



Report to Committee of the Whole

June 14, 2017

Subject: 2017-18 Budget Recommendations

Recommendation

That the Waterloo Region District School Board (Board) approves the budget as presented in the report "2017-2018 Budget Recommendations" report dated June 14, 2017 – with revenues of \$751,768,839 and expenses of \$740,343,004 with the difference of \$11,425,835 attributed as follows:

Excess of Revenue over Expenditures *\$11,425,835*

LESS:

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

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

- | | |
|--|--------------------------|
| • <i>PSAB Adjustment for Retirement Gratuities</i> | <i>3,285,790</i> |
| • <i>PSAB Adjustment for Interest Accrual</i> | <i>137,075</i> |
| • <i>Revenues recognized for Land</i> | <i><u>10,105,616</u></i> |
| | <i>\$13,528,481</i> |

SUB-TOTAL – (Deficit) for Compliance

Purposes before additional appropriations *\$2,102,646*

LESS:

Increase/ (Decrease) in Internally Appropriated - Accumulated Surplus

- | | |
|---|---------------------------|
| • <i>In-Year Committed Capital Projects</i> | |
| ○ <i>Amortization of committed capital projects</i> | <i>(372,354)</i> |
| ○ <i>Education Centre Maintenance</i> | <i>1,022,000</i> |
| • <i>Education Centre Maintenance – funded from prior years surplus</i> | <i>(312,000)</i> |
| • <i>New Initiatives (per Appendix E)</i> | <i>(2,465,000)</i> |
| • <i>To be offset in future years by Sinking Fund Interest earned</i> | <i><u>24,708</u></i> |
| | <i><u>(2,102,646)</u></i> |

Difference *\$0*

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 is positioned fiscally to address further challenging issues. 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 in achieving its operational goals as set out in the Board's Strategic Plan.

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 2017-18 school year, the following broad trends have been identified.
 - The 2017-18 budget forecast is 1,301 ADE higher than the 2016-17 budget forecast.
 - Increases in enrolment in the primary grades will flow through our system over the next number of years, supporting a positive enrolment base for the medium to long term.
 - Our elementary enrolment is forecast to be up by 1,040 Average Daily Enrolment (ADE) compared to the 2016-17 budget
 - Overall, secondary enrolment data supports the notion that we have “bottomed out” in terms of our secondary enrolment and that we can anticipate moderate growth over the medium to long term.
 - Our secondary enrolment is forecast to be up by 261 ADE compared to the 2016-17 budget

Approximately half of the enrolment increase was realized during the 2016-17 school year, as the board experienced unprecedented growth between the time the 2016-17 budget projection was developed and our enrolment count dates of October 2016 and March 2017. This information has been previously shared with the Board through our 2016-17 interim financial reports.

The overall increase in enrolment accounts for a net grant increase of \$12,957,280 in the 2017-18 budget.

Appendix A highlights historical and forecast enrolment for 2017-18.

Revenues

Although the 2017-18 GSN was announced on April 12, 2017, 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 1.5% to reflect impacts related to central negotiations.
 - Impact is an increase of \$6,787,272
- School Foundation Grant
 - Benchmarks have been increased to reflect impacts related to central negotiations.
 - Impact is an increase of \$593,552
 - 2017-18 is the first year of a four year phase-in of a new definition of a school for the purpose of funding principals, vice-principals, office support staff, and administrative supplies.
 - Impact is a decrease in funding of \$39,239
- Special Education Allocation
 - Benchmarks have been increased by 1.5% to reflect impacts related to central negotiations.
 - Impact is an increase of \$1,077,881
 - 2017-18 is the final year of a 4 year phase-in of the new Designated Special Education Needs Amount (DSENA) funding model.
 - Impact is an increase in funding of \$599,615.

- French as a Second Language (FSL) & English as a Second Language (ESL)
 - 2017-18 is the second year of 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 \$296,224
- Teacher and Early Childhood Educator Qualifications and Experience
 - Funding has been increased by \$7,640,738 to reflect impacts related to central negotiations and benefits trust funding
- Transportation
 - The Student Transportation Grant has been increased by 2% in 2017-18 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 2017-18 school year.
 - Impact is an increase in funding of \$101,904
- School Board Administration and Governance Grant
 - Benchmark increase of \$182,364
 - This is the final year of the four year phase-in for the new funding calculation.
 - Impact is a decrease in funding of \$61,691
 - One-time grants included in Board Administration include:
 - Human Resource Transition Supplement of \$299,317.
- 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.
 - Impact is an increase in funding of \$333,684

- The Ministry has provided benchmark increases to assist boards in managing increases in commodity prices and labour negotiations
 - Impact is an increase of \$1,000,461
- 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 Full-Day Kindergarten (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 \$48,780.

Reduced Funding

- New Teacher Induction Program (NTIP)
 - The net impact is a decrease of \$193,865 which is a result of benchmark decreases and a net reduction in the number of teachers eligible for funding
- Continuing Education and Other Program Grants
 - Lower enrolment
 - Impact is a decrease of \$49,921 which is offset by a reduction in expenses of \$33,785
- High Credits
 - Lower enrolment
 - Impact is a decrease of \$23,521
- Base Top-Up Funding
 - 2017-18 is the final 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 \$902,513.
- Declining Enrolment Adjustment (DEA)
 - Impact is a decrease of \$50,679

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, offsetting expense adjustments are made 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.

- Budget expenditures have been realigned based on current collective agreements. In addition, changes reflect contracts, licenses or service agreements in place.
- Transportation Expenses
 - Special Education Transportation: Net costs are up by approximately \$651,000 for the 2017-18 school year. Transportation costs for Special Education continue to be influenced by the distance between program location and the students that access those programs.
 - Home-to-School, School-to-School and Summer School Transportation: Net costs are up by approximately \$15,000 for the 2017-18 school year. This is the result of contractual increases for operators (2%).
 - Total home-to-school costs include approximately \$86,000 to support grandfathering of French Immersion students affected by the opening of Groh Public School and Chicopee Hills Public School.
 - Late Bussing: Net costs have been reduced by \$9,600 based on the actual need for this service by schools.
 - Provincial Schools Transportation: Costs for Provincial Schools transportation will increase by approximately \$41,000 over 2016-17 costs. This increase will be fully offset by increased funding from the Ministry, 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 \$53,000. 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 Inc. (STSWR) is in conversations with GRT regarding replacement options. Further cost increases beyond those already identified for 2017-18 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 \$17,000 for 2017-18. This is the result of increases to staff wages, administrative supplies and contracts.
- Programs and services were examined across the system in an attempt to preserve the Board's learning objectives and support the operational goals outlined in the Board's Strategic Plan. Through this examination, cost savings were identified as follows.
 - Retirement Gratuity Expense: The amount is projected by the School Boards' Co-Operative Inc. and provided to the Board through annual actuarial reports.
 - The 2017-18 budget has been decreased by \$8,234
 - Property and Liability Insurance
 - A net savings of \$333,300 is being realized in the 2017-18 budget for property and liability insurance expenditures.
- Cost Pressures
 - Utilities – Electricity, Natural Gas, and Water: The annual spend on utilities for the system is projected to be over budget in 2016-17. Despite the excellent energy management plan implemented in Facility Services and the removal of portables, increasing utility rates have created cost pressures. The increase funding provided through the Grant for Student Needs does not fully address these cost pressures.
 - The 2017-18 budget has been increased by \$2,195,400
 - Occasional Teachers: Trends indicate a projected cost pressure in 2016-17.
 - The 2017-18 budget has been increased by \$1,062,000
- Retirement Gratuity Compliance
 - As part of the 2017-18 budget, it is recommended that the amount brought into compliance within the year be reduced by \$1,930,358. This adjusted approach will still allow the WRDSB to fully fund the liability by the end of 2020-21.
- Staffing
 - Local priorities funding – established to address a range of priorities including more special education staffing to support children in need and “at risk” students.

- Additional teachers, education workers and support workers have been built into the budget:
 - The 2017-2018 local priorities funding totals \$6,185,319.
- Funding in 2017-2018 will support smaller class sizes in Kindergarten and also in Grades 4-8.

Appendix D provides a 2-year staffing comparison.

- New Initiatives
 - 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 \$2,465,000 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.
 - It is estimated that the August 31, 2017 year end Unappropriated Accumulated Surplus – Available for Compliance will be between \$22M and \$27M.

Capital Budget

Capital funding budgeted for 2017-18 can be found in Appendix F.

- 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.
 - 70% of funding is directed to building components and systems, remaining 30% can be used to address locally identified needs.
 - Additional SCI funding for 2016-2017 was announced by the Ministry in July 2016, and therefore not reflected in the 2016-2017 budget. Year-over-year impact in funding is a decrease of \$3.1M.
- School Renewal Allocation (SRA)
 - The SRA is the sum of the following three components:
 - Base School Renewal
 - Enhanced Top-up for School Renewal
 - Enhancement to address deferred maintenance needs

- The SRA for 2017-18 is \$9,779,318 which includes planned capital spending of \$7.7M and operating expenditures of \$2.1M
- Greenhouse Gas Reduction Fund (GGRF)
 - The new GGRF allocation methodology is consistent with SCI funds allocated to boards. GGRF funding is allocated in proportion of renewal needs under the Ministry's Condition Assessment Program.
 - The Board's estimated funding is \$3,279,280. This is a limited program for eligible expenditures to be incurred between April 12, 2017 and March 31, 2018. The majority of the planned spending will incur in 2016-17 with the remaining amount of \$320,000 to be spent in 2017-18.

Information regarding the 2017-18 budget is attached as follows:

Appendix A	Enrolment Projections
Appendix B	Analysis of Provincial Grant Allocations and Other Revenues
Appendix C	2017-18 Budget Detail
Appendix D	2017-18 Staffing
Appendix E	New Initiatives – Funded in 2017-18 Budget
Appendix F	2017-18 Summary of Capital 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, 2017-2018, 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:

- Ongoing enrolment volatility;
- Benefits transitioning to trusts and orphaned benefits;
- Outstanding retirement gratuity liability and funding decline;
- Secondary boundary review;

- Transportation fees and contracts costs;
- Provincial environment and economics; and
- Changing Ministry directives.

Next Steps

Stakeholders are invited to “have their say” with respect to the 2017-18 Budget by attending the budget delegation evening on Wednesday, June 14, 2017.

