



## OPENING OF NEW SCHOOLS AND ADDITIONS

Legal References:

Related References:

Effective Date: *February 23, 1998*

Revisions:

Reviewed: *May 30, 2011, April 18, 2016, **April 15, 2019***

### 1. Preamble

- 1.1 It is the policy of the Waterloo Region District School Board to hold an official opening for each new school or major addition constructed under its supervision and to make provisions for the neighbourhood community and the total community to be suitably involved in that program, recognizing that schools play an important role in the life of the community and that the total community is involved both directly and indirectly with school building projects.



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## ADULT AND CONTINUING EDUCATION

Legal References:	<i>Education Act</i>
Related References:	<i>Regulation 285 – Continuing Education</i>
Effective Date:	<i>February 23, 1998</i>
Revisions:	<i>April 14, 2014</i>
Reviewed:	<i>September 18, 2017, <b>April 15, 2019</b></i>

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- 1.1 It is the policy of the Waterloo Region District School Board to provide adult and continuing education as alternative educational programs other than regular day school programs for people of all ages in order to respond to the educational needs of the citizens in its jurisdiction consistent with approved financial resources available, recognizing that:
  - 1.1.1 the Board acknowledges the concept of life-long learning and adult and continuing education as an important component and is committed to providing adult and continuing education programs relevant to students of all ages consistent with available financial and physical resources;
  - 1.1.2 the mandate of adult and continuing education is to provide alternative programs and processes through which people of all ages may improve their skills and enrich their knowledge in order that they may participate fully in modern society.



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# Report to Committee of the Whole

April 15, 2019

## Subject: 2018-19 Interim Financial Report and Forecast

### Recommendation

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

### Status

The Board of Trustees (Board) approved the 2018-19 operating budget on June 13, 2018, and at that time the Board approved a balanced budget.

The development of the Waterloo Region District School Board's (WRDSB'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, 2019, and indicates that we expect the WRDSB to finish the year in a balanced position. That being said, staff are cautiously optimistic that we may be able to signal an in-year operating surplus of approximately \$3.5M as part of our Q3 report. This statement, which is provided solely for the purpose of raising the awareness of the Board, would be based on a variety of factors (stabilizing supply costs, freeze on professional development) which cannot be confirmed until we conclude our 3<sup>rd</sup> Quarter analysis in following the April 30<sup>th</sup> month end.

The 2018-19 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 1<sup>st</sup> Quarter (Q1) report which was provided on January 21, 2019. As part of that report, staff identified additional revenues related to Student Enrolment, Special Education, ESL/ELD funding and funding provided to the WRDSB through Education Programs Other Grants (EPO).

### Expenditures

- As part of our Q1 report we provided information to explain expenditure increases for Classroom Teachers, Early Childhood Educators and Teaching Assistants, as well as Non-Operating Costs (related to the WRDSB's Extended Day Program). No material variances have been identified subsequent to the Q1 report for these areas, so they are not specifically addressed below.
- Supply Costs
  - In-year change: Expenditures are forecast to be \$704,000 higher than the budget forecast, an increase of 3.4%.

- Impact: Staff continue to exercise caution with regards to forming any conclusions based on the in-year forecast for supply costs. Absenteeism can fluctuate significantly and there remains sufficient time within the school year for this forecast to materially change.
- Strategy: As part of the 2018-19 budget, expenditures on supply staff were increased by \$2.5M, or 13.3%. The rationale for this increase was the consistent upward trend in supply costs which have been identified over the past number of years, which is supported by the findings in the [Auditor General's 2017 Annual Report](#) where supply costs were identified as a pressure across the province. For the 2018-19 school year, Human Resource Services has implemented measures to reduce fail-to-fill scenarios that arise in schools as a result of absenteeism. Staff are continuing to monitor expenditures in this area, and will provide further updates throughout the year.
- Utility Costs (Water, Natural Gas, Hydro)
  - In-year change: Expenditures are forecast to be \$597,000 lower than the budget forecast, a decrease of 0.9% of the WRDSB's overall budget.
  - Impact: The forecast savings in utilities will assist in offsetting cost pressures being experienced in other areas of the WRDSB's operations. It also demonstrates the value of the work being undertaken by our Facility Services staff to operate our schools efficiently.
  - Strategy: As noted by Facility Services in the [May 2018 Energy Update](#), utility consumption (and therefore cost) is an aspect over which the WRDSB and its stakeholders have partial control. Factors that are controllable may include:
    - Student and staff behavior;
    - Use of efficient technologies;
    - Automation and control (occupancy sensors or building automation systems);
    - Building envelope improvements;
    - Designated periods of set-back and/or shut down.

