

JUNE 20, 2016

WATERLOO REGION DISTRICT SCHOOL BOARD

NOTICE AND AGENDA

A Committee of the Whole meeting of the Waterloo Region District School Board will be held in the Board Room, Building 2, 1st Floor, 51 Ardelt Avenue, Kitchener, Ontario, on **Monday, June 20, 2016, at 7:00 p.m.**

AGENDA

Call to Order

O Canada

Approval of Agenda

Declarations of Pecuniary Interest

Celebrating Board Activities/Announcements

Presentation of the Dennis Daub Scholarship by Dennis Roberts, Education Credit Union

Delegations

Reports (Human Resource Services and Student Achievement and Well-Being Services Focus)

- | | | |
|-----------|---------------------------------------------------------------------------------|---------------------------------------------------------|
| 1 | Secondary Average Class Size Report | M Weinert |
| 2 | Extended Day Programs Viability Report | M. Gerard |
| 6 | Motion – Trustees Watson, Harrington & Waddell re Autism Roundtable Discussions | |
| 8 | Draft Letter re Autism Supports to Premier K. Wynne | S. Miller |
| 9 | 2016-2017 Budget Recommendations | M. Gerard |
| 53 | Waterloo Region District School Board Strategic Plan - 2016 | J. Bryant/K. Woodcock &
Strategic Plan Working Group |

Staff and Board Reports

Question Period (*10 minutes*)

Future Agenda Items (*Notices of Motion to be referred to Agenda Development Committee*)

Adjournment

Questions relating to this agenda should be directed to
Jayne Herring, Manager of Corporate Services
519-570-0003, ext. 4336, or Jayne.Herring@wrdsb.on.ca

Report to Committee of the Whole
June 20, 2016



**Waterloo Region
 District School Board**

Inspired Learners – Tomorrow's Leaders

SUBJECT: Secondary Average Class Size

ORIGINATOR: This report was prepared by Michael Weinert, Superintendent, Human Resource Services, in consultation with Coordinating Council.

PURPOSE/STRATEGIC PLAN:

This report provides information on the secondary average class size of the year 2015-2016 and seeks approval from the board to set the secondary average class size for 2016-2017, as required under the Education Act, 170.1 (3) (4).

This report relates to the Waterloo Region District School Board's strategic directions, particularly in the areas of pursuing student achievement and success for all and championing quality public education.

BACKGROUND:

Ontario Regulation 399/00, entitled "Class Size", is part of Ontario's commitment to limit the Board-wide maximum aggregate average class size to 22 in secondary schools. Furthermore, the Regulation provides consistent, province-wide method to be used by school boards in determining the aggregate average class size for secondary schools.

Each Board must determine the average size of all classes as of October 31st and March 31st for each of its secondary schools. The Director of each Board is required to prepare and file the required report on average class size to the Minister of Education. In addition, as per the requirements of the Regulation, the information contained in this report must be available at the head office of the Board and distributed to the office of each school of the Board and to the Chair of the school council for each school of the Board.

STATUS:

For the school year 2015-2016 the average class size of our secondary schools is 21.36, as determined under Section 3 of Regulation 399/00.

COMMUNICATIONS:

This report will be filed with the Ministry of Education as required through the appropriate electronic reporting procedures.

FINANCIAL IMPLICATIONS:

A secondary school average class size of 21.36 is compliant with all financial grant parameters.

RECOMMENDATION:

It is recommended:

That the Waterloo Region District School Board approve a secondary school average class size of 22, effective September 1, 2016.

 **Director of Education**



**Waterloo Region
 District School Board**

Inspired Learners – Tomorrow's Leaders

SUBJECT: **Extended Day Programs Viability**

ORIGINATOR: This report was prepared by Elaine Ranney, Student Achievement & Well-Being; Matthew Gerard, Superintendent, Business Services & Treasurer; Sue Morrison, System Administrator, Program JK-12, and Nick Landry, Business Services Manager, in consultation with Coordinating Council.

PURPOSE/STRATEGIC PLAN:

The purpose of this report is to provide an update regarding the viability of the Waterloo Region District School Board's (Board's) Extended Day Programs (EDP) for 2016-17. This report relates to the Board's strategic directions, particularly in the areas of engaging students, families, staff and communities; fostering wellness and well-being, and championing quality public education.

BACKGROUND:

The Full-Day Early Learning Statute Law Amendment Act, 2010 was passed into legislation on April 27, 2010. This bill provided the legislative underpinning for the development and implementation of the EDP. Over the past 5 years, the extended day program operated by the Waterloo Region District School Board has grown from 5 schools offering the program in 2010-11, to 68 schools offering the program in 2015-16.

To maximize viability and to meet regulated requirements, the Board will continue to offer the EDP to all students in Junior Kindergarten (JK) to grade 2. The Board must deem a site viable under regulation if there are at least 20 students registered. However, staff may determine viability on a board-wide basis, thus allowing sites with lower enrolments to operate the program.

STATUS:

1.0 Extended Day Programs Viability

- 1.1 Registration for the 2016-17 EDP began on January 27, 2016, in alignment with Kindergarten Registration. As of April 26, 2016, registrations for the 2016-17 EDP totaled 1,518. It is anticipated that registrations will continue to increase prior to the start of the school year.

In total, EDP will be offered at 86 of our 88 Full-Day Kindergarten (FDK) schools in 2016-17 (APPENDIX A). This means that over 97% of the Board's JK to grade 2 student population will have access to high quality care in their home school. This is a significant increase when compared to the status of care across Waterloo Region prior to 2010, when approximately 9.1% of the JK to grade 2 student population had access to licensed programs in their school.

- 1.2 Adhering to legislated requirements, all third party child care providers will participate in train-the-trainer sessions that review safe-school policies and procedures, including accident reporting, emergency response, and other relevant Board procedures.
- 1.3 Fee Collection - The Board will issue invoices, collect fees and issue receipts for the EDP. This is a break from past practice of the Region of Waterloo managing these processes on the Board's behalf. Third party child care providers will manage their own invoicing practices.
- 1.4 Registration - Online registration for all viable sites will remain open throughout the spring and summer of 2016. Viable sites will be posted on the Board website and will continue to be included in the online registration website. Non-viable sites will be removed from the website until registration opens for the following school year (2017-18).

- 1.5 Communication of Program Viability- All parents/guardians who have registered for the EDP will receive electronic communication confirming whether or not their school is viable for the upcoming school year. Those who registered at viable sites will also receive a Parent Handbook and a welcome letter from the school principal detailing program room locations. 3

2.0 Aligning Extended Day Delivery with the Customized Community Model

- 2.1 On February 27, 2012, the Board confirmed our preferred operating model for Extended Day programs; referred to as the customized community model. Under this model, the EDP and Youth Development program at schools with purpose-built child care centres is operated by the same third party child care provider that operates the purpose-built centre. This approach has a number of advantages at these sites, including a consistent point of contact for parents with children in different programs, and it provides economies of scale for the provider to be able to offer as many programs as possible and meet its financial obligations to the Board.

A recent analysis of our Extended Day programs identified that there are some exceptions to this model, namely Moffat Creek Public School and Jean Steckle Public School. These two schools were built during the implementation of FDK and Extended Day, and the Licensing Agreements signed with the third party child care providers at these schools are not consistent with the customized community-model. More specifically, the licensing agreements state that the Extended Day Programs at these schools will be operated by the Waterloo Region District School Board and the third party child care provider will operate the purpose-built centre and the Youth Development program. Given that Full-Day Kindergarten is fully implemented and Extended Day Programs are operating in all but two elementary schools, the following actions will be taken over the next year to align these programs with the customized community model:

1. A notification letter will be sent to the effected third party child care providers, advising them that the Board would like to amend our existing agreement to better align with the customized community model. The effective date of the change would be September 1, 2017.
2. Communication with school administrators and staff, as well as parents at the effected schools, will occur in the fall/ winter of the 2016-17 school year.
 - a. It is important to note that this change will likely result in some Designated Early Childhood Educators (DECEs) at the two schools being declared surplus to the school for the 2017-18 school year. This will be managed through the staffing process led by Human Resource Services.
3. We will meet with the effected third party child care providers to mitigate the impact of this change, with the goal to further align certain practices between organizations.

Moving forward, program delivery at any newly constructed school with a purpose built child care would be done in a manner that is consistent with the customized community model.

COMMUNICATIONS:

Significant communications with our community partners, parents, students, teachers, unions and other groups are ongoing as the EDP continues to grow and become a foundation in our community. Board staff meet regularly with the Region of Waterloo, our Third Party child care providers and community agencies through a host of regional committees.

The Board Communications Department and Learning Services staff continue to update all print materials and electronic communication regarding the EDP to achieve a consistent appearance and to offer parents clear and up-to-date information about our Early Years Programs.

4 FINANCIAL IMPLICATIONS:

EDP are funded through the approved parent fee of \$25.00/day. All viability determinations have been made to comply with our obligations to operate programs at, or near, cost recovery.

RECOMMENDATION:

No recommendation. For information only.

 **Director of Education**

Viable Extended Day Programs Sites For students JK – Grade 2

The WRDSB will run Extended Day Programs in the 70 schools listed below for the 2016-17 school year:

Extended Day Programs Offered by the Waterloo Region District School Board				
Abraham Erb P.S.	Country Hills P.S.	Howard Robertson P.S.	Meadowlane P.S.	Sheppard P.S.
Alpine P.S.	Crestview P.S.	J.F. Carmichael P.S.	Moffat Creek P.S.	Silverheights P.S.
AR Kaufman P.S.	Driftwood Park P.S.	Jean Steckle P.S.	N.A. MacEachern P.S.	Smithson P.S.
Avenue Road P.S.	Elizabeth Ziegler P.S.	John Darling P.S.	New Dundee P.S.	Southridge P.S.
Ayr P.S.	Empire P.S.	John Mahood P.S.	Northlake Woods P.S.	St. Jacobs P.S.
Blair Road P.S.	Forest Glen P.S.	Keatsway P.S.	Parkway P.S.	Stewart Avenue P.S.
Breslau P.S.	Forest Hill P.S.	King Edward P.S.	Pioneer Park P.S.	Suddaby P.S.
Bridgeport P.S.	Franklin P.S.	Laurelwood P.S.	Preston P.S.	Tait Street P.S.
Cedar Creek P.S.	Glencairn P.S.	Lester B. Pearson P.S.	Prueter P. S.P.S.	Trillium P.S.
Cedarbrae P.S.	Grand View P.S. (C)	Lexington P.S.	Queen Elizabeth P.S.	Vista Hills P.S.
Central P.S.	Grandview P.S. (N.H.)	Lincoln Heights P.S.	Riverside P.S.	Wellesley P.S.
Chalmers Street P.S.	Hespeler P.S.	Mackenzie King P.S.	Rockway P.S.	Westmount P.S.
Conestogo P.S.	Highland P.S.	Manchester P.S.	Sandhills P.S.	Wilson Avenue P.S.
Coronation P.S.	Hillcrest P.S.	Mary Johnston P.S.	Sandowne P.S.	Winston Churchill P.S.

Note: **Bolded** schools will offer Extended Day programs for the first time in 2016-17.

