017-2018 Actuals
2018-2019 Actuals
2019-2020 Estimates
2020-2021 Estimates

Total Revenue

2017-2018 Actual
2018-2019 Actual
2019-2020 Estimates
2020-2021 Estimates

Millions

240.0
260.0
280.0
300.0
320.0
Budget process

January
- Senior team kick off
- Trustee monthly updates begin
- Budget Advisory Committee commences
- Enrolment Committee meetings commence
- Stakeholder consultation begins

February
- Senior administration outlines timelines
- Budget plan communicated to Trustees

March-April
- Enrolment projections complete
- Budget Advisory Committee selects enrolment
- Stakeholder consultation concludes

May
- Revenue and expenditure determination
- Special Education Advisory Committee

June-July
- EFIS reporting tool released
- Technical paper released
- Budget balancing
- Budget presentation (SEAC/Board)
- Trustee approval
- Ministry filing
Board and Ministry Assumptions

- Balanced budget
- Manage enveloped allocations
- Compliance with legislation
- No unsustainable use of reserves
Board specific assumptions

- Student and staff safety will not be compromised
- Conservative enrolment projections
- Uncommitted reserves will not be used to balance budget
- Compliance with Board policy, contracts, Plans and collective agreements
- Budget must be realistic and achievable
Class size changes

• Centrally negotiated secondary class sizes to an average of 23 students to one teacher (2019-2020 considered 28:1)
  • Replaces 22:1 in Board collective agreement
• Commencement of E-learning
Potential for future funding

• Extraordinary costs for COVID-19
• Partnership and Priority Funding
Risks to proposed budget

Political
- Labour agreements
- Capital projects
- Government priorities
- Municipal supports and partnerships
- Stakeholder advocacy

Economic
- Enrollment projection accuracy
- Immigration
- Inflation and utility pricing
- Staffing level changes and projections
- Contingencies within budget

Social
- Continued increase of sick leave
- Increasingly secular population
- COVID-19 reality
- Availability of staff to fill high demand positions

Technological
- Cybersecurity and privacy
- Demand fluctuations based on modes of educational delivery
- Technology failure rates exceed expectations

Environmental
- Impact of climate change on local weather patterns
- Coaching costs
- Aging building equipment and potential failures

Legal
- Legislative changes and new requirements
- HR matters where no insurance coverage is available
Budget consultation and survey results
Budget consultation

Structure
• Online public Thought Exchange
• BAC input/feedback

Content
• Focused on 2 key questions:
  • Prioritization of investments
  • Suggestions for savings and efficiencies

Results
• 597 responses (823: 2019-2020)
• Detailed responses: Appendix III of Budget Report
Budget Advisory Committee (BAC)

BAC consists of trustees, community members, principal representatives and management

- Committee tasks:
  - Approving public consultation survey questions
  - Determining enrolment
  - Asking questions of management
  - Providing a front-line perspective
Enrolment
Enrolment

Day school enrolment is the key driver for most Ministry grants. Projected enrolment calculations for the purposes of grant calculations exclude:

- Continuing Education students
- International students

- 10 Elementary
- 100 Secondary
- Short-term stays
- $0.4M generated
# Enrolment

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<td>Kindergarten – Grade 3</td>
<td>8,037</td>
<td>8,321</td>
<td>8,390</td>
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<td>Grades 4-8</td>
<td>8,330</td>
<td>8,579</td>
<td>8,525</td>
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<td><strong>Total Elementary</strong></td>
<td><strong>16,367</strong></td>
<td><strong>16,900</strong></td>
<td><strong>16,915</strong></td>
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<td>Total Secondary</td>
<td>6,559</td>
<td>6,775</td>
<td>6,835</td>
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<td><strong>Total Enrolment</strong></td>
<td><strong>22,926</strong></td>
<td><strong>23,675</strong></td>
<td><strong>23,750</strong></td>
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Staffing
## Staffing

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<td>Teachers</td>
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<td>1,411</td>
<td>1,444</td>
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<td>CYCWs</td>
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<td>EAs</td>
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<td>ECEs</td>
<td>158</td>
<td>167</td>
<td>173</td>
<td>184</td>
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<td><strong>Total Classroom</strong></td>
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<td><strong>1,990</strong></td>
<td><strong>2,029</strong></td>
<td><strong>2,071</strong></td>
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<td>Administrative</td>
<td>227</td>
<td>234</td>
<td>235</td>
<td>242</td>
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<tr>
<td>Facility Services</td>
<td>186</td>
<td>183</td>
<td>198</td>
<td>203</td>
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<tr>
<td>Other Support Staff</td>
<td>177</td>
<td>193</td>
<td>178</td>
<td>188</td>
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<td><strong>Total Support Staff</strong></td>
<td><strong>590</strong></td>
<td><strong>610</strong></td>
<td><strong>611</strong></td>
<td><strong>633</strong></td>
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<td>Total</td>
<td><strong>2,503</strong></td>
<td><strong>2,600</strong></td>
<td><strong>2,640</strong></td>
<td><strong>2,704</strong></td>
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Financial overview
## Revenues

