

**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, 1<sup>st</sup> Floor, 51 Ardelet Avenue, Kitchener, Ontario, on **Monday, April 16, 2018, at 7:00 p.m.**

**AGENDA**

**Call to Order**

**O Canada**

**Approval of Agenda**

**Declarations of Pecuniary Interest**

**Celebrating Board Activities/Announcements**

**Delegations**

**Policy and Governance**

<b>01</b>	Review of Board Policy 1003 - School Councils	S. Lomax
<b>03</b>	Review of Board Policy 1014 - Freedom of Information and Records Management	J. Bryant
<b>05</b>	Review of Board Policy 2009 - Board Advocacy	J. Bryant
<b>07</b>	Review of Board Policy 5008 - Staff Dress Code	M. Weinert

**Reports**

<b>09</b>	Interim Financial Report and Forecast at February 28th	M. Gerard/N. Landry
<b>20</b>	Major Capital Projects Quarterly Update	M. Gerard/I. Gaudet
<b>23</b>	Fiscal Task Force Quarterly Update	M. Gerard
<b>25</b>	Human Resource Services Response to Ontario's Education Equity Action Plan	M. Weinert

**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  
Stephanie Reidel, Manager of Corporate Services  
519-570-0003, ext. 4336, or [Stephanie.Reidel@wrdsb.ca](mailto:Stephanie.Reidel@wrdsb.ca)





## SCHOOL COUNCILS

Legal References:	<i>Education Act: Ontario Regulation 612/00</i> <i>Education Act: Ontario Regulation 613/00 – School Councils and Parent Involvement Committees</i>
Related References:	<i>Ministry of Education, Guide to School Councils, 2002</i> <i>Administrative Procedure 1570 – School Councils</i> <i>School Council Handbook by WRAPSC/PIC (2015)</i>
Effective Date:	<i>February 23, 1998</i>
Revisions:	January 16, 2017, <b>April 16, 2018</b>
Reviewed:	

1. It is the policy of the Waterloo Region District School Board (**WRDSB**), in compliance with the legislative requirements contained in the Education Act, and in recognition of the valuable contributions of all the school councils of the Waterloo Region District School Board, the Waterloo Region Assembly of Public School Councils (**WRAPSC**), Parent Involvement Committee (**PIC**) and all participants within our diverse community through this partnership of school and community, to:
  - 1.1 request that each school within the ~~Board~~ **district** establish and maintain a School Council, ranging in size from nine to fifteen members in elementary schools, and from eleven to fifteen members in secondary schools, **where possible**, which will be an advisory body to the school and to the Board;
  - 1.2 acknowledge that the implementation of School Councils will be a learning process unique to each school and its community, and that part of this process will be regular reflection and review of the Council's effectiveness according to ~~the Board's~~ **WRDSB's** policy and procedures for School Councils;
  - 1.3 encourage School Councils to focus on strategies and activities which support student learning, achievement and well-being;
  - 1.4 advocate that School Councils and WRAPSC work together with parents, caregivers, students, employees, band councils, ~~Parent Involvement Committee~~ **PIC**, and other members of the community to bring a community perspective and support to school planning and the attainment of educational goals, and a shared responsibility and accountability for student learning and opportunities for success;
  - 1.5 consult with School Councils in accordance with s.19, 20, 21 of O. Reg. 6124/00.



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  - 1.1.5 consult with School Councils in accordance with s 19, 20, 21 of O. Reg 612100.



## FREEDOM OF INFORMATION AND RECORDS MANAGEMENT

Legal References:	<i>Evidence Act, R.S.O. 1990, Chapter E.23</i> <i>Municipal Freedom of Information and Protection of Privacy Act, R.S.O., 1990, Chapter M.56</i>
Related References:	<i>Administrative Procedure 1100 – MFIPPA</i> <i>Administrative Procedure 1110 – Records Management</i>
Effective Date:	March 2013
Revisions:	
Reviewed:	December 12, 2016, <b>April 16, 2018</b>

### 1. Preamble

- 1.1 The Waterloo Region District School Board is required to comply with privacy legislation and must be able to fulfill requests for information from individuals or organizations in an efficient, thorough and timely manner. In order to accomplish these goals, a solid records management program must be in place.
- 1.2 Records management refers to the creation, maintenance, use and disposal of the records of an organization throughout their entire life cycle and in making the information they contain available in support of the business of the organization.

### 2. Records as Resources

- 2.1 Records of the business of the organization can be in many formats, including: paper, video, audio, microfilm, electronic (e.g., e-mail, digital media, websites, electronic document management systems).
- 2.2 Information is a corporate asset, and the records of the Waterloo Region District School Board are important sources of administrative, fiscal, legal, evidential and historical information. They are vital to the organization in its current and future operations, for the purposes of accountability and for an awareness and understanding of its history. They are the corporate memory of the organization.
- 2.3 Systematic records management is fundamental to organizational efficiency. It ensures that the right information is:
  - captured, stored, retrieved and destroyed or preserved according to need
  - fully exploited to meet current and future needs, and to support change
  - accessible to those who need to make use of it
- 2.4 The Waterloo Region District School Board will create, use, manage and destroy or preserve its records in accordance with statutory and organizational requirements, in order to maintain an authentic and reliable record of its actions, transactions and decisions.
- 2.5 Board information and records are the property of the Waterloo Region District School Board. Employees do not retain a personal or proprietary interest in them.



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## BOARD ADVOCACY

Legal References:	<i>Ministry of Education Memorandum 2006:B15 – Reporting of School Board Expenditure Guidelines</i>
Related References:	<i>Board Policy 2001 - Communications</i> <i>Board Policy 2006 - Consultation</i>
Effective Date:	<i>October 2007</i>
Revisions:	
Reviewed:	<i>December 12, 2016, <b>April 16, 2018</b></i>

### **1. Preamble**

1. It is the policy of the Waterloo Region District School Board, as required by the Ministry of Education Memorandum 2006:B15, to support school board communication with the Ontario government as an important activity to identify, discuss and find solutions to policy and financial issues.
2. Advocacy Guidelines
  - 2.1 The Board will ensure that:
    - 2.1.2 there will be ongoing communication between school boards, education partners and governments through established mechanisms and channels;
    - 2.1.3 available resources will be maximized for student success and student achievement and well-being;
    - 2.1.4 there will be suitable advocacy related expenditures which would include membership dues and fees to appropriate organizations;
    - 2.1.5 students will not be used as vehicles for board advocacy to the public, education partners or governments;
    - 2.1.6 Board funds will not be used to attend events for specific political parties.