Third Party Operators will run Extended Day Programs in the 16 schools listed below for the 2016-17 school year:

School	Provider
Baden P.S.	Creative Beginnings Child Care Centre
Brigadoon P.S.	YMCAs of Cambridge and Kitchener-Waterloo
Centennial P.S. (C)	Jacob Hespeler Child Care Centre
Clemens Mill P.S.	YMCAs of Cambridge and Kitchener-Waterloo
Edna Staebler P.S.	YMCAs of Cambridge and Kitchener-Waterloo
Elgin Street P.S.	YMCAs of Cambridge and Kitchener-Waterloo
J.W. Gerth P.S.	YMCAs of Cambridge and Kitchener-Waterloo
Lackner Woods P.S.	Jacob Hespeler Child Care Centre
Millen Woods P.S.	Jacob Hespeler Child Care Centre
Ryerson P.S.	YWCA Cambridge
Saginaw P.S.	Jacob Hespeler Child Care Centre
Sir Adam Beck P.S.	Creative Beginnings Child Care Centre
W.T. Townsend P.S.	YMCAs of Cambridge and Kitchener-Waterloo
Westvale P.S.	Jacob Hespeler Child Care Centre
Williamsburg P.S.	YMCAs of Cambridge and Kitchener-Waterloo
Woodland Park P.S.	Jacob Hespeler Child Care Centre

**Report to Committee of the Whole
June 13, 2016**



**Waterloo Region
District School Board**

Inspired Learners – Tomorrow's Leaders

SUBJECT: Motion – Trustees C. Watson, C. Harrington and N. Waddell re Autism Roundtable Discussions

ORIGINATOR: This report was prepared by Jayne Herring, Manager of Corporate Services, on behalf of Trustees Cindy Watson, Colin Harrington and Natalie Waddell, and in consultation with Coordinating Council.

PURPOSE/STRATEGIC PLAN:

The purpose of this report is to provide the wording of a motion that Trustees C. Watson, C. Harrington and N. Waddell intend to serve at the Committee of the Whole Meeting of June 20, 2016,

This motion relates specifically to the Waterloo Region District School Board's strategic directions, particularly in the areas of engaging students, families, staff and communities and promoting forward-thinking.

BACKGROUND:

At the Board Meeting of May 30, 2016, Trustees C. Watson, C. Harrington and N. Waddell presented a motion recommending sending communication to the Ministers of Children and Youth Services and Education, advocating for roundtable discussions with parents of children with Autism in regard to the new Autism Advisory Committee and the development of a new programs for students with Autism in schools.

STATUS:

At the Agenda Development Committee Meeting of June 6, 2016, this motion was scheduled for consideration at the Committee of the Whole Meeting of June 20, 2016.

FINANCIAL IMPLICATIONS:

There are no financial implications.

RECOMMENDATION:

It is recommended:

Whereas the Ministry of Children and Youth Services plan on “improving supports for students with Autism while they are in school; and are partnering to improve transitions for children moving from community autism services to school and transitions within school; and improving outcomes for students through collaborative and aligned service delivery among autism providers and educators.”

Therefore Be it Resolved that the Waterloo Region District School Board direct the chair to write a letter to the Ministers of Child and Youth Services and Education, requesting meaningful, reciprocal round table discussions with parents of children with autism, SEAC autism representatives, and educators concerning the new Autism Advisory Committee of parents and professionals and the development of the new enhanced Early Intensive Behaviour Intervention/Applied Behaviour Analysis services for students with autism in schools; and

That the Ministers of Child and Youth Services and Education also develop an on-line survey that will provide parents and educators with an opportunity to provide information around the development and implementation of the new enhanced EIBI/ABA in schools; and

That a copy of the letter be sent to all school Boards in Ontario.

 **Director of Education**



**Waterloo Region
District School Board**

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June 13, 2016

Premier Kathleen Wynne
Queen's Park
Toronto, Ontario

Dear Premier Wynne:

At the May 23, 2016 Board Meeting, the Waterloo Region District School Board passed a motion to send a letter to the Premier of Ontario expressing our concern regarding the recent changes to autism supports and therapies being offered through the Ministry of Child and Youth Services.

Our concern specifically relates to children 5 years of age and above who have been on the Intensive Behaviour Intervention (IBI) waitlist and as a result of the changes to services will now not receive this therapy. These children are now entering or are already students in the public school system and will receive little or no behavioural therapy. This situation will result in boards of education being forced to provide additional classroom support to help assist these children to transition into a regular classroom placement.

At this time schools are not equipped with the appropriate professional resources, or funding to provide the level of intervention that is required for these students that is currently available through IBI therapy.

As a board of trustees we are also concerned about the financial impact on families who have children that have been taken off the waitlist and will no longer receive IBI. Under these changes the \$8,000 one-time payment that parents will receive will cover only a small portion of the cost to provide autism services.

The Waterloo Region District School Board respectfully asks the premier to review the recent changes to Autism Services with a view of providing greater support for children with autism. Our hope is that the Province will provide additional funding that would allow for an increase in services to meet the needs of all children with autism spectrum disorder making their transition to the school system a positive experience.

Please reconsider the recent change to autism services and not pass the financial responsibility on to parents and school boards.

Respectfully,

Kathleen Woodcock, Chairperson
Waterloo Region District School Board

cc: Mitzie Hunter, Minister of Education
Michael Coteau, Minister of Children and Youth Services

**Report to Committee of the Whole
June 20, 2016**



**Waterloo Region
District School Board**

Inspired Learners – Tomorrow's Leaders

SUBJECT: 2016-2017 BUDGET RECOMMENDATIONS

ORIGINATOR: This report was prepared by Matthew Gerard, Superintendent, Business Services & Treasurer; Karen Newland, Controller, Financial Services; Wendy Jocques, Manager of Budget Services and Sharon Uttley, Manager of Accounting Services, in consultation with Coordinating Council.

PURPOSE/STRATEGIC PLAN:

To seek approval of the budget for 2016-2017 school year. Annually preparing a budget ensures financial resources are aligned to sustain quality public education and promote forward-thinking.

BACKGROUND:

On March 24, 2016 the Ministry of Education (Ministry) issued [Ministry Memorandum 2016:B6](#). This memorandum provides highlights of the 2016-17 Grants for Student Needs (GSN). The GSN for 2016-17 is estimated at \$22.9B which is an increase of \$300M from the previous year. The main changes being introduced in 2016-17 include:

- Central labour agreements implementation;
- An investment in First Nation, Métis, and Inuit Education (FNMI);
- Changes to capital funding;
- Investments to assist school boards in keeping up with costs;
- Other funding formula reforms; and
- Improved accountability measures

2014-2017 Central Labour Agreements Implementation

Salary increases in 2016–17 will be funded by an increase in the salary benchmarks for 2016–17, through the GSN for teaching and non-teaching staff of 1.25% for the entire 2016–17 school year. This increase is to reflect the negotiated increases for the 2016–17 school year of 1% effective September 1, 2016, and an additional 0.5% effective the 98th day of the 2016–17 school year.

Any changes to how benefits are funded through the GSN in 2016-17 will be made once the 2014-15 benefit costs are determined through the data collection and validation process currently underway. The Ministry expects the process to be complete by the end of June this year.

Investment in First Nations, Métis, and Inuit Education

The Ministry will invest an estimated \$1.2M in the Per-Pupil Amount (PPA) Allocation of the FNMI Education Supplement in 2016-17 to ensure all boards receive a base amount of funding. The minimum level of funding is equivalent to the Supervisory Officer's salary and benefits benchmark. Boards will be required to spend at least half of this amount on a position that is dedicated to supporting implementation of the Ontario FNMI Education Policy Framework. Any remaining portion of the amount must be used to support the Framework through the Board Action Plan on FNMI Education.

Keeping Up With Costs

- Student Transportation Grant includes a 2% increase to reflect increased costs.
- Funding adjustments due to fuel prices will continue to be triggered by the fuel escalation and de-escalation mechanism.
- A 2% benchmark increase to the non-staff portion of the School Operations Allocation to assist with increasing commodity prices including natural gas.
- Electricity portion of the School Operations Allocation will increase by 3.5% to reflect increasing electricity costs.

Other Funding Formula Reforms

Several existing Ministry programs will be transferred into the GSN in 2016-17 as follows:

- Funding to support the Board Action Plans on FNMI Education, \$6M
- Funding for Library Staff including teacher librarians and/or library technicians, \$10M
- Funding for Managing Information for Student Achievement (MISA) Local Capacity, \$3.2M
- Funding for Outdoor Education, \$17M
- Technology Enabled Learning and Teaching (TELT) Contact, \$7.6M

Continued second year of three-year phase in of the School Board Efficiencies and Modernization (SBEM) measures introduced in 2015-16 to encourage the management of underutilized school space. The changes affect three allocations:

1. Top-up funding and benchmarks under the School Facility Operations and Renewal Grant
2. School Foundation Grant
3. Geographic Circumstances Grant

In 2016-17 the Ministry is continuing with the third year of the four year phase in for the School Board Administration and Governance Grant funding and the Differentiated Special Education Needs Amount (DSENA) allocation of the Special Education Grant, formerly known as the High Needs Amount.

Accountability

The Ministry will begin to take action to ensure compliance with the Full Day Kindergarten (FDK) and Primary (grades 1 to 3) provisions of the Class Size regulation.

Changes to Capital Funding

The Ministry intends to make amendments to the **Regulation 444/98 Disposition of Surplus Real Property** as follows:

- double the current surplus property circulation period from 90 days to 180 days;
- expand the list of public entities to receive notification of surplus property disposition;
- have all board-to-board sales be at fair market value;
- introduce a maximum rate a school board can charge for leasing a school to another board; and
- clarify that private education providers are not eligible to lease surplus property unless the property has first been circulated to listed public entities.

Additional Capital funding information:

- The **Capital Priorities Program** serves as the primary means for funding school capital projects required to address accommodation pressures, replace facilities in poor repair, support the consolidation of underutilized facilities, and provide facilities for French language rights holders in under-served areas of the province and the Ministry began the next round of Capital Priorities in May 2016.

- The Ministry introduced the **School Consolidation Capital (SCC) Program**, as one of the pillars of the School Board Efficiencies & Modernization program in 2014–15 to further assist school boards in managing their excess capacity and right-sizing their capital footprint. The Ministry is currently reviewing board submissions for the second round of SCC funding and expects to announce funding approvals in spring 2016.
- In 2016–17, \$500M will be allocated to school boards through the **School Condition Improvement (SCI) Program** to address the significant backlog in school renewal needs.

STATUS:

A thorough review was completed by departments and Financial Services to ensure spending trends were analyzed and adjustments made to base budget to reflect these trends. The budget presented aligns funding with expenditures. Despite increasing cost pressures, and changes to the GSN funding, the Board benefited from this review which ensured that the Board is well positioned fiscally to address further challenging issues. Therefore, the budget presented is balanced, complies with provincial legislation, and ensures the long term financial stability of the Board. Additionally, it provides funding for new initiatives to continue to move the Board forward and improve student achievement and well-being.

The three main components that determine the budget are enrolment, revenues (primarily grants), and expenditures.

Enrolment

The grant revenue the Waterloo Region District School Board (Board) receives is based primarily on enrolment. Elementary and secondary school enrolment is impacted by a multitude of factors which are taken into consideration when establishing enrolment projections.

- For the 2016-17 school year, the following broad trends have been identified.
 - Through the efforts of the Federal Government, the settlement of over 1,228 newcomers in the Region of Waterloo during the 2015-16 school year has resulted in an additional 360 students being added to our base projections for 2016-17.
 - This number is likely to increase over the next few months as privately sponsored newcomers begin to arrive in the area.
 - We continue to see smaller cohorts move out of the elementary system, and these are being replaced by larger cohorts in Junior Kindergarten.
 - Our elementary enrolment is forecast to be up by 145.48 Average Daily Enrolment (ADE) compared to the 2015-16 budget
 - The declining enrolment trend experienced in secondary schools over the past number of years is forecast to continue in 2016-17. This is largely due to smaller cohorts entering the secondary system and Grade 8 to 9 growth rates remaining relatively steady at 106%.
 - Our secondary enrolment is forecast to be down by 226.07 ADE compared to the 2015-16 budget

The Region continues to experience moderate growth, as measured by new housing development, with the majority of new dwelling units being apartments. The implication is that net migration into the Region is not supporting enrolment growth to the extent it did in prior years.