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<td>Grants for Student Needs</td>
<td>212,252,383</td>
<td>224,827,892</td>
<td>229,826,368</td>
<td>243,990,805</td>
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<td>Local taxation</td>
<td>51,352,938</td>
<td>54,010,609</td>
<td>53,488,979</td>
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<td>Targeted grants</td>
<td>4,883,828</td>
<td>2,768,142</td>
<td>920,918</td>
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<td>Other revenue</td>
<td>14,856,956</td>
<td>16,533,499</td>
<td>15,689,267</td>
<td>14,451,134</td>
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<td><strong>Total revenue</strong></td>
<td><strong>283,346,105</strong></td>
<td><strong>298,140,142</strong></td>
<td><strong>299,925,532</strong></td>
<td><strong>314,744,874</strong></td>
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### Year over year change

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<td>% change</td>
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<td>0.6%</td>
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<td>Program Services</td>
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<td>34,510,514</td>
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<td>Continuing Education</td>
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<td>Information technology</td>
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<td>888,604</td>
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<td>School budgets</td>
<td>2,667,164</td>
<td>2,668,534</td>
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<td>Facility Services</td>
<td>23,251,035</td>
<td>24,311,714</td>
<td>27,728,057</td>
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<td>Capital and debt</td>
<td>21,662,666</td>
<td>20,505,150</td>
<td>20,974,533</td>
<td>20,479,676</td>
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<td>Board Administration</td>
<td>8,105,592</td>
<td>9,008,470</td>
<td>9,236,529</td>
<td>9,576,389</td>
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<td>Student transportation</td>
<td>6,070,310</td>
<td>6,382,244</td>
<td>7,219,729</td>
<td>7,339,260</td>
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<tr>
<td><strong>Total revenue</strong></td>
<td><strong>283,346,105</strong></td>
<td><strong>298,140,142</strong></td>
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<td><strong>314,744,874</strong></td>
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## Expenditures

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<td>Salaries and benefits</td>
<td>227,585,127</td>
<td>243,381,854</td>
<td>244,379,804</td>
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<td>Capital</td>
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<td>Facility needs</td>
<td>11,350,834</td>
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<td>Classroom resources</td>
<td>12,116,676</td>
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<td>Student transportation</td>
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<td>Contracts</td>
<td>3,547,707</td>
<td>4,259,465</td>
<td>3,809,005</td>
<td>3,331,894</td>
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<tr>
<td><strong>Total expenditures</strong></td>
<td><strong>282,333,320</strong></td>
<td><strong>297,080,898</strong></td>
<td><strong>299,925,532</strong></td>
<td><strong>314,744,874</strong></td>
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<tr>
<td>Year over year change</td>
<td></td>
<td>14,747,578</td>
<td>2,844,634</td>
<td>14,819,342</td>
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<tr>
<td>% change</td>
<td></td>
<td>5.2%</td>
<td>1.0%</td>
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<tr>
<td>Learning Services</td>
<td>223,243,717</td>
<td>236,873,320</td>
<td>236,967,017</td>
<td>250,355,933</td>
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<tr>
<td>Facility Services</td>
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<td>Board Administration</td>
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<td>Student Transportation</td>
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<td>6,764,925</td>
<td>7,234,404</td>
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<td><strong>Total expenditures</strong></td>
<td><strong>282,333,320</strong></td>
<td><strong>297,080,898</strong></td>
<td><strong>299,925,532</strong></td>
<td><strong>314,744,874</strong></td>
</tr>
</tbody>
</table>
Expenditures

Salaries and benefits: +$11.2M
  • Increased staffing: +$5.0M
    • Teaching staff: +$2.3M
    • Support staff: +$2.7M
  • Benchmark changes: +3.7M
  • Benefit and sick leave changes: +$2.5M

Facility needs: +$0.5M
  • Portables: +$0.5M
  • Maintenance and custodial supplies/contracts: +$0.4M
  • Contracts and insurance: +$0.2M
  • Utility reduction: -$0.6M
Expenditures

Classroom resources: +$3.7M
- Technology investments: +$1.3M
- COVID-19 contingency: +$0.9M
- Program changes: +$0.9M
- Central purchasing and telephony: +$0.4M
- Staff PD: +$0.2M

Student transportation: +$0.5M
- Bus and taxi operator costs +$0.4M
- School Travel Planning +$0.1M

Contracts: -$0.5M
- International Education: -$0.8M
- Program changes: +$0.2M
- CEC Parking: +0.1M
Accumulated surpluses and deferred revenues
## Accumulated surpluses & deferred revenues