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## STAFF DRESS CODE

Legal References:

Related References:

Effective Date: *June 25, 2001*

Revisions: *September 2002*

Reviewed: *December 12, 2016, **April 16, 2018***

1. It is the expectation of the Waterloo Region District School Board that staff will dress in a manner consistent with their roles and responsibilities with the Board. The specific standard will be established by the supervisor in consultation with the staff.



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# Report to Committee of the Whole

April 16, 2018

## Subject: 2017-18 Interim Financial Report and Forecast

### Recommendation

*This report is for the information of the Board.*

### Status

The Board of Trustees (Trustees) approved the 2017-18 operating budget on June 26, 2017, and at that time the Trustees approved a balanced budget.

The development of the Waterloo Region District School Board's (Board's) operating budget includes many underlying assumptions which, over the course of a school year, can change significantly. On a quarterly basis throughout the year, staff provides updates to the Board regarding our key assumptions, the identification of key risks and planned mitigation strategies.

The information contained in this report is based on financial results up to February 28, 2018. As we are now past the mid-point of the school year, staff is in a better position to make material adjustments to our forecast based on revenues and expenditures to date. Despite the items noted below, we expect the Board to finish the year in a balanced position which is consistent with the budget passed by the Board in June 2017.

The 2017-18 Quarter 2 (Q2) Interim Financial Report, comparing the budget to the forecasted year-end position is attached as Appendix A. In terms of key assumptions and risk areas, the following represent factors which may impact the year-end results.

#### Revenues

- No material variances have been identified subsequent to the Quarter 1 (Q1) report which was provided on January 22, 2018. As part of that report, staff identified additional revenues related to Student Enrolment, ESL/ELD funding, the Teacher Qualifications and Experience Grant (Q&E) and funding provided to the Board through Education Programs Other Grants (EPO).

#### Expenditures

- As part of our Q1 report, we identified pressures and provided information to explain the expenditure increases in School Renewal and Employee Future Benefits (Retirement Gratuity Liability). No material variances have been identified subsequent to the Q1 report for these areas, so they are not specifically addressed below.
- Supply Staff (Teachers, Educational Assistants, Designated Early Childhood Educators)
  - In-year change: Total expenditures on supply staff are projected to be \$2.3M higher than the budget forecast, an increase of 12.4%. This

increase is subsequent to information provided earlier in the year, in which we signaled a pressure of approximately \$800 thousand. Our revised forecast now reflects supply costs incurred during the December-February period, where we typically experience higher utilization of sick time due to seasonal sickness.

- Impact: Short-term supply costs continue to be a significant pressure for the Board, and were identified by the Auditor General's Office in its [2017 Annual Report](#) as a challenge across the Province.
- Strategy: Significant efforts are being taken by Human Resource Services to support staff well-being. We will continue to monitor in-year expenditures and provide updates to Trustees as part of our interim reporting throughout the year.
- Student Transportation
  - In-year change: Expenditures are projected to be \$400 thousand higher than the budget forecast, an increase of 2.3%.
  - Impact: The primary driver of the increase noted above has been enhanced funding which was provided to school bus operators to enable them to increase the base salary paid to drivers from \$16.50 an hour to \$17.50 an hour (effective February 1, 2018). On January 1, 2018, changes to the [Employment Standards Act](#) increased the general minimum wage in Ontario to \$14.00 per hour; this represented an increase of roughly 20.6% and there was a material risk that this would strain the ability of school bus operators to attract and retain qualified school bus drivers to provide service for our students.
  - Strategy: Student Transportation Services of Waterloo Region continues to refine the transportation network to find efficiencies and provide the best service possible to our students. In addition to the increase in base salaries funded by the Board, the Ministry of Education has introduced the [School Bus Driver Retention Bonus Program](#), which aims to incentivize drivers to stay in the industry over the medium-term; funding for this program will flow directly from the Ministry to school bus operators and will not impact the Board's finances. In addition, the Ministry has recognized that current funding for student transportation is not sufficient to keep up with costs, and has announced that based funding will increase by 4% for the 2018/19 school year. This will assist in offsetting pressures in this area of the budget as we move towards next school year.

Overall, staff continues to identify, assess and mitigate financial risks to help ensure the financial stability and sustainability of the organization. As noted above, we have not changed our forecast of the year-end financial position at this time, which is a balanced budget.

## **Background**

It is the sole responsibility of the Board to approve the annual operating budget and it is the responsibility of staff to oversee and monitor day-to-day spending within the budget framework. Trustees play a key role in the budget process, ensuring that funding is aligned with the Board's strategic priorities and legislative requirements.

In an effort to support Trustees in fulfilling their fiduciary duties, staff provides quarterly financial updates on in-year spending forecasts relative to the budget. These updates identify potential risks and opportunities that may be on the horizon, as well as the strategies staff have in place to address the identified items. These actions are intended to support Trustees in making evidence based decisions and fulfilling their governance responsibilities.

## **Financial Implications**

No financial implications.

## **Communications**

Financial Services will work with our communications department to ensure that financial information is readily available to the public via our corporate website.