The overall decrease in enrolment accounts for a net grant decrease of \$288K in the 2016-17 budget.

Appendix A highlights historical and forecast enrolment for 2016-17.

Revenues

Although the 2016-17 GSN was announced on March 24, 2016, there may be further adjustments required at Revised Estimates due to changes at the Ministry level. Current provisions include the following:

Net Increased Funding

- Pupil Foundation Grant
 - Benchmarks have been increased by 1.25% to reflect impacts related to central negotiations.
 - Impact is an increase of \$3,429,920
- School Foundation Grant
 - Benchmarks have been increased by 1.25% to reflect impacts related to central negotiations.
 - Impact is an increase of \$440,382
 - 2016-17 is the second year of a three year phase in of a new allocation model which provides funding for principals, vice-principals, office support staff, and administrative supplies.
 - Impact is a decrease in funding of \$10,466
- Special Education Allocation
 - Benchmarks have been increased by 1.25% to reflect impacts related to central negotiations.
 - Impact is an increase of \$1,381,570
 - 2016-17 is the third year of a 4 year phase-in of the new DSENA funding model.
 - Impact is a decrease in funding of \$316,836.
- French as a Second Language (FSL) & English as a Second Language (ESL)
 - The Ministry began a three year phase-in of updates to the Pupils in Canada component of the ESL Allocation and the Actualisation Linguistique en français (ALF) per-pupil component based on the 2011 Census
 - These updates will help ensure that these components better reflect and support the on-the-ground needs of boards through the use of more current student information
 - Impact is an increase in benchmark funding of \$204,695
- Learning Opportunities Grant (LOG)
 - Benchmark changes account for an increase of \$101,210
 - Two Education Program Other Grants were transferred into the LOG grant.
 - Impact of Outdoor Education is an increase of \$527,508
 - Impact of Library Staff is an increase of \$216,500
- Teacher and Early Childhood Educator Qualifications and Experience
 - Benchmarks have been increased by \$5,562,301 to reflect impacts related to central negotiations.
- New Teacher Induction Program (NTIP)
 - The net impact is an increase of \$45,706 which is a result of benchmark increases and a net reduction in the number of teachers eligible for funding
- Transportation
 - The Student Transportation Grant will be increased by 2% in 2016-17 to recognize higher costs. In addition, funding adjustments due to fuel price changes will continue to be triggered by the escalation and de-escalation mechanism throughout the 2016-17 school year.
 - Impact is an increase in funding of \$20,455
- School Board Administration and Governance Grant
 - Benchmark increase of \$151,236.
 - This is the third year of the four year phase in for the new funding calculation.
 - Impact is a decrease in funding of \$73,290
 - Additional grants moved into Board Administration include
 - Capital Planning Capacity of \$52,765
 - Managing Information for Student Achievement Local Capacity (MISA) of \$56,490
 - Technology Enabled Learning and Teaching Contact (TELT) of \$105,000

- Operating and Renewal Cost Benchmarks
 - A portion of the savings from the elimination of the base top-up funding will be reinvested in the per-pupil operating and renewal cost benchmarks as part of the School Operations and School Renewal Grant
 - This will redirect funds from underutilized space to serve pupils in all schools across the province.
 - Impact is an increase in funding of \$320,105
 - Ministry provided benchmark increases to assist boards in managing increases in commodity prices and labour negotiations
 - Impact is an increase of \$904,942
- First Nation, Metis, and Inuit Education
 - An Education Program Other grant to support the Board Action Plan on FNMI Education was transferred into the GSN Funding
 - Impact is an increase of \$96,864.
- Investment Income
 - The overall cash-flow position of the Board has improved due to a large debenture received in March 2013 for \$29.4M. In addition grants have increased over the last four years with the implementation of FDK and increased capital funding. The Board is able to maintain a positive cash position throughout most of the year.
 - Impact is an increase of \$100,000.

Reduced Funding

- Continuing Education and Other Program Grants
 - Lower enrolment
 - Impact is a decrease of \$256,992 which is offset by a reduction in expenses of \$223,642
- High Credits
 - Lower enrolment
 - Impact is a decrease of \$14,504
- Base Top-Up Funding
 - 2016-17 is the second year of a three year phase in to eliminate Base Top-Up funding. A portion of the savings is being reinvested in the per-pupil operating and renewal cost benchmarks.
 - Impact is a decrease of \$814,960.
- Declining Enrolment Adjustment (DEA)
 - Change in the calculation of the grant in 2015-16 and is fully implemented
 - Impact is a decrease of \$156,964

Appendix B includes an Analysis of Provincial Grants and Other Revenues.

Expenditures

Our fiscal strategy continues to be one of stabilization through the matching of our expenses to the available revenue on an annual basis. When a change to funding is announced, any offsetting expense adjustment is linked to the grant change whenever possible.

Details of the Expenditure Budget can be found in Appendix C.

The budget presented in this report is compliant with the balanced budget provisions of the Education Act.

1. Budget expenditures have been realigned based on current collective agreements. In addition, changes reflect contracts, licenses or service agreements in place.

2. Transportation Expenses
 - Special Education Transportation: Net costs are up by approximately \$289,000 for the 2016-17 school year. Transportation costs for Special Education continue to be influenced by the distance between program location and the students that access those programs. Furthermore, for 2016-17, changes to dismissal times for some Special Education students will require additional buses. The total increase has been partially offset by reducing the number of taxis used for Special Education students.
 - Home-to-School Transportation: Net costs are up by approximately \$163,000 for the 2016-17 school year. This is the result of contractual increases for operators (2%).
 - Total home-to-school costs continue to include approximately \$150,000 for 4 buses at Bridgeport P.S. This is related to the decision to have the school start at 9:15, instead of the recommended 9:30 start.
 - Provincial Schools Transportation: Costs for Provincial Schools transportation will increase by approximately \$91,000 over 2015-16 costs. This increase will be fully offset by increased funding from the Ministry of Education, which funds Provincial Schools transportation on a 100% cost recovery basis.
 - Grand River Transit (GRT): Costs for GRT passes and tickets are forecast to increase by approximately \$60,000. Changes being implemented by GRT, will impact the Board as tickets will no longer be available for purchase. The effective date of this change is not yet clear, and Student Transportation Services Waterloo Region (STSWR) is in conversations with GRT regarding replacement options. Further cost increases beyond those already identified for 2016-17 could result if a cost-neutral alternative to tickets cannot be identified.
 - STSWR Operations: The Board portion of operating costs at STSWR is forecast to increase by approximately \$86,000 for 2016-17. This is the result of increases to licensing costs, staff wage increases and the hiring of a school travel planner as part of a joint initiative with the coterminous board and local municipalities.
 - Other miscellaneous increases account for the remainder of the variance between 2015-16 and 2016-17.

3. Programs and services were examined across the system in an attempt to preserve the Board's learning objectives and support the new strategic directions. This review resulted in a reduction of \$1.4M in expenditures.
 - Retirement Gratuity Expense: The amount is projected by the School Boards' Co-Operative Inc. and provided to the Board through annual actuarial reports.
 - The 2016-17 budget has been decreased by \$45,837.
 - Utilities – Electricity, Natural Gas, and Water: The annual spend on electricity for the system is projected to be under budget in 2015-16. This is due to the excellent energy management plan implemented in Facility Services and the removal of portables that were not energy efficient.
 - The 2016-17 budget has been decreased by \$152,500.
 - Property and Liability Insurance
 - A net savings of \$300,300 is being realized in the 2016-17 budget for property and liability insurance expenditures.
 - Maternity/Paternity Leave: Trends indicate a projected savings in 2015-16.
 - The 2016-17 budget has been decreased by \$100,000.
 - Occasional Teacher: Trends indicate a projected savings in 2015-16.
 - The 2016-17 budget has been decreased by \$462,259
 - Literacy Support Librarians: In 2015-16 there were four staff positions funded from Education Program Other funding. As a conservative measure, an amount was included in the 2015-16 budget in case the EPO Funding was discontinued. The Ministry has made a commitment to this funding and transferred the Education Program Other funding into the GSN.
 - The 2016-17 budget has been decreased by \$228,800
 - Interest Expense: Upon reviewing the annual spend on interest expense, there was an opportunity to realign the budget through a reduction of expenditures. This reflects the increased cash-flow experienced by the Board and lower interest expenses as the number of days the Board draws on the operating line of credit in a fiscal year has been greatly reduced.
 - The 2016-17 budget has been decreased by \$112,302.

4. Staff Highlights

- Some cost savings have presented a sustainable source of funding in the base budget to strategically support positions in the Board.
- The following positions align with the Guiding Principles set out at the beginning of the Budget Process.
 - Employee Wellness Officers (2 Full-Time Equivalent)
 - Responsible for attendance management
 - Efficiently managing the return to work process for employees
 - Improve over all staff well-being
 - Goal of positively impacting student achievement and well-being
 - Human Resources Officer (1 Full-Time Equivalent)
 - Address increased reporting requirements from Ministry related to benefits
 - Responsible for all aspects of Designated Early Childhood Educators day-to-day labour relations
 - Oversee HR databases
 - System Administrator – K to 12 Program (1 Full-Time Equivalent)
 - Assessment and data literacy capacity building
 - Content Strategist (1 Full-Time Equivalent*)
 - *Funding will be budgeted in the 2016-17 school year as a placeholder. The new Chief Communication Officer will review the position prior to a posting.
 - Support schools and central staff with their websites
 - Support for all websites to ensure compliance to the Accessibility for Ontarians with Disabilities Act
 - Support for consistent graphic development and ensure the infrastructure supports the work of schools and central websites
 - Costs are offset by the 0.5 FTE Media Specialist vacant position
 - School Travel Planner – (1 Full-Time Equivalent)
 - Position is budgeted within STSWR and is shared with the coterminous board and municipal partners
 - Impact is an increase in expense of \$45,000

5. Retirement Gratuity Compliance

As part of the 2016-17 budget it is recommended that the amount brought into compliance within the year be reduced by \$503,987. This adjusted approach will still allow the WRDSB to fully fund the liability by the end of 2018-19.

6. A critical endeavour in the budget setting process is to align contemplated initiatives with those system objectives and in particular with the changes in strategic direction envisioned by the Board. New initiatives in the amount of \$5.3M have been included in the budget and will be funded out of prior year accumulated surplus. A detailed listing of the new initiatives funded can be found in Appendix E.
7. It is estimated that the August 31, 2016 year end Unappropriated Accumulated Surplus – Available for Compliance will be between \$21M and \$27M.

Capital Budget

Capital funding budgeted for 2016-17 can be found in Appendix D.

- School Condition Improvement Grant (SCI)
 - The funding is allocated in proportion to the Board's total assessed renewal needs during the 2011-15 cycle of the Ministry's Condition Assessment Program.
 - 80% of funding is directed to building components and systems, remaining 20% can be used to address locally identified needs.
 - Impact is a decrease in funding of \$1.5M.

Information regarding the 2016-17 budget is attached as follows:

Appendix A	Enrolment Projections
Appendix B	Analysis of Provincial Grant Allocations and Other Revenues
Appendix C	2016-17 Budget Detail
Appendix D	2016-17 Summary of Capital Budget
Appendix E	New Initiatives – Funded in 2016-17 Budget

Balanced Budget Compliance

School boards are required to submit balanced budgets that require total expenses to be equal to or less than total revenue. However, an in-year deficit is permissible if there were prior surpluses represented in Accumulated Surplus on the Board's Statement of Financial Position. Ministry approval is required if the use of accumulated surplus is greater than 1% of the Board's operating revenue in order to ensure that this action "does not place the Board in undue financial risk" (Technical Paper, 2016-2017, Ministry of Education). The budget meets Ministry guidelines by balancing revenues and expenses.