Consumption is also driven by factors beyond stakeholder control and can include factors such as:

- Weather (warmer summer and shoulder season drives cooling demand);
- Hours of operation (extended use for Ministry initiatives such as Community Use);
- School closures (disposal of redundant school sites, port-a-packs or portables);
- Expansion of facilities and square footage (new schools or school additions).

Staff from Financial Services and Facility Services meet regularly throughout the year to assess the financial impact of changes in our utility consumption. The Ministry of Education has also signaled, through

[Memorandum 2019:B08](#), that the non-staff portion of the School Facility Operations and Renewal Grant will be increased by 2% in 2019-20 to assist boards in managing commodity price increases.

Another Energy update will be provided to the Board in May 2019.

Overall, staff continue to identify, assess and mitigate against financial risks to help ensure the fiscal well-being of the organization. As noted above, we have not changed our forecast of the year-end financial position at this time, but are cautiously optimistic that we will be able to signal an in-year operating surplus as part of our Q3 report.

## **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. The Board plays a key role in the budget process, ensuring that funding is aligned with the WRDSB's strategic priorities and legislative requirements.

In an effort to support the Board in fulfilling their fiduciary duties, staff provide 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 the Board 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 of Accounting Services  
Wendy Jocques, Manager of Budget Services  
Fabiana Frasher, Budget Officer  
in consultation with Coordinating Council

## APPENDIX A

### 2018-19 Interim Financial Report (Second Quarter- Sept 1, 2018 to Feb 28, 2019)

#### Summary of Financial Results

(000's)

	Budget	Forecast	In-Year Change	
			\$	%
<b>Revenue</b>				
Provincial Grants-GSN	710,663	713,376	2,713	0.4%
Revenue transferred from/(to) deferred revenue	28	681	653	2295.7%
Other Grants	3,742	6,208	2,467	65.9%
Other Revenue	25,937	27,711	1,774	6.8%
School Generated Funds	14,000	14,000	-	0.0%
Transferred from DCC**	35,198	35,294	96	0.3%
Transferred to DCC**	(14,975)	(15,880)	(906)	6.0%
<b>Total Revenue</b>	<b>774,594</b>	<b>781,391</b>	<b>6,797</b>	<b>0.9%</b>
<b>Expenses</b>				
Instruction	605,353	610,409	5,056	0.8%
Administration	18,149	18,316	167	0.9%
Transportation	18,174	18,174	-	0.0%
School Operations & Maintenance	64,204	63,607	(597)	(0.9%)
Pupil Accom/Renewal/Debt/Non-operating	48,251	50,684	2,432	5.0%
School Generated Funds	14,000	14,000	-	0.0%
<b>Total Expenses</b>	<b>768,132</b>	<b>775,191</b>	<b>7,059</b>	<b>0.9%</b>
<b>Surplus/(Deficit)</b>	<b>6,461</b>	<b>6,200</b>	<b>(262)</b>	<b>(4.0%)</b>

#### Changes in Revenue

- Provincial Grants- Increase in enrolment and ESL/ELD funding, change in Special Education per pupil benchmarks
- Deferred Revenue- Changes are related to transfers for Special Education, Student Achievement Envelope, School Renewal
- Other Grants- Increase due to additional Educational Program Other (EPO) announcements following 2018-19 budget submission and carryover of 2017-2018 Local Priorities Funding
- Other Revenue- Net effect of a projected decrease in the number of International students; increase in extended day care fees due to increased enrolment; increase in fully recoverable positions