Prepared by: Matthew Gerard, Coordinating Superintendent, Business Services & Treasurer of the Board  
Nick Landry, Controller, Financial Services  
Sharon Uttley, Manager, Accounting Services  
Wendy Jocques, Manager, Budget Services  
Fabiana Frasher, Budget Officer  
in consultation with Coordinating Council

**2017-18 Interim Financial Report (Second Quarter- Period Ending February 28, 2018)**
**SUMMARY OF FINANCIAL RESULTS (000s)**

	Budget	Forecast	In-Year Change	
			\$	%
<b>Revenue</b>				
Provincial Grants-GSN	687,794	692,372	4,578	0.7%
Revenue transferred from/(to) deferred revenue	479	1,472	993	207.2%
Other Grants	3,422	7,702	4,279	125.0%
Other Revenue	25,709	25,533	(176)	(0.7%)
School Generated Funds	14,000	14,000	-	0.0%
Transferred from DCC**	34,144	34,144	-	0.0%
Transferred to DCC**	(13,780)	(14,394)	(614)	4.5%
<b>Total Revenue</b>	<b>751,769</b>	<b>760,829</b>	<b>9,060</b>	<b>1.2%</b>
<b>Expenses</b>				
Instruction	582,639	589,416	6,777	1.2%
Administration	16,988	17,304	316	1.9%
Transportation	17,139	17,539	400	2.3%
School Operations & Maintenance	61,071	61,026	(45)	(0.1%)
Pupil Accom/Renewal/Debt/Non-operating	48,505	49,299	794	1.6%
School Generated Funds	14,000	14,000	-	0.0%
<b>Total Expenses</b>	<b>740,343</b>	<b>748,585</b>	<b>8,242</b>	<b>1.1%</b>
<b>Surplus/(Deficit)</b>	<b>11,426</b>	<b>12,244</b>	<b>819</b>	<b>7.2%</b>

**Changes in Revenue**

- Provincial Grants- Increase in enrolment and ESL/ELD funding
- Deferred Revenue- Changes are related to transfers for Special Education, Student Achievement Envelope and Interest on Capital
- Other Grants- Increase due to additional Educational Program Other (EPO) announcements following 2017-18 budget submission
- Other Revenue- Decrease is the net effect of a projected increase in the number of International students; increase in extended day care fees due to increased enrolment; decrease from budget in actual number of fully recoverable positions

**Change in Expenditures**

- Instruction- Reflects the increase in staffing to support enrolment and projected increase in short-term supply costs
- Administration- Carryover of one time initiatives from previous year
- Transportation- Increase to base salary paid to bus drivers effective Feb 1/2018
- Pupil Accom/Renewal/Debt/Non-Operating- Net of Increase in extended day care enrolment, school renewal and decrease in fully recoverable positions

\*\*DCC - Deferred Capital Contributions

**2017-18 Interim Financial Report (Second Quarter- Period Ending February 28, 2018)**
**DETERMINATION OF ANNUAL OPERATING SURPLUS (000s)**

	Budget	Forecast
<b>PSAB Surplus/(Deficit) (from above)</b>	11,426	12,244
<b>LESS: Internally Appropriated</b>		
2017/18 one-time initiatives	2,465	2,465
Committed Capital Projects	312	387
Committed capital projects annual amortization	(372)	(372)
<b>Sub-Total: In-Year Appropriations</b>	<b>2,405</b>	<b>2,479</b>
Previous year one-time initiatives	-	156
Commitment of sinking fund interest	(25)	(73)
Committed capital projects	(650)	(724)
<b>Total: Internally Appropriated</b>	<b>1,730</b>	<b>1,838</b>
<b>Less: Unavailable for Compliance</b>		
PSAB Adjustments	(13,528)	(14,455)
<b>Total Adjustments</b>	<b>(11,798)</b>	<b>(12,617)</b>
In-year unappropriated Operating Surplus/(Deficit)	(372)	(372)
Committed capital projects annual amortization	372	372
<b>ANNUAL Unappropriated Operating Surplus/(Deficit)</b>	<b>(0)</b>	<b>(0)</b>

**SUMMARY OF CAPITAL TO BE FINANCED (000s)**

	Budget	Forecast
<b>Funding</b>		
New Building and Additions	20,996	14,516
Community Hubs	90	1,076
Child Care Capital	4,992	3,692
Child and Family Centres	1,513	513
Greenhouse Gas (GHG) Reduction	320	1,658
School Condition Improvement	11,817	17,866
Full Day Kindergarten	1,765	2,499
Renewal	7,679	8,294
Education Development Charge (EDC)	13,497	13,497
Proceeds of Disposition	2,700	1,480
Minor Tangible Capital Assets	6,100	6,100
Other	1,022	1,097
<b>Total Capital by Funding Source</b>	<b>72,492</b>	<b>72,287</b>
<b>Expenditure</b>		
Buildings (new, additions & renewal)	48,274	48,570
Land	13,997	13,497
Land Improvements	1,100	1,100
Leasehold Improvements	2,200	2,200
Moveable Assets	6,920	6,920
<b>Total Capital Expenditure</b>	<b>72,492</b>	<b>72,287</b>

**2017-18 Interim Financial Report (Second Quarter- Period Ending February 28, 2018)**
**SUMMARY OF ENROLMENT**

ADE	Budget	Forecast	In-Year Change	
			#	%
<b>Elementary</b>				
JK	3,978.65	3,938.17	(40.48)	-1.0%
SK	4,342.89	4,343.37	0.48	0.0%
Grade 1-3	13,339.00	13,347.84	8.84	0.1%
Grade 4-8	22,127.00	22,487.14	360.14	1.6%
Other Pupils (International)	11.00	12.50	1.50	13.6%
<b>Total Elementary</b>	<b>43,798.54</b>	<b>44,129.02</b>	<b>330.48</b>	<b>0.8%</b>
<b>Secondary</b>				
Pupils of the Board <21	18,885.21	18,929.92	44.71	0.2%
High Credit Pupils	35.47	29.81	(5.66)	-16.0%
Pupils of the Board >21	3.13	5.63	2.50	79.9%
Other Pupils (International)	96.00	102.50	6.50	6.8%
<b>Total Secondary</b>	<b>19,019.81</b>	<b>19,067.86</b>	<b>48.05</b>	<b>0.3%</b>
<b>Total</b>	<b>62,818.35</b>	<b>63,196.88</b>	<b>378.53</b>	<b>0.6%</b>

Note: Forecast based on October 31st count date

**Highlights of Changes in Enrolment:**

- We attribute our growth in the elementary panel to net migration into the Region. This continues a trend identified in 2016-17 and is likely to continue as affordability of housing in the Greater Toronto area pushes people further down the 401 corridor.
- We have adjusted our multi-year forecast for both elementary and secondary schools. In previous forecasts we anticipated the secondary decline to continue into 2017-18; our adjusted forecasts indicate we "bottomed out" in 2016-17 and should expect a gradual increase moving forward.