Further discussion related to the approval of the 2017-18 budget will occur on the following dates:

- Monday June 12, 2017 (budget discussions);
- Monday June 19, 2017 (budget discussion);
- Wednesday June 21, 2017 (target budget approval); and
- Monday June 26, 2017 (budget confirmation).

The approved budget is to be submitted to the Ministry by Friday, June 30, 2017.

Background

On April 12, 2017 the Ministry issued [Ministry Memorandum 2017:B04](#). This memorandum provides highlights of the 2017-18 Grants for Student Needs (GSN). The GSN for 2017-18 is estimated at \$23.8B which is an increase of approximately \$800M from the previous year. The main changes being introduced in 2017-18 include:

- Enhancements to Implement the Recently Negotiated Agreements;
- An investment in Indigenous Education (previously First Nation, Métis, and Inuit Education);
- Changes to capital funding;
- Additional investments in the School Foundation Grant;
- Investments to assist school boards in keeping up with costs;
- Ongoing Implementation and Other Changes; and
- Details about transformation in Rural Education and Transportation.

Enhancements to Implement the Recently Negotiated Agreements

Trustees' associations, education workers' unions, and teachers' federations have successfully reached nine central agreements. Together, these agreements will provide two additional years of labour stability. They will also enable the Ministry and all of our education partners to continue along the path of achieving excellence for Ontario's students.

Of the nine agreements, eight are two-year contract extensions and one is a new two year agreement. Seven of the agreements have been ratified. All nine agreements will be effective from September 1, 2017 to August 31, 2019. The 2017-18 GSN reflects investments for the first year of the agreements to support the following:

- Modest wage increases and investments in benefits transformation;
- Local priorities funding – including more staffing support for special education students;
- Class size investments for FDK and Grades 4-8; and,
- Community use of schools and other priorities.

In addition to the GSN enhancements identified above, there are labour-related investments outside of the GSN.

The parties have agreed that, any terms not included in the 2017-19 agreements, including both central and local terms from the 2014-17 agreements, remain status quo.

Indigenous Education

The Ministry has engaged with a broad range of stakeholders in discussions focused on funding allocations that support equitable outcomes for all students. This included engagement with First Nation, Métis, and Inuit education partners. To reflect the ongoing conversations with our indigenous partners, the Ministry has changed the name of the First Nation, Métis, and Inuit Education Supplement and its allocations to the Indigenous Education Grant.

Changes to Capital Funding

- School Condition Improvement (SCI) / School Renewal Allocation (SRA)
 - The SCI program addresses renewal needs focusing on ensuring facilities are in good condition, energy efficient, accessible and safe. SRA funding improves the more visible elements of schools including flooring, walls, ceilings, playing fields and more. SRA is projected to be an investment of about \$357M. The Ministry is committed to continuing this level of investment in 2018-19.

- Greenhouse Gas (GHG) Reduction – Immediate Funding Available
 - As part of the \$1.0B investment in SCI funding for the 2017-18 school year, a \$200.0M initiative that will support the reduction of GHG emissions from facilities in the education sector.
 - As this priority is urgent, this \$200.0M is being made available to boards immediately to take advantage of the summer months and will be effective until March 2018.
 - Eligible expenditures under this program will support the replacement, renewal and installation of new energy efficient building components in older elementary schools, secondary schools and administrative buildings.

School Foundation Grant (SFG)

Starting in 2017-18, the government is making additional investments in supports for school administration through the SFG. These changes are projected to result in a net investment in the GSN of approximately \$4.6M in 2017–18, while the total SFG is projected to be \$1.47B.

Keeping Up With Costs

The GSN has been updated to assist school boards in managing increases to electricity, transportation, and other non-staff school operations costs. In 2017-18, the projected cost is \$31.4M.

In 2017–18, the Student Transportation Grant will be increased by 2 per cent to help boards manage increased costs. As in previous years, this update will be netted against a school board's transportation surplus. In addition, funding adjustments due to fuel price changes will continue to be triggered by the fuel escalation and de-escalation mechanism throughout the school year.

The Ministry will also provide a 2 per cent cost benchmark update to the non-staff portion of the School Operations Allocation benchmark to assist boards in managing the increases in commodity prices (natural gas, facility insurance, electricity, and other costs).

Ongoing Implementation and Other Changes

In 2017–18, the Ministry will continue to implement important GSN reforms that began in prior years. A list of these reforms as well as other in-year changes can be found below.

- Existing and Prior Labour Agreements - Changes stemming from past labour agreements including investments for principals and vice-principals, as well as the continued phase-out of retirement gratuities.

- Benefits Investments - Investments to support the ongoing funding of Employee Life and Health Trusts, based on updated costing information, including updated Full-Time Equivalent (FTE) data and projections.
- School Board Administration and Governance Grant (SBAGG) - 2017-18 is the final year of a four-year phase-in of the funding model for the SBAGG. There will also be a corresponding change to the Declining Enrolment Adjustment.
- School Board Efficiencies and Modernization (SBEM) - 2017-18 is also the final year of a three-year phase-in of measures introduced in 2015-16 to encourage the management of underutilized school space through the SBEM strategy.
- Differentiated Special Education Needs Amount (DSENA) - Allocation Changes to reflect the final year of a four-year phase in of a new funding model for the DSENA, and other adjustments.
- 2011 Census and National Household Survey (NHS) - 2017-18 marks the second year of the three-year phase-in of 2011 Census and NHS data to the Indigenous Education Grant and Language Grant.

Financial Implications

As outlined in the budget documentation.

Communications

Following approval of the 2017-18 budget, the detailed estimates package will be completed and submitted to the Ministry by the June 30, 2017 deadline.

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WATERLOO REGION DISTRICT SCHOOL BOARD

Enrolment Projections

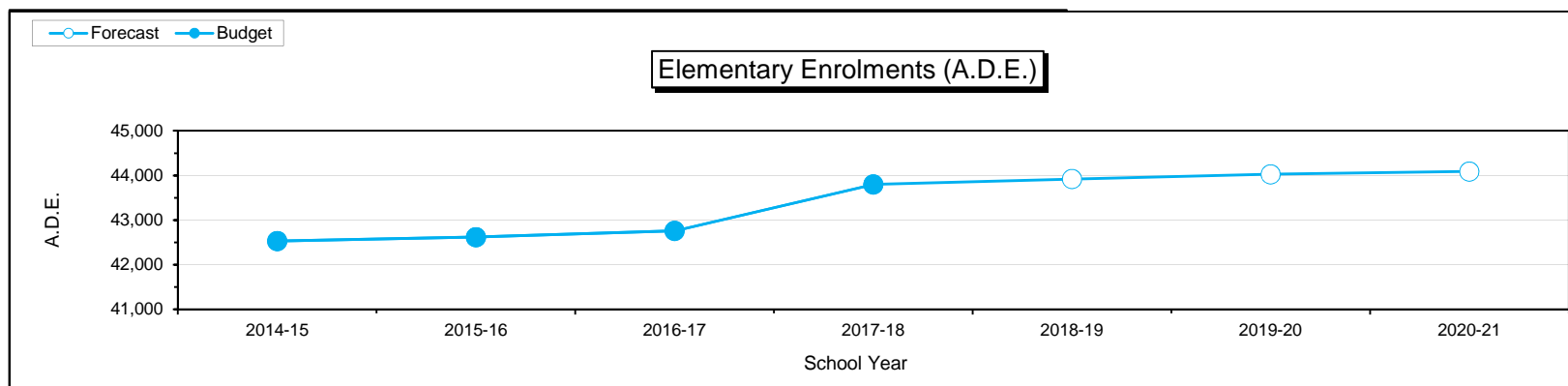
June 14, 2017



Historical Change in Enrolment- Budget

ELEMENTARY SCHOOLS

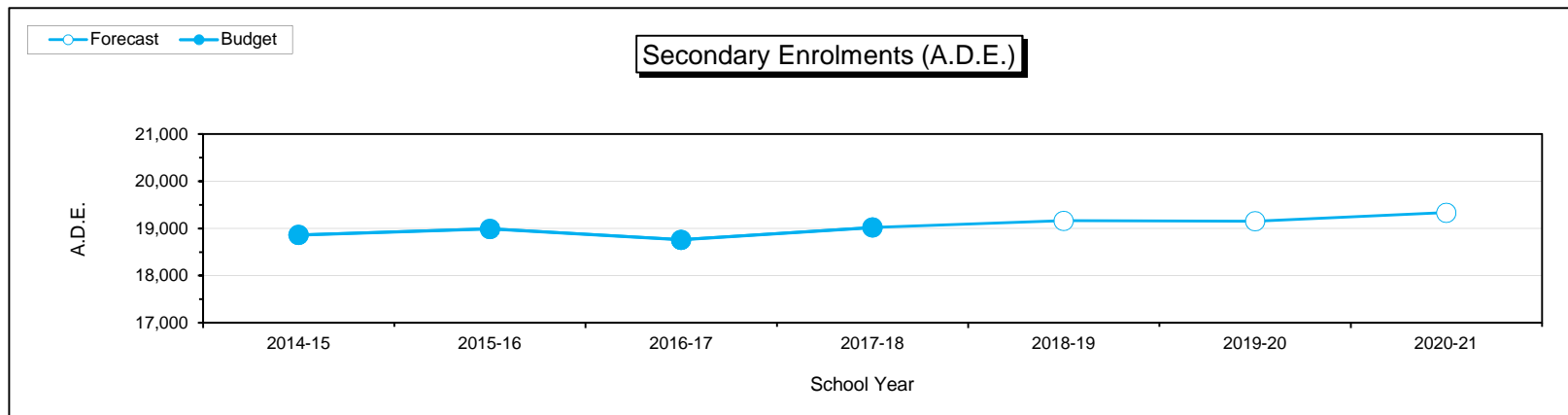
GRADE	2014-15 ADE (Budget)	2015-16 ADE (Budget)	2016-17 ADE (Budget)	2017-18 ADE (Budget)	2018-19 ADE (M-Y Forecast)	2019-20 ADE (M-Y Forecast)	2020-21 ADE (M-Y Forecast)
Junior Kindergarten (JK)	3,981	4,022	3,764	3,979	-	-	-
Kindergarten (SK)	4,358	4,296	4,216	4,343	-	-	-
Grades 1 to 3	13,138	13,283	13,132	13,339	-	-	-
Grades 4 to 8	21,047	21,007	21,641	22,127	-	-	-
Visa	5	7	6	11	-	-	-
Total Elementary	42,529	42,614	42,759	43,799	43,917	44,024	44,084
Change (Budget to Budget)	434	86	144	1,040	119	225	167