#### Change in Expenditures

- Instruction- Reflects the increase in staffing to support enrolment
- Administration- Net effect of Communications new initiative approved after budget approval and adjustment due to suspension of 2018-2019 executive compensation increases
- School Operations & Maintenance- projected utility savings
- Pupil Accom/Renewal/Debt/Non-Operating- Net of increase in extended day care enrolment, school renewal and increase in fully recoverable positions

\*\*DCC - Deferred Capital Contributions



## 2018-19 Interim Financial Report (Second Quarter- Sept 1, 2018 to Feb 28, 2019)

### Summary of Financial Results

(000's)

	Budget	Forecast
<b>DETERMINATION OF ANNUAL OPERATING SURPLUS</b>		
<b>PSAB Surplus/(Deficit) (from above)</b>	6,461	6,200
<b>LESS: Internally Appropriated</b>		
2018/19 one-time initiatives	7,497	7,747
Committed Capital Projects		
Committed capital projects annual amortization	(564)	(467)
<b>Sub-Total: In-Year Appropriations</b>	<b>6,933</b>	<b>7,280</b>
Previous year one-time initiatives	-	944
Commitment of sinking fund interest	(78)	(78)
Committed capital projects	(4,266)	(5,162)
<b>Total: Internally Appropriated</b>	<b>2,589</b>	<b>2,983</b>
<b>Less: Unavailable for Compliance</b>		
PSAB Adjustments	(9,614)	(9,651)
<b>Total Adjustments</b>	<b>(7,025)</b>	<b>(6,667)</b>
In-year unappropriated Operating Surplus/(Deficit)	(564)	(467)
Committed capital projects annual amortization	564	467
<b>ANNUAL Unappropriated Operating Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>

### Summary of Capital to be Financed

(000's)

	Budget	Forecast
<b>Funding</b>		
New Building and Additions	7,000	7,508
Community Hubs	0	
Child Care Capital	1,000	2,140
Child and Family Centres	1,000	1,200
Greenhouse Gas (GHG) Reduction	1,602	330
School Condition Improvement	14,422	16,735
Full Day Kindergarten	1,350	1,098
Renewal	7,367	7,980
Education Development Charge (EDC)	13,032	13,032
Proceeds of Disposition	5,465	5,132
Minor Tangible Capital Assets	7,608	7,858
Rural and Norther Education		42
Other	4,830	3,040
<b>Total Capital by Funding Source</b>	<b>64,675</b>	<b>66,094</b>
<b>Expenditure</b>		
Buildings (new, additions & renewal)	42,236	43,363
Land	13,032	13,032
Land Improvements	1,350	1,350
Leasehold Improvements	0	0
Moveable Assets	8,058	8,350
<b>Total Capital Expenditure</b>	<b>64,675</b>	<b>66,094</b>

## 2018-19 Interim Financial Report (Second Quarter- Sept 1, 2018 to Feb 28, 2019)

### Summary of Enrolment

ADE	Budget	Forecast	In-Year Change	
			#	%
<b>Elementary</b>				
JK	3,766.75	4,104.00	337.25	9.0%
SK	4,319.33	4,318.00	(1.33)	0.0%
Grade 1-3	13,542.84	13,439.00	(103.84)	-0.8%
Grade 4-8	22,862.64	22,762.00	(100.64)	-0.4%
Other Pupils (International)	18.00	11.00	(7.00)	-38.9%
<b>Total Elementary</b>	<b>44,509.56</b>	<b>44,634.00</b>	<b>124.44</b>	<b>0.3%</b>
<b>Secondary</b>				
Pupils of the Board <21	19,258.95	19,251.61	(7.34)	0.0%
High Credit Pupils	28.04	26.50	(1.54)	-5.5%
Pupils of the Board >21	8.00	8.96	0.96	12.0%
Other Pupils (International)	114.00	99.00	(15.00)	-13.2%
<b>Total Secondary</b>	<b>19,408.99</b>	<b>19,386.07</b>	<b>(22.92)</b>	<b>-0.1%</b>
<b>Total</b>	<b>63,918.55</b>	<b>64,020.07</b>	<b>101.52</b>	<b>0.2%</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 to reflect the most recent data available; we expect a gradual increase moving forward.