Risks

The budget has been developed using the most current information available. There are a number of risks that may impact the financial situation of the Board and will require monitoring. These include:

- On-going changes in enrolment
- Option for early payout of retirement gratuities
- Benefits transitioning to trusts and orphaned benefits
- Outstanding retirement gratuity liability and funding decline
- Secondary boundary review
- Transportation and fees and contracts costs
- Provincial environment and economics
- Changing Ministry directives

Next Steps

Stakeholders are invited to "have their say" with respect to the 2016-17 Budget by attending the budget delegation evening on Wednesday, June 15, 2016.

Further discussion related to the approval of the 2016-17 budget will occur on the following dates:

- Monday June 13, 2016 (budget discussions)
- Monday June 20, 2016 (budget discussion)
- Wednesday June 22, 2016 (target budget approval)
- Monday June 27, 2016 (budget confirmation)

The approved budget is to be submitted to the Ministry by Thursday June 30, 2016.

COMMUNICATIONS:

Following approval of the 2016-17 budget, the detailed estimates package will be completed and submitted to the Ministry by the June 30, 2016 deadline.

FINANCIAL IMPLICATIONS:

As outlined in the budget documentation.

RECOMMENDATION:

It is recommended:

That the Waterloo Region District School Board approve the budget as presented in the report “2016-2017 Budget Recommendations” report dated June 6, 2016 – with revenues of \$708,830,358 and expenses of \$699,284,080 with the difference of \$9,546,278 attributed as follows:

Excess of Revenue over Expenditures	\$9,546,278
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LESS:

As required by Ministry of Education budget compliance regulations, this budget includes the following appropriations of accumulated surplus:

Increase/ (Decrease) in Unavailable for Compliance - Accumulated Surplus

• PSAB Adjustment for Retirement Gratuities	5,237,946
• PSAB Adjustment for Interest Accrual	141,689
• Revenues recognized for Land	<u>9,608,447</u>
	\$14,988,082

SUB-TOTAL – (Deficit) for Compliance Purposes before additional appropriations	\$5,441,804
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LESS:**Increase/ (Decrease) in Internally Appropriated - Accumulated Surplus**

• In-Year Committed Capital Projects	
○ Education Centre Maintenance	710,000
○ Amortization of committed capital projects	(305,359)
• New Initiatives (per Appendix F)	(5,322,400)
• Education Centre Maintenance – funded from prior years surplus	(500,000)
• To be offset in future years by Sinking Fund Interest earned	<u>(24,045)</u>
	(5,441,804)

Difference	<u>\$0</u>
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 Director of Education

WATERLOO REGION DISTRICT SCHOOL BOARD

Enrolment Projections

June 20, 2016

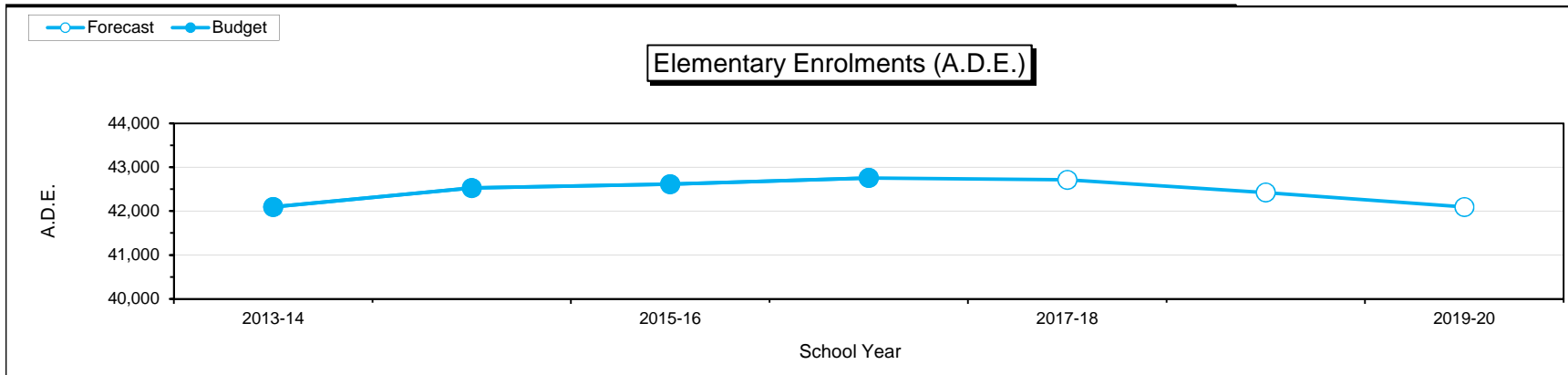


Historical Change in Enrolment- Budget

ELEMENTARY SCHOOLS

GRADE	2013-14 ADE (Budget)	2014-15 ADE (Budget)	2015-16 ADE (Budget)	2016-17 ADE (Budget)	2017-18 ADE (M-Y Forecast)	2018-19 ADE (M-Y Forecast)	2019-20 ADE (M-Y Forecast)
Junior Kindergarten (JK)	3,908.00	3,981.00	4,021.82	3,764.40	-	-	-
Kindergarten (SK)	4,326.00	4,358.00	4,296.08	4,216.48	-	-	-
Grades 1 to 3	13,152.50	13,138.00	13,283.00	13,131.50	-	-	-
Grades 4 to 8	20,703.00	21,046.50	21,006.50	21,640.50	-	-	-
Visa	5.00	5.00	7.00	6.00	-	-	-
Total Elementary	42,094.50	42,528.50	42,614.40	42,758.88	42,716.90	42,424.90	42,094.90
Change (Budget to Budget)	353	434	86	144	(42)	(292)	(330)

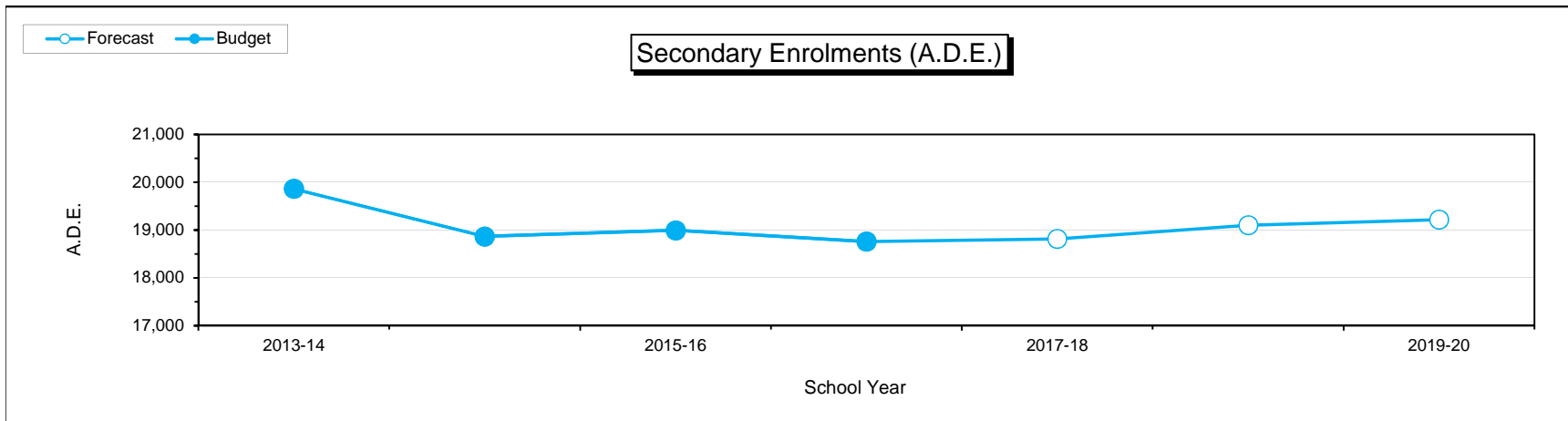
NOTE: Beginning in 2014-15, JK and SK students receiving more than 210 minutes of instruction per day will be counted as 1.0 FTE. In the past, these students were counted as 0.5 FTE. In order to allow for comparison, historic information has been adjusted to reflect the change in 2014-15



SECONDARY SCHOOLS

GRADE	2013-14 ADE (Budget)	2014-15 ADE (Budget)	2015-16 ADE (Budget)	2016-17 ADE (Budget)	2017-18 ADE (M-Y Forecast)	2018-19 ADE (M-Y Forecast)	2019-20 ADE (M-Y Forecast)
Grades 9 to 12 < 21 years	19,555.08	18,743.73	18,872.52	18,646.45	-	-	-
High Credit	235.38	46.03	47.74	42.98	-	-	-
Grades 9 to 12 >21 years	9.50	63.24	9.38	3.00	-	-	-
Other Pupils	60.00	10.00	60.74	65.87	-	-	-
Total Secondary	19,859.96	18,863.00	18,990.38	18,758.30	18,813.39	19,099.45	19,211.22
<i>Change (Budget to Budget)</i>	<i>(682)</i>	<i>(997)</i>	<i>127</i>	<i>(232)</i>	<i>55</i>	<i>286</i>	<i>112</i>

TOTAL ADE	61,954	61,392	61,605	61,517	61,530	61,524	61,306
<i>Change from Previous Year (Budget)</i>	<i>(329)</i>	<i>(563)</i>	<i>213</i>	<i>(88)</i>	<i>13</i>	<i>(6)</i>	<i>(218)</i>



WATERLOO REGION DISTRICT SCHOOL BOARD

Analysis of Provincial Grant Allocations and Other Revenues

June 20, 2016



Waterloo Region District School Board

2016/17 Budget

Grants for Student Needs

Grants for Student Needs (GSN)	GRANT ALLOCATIONS		
	2015/16 Estimates	2016/17 Estimates	Difference
	\$	\$	\$
Pupil Foundation Allocation	328,264,240	330,441,605	2,177,365
School Foundation Amount	40,684,537	41,159,550	475,013
Special Education Allocation	81,828,553	82,688,649	860,096
French Language Allocation	8,010,544	8,295,662	285,118
English as a Second Lanaguage Allocation	5,617,431	7,466,747	1,849,316
Learning Opportunities	6,814,052	7,680,119	866,067
Adult Education, Summer School	1,878,043	1,621,051	(256,992)
High Credit	159,261	144,757	(14,504)
Cost Adjustment and Teacher Qualification and Experience Allocation	50,555,958	55,407,313	4,851,355
Designated Early Childhood Educator Qualifications and Experience Allocation	3,550,386	3,942,895	392,509
New Teacher Induction Program	393,413	439,119	45,706
Public Sector Compensation Restraint related to non-unionized staff	(129,030)	(129,030)	0
Transportation	15,850,437	15,939,553	89,116
Administration & Governance	16,001,161	16,279,763	278,602
Trustees' Association Fee	43,316	43,316	0
School Operations	57,234,604	57,381,393	146,789
Community Use of Schools	784,719	793,650	8,931
Temporary Accommodation	1,678,668	1,702,019	23,351
First Nation, Metis and Inuit	772,190	844,427	72,237
Safe Schools	1,231,603	1,239,695	8,092
Declining Enrolment	207,643	50,679	(156,964)
School Renewal	8,671,956	8,578,852	(93,104)
Other Capital	104,872	104,872	0
Debt Charges - Interest Portion	8,209,699	7,893,853	(315,846)
Sub-total GSN	638,418,256	650,010,509	11,592,253
Less: Amount transferred to DCC	(12,417,300)	(16,824,824)	
Day School Fees - Ont. Residents	(10,000)	(10,000)	
Total Grants for Student Needs	625,990,956	633,175,685	7,184,729