SECONDARY SCHOOLS

GRADE	2014-15 ADE (Budget)	2015-16 ADE (Budget)	2016-17 ADE (Budget)	2017-18 ADE (Budget)	2018-19 ADE (M-Y Forecast)	2019-20 ADE (M-Y Forecast)	2020-21 ADE (M-Y Forecast)
Grades 9 to 12 < 21 years	18,744	18,873	18,646	18,885	-	-	-
High Credit	46	48	43	35	-	-	-
Grades 9 to 12 >21 years	10	9	3	3	-	-	-
Other Pupils	63	61	66	96	-	-	-
Total Secondary	18,863	18,990	18,758	19,020	19,161	19,151	19,333
Change (Budget to Budget)	(997)	127	(232)	262	141	132	172

TOTAL ADE	61,392	61,605	61,517	62,818	63,078	63,175	63,417
Change from Previous Year (Budget)	(563)	213	(88)	1,301	260	357	339



WATERLOO REGION DISTRICT SCHOOL BOARD

Analysis of Provincial Grant Allocations and Other Revenues

June 14, 2017



Waterloo Region District School Board

2017/18 Budget

Grants for Student Needs

Grants for Student Needs (GSN)	GRANT ALLOCATIONS		
	2016/17 Estimates	2017/18 Estimates	Difference
	\$	\$	\$
Pupil Foundation Allocation	330,441,605	344,107,142	13,665,537
School Foundation Amount	41,159,550	42,510,675	1,351,125
Special Education Allocation	82,688,649	85,524,787	2,836,138
French Language Allocation	8,295,662	8,606,252	310,590
English as a Second Language Allocation	7,466,747	8,493,318	1,026,571
Learning Opportunities	7,680,119	13,907,981	6,227,862
Adult Education, Summer School	1,621,051	1,571,130	(49,921)
High Credit	144,757	121,236	(23,521)
Cost Adjustment and Teacher Qualification and Experience Allocation	55,407,313	64,042,353	8,635,040
Designated Early Childhood Educator Qualifications and Experience Allocation	3,942,895	4,152,133	209,238
New Teacher Induction Program	439,119	245,254	(193,865)
Public Sector Compensation Restraint related to non-unionized staff	(129,030)	(129,030)	0
Transportation	15,939,553	16,375,031	435,478
Administration & Governance	16,279,763	16,951,154	671,391
Trustees' Association Fee	43,316	43,316	0
School Operations	57,381,393	58,924,091	1,542,698
Community Use of Schools	793,650	829,605	35,955
Temporary Accommodation	1,702,019	1,785,158	83,139
First Nation, Metis and Inuit	844,427	944,597	100,170
Safe Schools	1,239,695	1,286,180	46,485
Declining Enrolment	50,679	0	(50,679)
School Renewal	8,578,852	9,779,318	1,200,466
Other Capital	104,872	104,872	0
Debt Charges - Interest Portion	7,893,853	7,617,902	(275,951)
Sub-total GSN	650,010,509	687,794,455	37,783,946

Less: Amount transferred to DCC

(16,824,824)

(13,779,618)

Day School Fees - Ont. Residents

(10,000)

(10,000)

Total Grants for Student Needs

633,175,685

674,004,837

40,829,152

Waterloo Region District School Board

2017/18 Budget

Year over Year Grants for Student Needs Change

	Change Increase/(Decrease)
Net Enrolment Impact (Net Increase 1,273.42 Average Daily Enrolment)	12,957,280
Benchmark Increases	10,200,603
Benchmark Decreases	(185,013)
Changes to Funding Model Calculations:	
School Foundation - School Board Efficiencies & Modernization (SBEM)	(39,808)
Special Education - Differentiated Special Education Needs Amount	599,615
Board Administration & Governance Change in Funding Model	(61,691)
Declining Enrolment - SBEM	(50,679)
School Operations - SBEM	(568,829)
Learning Opportunities	(1,814)
Safe Schools	(2,108)
School renewal SBEM	(66,533)
Funding Enhancements	
Local Priorities Fund	6,185,319
Benefits Trust Funding	5,295,190
Professional Development 0.5% Lump Sum	2,707,908
Human Resources Transition Supplement	299,317
School Renewal Investment - Capital & Maintenance	1,126,152
Funding Increase (Temporary Accommodation, First Nations)	83,439
Funding Decreases (New Teacher Induction Program, Debt Interest Charges, Early Payout Retirement Gratuities Funding Adjustment)	(694,402)
Year over Year Change in Grants for Student Needs	37,783,946

Waterloo Region District School Board

2017/18 Budget

Educational Program Other (EPO) Grants

<u>PROGRAM</u>	2016/17 Estimates	2017/18 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	265,165	(1)
Literacy & Basic Skills	300,908	300,908	-
Change to grant amount			
Autism Supports & Training	92,346	94,520	2,174
Official Languages in Education Program: French as a Second Language	183,864	197,746	13,882
Technology and Learning Fund	893,647		(893,647)
Well Being: Safe Accepting and Healthy Schools and Mental Health	164,880	165,379	499
Autism Supporting Transition to the New Ontario Autism Program		201,056	201,056
Professional Development - DECE		308,260	308,260
Renewed Math Strategy			
Renewed Mathematics Strategy	1,389,573	1,478,573	89,000
Total Educational Program Other Grants	3,701,174	3,422,397	(278,777)

Waterloo Region District School Board

2017/18 Budget

Other Revenue

	2016/17 Estimates	2016/17 Estimates	Difference
Investment Income	302,975	407,308	104,333
Fees (Ontario Residents, Foreign Students)	1,255,000	1,848,400	593,400
Rental Revenue	1,655,300	1,689,700	34,400
Amounts from Deferred Revenue - Other third party		500,000	500,000
Amounts from Deferred Revenue - Education Development Charges	10,072,616	10,072,616	0
Fees for Extended Day Care - Early Learning Program	7,072,700	7,774,400	701,700
Other (insurance proceeds, recoverable)	2,987,001	3,426,173	439,172
Total Other Revenue	23,345,592	25,718,597	2,373,005

Waterloo District School Board

2017-2018 Budget

Comparison of Prior Year Allocations

	2015/16 Actual \$	2016/17 Estimates \$	2016/17 Revised Est. \$	2017/18 Estimates \$
Grants for Student Needs				
Pupil Foundation Allocation-Elementary	219,301,516	222,437,078	225,163,452	233,067,206
Pupil Foundation Allocation-Secondary	108,421,110	108,004,527	108,764,120	111,039,936
School Foundation Amount	40,618,605	41,159,550	41,471,478	42,510,675
Special Education Allocation	81,817,656	82,688,649	83,226,703	85,524,787
French Language Allocation	7,997,453	8,295,662	8,361,507	8,606,252
English as a Second Language Allocation	5,806,339	7,466,747	8,636,867	8,493,318
Learning Opportunities	6,798,774	7,680,119	7,703,207	7,722,662
Adult Education, Summer School	1,628,598	1,621,051	1,621,530	1,571,130
High Credit	113,157	144,757	146,676	121,236
Cost Adjustment and Teacher Qualification and Experience Allocation	53,485,078	55,407,313	54,257,004	56,039,255
Designated Early Childhood Educator Qualifications and Experience Allocation	3,680,462	3,942,895	3,714,552	4,152,133
New Teacher Induction Program Allocation	369,248	439,119	437,427	245,254
Public Sector Compensation Restraint related to non-unionized staff	(129,030)	(129,030)	(129,030)	(129,030)
Transportation	15,380,289	15,939,553	16,104,148	16,375,031
Administration & Governance	16,023,246	16,279,763	16,401,935	16,951,154
Trustees' Association Fee	43,316	43,316	43,316	43,316
School Operations	57,094,836	57,381,393	57,964,206	58,924,091
Community Use of Schools	784,719	793,650	793,650	829,605
Temporary accommodation	1,724,786	1,702,019	1,744,589	1,785,158
First Nation, Metis and Inuit	906,498	844,427	848,802	944,597
Safe Schools	1,230,875	1,239,695	1,250,195	1,286,180
Declining Enrolment	150,724	50,679	0	0
School Renewal	9,729,365	8,578,852	9,745,451	9,779,318
Other Capital	104,872	104,872	104,872	104,872
Capital Debt Interest Portion	8,131,106	7,893,853	7,911,978	7,617,902
1% Lump sum payment	5,065,870			
Professional Development 0.5% lump sum				2,707,908
Benefits Trust Funding			4,139,722	5,295,190
Local Priorities Fund				6,185,319
	646,279,468	650,010,509	656,288,635	687,794,455

Enrolments - (ADE)

Grades JK - 3	21,380.16	21,112.38	21,378.53	21,660.54
Grades 4 - 8	21,118.79	21,640.50	21,886.90	22,127.00
Total Elementary	42,498.95	42,752.88	43,265.43	43,787.54
Secondary	18,912.22	18,646.45	18,777.59	18,885.21
Total ADE	61,411.17	61,399.33	62,043.02	62,672.75