**SUMMARY OF STAFFING**

FTE	Budget	Actual October 31st	In-Year Change	
			#	%
<b>Instruction</b>				
Classroom Teachers	3,835.90	3,858.10	22.20	0.58%
Non-Classroom	1,977.50	1,973.50	(4.00)	-0.20%
<b>Total Instruction</b>	<b>5,813.40</b>	<b>5,831.60</b>	<b>18.20</b>	<b>0.31%</b>
<b>Non-Instruction</b>	<b>801.00</b>	<b>761.60</b>	<b>(39.40)</b>	<b>-4.92%</b>
<b>Total</b>	<b>6,614.40</b>	<b>6,593.20</b>	<b>(21.20)</b>	<b>-0.32%</b>

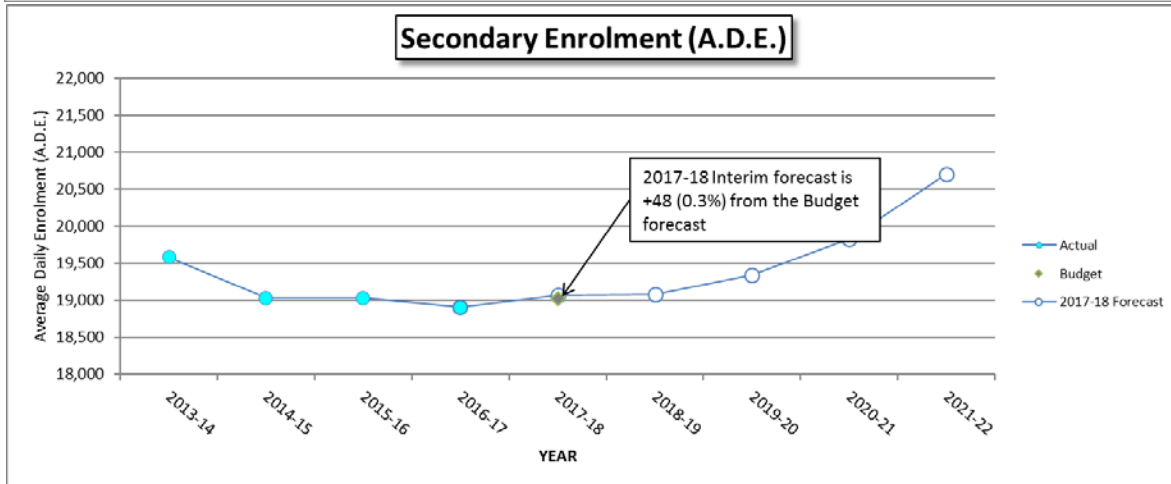
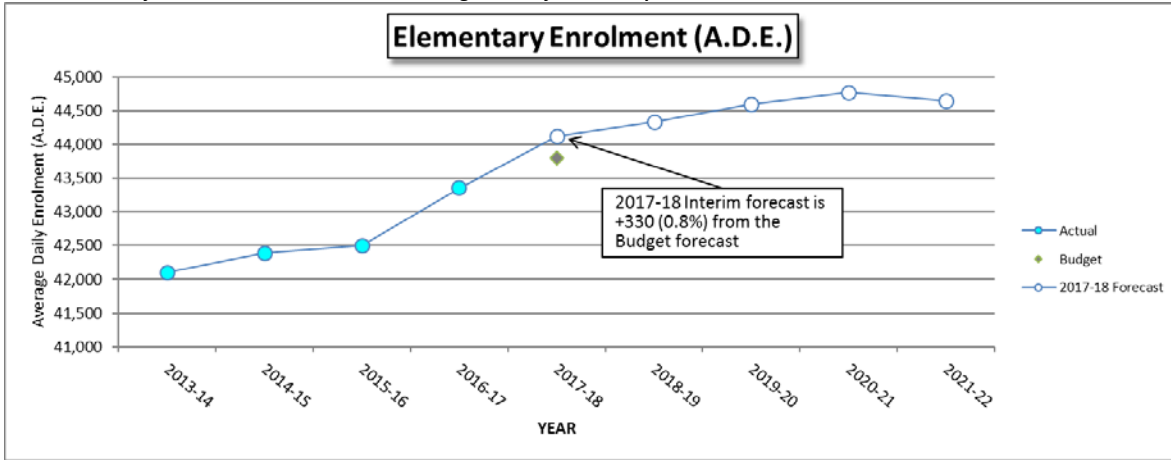
**Highlights of Changes in Staffing:**

- October 31st numbers exclude vacant permanent positions and adjustments for Special Education, ELHT (Con-Ed)



2017-18 Interim Financial Report (Second Quarter- Period Ending February 28, 2018)

Historic and Projected Enrolments with 2017/18 Budget vs Projected Comparison



2017-18 Interim Financial Report (Second Quarter)  
PSAB Revenues for the Period Ending February 28, 2018