Waterloo Region District School Board

2016/17 Budget

Year over Year Grants for Student Needs Change

	Change Increase/(Decrease)
Net Enrolment Impact (Net Decrease 80.59 Average Daily Enrolment)	(288,454)
Benchmark Increases	12,292,063
Benchmark Decreases	(41,954)
Changes to Funding Model Calculations:	
School Foundation - School Board Efficiencies & Modernization (SBEM)	(10,466)
Special Education - Differentiated Special Education Needs Amount	(316,836)
Board Administration & Governance Change in Funding Model	(73,290)
Declining Enrolment - SBEM	(156,964)
School Operations - SBEM	(494,861)
Learning Opportunities	(1,755)
Safe Schools	(2,041)
School renewal SBEM	(71,220)
Education Program Other Grants Added to Grants for Student Needs	
Outdoor Education	527,508
Library Staff	216,500
Capital Planning Capacity	52,765
MISA Local Capacity	56,490
Technology Enabled Learning	105,000
First Nations Board Action Plan	96,684
Funding Increase (Temporary Accommodation)	23,351
Funding Decreases (New Teacher Induction Program, , Debt Interest Charges)	(320,270)
Year over Year Change in Grants for Student Needs	11,592,250

Waterloo Region District School Board

2016/17 Budget

Educational Program Other (EPO) Grants

<u>PROGRAM</u>	2015/16 Estimates	2016/17 Estimates	Difference
Consistent amount with previous year			
Community Use - Outreach Co-ordinator	128,000	128,000	-
Community Use - Priority Schools	102,000	102,000	-
Early Years Leads Program	180,790	180,790	-
Ontario Youth Apprenticeship Program (OYAP)	265,166	265,166	-
Literacy & Basic Skills	300,908	300,908	-
Change to grant amount			
Autism Supports & Training	92,972	92,346	(626)
Official Languages in Education Program: French as a Second Language	186,690	183,864	(2,826)
Technology and Learning Fund	898,757	893,647	(5,110)
Well Being: Safe Accepting and Healthy Schools and Mental Health	165,827	164,880	(947)
Transferred to Grant for Student Needs			
E-Learning	105,000	-	(105,000)
Library Initiative: Library Staff	214,835	-	(214,835)
Outdoor Education	473,336	-	(473,336)
Managaing Information for Student Achievement (MISA) Local Capacity	56,016	-	(56,016)
Renewed Math Strategy			
Renewed Mathematics Strategy	-	1,389,573	1,389,573
Building Innovative Practice	118,213	-	(118,213)
Ontario Focused Intervention Partnership (OFIP) Schools in the Middle	523,700	-	(523,700)
Ontario Focused Intervention Partnership (OFIP) Student Work Study	240,000	-	(240,000)
Collaborative Inquiry for Learning - Mathematics	135,000	-	(135,000)
Schools Helping Schools - Schools in the Middle	25,000	-	(25,000)
Student Success & Cross Panel Teams	44,141	-	(44,141)
Learning for all K-12 Regional Projects	22,672	-	(22,672)
Student Success: Building Capacity for Effective and Differentiated Learning	189,563	-	(189,563)
To be confirmed by Ministry			
Tutors in the Classroom	30,000	-	(30,000)
Total Educational Program Other Grants	4,498,586	3,701,174	(797,412)

Waterloo Region District School Board

2016/17 Budget

Other Revenue

	2015/16 Estimates	2016/17 Estimates	Difference
Investment Income	202,975	302,975	100,000
Fees (Ontario Residents, Foreign Students)	1,195,800	1,255,000	59,200
Rental Revenue	1,457,800	1,655,300	197,500
Amounts from Deferred Revenue - Education Development Charges	5,761,966	10,072,616	4,310,650
Fees for Extended Day Care - Early Learning Program	5,115,500	7,072,700	1,957,200
Other (insurance proceeds, recoverable)	1,453,451	2,987,001	1,533,550
Total Other Revenue	15,187,492	23,345,592	8,158,100

Waterloo District School Board

2016-2017 Budget

Comparison of Prior Year Allocations

Grants for Student Needs	2014/15 Actual \$	2015/16 Estimates \$	2015/16 Revised Est. \$	2016/17 Estimates \$
Pupil Foundation Allocation-Elementary	219,115,592	220,070,725	218,348,394	222,437,078
Pupil Foundation Allocation-Secondary	108,466,311	108,193,515	108,217,306	108,004,527
School Foundation Amount	40,647,281	40,684,537	40,515,642	41,159,550
Special Education Allocation	80,803,196	81,828,553	81,473,090	82,688,649
French Language Allocation	7,891,291	8,010,544	7,946,029	8,295,662
English as a Second Language Allocation	5,545,507	5,617,431	5,804,980	7,466,747
Learning Opportunities	6,826,846	6,814,052	6,819,010	7,680,119
Adult Education, Summer School	1,817,992	1,878,043	1,864,847	1,621,051
High Credit	160,869	159,261	127,469	144,757
Cost Adjustment and Teacher Qualification and Experience Allocation	48,620,963	50,555,958	52,697,615	55,407,313
Designated Early Childhood Educator Qualifications and Experience Allocation	3,000,967	3,550,386	3,434,951	3,942,895
New Teacher Induction Program Allocation	396,474	393,413	393,413	439,119
Public Sector Compensation Restraint related to non-unionized staff	(129,030)	(129,030)	(129,030)	(129,030)
Transportation	15,252,043	15,850,437	15,587,057	15,939,553
Administration & Governance	16,098,567	16,001,161	15,943,295	16,279,763
Trustees' Association Fee		43,316	43,316	43,316
School Operations	56,649,786	57,234,604	56,952,100	57,381,393
Community Use of Schools	772,475	784,719	784,719	793,650
Temporary accommodation	1,716,325	1,678,668	1,678,668	1,702,019
First Nation, Metis and Inuit	896,215	772,190	779,282	844,427
Safe Schools	1,232,196	1,231,603	1,227,436	1,239,695
Declining Enrolment	1,041,930	207,643	410,358	50,679
School Renewal	8,690,249	8,671,956	8,635,277	8,578,852
School Condition Improvement Grant - Capital	5,731,089	0	0	0
Other Capital	104,872	104,872	104,872	104,872
Capital Debt Interest Portion	8,536,881	8,209,699	8,144,239	7,893,853
Retrofitting school space for child care	35,700			
Capital Grant for Land	588,000			
	0			
	640,510,587	638,418,256	637,804,335	650,010,509

Enrolments - (ADE)

Grades JK - 3	17,249.35	21,477.00	21,372.00	21,600.90
Grades 4 - 8	20,741.85	21,046.50	20,992.50	21,006.50
Total Elementary	37,991.20	42,523.50	42,364.50	42,607.40
Secondary	19,392.94	18,743.73	18,825.93	18,872.52
Total ADE	57,384.14	61,267.23	61,190.43	61,479.92

Note: 2014-15 Grades JK-3 enrolment numbers include Junior Kindergarten and Kindergarten students at 1.0 FTE previous years numbers are recorded at 0.5 FTE.

WATERLOO REGION DISTRICT SCHOOL BOARD

2016-17 Budget Detail

June 20, 2016



**WATERLOO REGION DISTRICT SCHOOL BOARD
2016/2017 BUDGET
REVENUE & EXPENSE SUMMARY**

Appendix C

	Expressed in \$			%
	2015/2016 Budget	2016/2017 Budget	Budget Variance	
REVENUE CATEGORIES				
A. Provincial Grant Allocation	626,912,447	636,574,982	9,662,535	1.54%
B. Provincial Grants - Other	4,498,586	3,701,174	-797,412	-17.73%
C. School Generated Funds	14,000,000	14,000,000	0	0.00%
D. Investment Income	202,975	302,975	100,000	49.27%
E. Other Fees & Revenues	14,984,517	23,042,617	8,058,100	53.78%
F. Amortization of Deferred Capital Contributions	29,722,557	31,208,610	1,486,053	5.00%
Total Revenues	690,321,082	708,830,358	18,509,276	2.68%
EXPENSE CATEGORIES				
A. Instruction - Classroom	489,105,542	501,859,566	12,754,024	2.61%
B. Instruction - Administration	47,897,791	48,514,228	616,437	1.29%
C. Administration & Governance	15,059,282	15,875,642	816,360	5.42%
D. School Operations	56,882,327	56,686,166	-196,161	-0.34%
E. Continuing Education	2,285,014	2,061,372	-223,642	-9.79%
F. Transportation	15,655,128	16,370,844	715,716	4.57%
G. Pupil Accommodation (Operating)	35,291,503	35,766,690	475,187	1.35%
H. Other	19,280,372	22,149,572	2,869,200	14.88%
Total Expenses	681,456,959	699,284,080	17,827,121	2.62%
PSAB Annual Surplus/(Deficit) before transfers	8,864,123	9,546,278		
Less: Externally Appropriated Surplus	-11,075,114	-14,988,082		
Plus/Less: Internally Appropriated Surplus	144,671	119,404		
Plus/Less: Amounts from Accumulated Surplus	2,066,320	5,322,400		
Net Budget Balance	0	0		
Note:				
2015/16 budget re-aligned to correspond to 2016/17 Ministry reporting changes.				

**WATERLOO REGION DISTRICT SCHOOL BOARD
2016/2017 BUDGET
EXPENSE FUNCTIONS**

		Expressed in \$			
		2015/2016 Budget	2016/2017 Budget	Budget Variance	% Change
A.	INSTRUCTION: CLASSROOM				
	Salaries & Benefits	463,607,743	475,606,403	11,998,660	2.59%
	Supplies & Services	19,754,224	24,432,264	4,678,040	23.68%
	Contracts for Services	4,262,762	4,847,645	584,883	13.72%
	Amortization Expense	5,858,413	5,573,854	-284,559	-4.86%
	Less Minor Tangible Capital Assets	-4,377,600	-8,600,600	-4,223,000	96.47%
	Total	<u>489,105,542</u>	<u>501,859,566</u>	<u>12,754,024</u>	<u>2.61%</u>
B.	INSTRUCTION: ADMINISTRATION				
	Salaries & Benefits	46,266,844	46,808,355	541,511	1.17%
	Supplies & Services	1,712,047	1,766,973	54,926	3.21%
	Contracts for Services	182,500	202,500	20,000	10.96%
	Less Minor Tangible Capital Assets	-263,600	-263,600	0	0.00%
	Total	<u>47,897,791</u>	<u>48,514,228</u>	<u>616,437</u>	<u>1.29%</u>
C.	ADMINISTRATION & GOVERNANCE				
	Salaries & Benefits	10,859,173	11,311,533	452,360	4.17%
	Supplies & Services	2,347,718	1,703,205	-644,513	-27.45%
	Utilities	397,800	363,800	-34,000	-8.55%
	Contracts for Service	1,679,347	2,165,855	486,508	28.97%
	Other	168,571	52,420	-116,151	-68.90%
	Capital - Ed. Centre Building Repairs	210,000	710,000	500,000	238.10%
	Amortization Expense	550,073	558,229	8,156	1.48%
	Less Tangible Capital Assets-Building	-210,000	-710,000	-500,000	238.10%
	Less Minor Tangible Capital Assets	-943,400	-279,400	664,000	-70.38%
	Total	<u>15,059,282</u>	<u>15,875,642</u>	<u>816,360</u>	<u>5.42%</u>
D.	SCHOOL OPERATIONS				
	Salaries & Benefits	34,560,989	34,857,641	296,652	0.86%
	Supplies & Services	5,698,687	5,545,880	-152,807	-2.68%
	Utilities	12,206,400	12,087,900	-118,500	-0.97%
	Contracts for Service	4,450,220	4,225,600	-224,620	-5.05%
	Amortization Expense	116,731	119,845	3,114	2.67%
	Less Minor Tangible Capital Assets	-150,700	-150,700	0	0.00%
	Total	<u>56,882,327</u>	<u>56,686,166</u>	<u>-196,161</u>	<u>-0.34%</u>
E.	CONTINUING EDUCATION				
	Salaries & Benefits	2,133,314	1,910,864	-222,450	-10.43%
	Supplies & Services	81,500	79,208	-2,292	-2.81%
	Contracts for Service	70,200	71,300	1,100	1.57%
	Total	<u>2,285,014</u>	<u>2,061,372</u>	<u>-223,642</u>	<u>-9.79%</u>
F.	TRANSPORTATION				
	Salaries & Benefits	614,131	719,310	105,179	17.13%
	Supplies & Services	139,402	150,365	10,963	7.86%
	Contracts for Service	14,900,336	15,499,910	599,574	4.02%
	Amortization Expense	1,259	1,259	0	0.00%
	Total	<u>15,655,128</u>	<u>16,370,844</u>	<u>715,716</u>	<u>4.57%</u>
G.	PUPIL ACCOMMODATION (OPERATING)				
	School Renewal	2,117,956	1,295,530	-822,426	-38.83%
	Instructional Facility Rentals	1,730,749	1,716,331	-14,418	-0.83%
	Debt Charges - Interest	7,859,095	7,437,051	-422,044	-5.37%
	Amortization Expense	23,583,703	25,317,778	1,734,075	7.35%
	Total	<u>35,291,503</u>	<u>35,766,690</u>	<u>475,187</u>	<u>1.35%</u>
H.	OTHER				
	School Generated Funds	14,000,000	14,000,000	0	0.00%
	Non-Operating: 55 School Board Trust & FDK - Extended Day & Recoverable Salaries	5,280,372	8,149,572	2,869,200	54.34%
	Total	<u>19,280,372</u>	<u>22,149,572</u>	<u>2,869,200</u>	<u>14.88%</u>
	TOTAL EXPENSE BUDGET	<u>681,456,959</u>	<u>699,284,080</u>	<u>17,827,121</u>	<u>2.62%</u>