WATERLOO REGION DISTRICT SCHOOL BOARD

2017-18 Budget Detail

June 14, 2017



**WATERLOO REGION DISTRICT SCHOOL BOARD
2017/2018 BUDGET
REVENUE & EXPENSE SUMMARY**

		Expressed in \$			
		2016/2017 Budget	2017/2018 Budget	Budget Variance	% Change
REVENUE CATEGORIES					
A.	Provincial Grant Allocation	636,574,982	674,484,142	37,909,160	5.96%
B.	Provincial Grants - Other	3,701,174	3,422,397	-278,777	-7.53%
C.	School Generated Funds	14,000,000	14,000,000	0	0.00%
D.	Investment Income	302,975	407,308	104,333	34.44%
E.	Other Fees & Revenues	23,042,617	25,311,289	2,268,672	9.85%
F.	Amortization of Deferred Capital Contributions	31,208,610	34,143,703	2,935,093	9.40%
Total Revenues		708,830,358	751,768,839	42,938,481	6.06%
EXPENSE CATEGORIES					
A.	Instruction - Classroom	501,859,566	529,401,318	27,541,752	5.49%
B.	Instruction - Administration	48,514,228	51,210,255	2,696,027	5.56%
C.	Administration & Governance	15,875,642	16,988,195	1,112,553	7.01%
D.	School Operations	56,686,166	60,213,541	3,527,375	6.22%
E.	Continuing Education	2,061,372	2,027,587	-33,785	-1.64%
F.	Transportation	16,370,844	17,139,219	768,375	4.69%
G.	Pupil Accommodation (Operating)	35,766,690	39,017,517	3,250,827	9.09%
H.	Other	22,149,572	24,345,372	2,195,800	9.91%
Total Expenses		699,284,080	740,343,004	41,058,924	5.87%
PSAB Annual Surplus/(Deficit) before transfers		9,546,278	11,425,835		
Less: Externally Appropriated Surplus		-14,988,082	-13,528,481		
Plus/Less: Internally Appropriated Surplus		119,404	-362,354		
Plus/Less: Amounts from Accumulated Surplus		5,322,400	2,465,000		
Net Budget Balance		0	0		

**WATERLOO REGION DISTRICT SCHOOL BOARD
2017/2018 BUDGET
EXPENSE FUNCTIONS**

		Expressed in \$			% Change
		2016/2017 Budget	2017/2018 Budget	Budget Variance	
A.	INSTRUCTION: CLASSROOM				
	Salaries & Benefits	475,606,403	502,477,532	26,871,129	5.65%
	Supplies & Services	24,432,264	21,035,254	-3,397,010	-13.90%
	Contracts for Services	4,847,645	5,444,700	597,055	12.32%
	Amortization Expense	5,573,854	5,970,332	396,478	7.11%
	Less Minor Tangible Capital Assets	-8,600,600	-5,526,500	3,074,100	-35.74%
	Total	501,859,566	529,401,318	27,541,752	5.49%
B.	INSTRUCTION: ADMINISTRATION				
	Salaries & Benefits	46,808,355	49,629,529	2,821,174	6.03%
	Supplies & Services	1,766,973	1,653,826	-113,147	-6.40%
	Contracts for Services	202,500	143,700	-58,800	-29.04%
	Less Minor Tangible Capital Assets	-263,600	-216,800	46,800	-17.75%
	Total	48,514,228	51,210,255	2,696,027	5.56%
C.	ADMINISTRATION & GOVERNANCE				
	Salaries & Benefits	11,311,533	11,818,529	506,996	4.48%
	Supplies & Services	1,703,205	1,641,720	-61,485	-3.61%
	Utilities	363,800	414,000	50,200	13.80%
	Contracts for Service	2,165,855	2,753,977	588,122	27.15%
	Other	52,420	36,269	-16,151	-30.81%
	Capital - Ed. Centre Building Repairs	710,000	1,022,000	312,000	43.94%
	Amortization Expense	558,229	539,700	-18,529	-3.32%
	Less Tangible Capital Assets-Building	-710,000	-1,022,000	-312,000	43.94%
	Less Minor Tangible Capital Assets	-279,400	-216,000	63,400	-22.69%
	Total	15,875,642	16,988,195	1,112,553	7.01%
D.	SCHOOL OPERATIONS				
	Salaries & Benefits	34,857,641	36,437,743	1,580,102	4.53%
	Supplies & Services	5,545,880	5,589,607	43,727	0.79%
	Utilities	12,087,900	14,233,100	2,145,200	17.75%
	Contracts for Service	4,225,600	3,941,500	-284,100	-6.72%
	Amortization Expense	119,845	152,591	32,746	27.32%
	Less Minor Tangible Capital Assets	-150,700	-141,000	9,700	-6.44%
	Total	56,686,166	60,213,541	3,527,375	6.22%
E.	CONTINUING EDUCATION				
	Salaries & Benefits	1,910,864	1,893,179	-17,685	-0.93%
	Supplies & Services	79,208	61,008	-18,200	-22.98%
	Contracts for Service	71,300	73,400	2,100	2.95%
	Total	2,061,372	2,027,587	-33,785	-1.64%
F.	TRANSPORTATION				
	Salaries & Benefits	719,310	747,163	27,853	3.87%
	Supplies & Services	150,365	152,963	2,598	1.73%
	Contracts for Service	15,499,910	16,237,866	737,956	4.76%
	Amortization Expense	1,259	1,227	-32	-2.54%
	Total	16,370,844	17,139,219	768,375	4.69%
G.	PUPIL ACCOMMODATION (OPERATING)				
	School Renewal	1,295,530	2,100,000	804,470	62.10%
	Instructional Facility Rentals	1,716,331	1,980,840	264,509	15.41%
	Debt Charges - Interest	7,437,051	7,027,474	-409,577	-5.51%
	Amortization Expense	25,317,778	27,909,203	2,591,425	10.24%
	Total	35,766,690	39,017,517	3,250,827	9.09%
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	8,149,572	10,345,372	2,195,800	26.94%
	Total	22,149,572	24,345,372	2,195,800	9.91%
TOTAL EXPENSE BUDGET		699,284,080	740,343,004	41,058,924	5.87%

WATERLOO REGION DISTRICT SCHOOL BOARD

2017-18 Staffing

June 14, 2017



Staffing Comparison: 2017-18 Budget & 2016-17 Budget

<u>Ministry Categories</u>	<u>2017-18 Staff FTE Regular Program</u>	<u>2017-18 Staff FTE Special Education</u>	<u>2017-18 Total Staff FTE</u>	<u>2016-17 Staff FTE Regular Program</u>	<u>2016-17 Staff FTE Special Education</u>	<u>2016-17 Total Staff FTE</u>	<u>Year Over Year Change</u>
<i>Classroom Teachers -Elementary</i>	2,318.9	331.3	2,650.2	2,246.6	316.7	2,563.3	86.9
<i>Classroom Teachers -Secondary</i>	1,081.6	104.1	1,185.7	1,058.7	99.5	1,158.1	27.6
Total Classroom Teachers	3,400.5	435.5	3,836.0	3,305.2	416.2	3,721.4	114.5
<i>Teacher Assistants - Elementary</i>	7.2	463.5	470.7	7.2	453.3	460.5	10.2
<i>Teacher Assistants - Secondary</i>	25.6	110.9	136.5	25.8	111.4	137.2	-0.7
Total Teacher Assistants (Educational Assistants)	32.8	574.5	607.3	33.0	564.7	597.7	9.5
<i>Early Childhood Educators - Elementary</i>	338.2	0.0	338.2	325.4	0.0	325.4	12.8
<i>Student Support - Professionals, Para-Professionals & Technicians (e.g. Child & Youth Workers and Professional Student Services Personnel (PSSP))</i>	191.2	143.8	335.0	193.5	134.1	327.6	7.4
<i>Library & Guidance Staff (Teachers & Library Clerks)</i>	150.5	0.0	150.5	149.9	0.0	149.9	0.6
<i>School Administration (Principals, VPs, Administrative Support Staff)</i>	462.4	3.0	465.4	445.4	3.0	448.4	17.0
<i>Coordinators and Consultants (Program coordinators & consultants and administrative support staff)</i>	45.0	22.0	67.0	41.8	21.9	63.7	3.3
<i>Continuing Education</i>	14.6	0.0	14.6	14.6	0.0	14.6	0.0
TOTAL STAFF: INSTRUCTION =	4,635.2	1,178.7	5,813.9	4,508.9	1,139.9	5,648.7	165.2
<i>Administration & Governance</i>	133.1	0.0	133.1	130.6	0.0	130.6	2.5
<i>Pupil Transportation</i>	8.5	0.0	8.5	7.8	0.0	7.8	0.7
<i>School Operations</i>	553.7	0.0	553.7	543.1	0.0	543.1	10.6
<i>Non-Operating (Extended Day Program)</i>	97.7	7.2	104.9	96.9	7.9	104.8	0.1
TOTAL STAFF: NON-INSTRUCTION =	793.0	7.2	800.2	778.4	7.9	786.3	14.0
GRAND TOTAL STAFF =	5,428.2	1,185.9	6,614.1	5,287.3	1,147.7	6,435.0	179.1

WATERLOO REGION DISTRICT SCHOOL BOARD

New Initiatives – Funded in 2017-18 Budget

June 14, 2017



2017/18 BUDGET - NEW INITIATIVE REQUESTS**REPORT @ JUNE 14, 2017**

Note: The following submissions have been rounded to the nearest hundred dollars

		<u>2017-18 Request Amount</u>	<u>2017-18 FTE</u>
Ref.#	Details		
	<u>Recommended Priority Budget Requests To Be Included in the Base Budget:</u>		
A01	<p>Development and Implementation of a comprehensive well-being strategy for all staff: This budget request is intended to improve the health of our staff and the bottom line goals and initiatives that connect to the strategy.</p> <p>Focusing on the Four Pillars of Health Promotion and the National Psychological Health & Safety in the Workplace Standard our objectives are to support the whole person from a cognitive, social, physical and emotional perspective.</p> <p>Through awareness, skill building, environmental support and procedure development, we endeavor to provide targeted and effective strategies that are focused on increasing engagement by providing psychological support and the tools to improve resilience with all of our staff.</p> <p>-Fees & Contracts: \$ 55,000 -Travel, PD & Supplies: \$ 10,000</p> <p>Strategic Direction: Student and staff well-being.</p>	\$65,000	-
A02	<p>Annual Wireless Network Replacement: The request is for replacement of wireless network equipment. There are 4750 wireless access points (Aps) that have been implemented in schools over the past 8 years with the bulk of them in the past 4 years. The life expectancy of these devices is 5 years.</p> <p>Strategic Direction: Student and Staff Wellness, Mathematics and Graduation Rates</p>	\$1,000,000	-
A03	<p>FirstClass (Waterworks) Replacement to another System: The request is to migrate the WRDSB collaboration suite from FirstClass (aka Waterworks) Replacement to another platform. FirstClass (Waterworks) is the email/collaboration system that WRDSB has used the past 20 years. The system is complex and has had experience issues recently. The rest of the FirstClass system needs to be migrated.</p> <p>The budget request consists of the following: - Professional Development: \$ 40,000 - Fees and Contracts: \$ 50,000</p> <p>Strategic Direction: Student and Staff Wellness, Mathematics and Graduation Rates</p>	\$90,000	-
A04	<p>Audit and Consultation to develop communication strategy and a multi-year implementation plan with the goal of improving the effectiveness of WRDSB communication and reducing administrator workloads.</p> <p>Strategic Direction: Student and Staff Wellness, Mathematics and Graduation Rates</p>	\$90,000	-