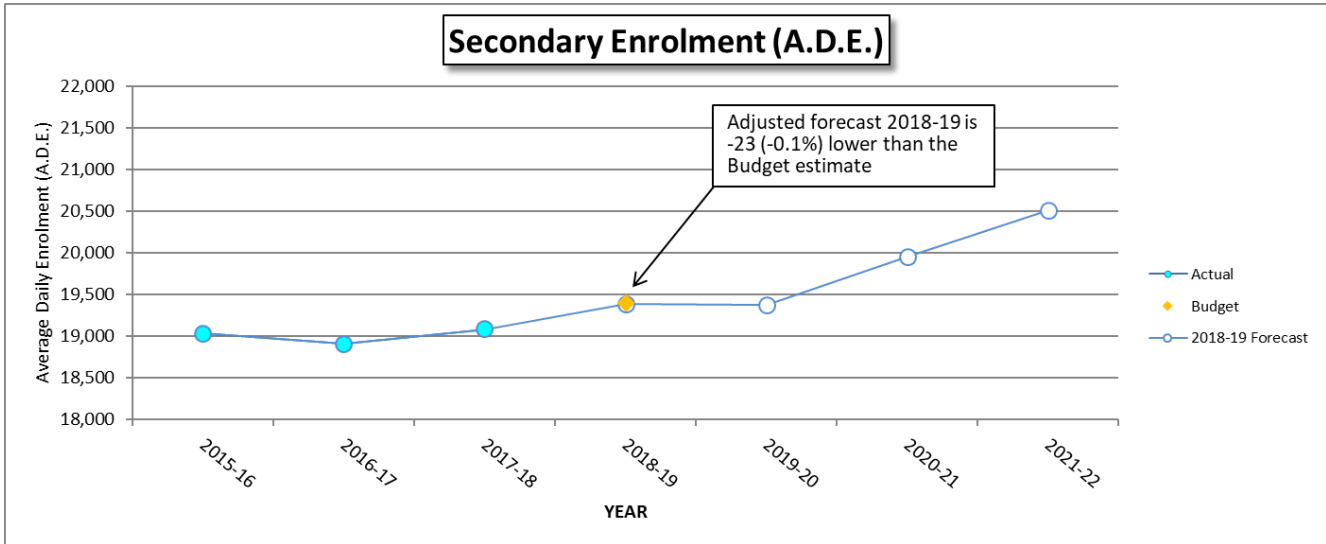
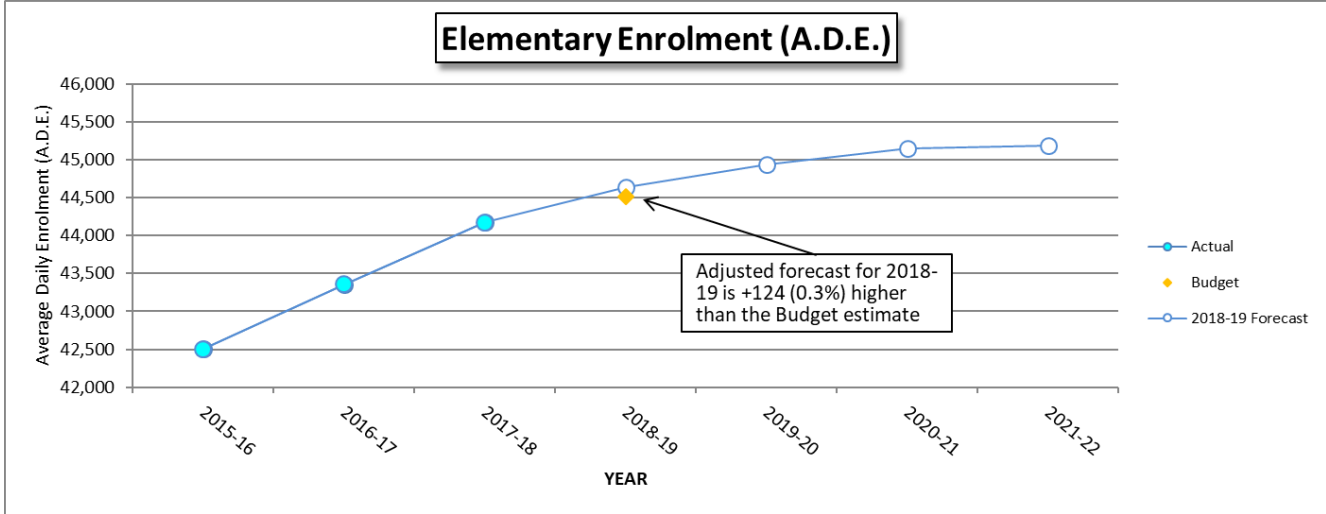
### Summary of Staffing