	2017-18					Material Variance Note
	Budget (Estimates)	% Change from Prior Year Actuals	Forecast	In-Year Change		
				\$ Increase (Decrease)	% Increase (Decrease)	
<b>Provincial Grants for Student Needs</b>						
1 Pupil Foundation-Elementary	233,067,207	3.3%	234,585,076	1,517,869	0.65%	1
2 Pupil Foundation-Secondary	111,039,936	2.0%	111,302,819	262,883	0.24%	
3 School Foundation	42,510,675	2.4%	42,730,527	219,852	0.52%	
4 Special Education	85,524,787	3.2%	85,487,966	(36,821)	(0.04%)	
5 French as a Second Language	8,606,252	3.1%	8,641,278	35,026	0.41%	
6 English as a Second Language	8,493,318	2.6%	9,404,289	910,971	10.73%	2
7 Remote and Rural Allocation			42,508	42,508	0.00%	
8 Learning Opportunities	7,722,662	0.4%	7,749,134	26,472	0.34%	
9 Continuing Education	1,571,130	11.6%	1,579,552	8,422	0.54%	
10 High Credit	121,236	19.5%	101,891	(19,345)	(15.96%)	
11 Teacher Q&E	64,042,353	10.9%	65,061,563	1,019,210	1.59%	3
12 New Teacher Induction Program (NTIP)	245,254	(43.9%)	304,427	59,173	24.13%	
13 ECE Q&E	4,152,133	11.2%	4,139,326	(12,807)	(0.31%)	
14 Transportation	16,375,031	2.9%	16,484,302	109,271	0.67%	
15 Admin and Governance	16,951,154	3.1%	17,016,904	65,750	0.39%	
16 Trustees' Association Fee	43,316	0.0%	43,316	-	0.00%	
17 School Operations	58,924,091	1.6%	59,245,697	321,606	0.55%	
18 Community Use of Schools	829,605	4.5%	829,605	-	0.00%	
19 Declining Enrolment	-	0.0%	-	-	0.00%	
20 Temporary accomodation - relocation and leasing	1,785,158	4.9%	1,785,158	-	0.00%	
21 First Nation, Metis and Inuit	944,597	(7.8%)	1,029,107	84,510	8.95%	
22 Safe Schools	1,286,180	2.7%	1,292,542	6,362	0.49%	
23 School Renewal	9,779,318	0.3%	9,819,160	39,842	0.41%	
24 Approved Debt	104,872	0.0%	104,872	-	0.00%	
25 Debt Charges-Interest Portion	7,617,902	(2.3%)	7,416,937	(200,965)	(2.64%)	
26 1% Lump Sum				-		
27 Capital Grant for Land				-		
28 Restraint Savings	(129,030)	0.0%	(129,030)	-	0.00%	
29 Labour Related Enhancements	6,185,319	0.0%	6,303,173	117,854		
<b>Total Provincial Grants for Student Needs (GSN)</b>	<b>687,794,456</b>	<b>3.8%</b>	<b>692,372,099</b>	<b>4,459,789</b>	<b>0.65%</b>	
<b>30 Amortization of Deferred Capital Contributions</b>	<b>34,143,703</b>	<b>100.0%</b>	<b>34,143,703</b>	<b>-</b>	<b>0.00%</b>	
31 Legislative Grants transferred from/(to) Deferred Revenue	479,304	(11399.0%)	1,472,439	993,135	207.20%	4
32 Other Grants	3,422,397	(5.1%)	7,701,715	4,279,318	125.04%	5
<b>Non Grant Revenue</b>						
33 Fees	1,838,400	16.0%	1,962,300	123,900	6.74%	6
34 Transportation Recoveries	27,300	19.8%	27,300	-	0.00%	
35 Rental Revenue	1,689,700	3.8%	1,689,700	-	0.00%	
36 Education Development Charge	10,072,616		10,072,616	-	0.00%	
37 Other Revenue	12,080,581	(12.1%)	11,781,081	(299,500)	(2.48%)	
<b>38 Non Grant Revenue</b>	<b>25,708,597</b>	<b>(2.6%)</b>	<b>25,532,997</b>	<b>(175,600)</b>	<b>(0.68%)</b>	
39 School Generated Funds Revenue	<b>14,000,000</b>	<b>4.8%</b>	<b>14,000,000</b>	<b>-</b>	<b>0.00%</b>	
40 Grants Transferred to Deferred Capital Contributions	<b>(13,779,618)</b>	<b>(16.9%)</b>	<b>(14,393,822)</b>	<b>(614,204)</b>	<b>4.46%</b>	
<b>41 Total PSAB Revenues</b>	<b>751,768,839</b>	<b>4.2%</b>	<b>760,829,131</b>	<b>9,060,292</b>	<b>1.21%</b>	

2017-18 Interim Financial Report (Second Quarter)  
PSAB Revenues for the Period Ending February 28, 2018

**EXPLANATIONS OF MATERIAL GRANT VARIANCES**

- 1 Student enrolment in the elementary panel is forecast to be higher than the budget estimate
- 2 Number of students eligible for ESL/ELD funding higher than budget forecast
- 3 Updated to reflect actual number of eligible teachers based on prior year grid
- 4 Reflects the change in amounts transferred from deferred revenue for Special Education, School Renewal and
- 5 Interest on Capital  
Additional EPO grants announced after budget submission
- 6 Projected increase in number of foreign students

Waterloo Region District School Board  
2017-18 Interim Financial Report (Second Quarter)  
PSAB Expenses for the Period Ending February 28, 2018