WATERLOO REGION DISTRICT SCHOOL BOARD

2016-17 Summary of Capital Budget

June 20, 2016



**Waterloo Region District School Board
2016-17 Summary of Capital Budget**

Funding Source	2015-16 Budget \$	2016-17 Budget \$	% Change
New Schools and Additions	21,097,080	30,099,238	42.7%
Committed Capital Projects	1,209,327	710,000	-41.3%
School Condition Improvement	9,354,220	7,841,720	-16.2%
Full Day Kindergarten	3,212,846	1,828,551	-43.1%
School Renewal	6,554,000	7,530,524	14.9%
Education Development Charges (EDC)	9,207,666	2,462,662	-73.3%
Proceeds of Disposition (POD)	604,686	5,651,364	834.6%
Child Care Capital	-	2,495,650	N/A
Minor Tangible Capital Assets	5,863,300	9,294,300	58.5%
Total Capital by Funding Source	<u>57,103,125</u>	<u>67,914,009</u>	<u>18.9%</u>
Expenditure	2015-16 Budget \$	2016-17 Budget \$	% Change
Buildings (new, additions, & renewal)	40,932,159	53,718,047	31.2%
Land	9,207,666	2,462,662	-73.3%
Land Improvements	400,000	1,020,000	155.0%
Moveable Assets	6,563,300	10,713,300	63.2%
Total Capital by Funding Source	<u>57,103,125</u>	<u>67,914,009</u>	<u>18.9%</u>

**Waterloo Region District School Board
2016-17 Summary of Capital Budget**

New Capital Priorities	2016-2017 Projects	2015-2016 Completions	Land Purchases
<p data-bbox="195 480 479 630">New Chicopee Hills Public School (\$8.3M)</p> <p data-bbox="195 655 479 779">New Groh Public School (\$7.8M)</p> <p data-bbox="195 804 479 954">New Rosenberg III Public School (\$14.8M)</p>	<p data-bbox="600 480 904 580">School Renewal Projects (\$7.5M)</p> <p data-bbox="600 605 904 755">School Condition Improvement (\$7.8M)</p> <p data-bbox="600 779 904 929">Proceeds of Disposition (\$5.7M)</p> <p data-bbox="600 954 904 1103">Education Centre Renewal (\$0.7M)</p>	<p data-bbox="987 480 1290 580">Vista Hills Public School (\$1.0M)</p> <p data-bbox="987 605 1290 755">Riverside Public School (\$2.5M)</p>	<p data-bbox="1373 480 1676 605">Land Acquisitions (\$2.5M)</p> <p data-bbox="1373 779 1676 854">2016-2017 Minor Tangible Capital Assets</p> <p data-bbox="1373 879 1676 1029">Vehicle and Equipment (\$9.3M)</p>

WATERLOO REGION DISTRICT SCHOOL BOARD

New Initiatives – Funded in 2016-17 Budget

June 20, 2016



2016/17 Budget

2016/17 NEW INITIATIVE REQUESTS

REPORT @ June 6, 2016

#	Details	2016-17 Request Amount	2016-17 FTE
	<u>Recommended Priority Requests To be Funded from Accumulated Surplus:</u>		
1	<p>Start-Up Resources for New Schools Opening September 1, 2017: This request addresses the need for funding to provide the resources required in preparation of the opening for a new school. The resources include the advance hiring of the principals and secretaries, start-up classroom and school office supplies and technology equipment. The new schools are Groh Drive and Chicopee Hills.</p> <p>Strategic Direction: Student Learning and Well-being, Technology for Student Learning & Achievement</p>	869,400	1.76
2	<p>Support the Board of Trustees in finalizing the Strategic Plan: The New Initiative will address the costs associated with finalizing the Strategic Plan including public consultation, facilitators, promotional materials, and staff development. The Strategic Plan will provide strategic direction to the Board for the next 4 school years.</p> <p>Strategic Direction: Student Learning and Well-being, Staff Well-being, Communications/Engagement, Supporting Technology needs of WRDSB and Long-term Fiscal Sustainability and Stability of the WRDSB.</p>	50,000	
3	<p>Web based mass communications tool: This tool would provide a common web based mass communications tool that would enable district administrators, school administrators and teachers to quickly send voice and/or electronic messages to parents/guardians/staff. The features would include: Voice, email, text messaging, record messages in your own voice, multi-lingual, extreme speed, web based, telephone interface. The request is made on behalf of the communications steering committee.</p> <p>Strategic Direction: Communications/Engagement and Student Learning and Well-being.</p>	69,000	
4	<p>Addition to wireless infrastructure: The wireless infrastructure requires additional funding to add additional capacity and coverage to improve performance. 60% of the schools have been upgraded. Funding is required to upgrade the remaining 40% of schools and the Education Centre. To meet learning services technology enabled initiatives such as Digital Portfolio Project, Building Innovative Practices Mathematics Project, DreamBox for Grade 1/2, Math Learning Support Teacher model, 1:1 Cromebook to Student Initiative and the on-line attendance the upgrade is required now. Schools to increase their number of Wireless Access Points.</p> <p>Strategic Direction: Student Learning and Well-being, Supporting Technology needs of WRDSB and Communications/Engagement.</p>	1,900,000	
5	<p>Telecom Systems Replacement: To replace Telecom Systems at 68 schools and the Education Centre and to upgrade the systems at the remaining schools. To upgrade all telephone lines to the newest technology (SIP Trunking). Provide voice over IP to all locations to ensure a more consistent level of service. The older systems have reached their end of life and must be replaced. Can no longer purchase equipment for the old system.</p> <p>Strategic Direction: Student Learning and Well-being, Staff Well-being, Communications/Engagement, Supporting Technology needs of WRDSB and Long-term Fiscal Sustainability and Stability of the WRDSB.</p>	2,354,000	
6	<p>Learning Services review: To engage an independent third-party to conduct a Learning Services Review of existing roles, responsibilities, structures, staffing allocations and the service delivery model that supports schools in their improvement efforts. The review would clarify function, provide a comprehensive summary of existing services, identify service gaps and make recommendations for improvement. Given the realignment of Senior Team responsibilities and approach, the revision of School Improvement Plans, Board Improvement Plan and the revised Strategic Plan, a review of the Learning Services Delivery Model is a reasonable next step in reviewing and aligning functions with structures.</p> <p>Strategic Direction: Student Learning and Well-being, Staff Well-being and Communications/Engagement.</p>	80,000	
	GRAND TOTAL	5,322,400	1.76

2016/17 Budget

"New Initiative" Business Summary

(Note: Maximum length per text box is 500 characters)

1. Purpose for the request:

- a. Identify the reasons for requesting this initiative. Include an explanation for the need/issue/problem that this initiative will address.

When building a new school, the Ministry of Education provides funding for the capital-related expenditures, such as the building and first time equipping costs. However, no specific funding is provided for administrative office and classroom supplies nor computer technology. Traditionally, the need for new school start-up supplies has been requested in the past through the New Initiative process, covered from the accumulated surplus fund.

2. Key Focus for the 2016/17 Budget for "New Initiative" requests:

New Initiative requests for 2016/17 are focused on the following strategic directions:

1. Student learning and well-being
2. Staff well-being
3. Communication and engagement
4. Supporting the technology needs of WRDSB
5. Long-term fiscal sustainability and stability of the WRDSB

- a. Identify the appropriate strategic category for this request:

Student Learning & Well-being
Supporting Technology needs of WRDSB

b. Goal/Outcome:

- b(1). Describe the expected short-term & long-term operational goals and objectives of this initiative and the benefits (e.g. potential savings, area of improvement) that will be realized.**

Start-up funds for supplies and computer equipment are required for the opening of the new school in order for student learning to take place.
This is a one-time request since on-going school office and administrative supplies will be provided for through the schools' designated operating budgets once the school opens.

- b(2). Explain how this initiative's outcome aligns with or is consistent with the Board's strategic plan and directions, noted above.**

This request provides the start-up resources required for student learning and achievement to take place in the classroom and includes the following:
- .44 FTE principals & .44 FTE secretary for Groh Drive and Chicopee Hills to be hired March 2017.
- start-up administrative office and classroom supplies for Groh Drive and Chicopee Hills
- start-up computer technology for Groh Drive (\$150k) and Chicopee Hills (\$150k)

- b(3). How do you plan to measure the effectiveness of this initiative once project has been implemented?**

This request will allow resources to be in place when the school officially opens so that student learning can take place immediately.

2016/17 Budget

"New Initiative" Business Summary

3. Scope of Project:

a. Implementation Timeframe for this Initiative:

Does the implementation period extend further than the 2016-17 budget year? (e.g. 5 year plan)

Provide details.

This is a one-time request. The schools' designated operating budgets will provide the funds necessary for on-going resources.

b. Projected Implementation Costs:

(b1). If the initiative is a request for 2016-17 only, complete the section below under "2016-17 budget year". This information MUST agree to first tab of the workbook.

(b2). If the implementation period extends into future budget years, complete the appropriate number of phase-in periods in the section below.

Note:
Under "Source of Funding" category, examples would include: New Initiative request, base budget savings from other budget areas, other sources-specify.

2016/17 budget year:

Projected Budget Commitment \$: \$869,400

Types of Costs/Resources: Principal & secretay, office & classroom supplies, computer technology

Source of Funding: 2016/17 New Initiative request - To be funded through accumulated surplus.

2017/18 budget year:

Projected Budget Commitment \$:

Types of Costs/Resources:

Source of Funding:

2018/19 budget year:

Projected Budget Commitment \$:

Types of Costs/Resources:

Source of Funding:

2019/20 budget year:

Projected Budget Commitment \$:

Types of Costs/Resources:

Source of Funding:

2016/17 Budget

"New Initiative" Business Summary

2020/21 budget year:

Projected Budget Commitment \$:

Types of Costs/Resources:

Source of Funding:

Attach any supporting documentation with this form, if available.