FTE	Budget	Actual October 31st	In-Year Change	
			#	%
<b>Instruction</b>			-	
Classroom Teachers	3,924.75	3,941.10	16.35	0.42%
Non-Classroom	2,028.50	2,053.20	24.70	1.22%
<b>Total Instruction</b>	<b>5,953.25</b>	<b>5,994.30</b>	<b>41.05</b>	<b>0.69%</b>
<b>Non-Instruction</b>	<b>809.00</b>	<b>804.90</b>	<b>(4.10)</b>	<b>-0.51%</b>
<b>Total</b>	<b>6,762.25</b>	<b>6,799.20</b>	<b>36.95</b>	<b>0.55%</b>

### Highlights of Changes in Staffing:

- October 31st numbers exclude vacant permanent positions

Historic and Projected Enrolments with 2018/19 Budget vs Projected Comparison



Waterloo Region District School Board  
 2018-19 Interim Financial Report (Second Quarter)  
 PSAB Revenues for the Period Ending February 28, 2019

	2018-19					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	242,152,627	3.1%	243,193,957	1,041,330	0.43%	1
2 Pupil Foundation-Secondary	114,678,188	2.9%	114,634,482	(43,706)	(0.04%)	
3 School Foundation	43,700,603	2.2%	43,729,027	28,390	0.06%	
4 Special Education	88,274,637	3.2%	89,219,499	944,896	1.07%	2
5 French as a Second Language	8,964,597	2.5%	8,924,869	(39,728)	(0.44%)	
6 English as a Second Language	10,232,768	0.2%	10,888,456	655,688	6.41%	3
7 Remote and Rural Allocation	42,411	(0.2%)	42,411	-	0.00%	
8 Learning Opportunities	7,249,304	(6.9%)	7,243,788	(5,516)	(0.08%)	
9 Continuing Education	1,443,826	4.4%	1,447,150	3,324	0.23%	
10 High Credit	97,074	(7.1%)	91,743	(5,331)	(5.49%)	
11 Teacher Q&E	64,048,344	(1.2%)	64,232,268	183,924	0.29%	
12 New Teacher Induction Program (NTIP)	313,564	3.0%	310,122	(3,442)	(1.10%)	
13 ECE Q&E	4,249,545	(1.3%)	4,307,303	57,758	1.36%	
14 Transportation	17,307,869	3.8%	17,340,147	32,278	0.19%	
15 Admin and Governance	18,279,612	6.3%	18,261,814	(17,798)	(0.10%)	
16 Trustees' Association Fee	43,316	0.0%	43,316	-	0.00%	
17 School Operations	60,865,654	2.6%	60,988,158	122,504	0.20%	
18 Community Use of Schools	842,701	1.6%	842,701	-	0.00%	
19 Declining Enrolment	-	0.0%	-	-	0.00%	
20 Temporary accommodation - relocation and leasing	1,930,500	8.1%	1,930,500	-	0.00%	
21 Indigenous Education	992,228	(12.8%)	1,028,274	36,046	3.63%	
22 Safe Schools	1,319,434	2.0%	1,321,197	1,763	0.13%	
23 School Renewal	9,932,536	1.1%	9,949,568	17,032	0.17%	