	2017-18					Material Variance Note
	Budget (Estimates)	% Change from Prior Year Actuals	Forecast	Change		
				\$ Increase (Decrease)	% Increase (Decrease)	
<b>OPERATING</b>						
<b>Classroom</b>						
Classroom Teachers	392,960,365	5.4%	395,067,119	2,106,754	0.5%	
Supply Staff	18,404,100	-3.6%	20,679,462	2,275,362	12.4%	1
Teacher Assistants	34,111,850	9.5%	33,916,786	(195,064)	(0.6%)	
Early Childhood Educator	17,338,000		17,572,000	234,000	1.3%	
Textbooks and Classroom Supplies	14,539,025	4.1%	15,146,568	607,543	4.2%	2
Computers	7,247,900	-21.3%	7,247,900	-	0.0%	
Professionals & Paraprofessionals	27,166,045	6.7%	27,831,145	665,100	2.4%	
Library & Guidance	11,715,719	-1.2%	12,086,497	370,778	3.2%	
Staff Development	4,062,782	1.8%	4,414,411	351,629	8.7%	2
Department Heads	1,411,700	0.1%	1,413,738	2,038	0.1%	
Principal and Vice-Principals	27,063,082	1.0%	27,161,340	98,258	0.4%	
School Secretaries & Office Supplies	16,461,663	10.9%	16,674,963	213,300	1.3%	
Teacher Consultants	7,902,310	13.1%	7,905,810	3,500	0.0%	
Continuing Education	2,027,587	4.0%	2,071,401	43,814	2.2%	
Instruction-Amortization	5,970,332	-0.5%	5,970,332	-	0.0%	
Less: GSN Funded Tangible Capital Assets	(5,743,300)	-34.5%	(5,743,300)	-	0.0%	
<b>Sub-Total Instruction Expenses</b>	<b>582,639,160</b>	<b>5.3%</b>	<b>589,416,172</b>	<b>6,777,012</b>	<b>1.2%</b>	
<b>Other Expenses</b>						
Board Administration	16,664,495	9.3%	16,980,378	315,883	1.9%	
School Operations	61,212,290	5.3%	61,167,306	(44,984)	(0.1%)	
Transportation	17,137,992	5.5%	17,537,992	400,000	2.3%	
Amortization	540,927		540,927	-	0.0%	
Less: GSN Funded Tangible Capital Assets	(357,000)		(357,000)	-	0.0%	
<b>Sub-Total Other Expenses</b>	<b>95,198,704</b>	<b>6.2%</b>	<b>95,869,603</b>	<b>670,899</b>	<b>0.7%</b>	3
<b>TOTAL OPERATING EXPENSE</b>	<b>677,837,864</b>	<b>5.4%</b>	<b>685,285,775</b>	<b>7,447,911</b>	<b>1.1%</b>	
<b>NON-OPERATING</b>						
<b>Pupil Accommodation/Renewal/Debt</b>						
School Renewal	9,779,318		10,893,522	1,114,204	11.4%	4
Debt Charges	7,997,974		7,997,974	-	0.0%	
Recoverable Costs	10,240,500		10,534,342	293,842	2.9%	
Other Non-Operating Expenses	104,872		104,872	-	0.0%	
Loss on Disposal of TCA and Assets						
Amortization	28,061,794		28,061,794	-	0.0%	
Less: GSN Funded Tangible Capital Assets	(7,679,318)		(8,293,522)	(614,204)	8.0%	
<b>Total Pupil Accommodation Expense</b>	<b>48,505,140</b>	<b>-760.0%</b>	<b>49,298,982</b>	<b>793,842</b>	<b>1.6%</b>	
<b>Instruction: reflects the adjustment for compensation estimates for centrally ratified</b>	<b>14,000,000</b>	<b>0.05</b>	<b>14,000,000</b>	<b>-</b>	<b>0.0%</b>	
<b>TOTAL EXPENSES</b>	<b>740,343,004</b>	<b>5.5%</b>	<b>748,584,757</b>	<b>8,241,753</b>	<b>1.1%</b>	

**EXPLANATIONS OF MATERIAL BUDGET VARIANCES**

- 1 Forecasted year-end pressure related to an increase in short-term supply costs
- 2 Additional Education Program Other (EPO) grants announced after budget submission
- 3 Increase in driver hourly wage rate from \$16.50 to \$17.50 effective Feb 1/2018
- 4 Allocation of 2016-2017 year end School Renewal deferred revenue

Waterloo Region District School Board  
 2017-18 Interim Financial Report (Second Quarter)  
 Spending Risk Assessment for the Period Ending February 28, 2018

	Actual to Feb 28/18	Actual to Feb 28/17	Year-to year Increase (Decrease)	Forecast vs.Prior year YTD
	% of Forecast Spent	% of Actual Spent		
<b>OPERATING</b>				
<b>Classroom</b>				
Classroom Teachers	49.18%	49.11%	0.1%	
Supply Staff	45.76%	43.77%	2.0%	
Teacher Assistants	52.22%	54.46%	(2.2%)	
Early Childhood Educator	53.89%	53.45%	0.4%	
Textbooks and Classroom Supplies	51.01%	50.31%	0.7%	
Computers	17.23%	53.19%	(36.0%)	1
Professionals & Paraprofessionals	47.00%	50.05%	(3.0%)	
Library & Guidance	51.92%	50.05%	1.9%	
Staff Development	52.03%	49.33%	2.7%	
Department Heads	50.56%	49.02%	1.5%	
Principal and Vice-Principals	50.26%	49.60%	0.7%	
School Secretaries & Office Supplies	48.66%	50.44%	(1.8%)	
Teacher Consultants	47.82%	45.40%	2.4%	
Continuing Education	27.28%	29.62%	(2.3%)	
Instruction-Amortization	0.00%	0.00%	0.0%	
Less: GSN Funded Tangible Capital Assets	0.76%	46.83%	(46.1%)	
<b>Sub-Total Instruction Expenses</b>	<b>48.92%</b>	<b>48.97%</b>	<b>(0.0%)</b>	
<b>Other Expenses</b>				
Board Administration	50.16%	50.01%	0.2%	
School Operations	46.43%	45.60%	0.8%	
Transportation	58.41%	62.54%	(4.1%)	
Amortization	0.00%	0.00%	0.0%	
Less: GSN Funded Tangible Capital Assets	68.0%	28.13%	39.8%	
<b>Sub-Total Other Expenses</b>	<b>48.94%</b>	<b>49.26%</b>	<b>(0.3%)</b>	
<b>TOTAL OPERATING EXPENSE</b>	<b>48.92%</b>	<b>49.01%</b>	<b>(0.1%)</b>	
<b>NON-OPERATING</b>				
<b>Pupil Accommodation/Renewal/Debt</b>				
School Renewal	27.27%	40.94%	(13.7%)	1
Debt Charges	14.72%	51.86%	(37.1%)	1
Recoverable Costs	46.08%	48.44%	(2.4%)	
Other Non-Operating Expenses	0.00%	0.00%	0.0%	
Loss on Disposal of TCA and Assets				
Amortization	0.00%	0.00%	0.0%	
Less: GSN Funded Tangible Capital Assets	26.9%	-11.59%	38.5%	
<b>Total Pupil Accommodation Expense</b>	<b>13.73%</b>	<b>-129.75%</b>	<b>143.5%</b>	
<b>Instruction: reflects the adjustment for compensation estimates for centrally ratified</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	
<b>TOTAL EXPENSES</b>	<b>45.69%</b>	<b>46.26%</b>	<b>(0.6%)</b>	

**EXPLANATIONS OF SPENDING RISK ASSESSMENT**

1 Variations between the year-to-date spending this year and the % spent at this time last year is due to the timing of expenditures only. A budget pressure in these areas is not anticipated.