2016/17 Budget

"New Initiative" Business Summary**(Note: Maximum length per text box is 500 characters)****1. Purpose for the request:**

- a. **Identify the reasons for requesting this initiative. Include an explanation for the need/issue/problem that this initiative will address.**

The New Initiative will address the costs associated with finalizing the Strategic Plan including public consultation, facilitators, promotional materials, and staff development.

The Strategic Plan is completed on a 4 year cycle and the Board of Trustees' base budget does not include the costs proposed in the New Initiative.

2. Key Focus for the 2016/17 Budget for "New Initiative" requests:

New Initiative requests for 2016/17 are focused on the following strategic directions:

1. *Student learning and well-being*
2. *Staff well-being*
3. *Communication and engagement*
4. *Supporting the technology needs of WRDSB*
5. *Long-term fiscal sustainability and stability of the WRDSB*

- a. **Identify the appropriate strategic category for this request:**

The Strategic Plan will address each of the strategic directions noted above.

b. Goal/Outcome:

- b(1). **Describe the expected short-term & long-term operational goals and objectives of this initiative and the benefits (e.g. potential savings, area of improvement) that will be realized.**

The Strategic Plan will provide strategic direction to the Board for the next 4 years.

- b(2). **Explain how this initiative's outcome aligns with or is consistent with the Board's strategic plan and directions, noted above.**

The Strategic Plan will provide strategic direction to the Board for the next 4 school years.

- b(3). **How do you plan to measure the effectiveness of this initiative once project has been implemented?**

The effectiveness of the Strategic Plan will be measured in a variety of ways including but not limited to student achievement, student well-being, staff well-being, and stakeholder engagement.

2016/17 Budget

"New Initiative" Business Summary

3. Scope of Project:

a. Implementation Timeframe for this Initiative:

Does the implementation period extend further than the 2016-17 budget year? (e.g. 5 year plan)

Provide details.

The Strategic Plan is targeted for completion in Fall 2016 and will be in place for the next 4 years.

b. Projected Implementation Costs:

(b1). *If the initiative is a request for 2016-17 only, complete the section below under "2016-17 budget year". This information MUST agree to first tab of the workbook.*

b(2). *If the implementation period extends into future budget years, complete the appropriate number of phase-in periods in the section below.*

Note:

Under "Source of Funding" category, examples would include: New Initiative request, base budget savings from other budget areas, other sources-specify.

2016/17 budget year:

Projected Budget Commitment \$:	\$25,000
Types of Costs/Resources:	Facilitator, Travel and Accommodation Costs, Promotional Materials
Source of Funding:	Accumulated Surplus

2017/18 budget year:

Projected Budget Commitment \$:	
Types of Costs/Resources:	
Source of Funding:	

2018/19 budget year:

Projected Budget Commitment \$:	
Types of Costs/Resources:	
Source of Funding:	

2019/20 budget year:

Projected Budget Commitment \$:	
Types of Costs/Resources:	
Source of Funding:	

2016/17 Budget

"New Initiative" Business Summary

2020/21 budget year:

Projected Budget Commitment \$:

Types of Costs/Resources:

Source of Funding:

Attach any supporting documentation with this form, if available.

2016/17 Budget

"New Initiative" Business Summary**(Note: Maximum length per text box is 500 characters)****1. Purpose for the request:**

- a. **Identify the reasons for requesting this initiative. Include an explanation for the need/issue/problem that this initiative will address.**

This request is being submitted on behalf of the communications steering committee to support school communications and parent engagement.

2. Key Focus for the 2016/17 Budget for "New Initiative" requests:

New Initiative requests for 2016/17 are focused on the following strategic directions:

1. *Student learning and well-being*
2. *Staff well-being*
3. *Communication and engagement*
4. *Supporting the technology needs of WRDSB*
5. *Long-term fiscal sustainability and stability of the WRDSB*

- a. **Identify the appropriate strategic category for this request:**

communications and engagement, student achievement and well being

b. Goal/Outcome:

- b(1). **Describe the expected short-term & long-term operational goals and objectives of this initiative and the benefits (e.g. potential savings, area of improvement) that will be realized.**

Provide a common communication tool to all administrators to facilitate phone, email, and text based communications for each school community.

- b(2). **Explain how this initiative's outcome aligns with or is consistent with the Board's strategic plan and directions, noted above.**

Improved communications, system standards (currently only used a some sites)

- b(3). **How do you plan to measure the effectiveness of this initiative once project has been implemented?**

We will be able to gather statistics from the product and well as gather feedback from administrators, teachers and parents.

2016/17 Budget

"New Initiative" Business Summary

3. Scope of Project:

a. Implementation Timeframe for this Initiative:

Does the implementation period extend further than the 2016-17 budget year? (e.g. 5 year plan)

Provide details.

Deployment of the selected product would occur late August/September 2016.

b. Projected Implementation Costs:

(b1). *If the initiative is a request for 2016-17 only, complete the section below under "2016-17 budget year".*

This information MUST agree to first tab of the workbook.

(b2). *If the implementation period extends into future budget years, complete the appropriate number of phase-in periods in the section below.*

Note:
Under "Source of Funding" category, examples would include: New Initiative request, base budget savings from other budget areas, other sources-specify.

2016/17 budget year:

Projected Budget Commitment \$: **96000 for licencing, 31150 for set up, plus taxes**

Types of Costs/Resources: **licencing and setup fees**

Source of Funding: **NI**

2017/18 budget year:

Projected Budget Commitment \$: **\$96,000**

Types of Costs/Resources: **annual licencing**

Source of Funding: **NI**

2018/19 budget year:

Projected Budget Commitment \$: **\$96,000**

Types of Costs/Resources: **annual licencing**

Source of Funding: **NI**

2019/20 budget year:

Projected Budget Commitment \$: **\$96,000**

Types of Costs/Resources: **annual licencing**

Source of Funding: **NI**

2016/17 Budget

"New Initiative" Business Summary

2020/21 budget year:

Projected Budget Commitment \$:

\$96,000

Types of Costs/Resources:

annual licencing

Source of Funding:

NI

Attach any supporting documentation with this form, if available.

2016/17 Budget

"New Initiative" Business Summary

(Note: Maximum length per text box is 500 characters)

1. Purpose for the request:

- a. Identify the reasons for requesting this initiative. Include an explanation for the need/issue/problem that this initiative will address.**

There are 35,000 mobile devices connecting to the Board's wireless network each day. The use of Mobile Technologies by students and staff continue to grow 25% annually. This explosive growth in wireless demand is driven by the Board's continued investment in mobile technologies as well as the increase in BYOD by students. Our current wireless infrastructure requires funding to add additional capacity and coverage in order to keep ahead of this growing demand.

2. Key Focus for the 2016/17 Budget for "New Initiative" requests:

New Initiative requests for 2016/17 are focused on the following strategic directions:

- 1. Student learning and well-being**
- 2. Staff well-being**
- 3. Communication and engagement**
- 4. Supporting the technology needs of WRDSB**
- 5. Long-term fiscal sustainability and stability of the WRDSB**

- a. Identify the appropriate strategic category for this request:**

1. Student learning and well-being
4. Supporting the technology needs of WRDSB
3. Communication and engagement

This initiative is fundamental to the success of all areas of WRDSB strategic directions

b. Goal/Outcome:

- b(1). Describe the expected short-term & long-term operational goals and objectives of this initiative and the benefits (e.g. potential savings, area of improvement) that will be realized.**

Additional wireless access points (APs) will be added to classrooms and common areas like the library, gym, cafe and office areas. Overall schools will double their number of Wireless APs to provide the appropriate capacity and coverage for the schools' mobile technology needs to support student learning. The Education Centre is included within the scope of this initiative to support the backoffice administration functions that also support the staff that support the learning process.

- b(2). Explain how this initiative's outcome aligns with or is consistent with the Board's strategic plan and directions, noted above.**

Classroom activities depend on a reliable and dependable wireless network that is available throughout the school and Education Centre.

- b(3). How do you plan to measure the effectiveness of this initiative once project has been implemented?**

Effectiveness can be evaluated by obtaining feedback from schools regarding the reliability and dependability of their wireless network. Schools should be able to use their mobile digital tools and resources any time, on any device and anywhere within the school without issue in order to support teaching, learning, collaboration and knowledge creation.

2016/17 Budget

"New Initiative" Business Summary

3. Scope of Project:

a. Implementation Timeframe for this Initiative:

Does the implementation period extend further than the 2016-17 budget year? (e.g. 5 year plan)

Provide details.

IT Services has been investing annually over the past 3 years to upgrade 60% of the schools. To keep ahead of this growing demand on the wireless network, an investment of \$1.9 million is being requested to finish the remaining 40% of schools next year and the Education Centre. This initiative is expected to be implemented within 12 months depending on various vendors' lead times to delivery products and install cabling.

b. Projected Implementation Costs:

(b1). If the initiative is a request for 2016-17 only, complete the section below under "2016-17 budget year".

This information MUST agree to first tab of the workbook.

b(2). If the implementation period extends into future budget years, complete the appropriate number of phase-in periods in the section below.

Note:

Under "Source of Funding" category, examples would include: New Initiative request, base budget savings from other budget areas, other sources-specify.

2016/17 budget year:

Projected Budget Commitment \$: **\$1,900,000**

Types of Costs/Resources: **Capital - Hardware, Software and Installation**

Source of Funding: **2016/17 New Initiative request**

2017/18 budget year:

Projected Budget Commitment \$: **\$30,000**

Types of Costs/Resources: **Software License & Support Fees**

Source of Funding: **Augment funding of ITS base budget**

2018/19 budget year:

Projected Budget Commitment \$: **\$30,000**

Types of Costs/Resources: **Software License & Support Fees**

Source of Funding: **Augment funding of ITS base budget**

2019/20 budget year:

Projected Budget Commitment \$: **\$30,000**

Types of Costs/Resources: **Software License & Support Fees**

Source of Funding: **Augment funding of ITS base budget**

2016/17 Budget

"New Initiative" Business Summary

2020/21 budget year:

Projected Budget Commitment \$: **\$30,000**

Types of Costs/Resources: **Software License & Support Fees**

Source of Funding: **Augment funding of ITS base budget**

Attach any supporting documentation with this form, if available.

2016/17 Budget

"New Initiative" Business Summary**(Note: Maximum length per text box is 500 characters)****1. Purpose for the request:**

- a. Identify the reasons for requesting this initiative. Include an explanation for the need/issue/problem that this initiative will address.**

Telecom systems in schools and at the Ed Centre are legacy. They are very old and are not capable of taking advantage of newer and readily available technologies

2. Key Focus for the 2016/17 Budget for "New Initiative" requests:

New Initiative requests for 2016/17 are focused on the following strategic directions:

- 1. Student learning and well-being**
- 2. Staff well-being**
- 3. Communication and engagement**
- 4. Supporting the technology needs of WRDSB**
- 5. Long-term fiscal sustainability and stability of the WRDSB**

- a. Identify the appropriate strategic category for this request:**

This project hits all 5 categories by helping us adjust to a higher level of service to our students and staff. It will improve communication capabilities for all staff in all of our schools as well as the Ed Centre. Its return on investment can be achieved in year one. The life cycle of this system is 15 years. (possibly longer)

b. Goal/Outcome:

- b(1). Describe the expected short-term & long-term operational goals and objectives of this initiative and the benefits (e.g. potential savings, area of improvement) that will be realized.**

Hard dollar savings to the board of \$1.8 million (minimum) over 10 years (\$180k)
Streamline voice calling - no more staff lists, school lists etc., voicemail to email conversion for all means all messages in the same place, service desk queing and call processing allowing for better one and one service, power consumption savings, huge staff time savings.