24 Approved Debt	104,872	0.0%	104,872	-	0.00%	
25 Debt Charges-Interest Portion	7,207,269	(2.3%)	6,911,002	(296,267)	(4.11%)	
26 1% Lump Sum	-	-	-	-	-	
27 Capital Grant for Land	-	-	-	-	-	
28 Restraint Savings	(129,030)	0.0%	(129,030)	-	0.00%	
29 Labour Related Enhancements	6,518,694	0.0%	6,518,694	-	-	
<b>Total Provincial Grants for Student Needs (GSN)</b>	<b>710,663,143</b>	<b>2.4%</b>	<b>713,376,288</b>	<b>2,713,145</b>	<b>0.38%</b>	
<b>30 Amortization of Deferred Capital Contributions</b>	<b>35,197,975</b>	<b>100.0%</b>	<b>35,294,394</b>	<b>96,419</b>	<b>0.27%</b>	
31 Legislative Grants transferred from/(to) Deferred Revenue	28,436	(110.0%)	681,228	652,792		
32 Other Grants	3,741,569	(41.2%)	6,208,136	2,466,567	65.92%	4
<b>Non Grant Revenue</b>						
33 Fees	2,287,900	15.9%	1,915,700	(372,200)	(16.27%)	
34 Transportation Recoveries	-	(100.0%)	-	-	0.00%	
35 Rental Revenue	1,669,100	(1.0%)	1,669,100	-	0.00%	
36 Education Development Charge	10,142,195	-	10,142,195	-	0.00%	
37 Other Revenue	11,837,882	(18.5%)	13,984,266	2,146,384	18.13%	5
<b>38 Non Grant Revenue</b>	<b>25,937,077</b>	<b>2.8%</b>	<b>27,711,261</b>	<b>1,774,184</b>	<b>6.84%</b>	
39 School Generated Funds Revenue	14,000,000	0.7%	14,000,000	-	0.00%	
40 Grants Transferred to Deferred Capital Contributions	(14,974,537)	(2.2%)	(15,880,298)	(905,761)	6.05%	
<b>41 Total PSAB Revenues</b>	<b>774,593,663</b>	<b>2.3%</b>	<b>781,391,009</b>	<b>6,797,346</b>	<b>0.88%</b>	

Waterloo Region District School Board  
2018-19 Interim Financial Report (Second Quarter)  
PSAB Revenues for the Period Ending February 28, 2019

**EXPLANATIONS OF MATERIAL GRANT VARIANCES**

- 1 Projected increase in elementary enrolment
- 2 Ministry has increased the Special Education Per Pupil Amount for 2018-19
- 3 Number of students eligible for ESL/ELD funding higher than budget forecast
- 4 Additional EPO grants announced after budget submission and carryover of the 2017/2018 Local Priorities Funding
- 5 Extended Day Program enrolment increase offset by corresponding expense; change in mix of recoverable secondments which is offset by corresponding expense

Waterloo Region District School Board  
 2018-19 Interim Financial Report (Second Quarter)  
 PSAB Expenses for the Period Ending February 28, 2019