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<tbody>
<tr>
<td>Opening balance</td>
<td>6,003,273</td>
<td>6,763,784</td>
<td>7,993,605</td>
<td>7,889,990</td>
</tr>
<tr>
<td>Contributions</td>
<td>1,013,814</td>
<td>1,339,219</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Draws</td>
<td>(253,303)</td>
<td>(109,398)</td>
<td>(103,615)</td>
<td>(109,398)</td>
</tr>
<tr>
<td>Closing balance</td>
<td>6,763,784</td>
<td>7,993,605</td>
<td>7,889,990</td>
<td>7,780,592</td>
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<tr>
<td>Operating surplus</td>
<td>2,894,663</td>
<td>2,459,109</td>
<td>715,385</td>
<td>1,711,435</td>
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<tr>
<td>Network, Insurance, Early Learning</td>
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<tr>
<td>Administrative capital</td>
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<tr>
<td>Encumbered funds</td>
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### Operating surplus

- **2017-2018**: 6,003,273
- **2018-2019**: 6,763,784
- **2019-2020**: 7,993,605
- **2020-2021**: 7,889,990

### Contributions

- **2017-2018**: 1,013,814
- **2018-2019**: 1,339,219
- **2019-2020**: (103,615)
- **2020-2021**: (109,398)

### Draws

- **2017-2018**: (253,303)
- **2018-2019**: (109,398)
- **2019-2020**: (103,615)
- **2020-2021**: (109,398)

### Closing balance

- **2017-2018**: 6,763,784
- **2018-2019**: 7,993,605
- **2019-2020**: 7,889,990
- **2020-2021**: 7,780,592

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<td>28,466,406</td>
<td>28,151,816</td>
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<tr>
<td>Contributions</td>
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<td>20,914,581</td>
<td>9,919,714</td>
<td>14,271,522</td>
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<td>Transferred to revenue</td>
<td>(15,577,382)</td>
<td>(21,229,171)</td>
<td>(17,801,064)</td>
<td>(18,374,235)</td>
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<tr>
<td>Closing balance</td>
<td>28,466,406</td>
<td>28,151,816</td>
<td>20,270,466</td>
<td>16,167,753</td>
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<td>Proceeds of disposition</td>
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<td>Third party: capital</td>
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<tr>
<td>Third party: operating</td>
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<td>4,791,688</td>
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<td>Ministry grants</td>
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<td>992,849</td>
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Board risk assessment

Board Health: 2.4%

High Risk
- Available surplus <1.0% of operating revenues
- Ministry quarterly review

Moderate Risk
- Available surplus >1.0% and <2.0% of operating revenues
- Ministry monitoring

Low Risk
- Available surplus >2.0% of operating revenues
- Ministry annual review
Ministry Compliance

Compliance Report

Administration and Governance

Gross Expenditure excluding Internal Audit
2,612,711

Other incomes
2,205,385

Net Expenditure excluding Internal Audit
7,307,426

Funding allocation excluding internal audit
7,620,560

Overspending on Administration and Development
0

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 (Sub 2, line 10.D., Sub 2, line 4.4)
324,346,874

1.2 In-year revenues for Land (Schedule 5.6, Item 1.3 + Item 1.5.1 - Item 1.4 - Item 1.4.1 + Sub 6.5 Land Projects col. 1.1.1)
9,800,000

1.3 In-year surpluses/(deficit) for compliance purposes
Sub 1.4.1: Item 1.1 - Item 1.1.1 - Item 1.2

REQUIRED FURTHER COMPLIANCE

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

Compliance Calculation Prior to Ministry Approval Amount (Education Act, 231.4)

1.5 Operating Allocation to be used in Compliance Calculation (From section 1A, Item 1.22)
275,127,370

1.6 5% of item 1.5
2,781,274

1.7 Prior Year Accumulated Surplus Available for Compliance (From schedule 5, Item 3, Col 1)
7,880,000

1.8 Lesser of item 1.6 and item 1.7
2,781,274

1.9 If the amount of deficit 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.

Compliance Calculation After Ministry Approval Amount (Education Act, 231.4)

1.10 Amount of ministerial approval necessary allowing invers deficit to exceed item 1.8
-

1.11 Amount of allowable in-year deficit. Sum of item 1.8 and item 1.10
2,781,274

COMPLIANT

1.12 If the amount of deficit at item 1.3 is less than item 1.11, then the board is in compliance (Note 1)

Note 1: If Line 1.12 indicates ‘Non-Compliant’, the school board must seek minister’s approval for the deficit.
Planning Areas
Student Transportation
## Student Transportation

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<td>Transportation costs</td>
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<td>Other - Administration</td>
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<td>1,013,370</td>
<td>1,012,273</td>
<td>1,010,930</td>
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<td>School travel planning</td>
<td>16,412</td>
<td>15,316</td>
<td>26,661</td>
<td>82,665</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>6,070,310</strong></td>
<td><strong>6,382,244</strong></td>
<td><strong>6,764,925</strong></td>
<td><strong>7,234,404</strong></td>
</tr>
</tbody>
</table>