- b(2). Explain how this initiative's outcome aligns with or is consistent with the Board's strategic plan and directions, noted above.**

Staff students and community will be able to communicate with our schools via voice command in a simple fashion with a higher degree of availability. Removal of old power hungry legacy systems. Able to take advantage of newer readily available technologies that save us money. The older systems have reached end of life and must be replaced. Availability of used equipment will fade away over time.

- b(3). How do you plan to measure the effectiveness of this initiative once project has been implemented?**

Test financials right away. Did we achieve the expected return on investment? Have we streamlined our service desk capability? Have we consolidated our messaging into one place? Are we taking advantage of using one phone for all calls and eliminating desktop phones?
Regularly polling our clients for customer service effectiveness

2016/17 Budget

"New Initiative" Business Summary

3. Scope of Project:

a. Implementation Timeframe for this Initiative:

Does the implementation period extend further than the 2016-17 budget year? (e.g. 5 year plan)

Provide details.

A 2 year plan is being suggested. (see financials) We can do it in one year (vendor assurance will need to be contractually negotiated) and be less disruptive. This is the single year new initiative document.

b. Projected Implementation Costs:

(b1). If the initiative is a request for 2016-17 only, complete the section below under "2016-17 budget year". This information **MUST** agree to first tab of the workbook.

b(2). If the implementation period extends into future budget years, complete the appropriate number of phase-in periods in the section below.

Note:

Under "Source of Funding" category, examples would include: New Initiative request, base budget savings from other budget areas, other sources-specify.

2016/17 budget year:

Projected Budget Commitment \$: **\$2,354,000**

Types of Costs/Resources: **Capital and Base Operating Telecom Budgets**

Source of Funding: **see attached spreadsheet**

2017/18 budget year:

Projected Budget Commitment \$: **\$160,000**

Types of Costs/Resources: **Base Budget**

Source of Funding: **see attached spreadsheet**

2018/19 budget year:

Projected Budget Commitment \$: **\$160,000**

Types of Costs/Resources: **Base Budget**

Source of Funding: **see attached spreadsheet**

2019/20 budget year:

Projected Budget Commitment \$: **\$160,000**

Types of Costs/Resources: **Base Budget**

Source of Funding: **see attached spreadsheet**

2016/17 Budget

"New Initiative" Business Summary

2020/21 budget year:

Projected Budget Commitment \$: **\$160,000**

Types of Costs/Resources: **Base Budget**

Source of Funding: **see attached spreadsheet**

Attach any supporting documentation with this form, if available.

2016/17 Budget

"New Initiative" Business Summary

(Note: Maximum length per text box is 500 characters)

1. Purpose for the request:

- a. Identify the reasons for requesting this initiative. Include an explanation for the need/issue/problem that this initiative will address.**

Given the realignment of Senior Team responsibilities and approach, the revision of School Improvement Plans, Board Improvement Plan and the revised Strategic Plan, a review of the Learning Services Delivery Model is a reasonable next step in reviewing and aligning functions with structures. Taking stock of the current roles and associated responsibilities and potential opportunities with a focus on improved service to schools.

2. Key Focus for the 2016/17 Budget for "New Initiative" requests:

New Initiative requests for 2016/17 are focused on the following strategic directions:

1. *Student learning and well-being*
2. *Staff well-being*
3. *Communication and engagement*
4. *Supporting the technology needs of WRDSB*
5. *Long-term fiscal sustainability and stability of the WRDSB*

- a. Identify the appropriate strategic category for this request:**

Student learning and well-being, staff well-being, communication and engagement

b. Goal/Outcome:

- b(1). Describe the expected short-term & long-term operational goals and objectives of this initiative and the benefits (e.g. potential savings, area of improvement) that will be realized.**

Improvements to the service delivery model within Educational - Learning Services.

- b(2). Explain how this initiative's outcome aligns with or is consistent with the Board's strategic plan and directions, noted above.**

Student Achievement and Well-being

- b(3). How do you plan to measure the effectiveness of this initiative once project has been implemented?**

2016/17 Budget

"New Initiative" Business Summary

3. Scope of Project:

a. Implementation Timeframe for this Initiative:

Does the implementation period extend further than the 2016-17 budget year? (e.g. 5 year plan)

Provide details.

The review would be conducted during the 2016-17 year, with recommendations for improvement being considered and possibly being implemented in the following two years.

b. Projected Implementation Costs:

(b1). If the initiative is a request for 2016-17 only, complete the section below under "2016-17 budget year".

This information MUST agree to first tab of the workbook.

b(2). If the implementation period extends into future budget years, complete the appropriate number of phase-in periods in the section below.

Note:
Under "Source of Funding" category, examples would include: New Initiative request, base budget savings from other budget areas, other sources-specify.

2016/17 budget year:

Projected Budget Commitment \$:

Types of Costs/Resources:

Source of Funding:

2017/18 budget year:

Projected Budget Commitment \$:

Types of Costs/Resources:

Source of Funding:

2018/19 budget year:

Projected Budget Commitment \$:

Types of Costs/Resources:

Source of Funding:

2019/20 budget year:

Projected Budget Commitment \$:

Types of Costs/Resources:

Source of Funding:

2016/17 Budget

"New Initiative" Business Summary

2020/21 budget year:

Projected Budget Commitment \$:

Types of Costs/Resources:

Source of Funding:

Attach any supporting documentation with this form, if available.

**Report to Committee of the Whole
June 20, 2016**



**Waterloo Region
District School Board**

Inspired Learners – Tomorrow's Leaders

SUBJECT: Waterloo Region District School Board Strategic Plan - 2016

ORIGINATOR: This report was prepared by John Bryant, Director of Education & Secretary, and Lila Read, Senior Superintendent, Student Achievement & Well-Being, in consultation with Coordinating Council.

PURPOSE/STRATEGIC PLAN:

The purpose of this report is to introduce and approve the Strategic Priorities, Outcomes and Commitments of the WRDSB Strategic Plan as presented (Appendix A).

BACKGROUND:

The Waterloo Region District School Board has undertaken a strategic planning process with the goal of creating a multi-year strategic plan that articulates the purpose, priorities, desired outcomes, and commitments of the WRDSB for the next 3-5 years. A Strategic Planning Working Group was established to define and guide the process. The Working Group's membership and mandate was as follows:

- Kathi Smith (Working Group Co-Chair)
- Lila Read (Working Group Co-Chair)
- John Bryant
- Matthew Gerard
- Jayne Herring
- Carol Millar
- Natalie Waddell
- Kathleen Woodcock
- Cindy Watson (Regular Attendee)

The purpose of the Strategic Planning Working Group is to develop and implement the process for the WRDSB Strategic Plan. The working group will ensure there is opportunity to engage staff, administration, Trustees and other stakeholders in assessing the current situation of the Board and establishing key future objectives.

The Strategic Planning Working Group met on the following dates to guide the process:

October 19, 2015	October 25, 2015	November 2, 2015
November 24, 2015	February 16, 2016	March 10, 2016
March 28, 2016	April 20, 2016	May 3, 2016
June 6, 2016		

To support the process, the Strategic Planning Working Group worked with Marilyn Gouthro. Marilyn is well known within the educational community, including her work with the Ontario Public School Boards' Association as a strategic planning facilitator. Marilyn facilitated our strategic planning process and supported us in consolidating and clarifying the purpose, priorities, outcomes and commitments.

With Marilyn’s support, Trustees and senior staff worked to frame the purpose, high-level priorities, outcomes and commitments as part of WRDSB’s Strategic Plan. Their commitment to this work is evidenced in the multiple meetings with full participation of senior staff and Trustees. These dates included:

January 7 and 8, 2016

February 26 and 27, 2016

April 4, 2016

May 12, 2016

The process also honoured student voice by including a diverse group of students as part of several Strategic Planning sessions, including the May 13th session for internal stakeholders. In addition, a student session was held on March 29, 2016, where students discussed the “Purpose” of the Waterloo Region District School Board and offered suggestions for consideration.

Once framed, the WRDSB took the DRAFT purpose statements, priorities, outcomes and commitments to a broader internal stakeholder group on May 13th. Representatives from the following groups were part of this collaborative conversation:

Special Education Advisory Committee (SEAC)	Elementary Teachers Federation of Ontario (ETFO)	Educational Assistants Association (EAA)	Secondary School Principals’ Association (SSPA)
Parent Involvement Committee (PIC)	ETFO Occasional Teachers	Custodial and Maintenance Association (CAMA)	Secondary School Vice Principals Association (SSVPA)
Waterloo Region Assembly of Public School Councils (WRAPSC)	Designated Early Childhood Educators (DECE)	Supervision Monitors and Cafeteria Assistants (SMACA)	Students
Equity and Inclusion Advisory Group (EIAG)	Ontario Secondary School Teacher Federation (OSSTF)	Educational Support Staff (ESS- OSSTF)	Managers
Early Years Advisory Group (EYAG)	Waterloo Region Occasional Teachers (WROT)	Waterloo Region Elementary Administrators (WREA)	Student Trustees
Professional Student Services Personnel (PSSP)	Senior Strategy Team	External Audit Committee Member	Trustees

STATUS:

The collaborative process, as described above, has generated the Strategic Priorities, Outcomes, and Commitments (Appendix A). These Priorities, Outcomes and Commitments will guide us as we launch the 2016-2017 school year.

Senior staff and Trustees will collaborate with, and engage, the broader community in developing a “Purpose Statement” for the WRDSB during the fall of 2016. Our hope is that this process will create excitement and enthusiasm around the Strategic Plan, and will allow stakeholders to see themselves in the plan.

Senior staff will continue to consult with the broader community as staff develops operational goals and targets to support the implementation of the Strategic Plan. Staff will provide regular reports to Trustees on our progress and implementation of the plan.

COMMUNICATIONS:

A broader communication plan for sharing and monitoring the Strategic Plan will be developed and brought back to Trustees for consideration in the fall. Ongoing consultation with our community partners and internal stakeholders through existing structures will support communication of the plan.

FINANCIAL IMPLICATIONS:

As per the 2016-2017 Budget, resources have been identified to support the implementation and monitoring of the Strategic Plan.

RECOMMENDATION:

It is recommended:

That the Waterloo Region District School Board approve the Strategic Priorities, Outcomes and Commitments, as presented in Appendix A of the report titled ‘Waterloo Region District School Board Strategic Plan – 2016.’

 **Director of Education**

WRDSB Strategic Plan 2016-2019

Strategic Priorities and Outcomes:

Our Students Are First - Each and Every One:

- Our students, experience a sense of belonging in a caring, learning environment that addresses their well-being.
- Our students pursue individual learning pathways that reflect their interests, develop skills for the future and inspire global citizenship.
- Our students succeed in reaching their potential and graduating from WRDSB schools and programs.

Our Staff, Families and Caregivers are Partners in Every Student's Learning Journey:

- Our families and caregivers are supported in creating the best possible outcomes for our students.
- Our staff is equipped with the skills and resources to support every child in their learning journey.
- Our staff is supported in their wellness as they promote and model wellness for our students.

Our Culture of Innovation Builds Students' Confidence and Success as they Face the Future:

- Our learning environments include all students and their diverse perspectives and ideas.
- Our students, staff and community are supported by creative and collaborative problem-solving.
- Our school communities are encouraged to learn by exploring new and innovative projects, ideas and approaches.

WRDSB Strategic Plan 2016-2019

Our Commitments

The Waterloo Region District School Board commits to:

Service by embracing an attitude of care and support

We seek to understand and meet the needs of those we serve.

Integrity by matching our actions to our words

We conduct ourselves in an open and transparent manner that inspires trust.

Respect by honouring all stakeholders

We create an environment where people feel included, valued and treated with dignity.

Innovation in a culture where new ideas are welcomed and considered

We build our capacity to think critically and problem-solve creatively.

Collaboration through reaching out and listening to our stakeholders

We build collaborative relationships to achieve common goals and resolve differences.