2017/18 BUDGET - NEW INITIATIVE REQUESTS**REPORT @ JUNE 14, 2017**

Note: The following submissions have been rounded to the nearest hundred dollars

		<u>2017-18 Request Amount</u>	<u>2017-18 FTE</u>
Ref.#	Details		
	<u>Recommended Priority Budget Requests To Be Included in the Base Budget:</u>		
A05	<p>Implementation of Compass for Success: The request is for a new position of a Database Administrator, Hardware, Software and release time for teacher PD/in service. The Budget request also includes PD for Teachers, Software license and Hardware.</p> <p>The budget request consists of the following:</p> <ul style="list-style-type: none"> - Salaries & Benefits: \$ 103,700 - Travel, PD & Supplies & Services: \$ 103,000 -Hardware: \$ 50,000 <p>Compass for Success is a tool that allows administrators, teachers and WRDSB support personnel to view a wide variety of school data in as easy accessible format.</p> <p>ITS Database Administrator position & Other Costs</p> <p>Computer Hardware</p> <p>Total Cost</p> <p>Strategic Direction: Student and Staff Wellness, Mathematics and Graduation Rates</p> <p>NOTE: ITS Database Administrator position is for 2 years (\$80,000 in 2018-2019)</p>	<p>\$206,700</p> <p>\$50,000</p> <p>\$256,700</p>	<p>1.00</p> <p>1.00</p>
A06	<p>Start-Up Resources for New Elementary School Opening September 1, 2018: This request addresses the need for funding to provide the resources required in preparation of the opening for the new school, Rosenberg III. The resources include the advance hiring of the principal and secretary, start-up classroom and school office supplies and technology equipment.</p> <p>The budget request consists of the following:</p> <ul style="list-style-type: none"> -Salaries & Benefits: \$ 98,900 -Supplies & Services: \$ 214,400 -Computer Hardware: \$ 150,000 <p>Strategic Direction: Student and Staff Wellness, Mathematics and Graduation Rates</p>	\$463,300	1.13
A07	<p>Implementation of the HERO Generation program: This request is to begin Phase 1 of implementation of the HERO Generation program in schools across WRDSB. As of September 2017, a year long pilot of this program will occur in all schools with a staff well-being focus and with an additional student well-being focus in approximately ten elementary schools. This budget request will support System Leader, Principal, Vice Principal and all-staff capacity building, materials, research methodology development and a program evaluation.</p> <ul style="list-style-type: none"> -Fees & Contract: \$226,500 -Travel, PD, Supplies \$273,500 <p>Strategic Direction: Student and Staff Wellness, Mathematics and Graduation Rates</p>	\$500,000	-
GRAND TOTAL		\$2,465,000	2.13

WATERLOO REGION DISTRICT SCHOOL BOARD
2017/18 Budget Process
New Initiative Request

Division / Branch	Employee Wellness
Department	Human Resources Services
Prepared By	Nancy Carse, Manager, Employee Wellness

1. Provide a brief description of this request:

As one of the identified board strategic goals "Support Student & Staff Well-Being" we require a base budget to deliver on the goals and initiatives that connect to the strategy. We are developing and implementing a comprehensive well-being strategy for all staff that is intended to improve the health of our staff and the bottom line. Focusing on the Four Pillars of Health Promotion and the National Psychological Health & Safety in the Workplace Standard our objectives are to support the whole person from a cognitive, social, physical and emotional perspective. Through awareness, skill building, environmental support and procedure development, we endeavour to provide targeted and effective strategies that are focused on increasing engagement by providing psychological support and the tools to improve resiliency with all of our staff.

2. Purpose for the request:

a. What is the need/issue/problem that this initiative will address?

The need for this request is to assist with meeting the staff well-being organizational goals as set out for the 2017-16 school year and beyond. We recognize that this strategy will be comprehensive and ongoing, setting it as a part of WRDSB's culture to support (student) and staff well-being. It acknowledges the essential role that System Leaders play as catalysts to model and promote well-being for staff and will provide training, support and resources to assist with workload issues.

3. Key Focus for the 2017/18 Budget for "New Initiative" requests:

New Initiative requests for 2017/18 are focused on the following operational goals:

1. Mathematics
2. Graduation Rates
3. Student and Staff Wellness

a. Which operational goal does this request support and how?

Student & Staff Well-being

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

Short term goals are to improve the psychological health of all of our staff, creating a culture where staff come to work resilient, and equipped to model wellness and support our students. To provide targeted resources to support system leaders to assist with workload concerns. Long term goals are improved absenteeism and presenteeism, reduction in fall to fills, increased productivity and moral, reduced workplace conflict and grievances and a reduction in disability and injury rates.

5. How will you measure the effectiveness of this initiative once project has been implemented?

We are implementing an annual survey with staff through Guarding Minds at Work that ties directly to our identified organizational goals and will connect with future goals identified in later years. We will continue to work directly with our System Leaders group gaining insight through System Leaders meetings, feedback sessions and directed surveys. We will continue to track and report participation in ongoing programming with participating staff.

6. Deliverables and Timelines:

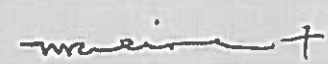
Does the implementation period extend further than the 2017/18 budget year? (e.g. 5 year plan). Provide details.

This strategy will become a part of our organizations culture and will be ongoing as we further our efforts to deliver quality education to our students by supporting staff well-being. Please see attached.

WATERLOO REGION DISTRICT SCHOOL BOARD
2017/18 Budget Process
New Initiative Request

b. Projected Implementation Costs:

- If the request is one-time for 2017/18, complete the section below under "Year: 2017/18".
- If the implementation period or on-going costs extend into future years, record the costs in the applicable category and school years below.
- **Staffing Costs:** Include salaries & benefits and if applicable: travel, professional development, office supplies & equipment and office renovations.
- **Important:** Staffing position requests must be accompanied by an offsetting reduction from an existing departmental/program base budget.
 - Record offsetting reduction as a minus (-).
 - Specify the department/program budget where reduction will occur and the expense category.
e.g. Department/Program: ITS Software Development Category: Fees & Contracts
 - Total Staff Position request should net to an overall total of \$0

One-Time Request _____ (i.e. new initiative)		Ongoing _____ x (i.e. staffing)				
Panel (check the appropriate boxes)		Elem <input type="checkbox"/>	Sec <input type="checkbox"/>	Alloc <input checked="" type="checkbox"/>		
Allocation of Proposed Costs:						
	*Record \$ to the nearest hundred dollars	FTE	Year: 2017/18	Year: 2018/19	Year: 2019/20	Beyond 2019/20
001	Salaries					
002	Benefits					
003	Travel		2,000	2,000	2,000	2,000
004	Professional Development		3,000	3,000	3,000	3,000
006a	Supplies & Services		5,000	5,000	5,000	5,000
006b	Supplies - F. & E. (Under \$5,000 per unit)					
010a	F&C: Contract		55,000	55,000	55,000	55,000
010b	F&C: Software Licenses					
018	Capital Expenditures:					
018a	Building Improvements / Renovations - Ed. Centre Furniture & Equipment (\$5,000 per unit threshold) e.g. telephone system, PA system, custodial equipment, shop equipment, vehicles, etc)					
018b	Specify:					
018c	Computer Hardware Project					
018d	Computer Software Project (e.g. wireless infrastructure)					
	Staffing Position Offset Savings: Record reduction from existing base budgets as a minus (-). Dept/Program: _____ Category: _____					
	Total	0.00	65,000	65,000	65,000	65,000
Authorization: Please type date of approval & name of Coordinating Superintendent						
Date Approved: <u>June 8, 2017</u>			Approved by: <u></u> (Coordinating Superintendent)			

Note: Supporting detailed documentation must accompany any initiatives over \$100K

WATERLOO REGION DISTRICT SCHOOL BOARD
2017/18 Budget Process
New Initiative Request

Division / Branch	Division 9S
Department	Computer Plan / WREPNET / CHIRP Fund
Prepared By	Dave Cattrysse (Annual Wireless Network Replacement)

1. Provide a brief description of this request:

In alignment with last years senior team recommendation this request is to fund an annual baseline budget for the replacement of wireless network equipment. This fund would be setup similar to WREPNET and CHIRP funds which have the same budget amount year over year. Also any outstanding balances not spend in the year get carry forward to the next year. The annual request is for \$1,000,000.

2. Purpose for the request:

a. What is the need/issue/problem that this initiative will address?

There are 4750 wireless access points (APs) that have been implemented in schools over the past 8 years with the bulk of them in the past 4 years. The life expectancy of these devices is 5 years. Some have been stretched to 8 years in order to ensure all schools have adequate wireless coverage for the various instructional programs. The older equipment will not be support by vendors next year. A replacement strategy needs to start in 2017/2018 and continue annually.

3. Key Focus for the 2017/18 Budget for "New Initiative" requests:

New Initiative requests for 2017/18 are focused on the following operational goals:

1. Mathematics
2. Graduation Rates
3. Student and Staff Wellness

a. Which operational goal does this request support and how?

All 3 operational goals are supported by this initiative. Classroom activities that include math programs depend on a reliable and dependable wireless networks. Programs that support Graduation Rates and Student and Staff Wellness leverage the wireless environment to access the various applications, databases, websites and the internet. Other board programs and initiatives like the Chromebook 1:1 for all secondary grades are fully reliant on the wireless network.

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

The goal is to maintain a reliable, stable and vendor supported wireless network to support instructional and corporate systems needs.
 A replacement strategy needs to start in 2017/2018 and this proposal is recommending an annual fixed baseline budget year over year. This is more financially manageable then completing separate annual adhoc new initiatives over the next several years to address the same situation.

5. How will you measure the effectiveness of this initiative once project has been implemented?

The objective is to provide IT Services that meet or exceed expectations. This can be measured by the level of wireless stability as well as IT ability to respond to wireless incidents on a timely basis.