![Graph showing enrolment and transportation costs over years]
Student Transportation

Selected areas of focus:
- Student safety: seat belt pilot
- School travel planning
- Customer service data and plan
- Technology
Capital and debt

St. Clements Renovation project: June 2020
Capital and debt

Comprised of:

- Interest on long term debt: $2.8M
  - Continues to be reduced annually
- Amortization on capital assets $17.6M
  - Minor Tangible Capital Assets (mTCA)
    - Computer hardware and software
  - Buildings and equipment
Capital and debt

- **$8.6M** School Condition Improvement (SCI)
  - Various projects as per Renewal Plan

- **$9.6M** Education Development Charges (EDC)
  - Grand River South Secondary site: $9.6M

- **$0.4M** Other
  - Full Day Kindergarten
  - Various projects: $0.4M

- **$9.3M** Capital Priorities
  - St. Francis: $3.7M
  - St. Boniface: $3.5M
  - Huron Brigadoon: $2.1M

- **$3.5M** School Renewal
  - Various projects as per Renewal Plan

- **$0.8M** Minor Tangible Capital Assets (mTCA)
  - Computer hardware: $0.3M
  - Computer software: $0.4M
  - Furniture & equipment: $0.1M
## Capital and debt

### Upcoming projects

<table>
<thead>
<tr>
<th>Project</th>
<th>Land</th>
<th>Building</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renewal and SCI projects</td>
<td>-</td>
<td>12,099,935</td>
<td>-</td>
<td>12,099,935</td>
</tr>
<tr>
<td>Grand River South Secondary</td>
<td>9,600,000</td>
<td>-</td>
<td>-</td>
<td>9,600,000</td>
</tr>
<tr>
<td>St. Francis renovation</td>
<td>-</td>
<td>3,608,644</td>
<td>100,000</td>
<td>3,708,644</td>
</tr>
<tr>
<td>St. Boniface</td>
<td>-</td>
<td>3,353,801</td>
<td>301,000</td>
<td>3,654,801</td>
</tr>
<tr>
<td>Huron Brigadoon</td>
<td>-</td>
<td>2,182,515</td>
<td>-</td>
<td>2,182,515</td>
</tr>
<tr>
<td>Computer hardware/software</td>
<td>-</td>
<td>-</td>
<td>756,000</td>
<td>756,000</td>
</tr>
<tr>
<td>Various construction projects</td>
<td>100,000</td>
<td>-</td>
<td>53,000</td>
<td>153,000</td>
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</table>

**Total expenditures**

<table>
<thead>
<tr>
<th>Land</th>
<th>Building</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>9,700,000</td>
<td>21,244,894</td>
<td>1,210,000</td>
<td>32,154,894</td>
</tr>
</tbody>
</table>
Facility Services
### Facility Services

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and benefits</td>
<td>12,137,334</td>
<td>13,573,268</td>
<td>13,103,198</td>
<td>13,746,697</td>
</tr>
<tr>
<td>Utilities</td>
<td>5,700,616</td>
<td>5,357,197</td>
<td>6,971,063</td>
<td>6,393,457</td>
</tr>
<tr>
<td>Contracts and supplies</td>
<td>5,385,364</td>
<td>5,351,693</td>
<td>5,967,795</td>
<td>6,970,996</td>
</tr>
<tr>
<td>Other</td>
<td>27,721</td>
<td>29,556</td>
<td>25,850</td>
<td>51,000</td>
</tr>
<tr>
<td><strong>Total Facility Services</strong></td>
<td><strong>23,251,035</strong></td>
<td><strong>24,311,714</strong></td>
<td><strong>26,067,906</strong></td>
<td><strong>27,162,150</strong></td>
</tr>
</tbody>
</table>

- Line graph showing the comparison of Facility Services over the years.
- The graph includes three lines representing Salaries and benefits, Utilities, and Total Facility Services.
Facility Services

Selected Focus Areas:
- Construction projects – Renewal and St. Boniface
- Preventative maintenance programs
- Planning – program reviews (French Immersion, Grade 7-12 Program Delivery) and boundary review (Huron Brigadoon), potential review of South East Galt
Energy Conservation Plan

- History of energy conservation and Board plan
- Successes to date
- School energy audits
  - St. Benedict
  - St. Augustine
  - St. Teresa of Calcutta
  - St. Dominic
- Extrapolation - System
  - $1.82M
- Secondary Analysis – Enerlife Consulting
  - $1.7M
- Reporting on progress – 2021 ECDMP
- Sustainability
**Energy Conservation Plan Pro Forma**