	2018-19				Material Variance Note
	Budget (Estimates)	Forecast	Change		
			\$ Increase (Decrease)	% Increase (Decrease)	
<b>OPERATING</b>					
<b>Classroom</b>					
Classroom Teachers	402,527,473	404,460,026	1,932,553	0.5%	1
Supply Staff	20,854,500	21,558,737	704,237	3.4%	
Teacher Assistants	35,713,994	36,852,268	1,138,274	3.2%	1
Early Childhood Educator	17,966,100	18,644,214	678,114	3.8%	1
Textbooks and Classroom Supplies	16,026,029	16,151,297	125,268	0.8%	
Computers	8,648,200	8,898,200	250,000	2.9%	
Professionals & Paraprofessionals	29,245,135	29,297,192	52,057	0.2%	
Library & Guidance	13,680,279	13,520,092	(160,187)	(1.2%)	
Staff Development	4,160,810	4,242,309	81,499	2.0%	
Department Heads	1,426,000	1,409,851	(16,149)	(1.1%)	
Principal and Vice-Principals	28,689,618	28,890,422	200,804	0.7%	
School Secretaries & Office Supplies	16,554,369	16,747,932	193,563	1.2%	
Teacher Consultants	8,782,734	8,908,735	126,001	1.4%	
Continuing Education	2,088,699	2,088,899	200	0.0%	
Instruction-Amortization	6,239,783	6,239,783	-	0.0%	
Less: GSN Funded Tangible Capital Assets	(7,250,500)	(7,500,500)	(250,000)	3.4%	
<b>Sub-Total Instruction Expenses</b>	<b>605,353,223</b>	<b>610,409,457</b>	<b>5,056,234</b>	<b>0.8%</b>	
<b>Other Expenses</b>					
Board Administration	17,762,826	17,930,167	167,341	0.9%	
School Operations	64,345,463	63,748,464	(596,999)	(0.9%)	
Transportation	18,172,835	18,172,835	-	0.0%	
Amortization	603,521	603,521	-	0.0%	
Less: GSN Funded Tangible Capital Assets	(357,000)	(357,000)	-	0.0%	
<b>Sub-Total Other Expenses</b>	<b>100,527,645</b>	<b>100,097,987</b>	<b>(429,658)</b>	<b>(0.4%)</b>	
<b>TOTAL OPERATING EXPENSE</b>	<b>705,880,868</b>	<b>710,507,444</b>	<b>4,626,576</b>	<b>0.7%</b>	
<b>NON-OPERATING</b>					
<b>Pupil Accommodation/Renewal/Debt</b>					
School Renewal	9,933,140	10,429,233	496,093	5.0%	
Debt Charges	6,766,418	6,729,749	(36,669)	(0.5%)	
Recoverable Costs	9,838,400	12,324,651	2,486,251	25.3%	2
Other Non-Operating Expenses	104,872	104,872	-	0.0%	
Loss on Disposal of TCA and Assets					
Amortization	28,975,532	28,975,532	-	0.0%	
Less: GSN Funded Tangible Capital Assets	(7,367,037)	(7,880,387)	(513,350)	7.0%	
<b>Total Pupil Accommodation Expense</b>	<b>48,251,325</b>	<b>50,683,650</b>	<b>2,432,325</b>	<b>5.0%</b>	
<b>Instruction: reflects the adjustment for compensation estimates for centrally ratified</b>	<b>14,000,000</b>	<b>14,000,000</b>	<b>-</b>	<b>0.0%</b>	
<b>TOTAL EXPENSES</b>	<b>768,132,193</b>	<b>775,191,094</b>	<b>7,058,901</b>	<b>0.9%</b>	

**EXPLANATIONS OF MATERIAL BUDGET VARIANCES**

- 1 Increase in staffing due to increase in enrolment
- 2 Increase in extended day enrolment and change in mix of recoverable secondments - both have revenue offset

Waterloo Region District School Board  
 2018-19 Interim Financial Report (Second Quarter)  
 Spending Risk Assessment for the Period Ending February 28, 2019