6. Deliverables and Timelines:

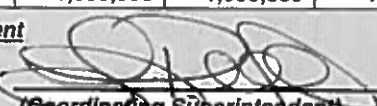
Does the implementation period extend further than the 2017/18 budget year? (e.g. 5 year plan). Provide details.

This is an annual \$1,000,000 base budget request similar to WREPNET and CHIRP funds which have the same budget amount year over year plus any outstanding balances not spend in the prior year.

WATERLOO REGION DISTRICT SCHOOL BOARD
2017/18 Budget Process
New Initiative Request

b. Projected Implementation Costs:

- If the request is one-time for 2017/18, complete the section below under "Year: 2017/18".
- If the implementation period or on-going costs extend into future years, record the costs in the applicable category and school years below.
- **Staffing Costs:** Include salaries & benefits and if applicable: travel, professional development, office supplies & equipment and office renovations.
- **Important:** Staffing position requests must be accompanied by an offsetting reduction from an existing departmental/program base budget.
 - Record offsetting reduction as a minus (-).
 - Specify the department/program budget where reduction will occur and the expense category.
e.g. Department/Program: ITS Software Development Category: Fees & Contracts
 - Total Staff Position request should net to an overall total of \$0

One-Time Request _____ \$0		Ongoing _____ \$1,000,000				
(i.e. new initiative)		(i.e. staffing)				
Panel (check the appropriate boxes)		Elem <input type="checkbox"/>	Sec <input type="checkbox"/>			
		Alloc <input checked="" type="checkbox"/>				
Allocation of Proposed Costs:						
	*Record \$ to the nearest hundred dollars	FTE	Year: 2017/18	Year: 2018/19	Year: 2019/20	Beyond 2019/20
001	Salaries					
002	Benefits					
003	Travel					
004	Professional Development					
006a	Supplies & Services					
006b	Supplies - F. & E. (Under \$5,000 per unit)					
010a	F&C: Contract					
010b	F&C: Software Licenses					
018	Capital Expenditures:					
018a	Building Improvements / Renovations - Ed. Centre					
	Furniture & Equipment (\$5,000 per unit threshold) e.g. telephone system, PA system, custodial equipment, shop equipment, vehicles, etc)					
018b	Specify:					
018c	Computer Hardware Project		1,000,000	1,000,000	1,000,000	1,000,000
018d	Computer Software Project (e.g. wireless infrastructure)					
	Staffing Position Offset Savings: Record reduction from existing base budgets as a minus (-).					
	Dept/Program:					
	Category:					
Total		0.00	1,000,000	1,000,000	1,000,000	1,000,000
Authorization: Please type date of approval & name of Coordinating Superintendent						
Date Approved: _____			Approved by: 			
			(Coordinating Superintendent)			

Note: Supporting detailed documentation must accompany any initiatives over \$100K

WATERLOO REGION DISTRICT SCHOOL BOARD
2017/18 Budget Process
New Initiative Request

Division / Branch	Division 89, Location 170
Department	ITS
Prepared By	Dave Cattrysse (Migration from First Class to Google Suite)

1. Provide a brief description of this request:

This request is to migrate the WRDSB collaboration suite from FirstClass (aka Waterworks) to another platform.

2. Purpose for the request:

a. What is the need/issue/problem that this initiative will address?

First Class is the email/collaboration system that WRDSB has used the past 20 years. The system is complex and has had experience issues recently. The rest of the FirstClass system needs to be migrated.

3. Key Focus for the 2017/18 Budget for "New Initiative" requests:

New Initiative requests for 2017/18 are focused on the following operational goals:

1. Mathematics
2. Graduation Rates
3. Student and Staff Wellness

a. Which operational goal does this request support and how?

All 3 operational goals are indirectly supported by this initiative. Classroom activities that include math programs as well as programs that support Graduation Rates improvement and Student and Staff Wellness require a dependable email/collaboration system.

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

Operating multiple email/collaboration systems is not cost effective and can be a challenge. Better tools than FirstClass are now available. Common industry practice is to only support one system that is integrated with other instructional tools. Once FirstClass system is shutdown, there will be a annual cost savings.

5. How will you measure the effectiveness of this initiative once project has been implemented?

Minimize disruption to end users during the transition as measured by service desk tickets and staff survey.

6. Deliverables and Timelines:


Does the implementation period extend further than the 2017/18 budget year? (e.g. 5 year plan). Provide details.

One time initiative during 2017/2018.

WATERLOO REGION DISTRICT SCHOOL BOARD
2017/18 Budget Process
New Initiative Request

b. Projected Implementation Costs:

- If the request is one-time for 2017/18, complete the section below under "Year: 2017/18".
- If the implementation period or on-going costs extend into future years, record the costs in the applicable category and school years below.
- **Staffing Costs:** Include salaries & benefits and if applicable: travel, professional development, office supplies & equipment and office renovations.
- **Important:** Staffing position requests must be accompanied by an offsetting reduction from an existing departmental/program base budget.
 - Record offsetting reduction as a minus (-).
 - Specify the department/program budget where reduction will occur and the expense category.
e.g. Department/Program: ITS Software Development Category: Fees & Contracts
 - Total Staff Position request should net to an overall total of \$0

One-Time Request <u>\$90,000</u> Ongoing _____ (i.e. new initiative) (i.e. staffing)																																																																																																			
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<table border="1"> <thead> <tr> <th>*Record \$ to the nearest hundred dollars</th> <th>FTE</th> <th>Year: 2017/18</th> <th>Year: 2018/19</th> <th>Year: 2019/20</th> <th>Beyond 2019/20</th> </tr> </thead> <tbody> <tr> <td>001 Salaries</td> <td rowspan="13"></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>002 Benefits</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>003 Travel</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>004 Professional Development</td> <td>40,000</td> <td></td> <td></td> <td></td> </tr> <tr> <td>006a Supplies & Services</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>006b Supplies - F. & E. (Under \$5,000 per unit)</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>010a F&C: Contract</td> <td>50,000</td> <td></td> <td></td> <td></td> </tr> <tr> <td>010b F&C: Software Licenses</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>018 Capital Expenditures:</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>018a Building Improvements / Renovations - Ed. Centre</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Furniture & Equipment (\$5,000 per unit threshold) e.g. telephone system, PA system, custodial equipment, shop equipment, vehicles, etc)</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>018b Specify:</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>018c Computer Hardware Project</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Computer Software Project (e.g. wireless infrastructure)</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>018d Staffing Position Offset Savings: Record reduction from existing base budgets as a minus (-).</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Dept/Program: _____</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Category: _____</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>0.00</td> <td>90,000</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	*Record \$ to the nearest hundred dollars	FTE	Year: 2017/18	Year: 2018/19	Year: 2019/20	Beyond 2019/20	001 Salaries						002 Benefits					003 Travel					004 Professional Development	40,000				006a Supplies & Services					006b Supplies - F. & E. (Under \$5,000 per unit)					010a F&C: Contract	50,000				010b F&C: Software Licenses					018 Capital Expenditures:					018a Building Improvements / Renovations - Ed. Centre					Furniture & Equipment (\$5,000 per unit threshold) e.g. telephone system, PA system, custodial equipment, shop equipment, vehicles, etc)					018b Specify:					018c Computer Hardware Project					Computer Software Project (e.g. wireless infrastructure)					018d Staffing Position Offset Savings: Record reduction from existing base budgets as a minus (-).					Dept/Program: _____					Category: _____					Total	0.00	90,000	0	0	0	
*Record \$ to the nearest hundred dollars	FTE	Year: 2017/18	Year: 2018/19	Year: 2019/20	Beyond 2019/20																																																																																														
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Total	0.00	90,000	0	0	0																																																																																														
Authorization: Please type date of approval & name of Coordinating Superintendent Date Approved: _____ Approved by:  (Coordinating Superintendent)																																																																																																			

Note: Supporting detailed documentation must accompany any initiatives over \$100K

WATERLOO REGION DISTRICT SCHOOL BOARD
2017/18 Budget Process
New Initiative Request

Division / Branch	Corporate Services
Department	Communication
Prepared By	Nick Manning, Chief Communication Officer

1. Provide a brief description of this request:

WRDSB has a pressing need to overhaul communication systems and approaches. In recent years, systems have been added (for example websites, Synervoice, School Day, Google Suite, social media channels, to name a few) to the landscape for communication with a variety of audiences. Principals are increasingly expressing a concern they receive about the use of these tools, and no overall vision exists for their use. Furthermore, changes to the system require major changes to strategic thinking for internal communication. This project seeks to establish and change management approach by appointing a third-party to help consult with key stakeholders, define and recommend changes that meet current and future communication needs.

2.
a.

School staff are overburdened with an increasing number of tools and systems for communication with staff - and new initiatives in recent years, though well-intentioned, have only served to add to workload or confusion about understanding of what we use the tools for, and why. Taking a pan-board review of all communication tools and business imperatives and defining strategy for communication and engagement allows us to provide a better experience.

3.

New Initiative requests for 2017/18 are focused on the following operational goals:

1. Mathematics
2. Graduation Rates
3. Student and Staff Wellness

a. Which operational goal does this request support and how?

All - effective access to information will promote efficiency and allow focus on student achievement. A review of current communication channels and System Leaders consistently identified communication issues at the heart of current stressors for well-being. Reviewing all channels for communication frustrates parents and staff alike, and developing a comprehensive strategy for all lines of communication with parents and staff will aid us in the delivery of the strategic plan.

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

The initiative seeks to appoint a third-party consultancy firm to audit all current communication and engagement channels and tools, how they relate to educator and caregiver needs, identify the current resource investment capabilities, develop alongside the CCO a pan-board communication strategy and plan a comprehensive change management approach to implement a new vision/strategy and tools for successful engagement.

5.

A key part of this project will be to establish baseline data and metrics to measure the satisfaction of key communication methods and technologies, as well as the effectiveness of current resource investment. Data gathered through widespread consultation and focus grouping will allow us to measure the ongoing performance and effectiveness of our communication strategy.

6.

Does the implementation period extend further than the 2017/18 budget year? (e.g. 5 year plan). Provide details.

No. However, this work will result in a multi-year communication strategic plan that may require us to recalibrate. Further work will be brought forward in subsequent budget cycles.

b.