<table>
<thead>
<tr>
<th></th>
<th>Conservative</th>
<th>Expected</th>
<th>Unlikely</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross savings</td>
<td>$ 1,820,000</td>
<td>$ 1,820,000</td>
<td>$ 1,820,000</td>
</tr>
<tr>
<td>Discount @ 50%</td>
<td>(910,000)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Discount @ 25%</td>
<td>-</td>
<td>(455,000)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Available savings</strong></td>
<td>$ 910,000</td>
<td>$ 1,365,000</td>
<td>$ 1,820,000</td>
</tr>
<tr>
<td>Salaries</td>
<td>(300,000)</td>
<td>(300,000)</td>
<td>(300,000)</td>
</tr>
<tr>
<td>Retrofit/repairs</td>
<td>(300,000)</td>
<td>(300,000)</td>
<td>(300,000)</td>
</tr>
<tr>
<td><strong>Net impact</strong></td>
<td>$ 310,000</td>
<td>$ 765,000</td>
<td>$ 1,220,000</td>
</tr>
</tbody>
</table>
Board Administration
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Administration</td>
<td>6,315,199</td>
<td>7,175,443</td>
<td>7,292,290</td>
<td>7,651,361</td>
</tr>
<tr>
<td>Director and Supervisory Officers</td>
<td>1,566,909</td>
<td>1,578,888</td>
<td>1,622,489</td>
<td>1,614,349</td>
</tr>
<tr>
<td>Trustees</td>
<td>223,484</td>
<td>254,139</td>
<td>236,372</td>
<td>247,001</td>
</tr>
<tr>
<td><strong>Total Board Administration</strong></td>
<td><strong>8,105,592</strong></td>
<td><strong>9,008,470</strong></td>
<td><strong>9,151,151</strong></td>
<td><strong>9,512,711</strong></td>
</tr>
</tbody>
</table>

![Graph showing Board Administration, Director and Supervisory Officers, and Trustees spending over years](image)
Board Administration

Selected Focus Areas
• Support of COVID19 education models as well as planning for transitions when necessary
• Health and Safety
• System and security improvements in operational areas
• Implementation of new technology
• Mathematics, Literacy, Experiential Learning
• Support to schools and students
Learning Services
Learning Services

Learning Services is comprised of:

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

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td>178,095,373</td>
<td>187,250,144</td>
<td>189,591,592</td>
<td>201,556,453</td>
</tr>
<tr>
<td>Special Education</td>
<td>33,676,233</td>
<td>36,155,894</td>
<td>34,801,567</td>
<td>36,114,031</td>
</tr>
<tr>
<td>Continuing Education</td>
<td>8,804,947</td>
<td>10,798,748</td>
<td>10,085,809</td>
<td>10,167,883</td>
</tr>
<tr>
<td>School Budgets</td>
<td>2,667,164</td>
<td>2,668,534</td>
<td>2,488,049</td>
<td>2,517,566</td>
</tr>
<tr>
<td><strong>Total Learning Services</strong></td>
<td><strong>223,243,717</strong></td>
<td><strong>236,873,320</strong></td>
<td><strong>236,967,017</strong></td>
<td><strong>250,355,933</strong></td>
</tr>
</tbody>
</table>

![Bar Chart for Program Services](image1.png)

![Bar Chart for Special Education, Continuing Education, School Budgets](image2.png)
### Program Services

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Textbooks and resources</td>
<td>3,553,021</td>
<td>3,178,607</td>
<td>2,927,975</td>
<td>5,586,501</td>
</tr>
<tr>
<td>Contracts and other services</td>
<td>3,043,189</td>
<td>3,130,715</td>
<td>2,933,376</td>
<td>2,216,165</td>
</tr>
<tr>
<td>Staff development</td>
<td>465,072</td>
<td>398,446</td>
<td>269,972</td>
<td>398,153</td>
</tr>
<tr>
<td>Other</td>
<td>2,123,536</td>
<td>2,788,020</td>
<td>1,924,983</td>
<td>3,048,845</td>
</tr>
<tr>
<td><strong>Total Program Services</strong></td>
<td><strong>178,095,373</strong></td>
<td><strong>187,250,144</strong></td>
<td><strong>189,591,592</strong></td>
<td><strong>201,556,453</strong></td>
</tr>
</tbody>
</table>

![Chart showing the trend of Program Services from 2017-2018 to 2020-2021 (Salaries and benefits, Total Program Services)]
## Program Services: Information Technology