# Report to Committee of the Whole

April 16, 2018

## **Subject: Major Capital Projects Quarterly Update Report**

### **Recommendation**

*This report is provided for information of the Board.*

### **Status**

Current capital projects with budgets greater than \$2.5M are outlined in Appendix A and are presented with dashboard symbols to indicate the status of the project relative to the schedule, budget and scope. Significant milestones, along with basic project statistics, are also presented. All projects are proceeding as planned through the design and construction stages with the following updates.

At Janet Metcalfe Public School some schedule concerns continue to be experienced due to weather related delays in December, January and February. The General Contractor is still roughly four weeks behind on their original schedule due to weather but has recently made some good progress and has a corrective action plan to make up lost time. Once the winter weather is behind us, we will have a better sense of anticipated completion.

At Queensmount Public School we have updated the completion date from March 2018 to May 2018 due to slower than expected construction progress in the last few months due to weather.

For the Ryerson Public School addition, on March 7, 2018, the Ministry issued a revised approval to proceed for an additional \$300,000 from School Condition Improvement to account for required structural reinforcement of the roof in the existing school adjacent to the gym addition.

For the Cedar Creek Public School addition, on March 7, 2018, the Ministry issued a revised approval to proceed for an additional \$495,000 from Education Development Charges to account for removal of existing non-engineered soil where the foundation is planned and replacing it with engineered soil. Also, an additional \$367,000 was approved from School Renewal allocation to renovate existing Full Day Kindergarten (FDK) rooms into senior elementary classrooms and additional meeting spaces.

At Grand River Collegiate Institute, the project tender closed on March 27, 2018 for the ten room addition as well as replacing an aging boiler and chiller and replacing a Limited Use Limited Accessibility (LULA) elevator with a regular elevator. In addition, we will be conducting renovations in the school to temporarily accommodate students from Rosemount Public School. The above scope tendered 10.9 percent more than the previously reported budget. The additional funding required will come from Proceeds of Disposition (POD) reserve.

Finally, as a result of Board approved Capital Priorities submission on September 8, 2017 our Board received approval on January 15, 2018 for a new Elementary School plus Childcare and EarlyON child and family centre in Kitchener Huron South (Tartan Avenue).

These changes have been updated in Appendix A.

### **Background**

The major capital projects listed on Appendix A have been funded by the Ministry and approved by the Board of Trustees (Board).

### **Financial implications**

The updated projects are listed on Appendix A.

### **Communications**

Facility Services staff have consulted with the Ministry of Education, administration, contractors, architects, Financial Services, municipalities, various internal committees and the Board in regard to the stages of approval, design, construction and budget approvals.

Prepared by: Matthew Gerard, Coordinating Superintendent, Business Services & Treasurer of the Board;  
Ian Gaudet, Controller, Facility Services;  
Ron Dallan, Manager of Capital Projects;  
in consultation with Coordinating Council.

**Major Capital Projects**  
**Quarterly Update Report**  
**1-Apr-2018**

Project	Stage		Scope	Board Approval	Ministry Approval	Site Acquisition Complete	Site Encumbrances	Architect	Site Plan Approval	Bldg Permit	Tender Awarded	Project Budget	Classes Begin
Janet Metcalfe P.S. (new)	Construction		New School	11-May-15	30-Oct-15	Yes	No	WalterFedy	Yes	Yes	Yes	\$15,543,455	September 2018
P.S. in South East Cambridge (Greengate) (new)	Pre-Design		New School	09-May-16	21-Nov-16	No	No	TBA	No	No	No	\$13,503,269	TBA
Grand River C.I. (addition and renovation)	Pre-Construction		Addition	09-May-16	21-Nov-16	NA	No	Kingsland + Architects Inc.	No	No	Yes	\$10,855,705	September 2019
Ryerson P.S. (addition and renovation)	Construction		Addition	09-May-16	21-Nov-16	NA	No	WalterFedy	Yes	Yes	Yes	\$4,706,749	September 2019
Cedar Creek P.S. (addition and renovation)	Design		Addition	09-May-16	21-Nov-16	NA	No	BJC Architects Inc.	No	No	No	\$8,845,721	September 2019
P.S. in Kitchener Huron South (Tartan Ave) (new)	Pre-Design		New School	15-May-17	15-Jan-18	No	No	TBA	No	No	No	\$16,361,437	TBA
Queensmount P.S (renovation)	Construction		Renovation	09-May-16	NA	NA	No	CS&P Architects Inc.	Yes	Yes	Yes	\$3,561,000	May 2018

Major Capital Projects are those greater than \$2.5M total project cost

**Dashboard Definitions**

On schedule, on budget, within scope	
Schedule, budget or scope concerns	
Schedule delays, budget creep, or quality concerns	





# Report to Committee of the Whole

April 16, 2018

## **Subject: Long Term Fiscal Sustainability and Stability Task Force Quarterly Update**

### **Recommendation**

*This report is for the information of the Board.*

### **Status**

The Long Term Fiscal Sustainability and Stability Task Force (known as Fiscal Task Force) consists of the following members:

- Natalie Waddell, Trustee
- Cindy Watson, Trustee
- Kathi Smith, Trustee
- Sharlene McHolm, WREA Representative
- Cathy Vollmer-Ashley, SSPA Representative
- Siobhan Watters, SSVPA Representative
- Scott Lomax, Coordinating Superintendent, Student Achievement & Well-Being
- Lila Read, Coordinating Superintendent, Student Achievement & Well-Being
- Matthew Gerard, Coordinating Superintendent, Business Services & Treasurer of the Board