WATERLOO REGION DISTRICT SCHOOL BOARD
2017/18 Budget Process
New Initiative Request

- If the request is one-time for 2017/18, complete the section below under "Year: 2017/18".
- If the implementation period or on-going costs extend into future years, record the costs in the applicable category and school years below.
- **Staffing Costs:** Include salaries & benefits and if applicable: travel, professional development, office supplies & equipment and office renovations.
- **Important:** Staffing position requests must be accompanied by an offsetting reduction from an existing departmental/program base budget.
 - Record offsetting reduction as a minus (-).
 - Specify the department/program budget where reduction will occur and the expense category.
e.g. Department/Program: ITS Software Development Category: Fees & Contracts
 - Total Staff Position request should net to an overall total of \$0

One-Time Request _____ X Ongoing _____ (i.e. new initiative) (i.e. staffing)						
Panel (check the appropriate boxes)		Elem <input type="checkbox"/>	Sec <input type="checkbox"/>	Alloc <input type="checkbox"/>		
Allocation of Proposed Costs:						
	*Record \$ to the nearest hundred dollars	FTE	Year: 2017/18	Year: 2018/19	Year: 2019/20	Beyond 2019/20
001	Salaries					
002	Benefits					
003	Travel					
004	Professional Development					
006a	Supplies & Services					
006b	Supplies - F. & E. (Under \$5,000 per unit)					
010a	F&C: Contract		90,000			
010b	F&C: Software Licenses					
018	Capital Expenditures:					
018a	Building Improvements / Renovations - Ed. Centre					
	Furniture & Equipment (\$5,000 per unit threshold) e.g. telephone system, PA system, custodial equipment, shop equipment, vehicles, etc)					
018b	Specify:					
018c	Computer Hardware Project					
018d	Computer Software Project (e.g. wireless infrastructure)					
	Staffing Position Offset Savings: Record reduction from existing base budgets as a minus (-).					
	Dept/Program: _____					
	Category: _____					
	Total	0.00	90,000	0	0	0

Authorization: Please type date of approval & name of Coordinating Superintendent

Date Approved: March 20/2017 Approved by: J. Bryant
 (Coordinating Superintendent)
 Director of Education

Note: Supporting detailed documentation must accompany any initiatives over \$100K

WATERLOO REGION DISTRICT SCHOOL BOARD
2017/18 Budget Process
New Initiative Request

Division / Branch	Learning Services and ITS
Department	Learning Services and ITS
Prepared By	Kristin Phillips and Michael Morgan

1. Provide a brief description of this request:

Funding required to support increased implementation of Compass for Success. The funding would support a database administrator (Level 1 -3), hardware, software and support from Compass to increase functionality supporting WRDSB data sets. In addition we require release time for teacher PD/in service.

2. Purpose for the request:

a. What is the need/issue/problem that this initiative will address?

Effective schools use data. Compass for Success is a tool that allows administrators, teachers and WRDSB support personnel to view a wide variety of school data in an easily accessible format. Currently we collect data (PM Benchmarks, SRAT, Empower and ELI) in Collection Plus. If this data is collected through Compass it's functionality is greatly increased.

3. Key Focus for the 2017/18 Budget for "New Initiative" requests:

New Initiative requests for 2017/18 are focused on the following operational goals:

1. Mathematics
2. Graduation Rates
3. Student and Staff Wellness

a. Which operational goal does this request support and how?

Mathematics: School staff can easily identify which students are struggling in math or who have been unsuccessful on the EQAO assessments. With this data schools can plan effective interventions.
 Grad Rates: Compass allows school staff to easily identify students at risk of not graduating. It also allows staff to correlate data sets to find possible causes for being at risk (e.g. does attendance affect credit accumulation)
 Well-being: Staff well-being is increased when workload is easier.

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

To have teachers inputting data directly into Compass in 2017/2018 rather than collection plus. (By eliminating Collection Plus (Paradigm) we save \$35 000 annually starting in 2018/2019. This money can be used to offset the other costs. In the short term we will be using only one program for data in the board, not two.

5. How will you measure the effectiveness of this initiative once project has been implemented?

If Compass is successful we will be able to measure the monthly usage by the various user groups. We will also be able to measure if more primary teachers are entering PM Benchmark data which is currently a problem for our system. The effectiveness of the DBA will be realized by the smoother functioning of the Compass program.

6. Deliverables and Timelines:

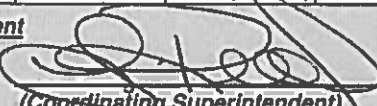
Does the implementation period extend further than the 2017/18 budget year? (e.g. 5 year plan). Provide details.

Teacher Training is required. As a benchmark we used 204 teachers @\$300 per day.
 The DBA position will be re-evaluated after one year to determine if the same requirement for manpower is needed after successful implementation. Training should not be required after year one. The long term vision for the comprehensive use of Compass has yet to be determined.

WATERLOO REGION DISTRICT SCHOOL BOARD
2017/18 Budget Process
New Initiative Request

b. Projected Implementation Costs:

- If the request is one-time for 2017/18, complete the section below under "Year: 2017/18".
- If the implementation period or on-going costs extend into future years, record the costs in the applicable category and school years below.
- **Staffing Costs:** Include salaries & benefits and if applicable: travel, professional development, office supplies & equipment and office renovations.
- **Important:** Staffing position requests must be accompanied by an offsetting reduction from an existing departmental/program base budget.
 - Record offsetting reduction as a minus (-).
 - Specify the department/program budget where reduction will occur and the expense category.
e.g. Department/Program: ITS Software Development Category: Fees & Contracts
 - Total Staff Position request should net to an overall total of \$0

		One-Time Request (i.e. new initiative)	\$256,668	Ongoing (i.e. staffing)	\$80,668		
Panel (check the appropriate boxes)		Elem <input checked="" type="checkbox"/>	Sec <input type="checkbox"/>	Alloc <input type="checkbox"/>			
Allocation of Proposed Costs:							
	*Record \$ to the nearest hundred dollars	FTE	Year: 2017/18	Year: 2018/19	Year: 2019/20	Beyond 2019/20	
001	Salaries	1.00	82,934	82,934			
002	Benefits		20,734	20,734			
003	Travel		1,000	1,000			
004	Professional Development		67,000	1,000			
006a	Supplies & Services						
006b	Supplies - F. & E. (Under \$5,000 per unit)						
010a	F&C: Contract		25,000				
010b	F&C: Software Licenses		10,000	(25,000)	(25,000)	(25,000)	
018	Capital Expenditures:						
018a	Building Improvements / Renovations - Ed. Centre						
	Furniture & Equipment (\$5,000 per unit threshold) e.g. telephone system, PA system, custodial equipment, shop equipment, vehicles, etc)						
018b	Specify:						
018c	Computer Hardware Project		50,000				
018d	Computer Software Project (e.g. wireless infrastructure)						
	Staffing Position Offset Savings: Record reduction from existing base budgets as a minus (-). Dept/Program: Category:						
	Total	1.00	256,668	80,668	(25,000)	(25,000)	
Authorization: Please type date of approval & name of Coordinating Superintendent							
Date Approved: _____			Approved by:  (Coordinating Superintendent)				

Note: Supporting detailed documentation must accompany any initiatives over \$100K

WATERLOO REGION DISTRICT SCHOOL BOARD
2017/18 Budget Process
New Initiative Request

Division / Branch	Business Services
Department	Financial Services
Prepared By	Wendy Jocques

1. Provide a brief description of this request:

When building a new school, the Ministry of Education provides capital funding related to the building costs and for first-time equipment expenses. However, no specific funding is provided for administrative office and classroom supplies nor computer technology. This request includes the following allocations required for the opening of one new school, effective September 1, 2018.

a) .44 FTE principal and .44 FTE secretary (eff. March 2018) and .25 FTE head custodian (eff. June 2018)- to prepare for the opening of Rosenberg III \$98,900.

b) Administrative office and classroom supplies \$209,400 c) Computer technology for Rosenberg III \$150K d) Communication resources \$5K. This is a one-time request. 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. Purpose for the request:

a. What is the need/issue/problem that this initiative will address?

When building a new school, the Ministry of Education provides funding for 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.

3. Key Focus for the 2017/18 Budget for "New Initiative" requests:

New Initiative requests for 2017/18 are focused on the following operational goals:

1. Mathematics
2. Graduation Rates
3. Student and Staff Wellness

a. Which operational goal does this request support and how?

This initiative supports all of the operational goals in providing the necessary resources required to set up a new learning environment for students and staff to succeed in their endeavors.

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

This request provides the start-up resources required for student learning and achievement to take place in the classroom of this new learning environment and includes the following:

- .44 FTE principal & .44 FTE secretary & .25 FTE head custodian for Rosenberg III to be hired March 2018 (\$98,900)
- start-up administrative office & classroom supplies (\$209,400)
- Start-up computer technology for Rosenberg III (\$150K)

5. How will you 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.

6. Deliverables and Timelines:

Does the implementation period extend further than the 2017/18 budget year? (e.g. 5 year plan). Provide details.