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer Replacement and Maintenance</td>
<td>2,916,141</td>
<td>3,005,237</td>
<td>1,694,569</td>
<td>2,545,588</td>
</tr>
<tr>
<td>Phone and internet fees</td>
<td>618,798</td>
<td>534,138</td>
<td>639,637</td>
<td>669,659</td>
</tr>
<tr>
<td>Software Fees and licenses</td>
<td>327,369</td>
<td>299,319</td>
<td>375,044</td>
<td>625,544</td>
</tr>
<tr>
<td>Network</td>
<td>276,631</td>
<td>246,210</td>
<td>509,974</td>
<td>148,003</td>
</tr>
<tr>
<td>Professional Fees and other</td>
<td>242,022</td>
<td>554,017</td>
<td>574,492</td>
<td>548,510</td>
</tr>
<tr>
<td><strong>Total Information Technology</strong></td>
<td><strong>4,380,961</strong></td>
<td><strong>4,638,920</strong></td>
<td><strong>3,793,716</strong></td>
<td><strong>4,537,304</strong></td>
</tr>
</tbody>
</table>

### Graph

- **Funding**
- **Total Information Technology**

![Graph showing funding and total information technology expenditures over years](chart.png)
### Student Services

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary and benefits</td>
<td>32,340,245</td>
<td>35,059,567</td>
<td>33,574,409</td>
<td>34,902,257</td>
</tr>
<tr>
<td>Textbooks and resources</td>
<td>655,506</td>
<td>565,053</td>
<td>320,517</td>
<td>265,981</td>
</tr>
<tr>
<td>Contracts</td>
<td>98,892</td>
<td>222,129</td>
<td>225,000</td>
<td>240,993</td>
</tr>
<tr>
<td>Staff development</td>
<td>70,997</td>
<td>35,976</td>
<td>52,500</td>
<td>63,300</td>
</tr>
<tr>
<td>SEA and other</td>
<td>510,593</td>
<td>273,170</td>
<td>629,141</td>
<td>641,500</td>
</tr>
<tr>
<td><strong>Total Special Education</strong></td>
<td><strong>33,676,233</strong></td>
<td><strong>36,155,894</strong></td>
<td><strong>34,801,567</strong></td>
<td><strong>36,114,031</strong></td>
</tr>
</tbody>
</table>

![Bar chart showing trends for salary and benefits, and total special education](chart.png)
Continuing Education

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and benefits</td>
<td>7,825,057</td>
<td>9,643,143</td>
<td>9,006,826</td>
<td>8,981,951</td>
</tr>
<tr>
<td>Supplies</td>
<td>865,181</td>
<td>934,178</td>
<td>981,190</td>
<td>1,065,644</td>
</tr>
<tr>
<td>Contracts</td>
<td>94,679</td>
<td>203,670</td>
<td>78,043</td>
<td>105,938</td>
</tr>
<tr>
<td>Other</td>
<td>20,030</td>
<td>17,758</td>
<td>19,750</td>
<td>14,350</td>
</tr>
<tr>
<td><strong>Total Continuing Education</strong></td>
<td><strong>8,804,947</strong></td>
<td><strong>10,798,748</strong></td>
<td><strong>10,085,809</strong></td>
<td><strong>10,167,883</strong></td>
</tr>
</tbody>
</table>
## School budgets

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Elementary</td>
<td>1,690,233</td>
<td>1,625,575</td>
<td>1,500,259</td>
<td>1,520,765</td>
</tr>
<tr>
<td>Secondary</td>
<td>976,931</td>
<td>1,042,959</td>
<td>987,790</td>
<td>996,801</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,667,164</strong></td>
<td><strong>2,668,534</strong></td>
<td><strong>2,488,049</strong></td>
<td><strong>2,517,566</strong></td>
</tr>
</tbody>
</table>

The graph shows the budget figures over the years for Elementary, Secondary, and Total categories.
Program Services
Goal:
To ensure all staff have the skills and resources they need to instruct and guide students

Fundamental Principles:
Collaborative and job-embedded learning rooted in student work and need
MYSP-BIPSA-SIPSA alignment
Leveraging of technology
responsive and flexible models of instruction
Assessment drives instruction
Program Services: Numeracy

• Implementation of NEW Mathematics Curriculum Gr. 1-8
• Ontario Math Strategy 2020-2021 for Secondary & Elementary
• Focus on schools/grades with greatest need (Gr. 3, 6, 9)
• Use of coaches to model and support capacity building
• Renewed and expanded resources
Program Services: Literacy

• Approach literacy instruction and mastery in a holistic way
• Build an understanding of effective literacy instruction
• Design a responsive literacy learning environment that reflects students’ lives
• Support student learning with fair, transparent and equitable assessment practices
• Coordinate and strengthen literacy leadership
• Support collaborative professional learning in literacy
Program Services: French as a Second Language (FSL)

Areas of Focus:

• Expansion of opportunities *(i.e. concours, outdoor education, DELF scolaire exam, etc.)* for students and the required staff training
• Advanced Placement FSL expanded to Mon. Doyle
• Investment in online resources to support student learning and teacher assessment
• September 2020 will see the expansion of French Immersion to St. Peter CES
Program Services: English Language Learners (ELLs)