The members in attendance at each meeting are as follows:

<b>Member's Name</b>	<b>Jan 9/18</b>	<b>Feb 6/18</b>	<b>Apr 3/18</b>
Natalie Waddell, Trustee		X	X
Kathi Smith, Trustee	X	N/A	N/A
Cindy Watson, Trustee	N/A		
Sharlene McHolm, WREA Rep	X	X	X
Cathy Vollmer-Ashley, SSPA Rep	X	X	
Siobhan Watters, SSVPA Rep	N/A	N/A	X
Scott Lomax, Coordinating Superintendent, Student Achievement & Well-Being	X	X	X
Lila Read, Coordinating Superintendent, Student Achievement & Well-Being	X	X	X
Matthew Gerard, Coordinating Superintendent, Business Services & Treasurer	X	X	X

X – Present

**Others in Attendance**

<b>Name</b>	<b>Jan 9/18</b>	<b>Feb 6/18</b>	<b>Apr 3/18</b>
Dana Liebermann, Manager of Research	N/A	N/A	X

X – Present

As part of the committee's work in preparing the Board's budget for the 2018-19 school year, the Fiscal Task Force developed a survey which was posted to the Board's public website for the purpose of soliciting public feedback. The survey was available from February 20<sup>th</sup>, 2018 to March 16<sup>th</sup>, 2018 and received an overwhelming response. The feedback gained from the survey will be analyzed by the Fiscal Task Force and integrated into the budget process for the 2018-19 school year as applicable.

**Background**

By way of a Board motion passed on June 23, 2014, the Fiscal Task Force was formed. The Fiscal Task Force was mandated to undertake discussions and consider options and solutions to ensure the long term sustainability and stability of the Board. The Fiscal Task Force's Terms of Reference require quarterly updates to the Board of Trustees.

**Financial implications**

No financial implications.

**Communications**

The results of the Budget Survey will be communicated to the Board of Trustees during budget meetings in June 2018.

Prepared by: Matthew Gerard, Coordinating Superintendent, Business Services & Treasurer of the Board  
in consultation with Coordinating Council.



# Report to Committee of the Whole

April 16, 2018

## Subject: Human Resource Services Response to Ontario's Education Equity Action Plan

### Recommendation

That the Waterloo Region District School Board approve the hiring of a Workplace Equity Officer to support the implementation of components of Ontario's Education Equity Action Plan.

### Status

An initial review has been conducted of Ontario's Education Equity Action Plan and contrasted against the Board's existing strategic priorities and operational goals. Four key areas identified in the Equity Action Plan include: A) School and Classroom Practices, B) Leadership, Governance and Human Resource Practices; C) Data Collection, Integration and Reporting; and D) Organizational Culture Change. Within each area, key initiatives are identified along with specific outcomes and performance measures which school districts have been directed to meet in either years 1, 2, or 3 of the plan's implementation. (2017-18, 2018-19, 2019-2020). A graphic representation of that analysis as it relates to Human Resource Services is provided for reference.

A	School and Classroom Practices	Responsibility		Year of Initial Implementation (X)		
B	Leadership, Governance and Human Resource Practices	Responsibility		Year of Initial Implementation (X)		
1	Fair and Equitable Recruitment, Hiring and Promotion – Enhanced diversity hiring and promotion of School staff and System Leaders.	HUMAN RESOURCES	LEADERSHIP DEVELOPMENT		X	
2	Professional Development focused on equity, inclusion and human rights – Anti-oppression Training for all Principals and System Leaders.	LEADERSHIP DEVELOPMENT	HUMAN RESOURCES	X		
C	Data Collection, Integration and Reporting	Responsibility		Year of Initial Implementation (X)		
#	Actions	Primary	Secondary	2017/2018	2018/2019	2019/2020
1	Staff Census – Developing a consistent approach to the collection and application of voluntarily provided staff identity data.	RESEARCH	HUMAN RESOURCES	X		

D	Organizational Culture Change	Responsibility		Year of Initial Implementation (X)		
		Primary	Secondary	2017/ 2018	2018/ 2019	2019/ 2020
#	Actions					
1	Human Rights – Social Justice Training – Implement training and engagement focused on alignment with the Ontario Human Rights Code and related legislation for all System Leaders.	LEADERSHIP DEVELOPMENT	HUMAN RESOURCES		X	
2	Accountability for equity and human rights explicit in the performance plans of the Director, Superintendents, Principals and Managers.	HUMAN RESOURCES	LEADERSHIP DEVELOPMENT			X

The senior team has conducted a gap analysis and has determined that the area of Human Resource Services must be given priority status. Over the next three years, resources will be required in Human Resource Services to meet the intended outcomes and performance measures directed in the Plan. Dialogue and evidence gathering with other boards has determined possible structures that are in place or being considered to address the realization of the Ministry's Education Equity Action Plan. With this in mind, to assist in positioning the Board and Human Resource Services to move forward in fulfilling the plan's outcomes and performance measures, the hiring of a Workplace Equity Officer is recommended.

## Background

Ensuring equity is a central goal of Ontario's publically funded education system. The Ministry of Education issued Ontario's Education Equity Action Plan in 2017 as the province's roadmap to identifying and eliminating discriminatory practices, systemic barriers and bias from schools and classrooms. Our schools should be places whereby students not only learn about equity, inclusion and diversity, but they also experience it. To achieve this, the vision of equity and inclusion must also be extended to our leaders, teachers, principals and education workers, who together serve as the anchor for the broader school community. As we continue to work towards the realization of our strategic priorities, our collective ability to address barriers for students, parents, families, caregivers, and staff will be critical to ensuring the success of each and every student.

## Financial implications

The costs associated with creating a permanent position will be covered from within existing budget lines.

## Communications

Should the Board approve the recommendation, Human Resources will be advised and directed to post the position.

Prepared by: Michael Weinert, Coordinating Superintendent, Human Resource Services in consultation with Coordinating Council.