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

WATERLOO REGION DISTRICT SCHOOL BOARD
2017/18 Budget Process
New Initiative Request

b. Projected Implementation Costs:

- If the request is one-time for 2017/18, complete the section below under "Year: 2017/18".
- If the implementation period or on-going costs extend into future years, record the costs in the applicable category and school years below.
- **Staffing Costs:** Include salaries & benefits and if applicable: travel, professional development, office supplies & equipment and office renovations.
- **Important:** Staffing position requests must be accompanied by an offsetting reduction from an existing departmental/program base budget.
 - Record offsetting reduction as a minus (-).
 - Specify the department/program budget where reduction will occur and the expense category.
e.g. Department/Program: ITS Software Development Category: Fees & Contracts
 - Total Staff Position request should net to an overall total of \$0

<div> <div>One-Time Request (i.e. new initiative)</div> <div>\$458,300</div> <div>Ongoing (i.e. staffing)</div> <div></div> </div>	
<div> <div>Panel (check the appropriate boxes)</div> <div>Elem <input checked="" type="checkbox"/></div> <div>Sec <input type="checkbox"/></div> <div>Alloc <input type="checkbox"/></div> </div>	
Allocation of Proposed Costs:	
	<div> <div>*Record \$ to the nearest hundred dollars</div> <div>FTE</div> <div>Year: 2017/18</div> <div>Year: 2018/19</div> <div>Year: 2019/20</div> <div>Beyond 2019/20</div> </div>
001	<div>Salaries</div> <div>1.13</div> <div>83,400</div> <div></div> <div></div> <div></div>
002	<div>Benefits</div> <div></div> <div>15,500</div> <div></div> <div></div> <div></div>
003	<div>Travel</div> <div></div> <div></div> <div></div> <div></div> <div></div>
004	<div>Professional Development</div> <div></div> <div></div> <div></div> <div></div> <div></div>
006a	<div>Supplies & Services</div> <div></div> <div>214,400</div> <div></div> <div></div> <div></div>
006b	<div>Supplies - F. & E. (Under \$5,000 per unit)</div> <div></div> <div></div> <div></div> <div></div> <div></div>
010a	<div>F&C: Contract</div> <div></div> <div></div> <div></div> <div></div> <div></div>
010b	<div>F&C: Software Licenses</div> <div></div> <div></div> <div></div> <div></div> <div></div>
018	<div>Capital Expenditures:</div> <div></div> <div></div> <div></div> <div></div> <div></div>
018a	<div>Building Improvements / Renovations - Ed. Centre</div> <div></div> <div></div> <div></div> <div></div> <div></div>
	<div>Furniture & Equipment (\$5,000 per unit threshold) e.g. telephone system, PA system, custodial equipment, shop equipment, vehicles, etc)</div> <div></div> <div></div> <div></div> <div></div> <div></div>
018b	<div>Specify:</div> <div></div> <div></div> <div></div> <div></div> <div></div>
018c	<div>Computer Hardware Project</div> <div></div> <div>150,000</div> <div></div> <div></div> <div></div>
	<div>Computer Software Project (e.g. wireless infrastructure)</div> <div></div> <div></div> <div></div> <div></div> <div></div>
018d	<div>Staffing Position Offset Savings: Record reduction from existing base budgets as a minus (-).</div> <div></div> <div></div> <div></div> <div></div> <div></div>
	<div>Dept/Program:</div> <div></div> <div></div> <div></div> <div></div> <div></div>
	<div>Category:</div> <div></div> <div></div> <div></div> <div></div> <div></div>
	<div>Total</div> <div>1.13</div> <div>463,300</div> <div>0</div> <div>0</div> <div>0</div>
Authorization: Please type date of approval & name of Coordinating Superintendent	
<div> <div>Date Approved: 23-Mar-17</div> <div>Approved by: Matthew Gerard (Coordinating Superintendent)</div> </div>	

Note: Supporting detailed documentation must accompany any initiatives over \$100K

WATERLOO REGION DISTRICT SCHOOL BOARD
2017/18 Budget Process
New Initiative Request

Division / Branch	Learning Services & Human Resource Services
Department	Learning Services & Wellness
Prepared By	Research & Evidence-Based Practice Dept (Dana Liebermann)

1. Provide a brief description of this request:

This request is to begin Phase 1 of implementation of the HERO Generation program in schools across WRDSB. As of September 2017, a year long pilot of this program will occur in all schools with a staff well-being focus and with an additional student well-being focus in approximately ten elementary schools. This budget request will support System Leader, Principal, Vice Principal and all-staff capacity building, materials, research methodology development and a program evaluation.

2. Purpose for the request:

a. What is the need/issue/problem that this initiative will address?

Staff well-being: Staff across the system and at all schools will be using the Plasticity online platform to build sense of community and participate in weekly activities designed to build their own social and emotional skills, which is anticipated to support their well-being. Staff will complete optional weekly activities focusing on a variety of topics, including hope, optimism, resilience, efficacy, community building, job satisfaction, empathy, inspiration, emotional control, gratitude, inspiration, mindfulness and productivity. **Student well-being:** Plasticity Labs developed the HERO Generation program in partnership with teachers and aims to teach children about social and emotional intelligence and help them build skills by offering content and activities for students. The skills that the program focuses on are Hope, Efficacy, Resilience, Optimism, Gratitude, Empathy and Mindfulness (HERO GEM traits). As part of the HERO Generation program, activities are led by teachers and done within the classroom. Activities range from practicing gratitude, setting a goal with a friend, and activities to illustrate how children are different from one another but the same in other ways.

3. Key Focus for the 2017/18 Budget for "New Initiative" requests:

New Initiative requests for 2017/18 are focused on the following operational goals:

1. Mathematics
2. Graduation Rates
3. Student and Staff Wellness

a. Which operational goal does this request support and how?

This project would support all three operational goals. While initially the impact will be on student and staff well-being, it is anticipated that the outcomes will eventual impact student achievement as well (i.e., Mathematics and Graduation).

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

The short and long term goals of this project are to have an impact on: (1) staff well-being, (2) student well-being, (3) student social-emotional skills, (4) student achievement.

5. How will you measure the effectiveness of this initiative once project has been implemented?

The effectiveness will be measured through a program evaluation that will be developed in collaboration with Plasticity Labs. The evaluation will also examine how the HERO Generation program connects with the Ministry of Education Curriculum Learning Outcomes and help to identify what supports are necessary for the ideal implementation of the HERO generation program at a larger scale.

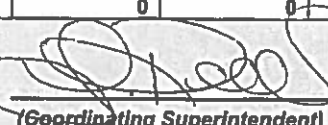
6. Deliverables and Timelines:

Does the implementation period extend further than the 2017/18 budget year? (e.g. 5 year plan). Provide details.

Depending on the outcomes of the program evaluation, the project may extend beyond the 2017/2018 year.

b. Projected Implementation Costs:

- If the request is one-time for 2017/18, complete the section below under "Year: 2017/18".
- If the implementation period or on-going costs extend into future years, record the costs in the applicable category and school years below.
- **Staffing Costs:** Include salaries & benefits and if applicable: travel, professional development, office supplies & equipment and office renovations.
- **Important:** Staffing position requests must be accompanied by an offsetting reduction from an existing departmental/program base budget.
 - Record offsetting reduction as a minus (-).
 - Specify the department/program budget where reduction will occur and the expense category.
e.g. Department/Program: ITS Software Development Category: Fees & Contracts
 - Total Staff Position request should net to an overall total of \$0

		One-Time Request (i.e. new initiative)	x	Ongoing (i.e. staffing)	x	
Panel (check the appropriate boxes)		Elem	Sec	Alloc		
Allocation of Proposed Costs:						
	<i>*Record \$ to the nearest hundred dollars</i>	FTE	Year: 2017/18	Year: 2018/19	Year: 2019/20	Beyond 2019/20
001	Salaries					
002	Benefits					
003	Travel		1,000			
004	Professional Development		262,500			
006a	Supplies & Services		5,000			
006b	Supplies - F. & E. (Under \$5,000 per unit)		5,000			
010a	F&C: Contract		196,305			
010b	F&C: Software Licenses		30,000			
018	Capital Expenditures:					
018a	Building Improvements / Renovations - Ed. Centre					
	Furniture & Equipment (\$5,000 per unit threshold) e.g. telephone system, PA system, custodial equipment, shop equipment, vehicles, etc)					
018b	Specify:					
018c	Computer Hardware Project					
018d	Computer Software Project (e.g. wireless infrastructure)					
	Staffing Position Offset Savings: Record reduction from existing base budgets as a minus (-).					
	Dept/Program:					
	Category:					
	Total	0.00	499,805	0	0	0
Authorization: Please type date of approval & name of Coordinating Superintendent						
Date Approved: June 8, 2017		Approved by:  (Coordinating Superintendent)				

Note: Supporting detailed documentation must accompany any initiatives over \$100K

WATERLOO REGION DISTRICT SCHOOL BOARD

2017-18 Summary of Capital Budget

June 14, 2017



Waterloo Region District School Board 2017-18 Summary of Capital Budget

	2016-17	2017-18	%	
Funding Source	Budget	Budget	Change	
New Schools and Additions	\$ 30,099,238	\$ 20,995,983	-30.2%	
Committed Capital Projects	\$ 710,000	\$ 1,022,000	43.9%	
School Condition Improvement	\$ 7,841,720	\$ 11,817,120	50.7%	
Full Day Kindergarten	\$ 1,828,551	\$ 1,764,595	-3.5%	
School Renewal	\$ 7,530,524	\$ 7,679,318	2.0%	
Education Development Charges (EDC)	\$ 2,462,662	\$ 13,497,477	448.1%	
Proceeds of Disposition (POD)	\$ 5,651,364	\$ 2,700,000	-52.2%	
Child Care Capital	\$ 2,495,650	\$ 4,992,272	100.0%	
Child and Family Centers	\$ -	\$ 1,512,510	N/A	
Greenhouse Gas (GHG) Reduction	\$ -	\$ 320,000	N/A	
Community Hubs	\$ -	\$ 90,000	N/A	
Minor Tangible Capital Assets	\$ 9,294,300	\$ 6,100,300	-34.4%	
Total Capital by Funding Source	\$ 67,914,009	\$ 72,491,575	6.7%	
	2016-17	2017-18	%	
Expenditure	Budget	Budget	Change	
Buildings (new, additions, & renewal)	\$ 53,718,047	\$ 48,273,798	-10.1%	
Land	\$ 2,462,662	\$ 13,997,477	468.4%	
Land Improvements	\$ 1,020,000	\$ 1,100,000	7.8%	
Leasehold Improvements	\$ -	\$ 2,200,000	N/A	
Moveable Assets	\$ 10,713,300	\$ 6,920,300	-35.4%	
Total Capital by Funding Source	\$ 67,914,009	\$ 72,491,575	6.7%	

Waterloo Region District School Board 2017-18 Summary of Capital Budget				
Capital Budget				
2017-18 Capital Priorities Projects New Rosenberg III Public School (\$13.2M) Cedar Creek Addition (\$7.9M) Ryerson Addition (\$4.4M) Grand River CI Addition (\$5.9M)	2017-2018 Projects School Renewal Projects (\$7.7M) School Condition Improvement (\$11.8M) Greenhouse Gas Reduction (\$.32M) Community Hubs (\$.09M) Education Centre Renewal (\$1M)	2016-2017 Completions Chicopee Hills Public School Groh Public School	Land Purchases Land Acquisitions (\$14M)	
			2017-2018 Minor Tangible Capital Assets Vehicle and Equipment (\$6.1M)	