- Number of English Language Learners (ELLs) has grown considerably
- Student needs (STEP level ESL v ELD) continues to grow
- ELD program added to Resurrection CSS
- More ESL sections added to secondary schools
- We have added ESL teachers to our team
Program Services: Experiential Learning
Program Services: Faith Formation
Program Services:
Pastoral Plan
Program Services: Equity

Data Collection, Integration and Reporting

Action Items

1. Developing a consistent approach to the collection and application of voluntarily provided student identity data
   - Develop statement of principles and objectives for the collection of identity-based student data and support boards in undertaking student identity data collection and analysis that will inform policies and practices.
Program Services: Innovation

Connecting innovators at different schools to share learning and deepen the culture of innovation

- Co-op students from secondary at elementary sites focusing on innovation and technology
- Innovator of the week
- #WCDSBInnovates

Supporting leaders in innovation to grow in their capacity and mobilize their learning at their schools and beyond

- Innovation in Leadership Series
- PD in partnership with Laurier and led by WCDSB educators
- Learning in administrator meetings
Program Services: Innovation

Building equity through technology governance with an initial focus on understanding access to technology

• BYOD device access at school
• Home access to technology & internet
• Challenges related to access that are not technology related

Ensuring classroom technology is accessible and reliable to support learning and achievement for all students

• Technology inventory and refresh
• Green/Red Tool support project
• Parent portal project
Program Services: Innovation

Developing partnerships that focus on creating opportunities for traditionally underrepresented populations in STEM
• Hackergals
• Technovation
• Guelph Linamar Event
• Women in Technology Day

Strengthening our understanding of existing partnerships and building community
• Celebrating coding week
• ENACTUS Laurier
• Digital Citizenship connection to families
• #WCDSBIinnovates, #CalledToBelong, WCDSB Learn@Home and WCDSB Pray@Home
Program Services:
Safe and Caring Schools
Program Services

Continuing Education and Extended Day
Program Services: Continuing Education

• A partnership between Wilfred Laurier University’s School Of Social Work and St. Louis to offer one or two WLU Master’s of Social Work students a placement opportunity at St. Louis to better support our students’ social and emotional well-being…this is a first of its kind for this type of partnership…to begin January 2021

• Working with community partners (Highland Road Baptist Church, Emmanuel United Church, Fairview Mennonite Long-Term Care Home, RoW, WRPS) to support and provide services to our students and the community….the WRPS has been particularly supportive with our newcomer communities in building bridges with the police

• Addition of second VP starting in the fall of 2020 to work towards development of SIPSA, improve teaching and learning strategies, and continue to support the diverse range of programs St. Louis Adult Learning and Continuing Education Centres offer as an open access learning hub for over 14000 learners a year in Waterloo region
Program Services: Continuing Education

Secondary School Credit options:
✓ Secondary School Credits in a variety of programs will continue to be offered: 5 terms/year of SSC courses; Correspondence program all year; Culinary Arts; PSW; and Hair and Barbering
✓ Student access to Prior Learning Assessment & Recognition (PLAR) to obtain Ontario Secondary School Diploma (OSSD)...St. Louis did over 1200 of these last year in removing barriers for adult learners to move forward in achieving their diploma
✓ St. Louis runs Summer Learning Credit Courses with an increase to 1,394 credits this summer compared with 950 last summer

HeadStart:
✓ 1,038 students registered for HeadStart 2019
✓ Projecting between 1100–1200 incoming Gr. 9’s will go through this 2-day support program in late August...especially important this particular summer as this will be a Face-to-Face program offering & our first students in schools since March 13
Program Services: Continuing Education

✓ **Language Instruction for Newcomers to Canada (LINC) and English as a Second Language (ESL)** are at maximum capacity with significant waitlists. A return to the renovated St. Francis Campus in fall 2020 will address the needs in the community with highest demand.

✓ **International Language** programs offer 18 different languages to almost 2000 elementary students and 6 languages to over 200 adults and high school students taking secondary language credits.

✓ **Literacy & Basic Skills** works with individuals to address Literacy and Numeracy barriers for adults to prepare them to take secondary credit courses.

✓ **Summer Expedition**, in addition to **Homework Club** and **Saturday Skills Builders** throughout the school year works through LOG funding to work with Gr. 7-10 students to support basic skills and student achievement.

✓ Our programs provide support to the community beginning at 18 months old in our child cares up to 75 years old for newcomers learning a language or students taking a beginner computer class...and all ages in between...truly, an inclusive community and heart of our communities 😊
Program Services: Extended Day

• 38 of 43 elementary schools offer the program during regular instructional days as well as P.A. Days, Christmas Break and March Break
• A fee-based Program for children from JK to grade 6
• Focus on a seamless day allowing for consistency and security for both parents and children
• Offers a fair and competitive rate of $26.25 per day for both before and after care
• Delivered by teams of Registered Early Childhood Educators (RECE)
Program Services: Extended Day

- Responsive to parent need (e.g., program location, allowing 10 days worth of credits to provide flexible scheduling options)
- Continue to focus for next year around professional development for RECEs and classroom teacher

*Due to Covid-19 statistics for the upcoming school year are not available

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Schools with Extended Day Programs</td>
<td>21</td>
<td>27</td>
<td>37</td>
<td>38</td>
</tr>
<tr>
<td>Students enrolled</td>
<td>435</td>
<td>800</td>
<td>1,500</td>
<td>1,600</td>
</tr>
<tr>
<td>Support staff: RECEs, Assistants and EAs</td>
<td>64</td>
<td>90</td>
<td>160</td>
<td>162</td>
</tr>
<tr>
<td>Supervisory staff</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>
Program Services: Extended Day - Covid-19 adaptations

- Working with WRDSB board, Ministry of Education, CMSM/Region of Waterloo to develop possible strategies for opening of Extended Day Programs as classes begin in our elementary schools.

- Some Programs and policies may be adjusted during re-entry to school, depending on which of the three school opening options occur in

- Once families are registered, they will receive updates as information unfolds from both the Ministry of Education and WCDSB through OneList.
Be kind.

#BellLetsTalk
Student Services

Special Education initiatives:
Student Services

Capacity Building: Special Education teachers

- Alternative Planning
- Universal Supports
- Assistive Technology
- Learning Profiles
- Direct Instruction (Consulting)
- IEP Development
- Educational Assessments
- Guided Practice (Collaborating)
- Independent Application (Coaching)
Student Services
Student Services

Programming for Students with an LD Profile:

Special Education Opening Inservice
September 2019

~ Called to Belong ~

Guest Speaker: Michael Jacques

"I hope you don’t just see me as a person with a disability. I hope you see me as someone deserving of the same opportunities in life as anyone else. My book is meant to inspire anybody who has been told they can’t do something." — Michael

www.heresmybook.com
Student Services

Executive function

- Working memory
- Inhibitory control
- Cognitive or mental flexibility

Waterloo Catholic District School Board
Quality, Inclusive, Faith Based Education

UNIVERSAL SUPPORTS FOR EXECUTIVE FUNCTIONING
October 25, 2019
Digging Deeper into Universal Supports for Executive Functioning

Practical Classroom Strategies

“My teacher said I don’t pay enough attention in class. At least, that’s what I think she said.”
Student Services

Monitoring our Effectiveness

- What do we need to do?
  - Numeracy Screener
- What will we do? How much?
  - What is the student learning need?
  - What will we invest? JUMP Math Program materials
- How well are we doing it?
  - Who will our actions initially reach? Spec Ed Teachers
  - What will we learn? Knowledge / Awareness about JUMP program
- Is anyone better off?
  - How will our actions be affected? Program Implementation
  - What is the impact? Student Achievement

Special Education: JUMP Math Pilot
Student Services

Websites & Apps Sheets

Interactive Sheets

The Classroom Has 8 Topics:
- Lexia
- Assistive Technology
- Jump Math
- Learning @ Home Schedules
- Daily Living
- Functional Literacy
- Functional Numeracy
- Instructions for Creating Materials

Special Education in the Virtual Environment

*While you wait, please mute your microphone - thanks!
Student Services

Special Education Learn @Home Portal

Google Read and Write
- Read and Write - Main Handout
- Read and Write Video Links
- Read and Write French - Main Handout
- Read and Write - Snapverter for Google Chrome

Info-Sheet

Lexia and Power Up: Getting Started
1. Go to www.mylexia.com
2. Enter your school email and simply click forgot password. You can then choose your own password.
Supporting Student Transitions
A Multidisciplinary Approach

https://youtu.be/Ug5R5ofI5kA
Student Services

Universal Supports

• Help to create an inclusive environment
• Promote independence
• Reduce challenging behaviours
• Teach replacement behaviours
• Increase learning opportunities
• Assist students to access learning opportunities
Student Services

Learning Disabilities:

Lexia

Empower Decoding & Spelling and Empower Comprehension

Social-Emotional - building emotional vocabulary

Assistive Technology

Universal Design for Learning & Differentiated Instruction
Summary and motions
Summary

• The budget is balanced.
• Budget submission date – August 19, 2020.
• The budget is compliant with Board policy and relevant legislation.
• There is inherent risk in some areas of the budget.
• Question period for Trustees: July 13 - 20, 2020.
Proposed budget motions

1. That the Board of Trustees approve an operating budget of $294,265,198 for the 2020-2021 school year as presented to the Board.

2. That the Board of Trustees approve a capital budget of $20,479,676 for the 2020-2021 school year as presented to the Board.

3. That the Board of Trustees direct Administration to file this balanced budget with the Ministry of Education before the deadline of August 19, 2020.
Questions

Additional questions can be submitted to: budget@wcdsb.ca prior to July 20, 2020