	Actual to Feb 28/19	Actual to Feb 28/18	Year-to year Increase (Decrease)	Forecast vs. Prior year YTD
	% of Forecast Spent	% of Actual Spent		
<b>OPERATING</b>				
<b>Classroom</b>				
Classroom Teachers	48.66%	49.67%	(1.0%)	
Supply Staff	43.96%	46.22%	(2.3%)	
Teacher Assistants	52.24%	53.53%	(1.3%)	
Early Childhood Educator	52.61%	54.46%	(1.8%)	
Textbooks and Classroom Supplies	47.69%	50.98%	(3.3%)	
Computers	20.47%	17.88%	2.6%	
Professionals & Paraprofessionals	46.34%	49.78%	(3.4%)	
Library & Guidance	51.19%	50.45%	0.7%	
Staff Development	50.34%	59.96%	(9.6%)	2
Department Heads	50.07%	50.15%	(0.1%)	
Principal and Vice-Principals	50.22%	49.80%	0.4%	
School Secretaries & Office Supplies	48.02%	50.68%	(2.7%)	
Teacher Consultants	47.42%	47.57%	(0.1%)	
Continuing Education	27.16%	27.56%	(0.4%)	
Instruction-Amortization	0.00%	0.00%	0.0%	
Less: GSN Funded Tangible Capital Assets	4.85%	0.74%	4.1%	
<b>Sub-Total Instruction Expenses</b>	<b>48.36%</b>	<b>49.57%</b>	<b>(1.2%)</b>	
<b>Other Expenses</b>				
Board Administration	46.42%	50.66%	(4.2%)	
School Operations	44.74%	45.77%	(1.0%)	
Transportation	59.70%	58.62%	1.1%	
Amortization	0.00%	0.00%	0.0%	
Less: GSN Funded Tangible Capital Assets	75.9%	35.86%	40.0%	
<b>Sub-Total Other Expenses</b>	<b>47.38%</b>	<b>48.80%</b>	<b>(1.4%)</b>	
<b>TOTAL OPERATING EXPENSE</b>	<b>48.22%</b>	<b>49.46%</b>	<b>(1.2%)</b>	
<b>NON-OPERATING</b>				
<b>Pupil Accommodation/Renewal/Debt</b>				
School Renewal	41.73%	27.38%	14.3%	1
Debt Charges	51.05%	16.71%	34.3%	1
Recoverable Costs	44.97%	47.78%	(2.8%)	
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	37.6%	-8.25%	45.9%	
<b>Total Pupil Accommodation Expense</b>	<b>20.45%</b>	<b>-77.15%</b>	<b>97.6%</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>45.53%</b>	<b>46.38%</b>	<b>(0.8%)</b>	

**Pressure-** The variance between year-to-date spending as a % of forecast versus spending for the same period last year indicates cost pressure.

**Due to Timing-** The variance between year-to-date spending as a % of forecast versus spending for the same period last year is due to the timing of expenditure only.

**EXPLANATIONS OF SPENDING RISK ASSESSMENT**

- 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.
- Variations between the year-to-date spending this year and the % spent at this time last year is due to the moratorium on professional development. A budget pressure in these areas is not anticipated.



# Report to Committee of the Whole

April 15, 2019

## **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.

An architect has been hired for the new school in South West Kitchener (Tartan Avenue).

This change is now 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**  
**Mar/25/2019**

Project	Stage		Scope	Board Approval	Ministry Approval	Site Acquisition Complete	Site Encumbrances	Architect	Site Plan Approval	Bldg Permit	Tender Awarded	Project Budget	Classes Begin
<b>P.S. in South East Cambridge (Greengate) (new)</b>	Pre-Design		New School	9-May-16	21-Nov-16	No	No	TBA	No	No	No	\$13,503,269	TBA
<b>Grand River C.I. (addition and renovation)</b>	Construction		Addition/ Renovation	9-May-16	21-Nov-16	NA	No	Kingsland + Architects Inc.	Yes	Yes	Yes	\$10,855,705	September 2019
<b>Ryerson P.S. (addition and renovation)</b>	Construction		Addition	9-May-16	21-Nov-16	NA	No	WalterFedy	Yes	Yes	Yes	\$4,706,749	September 2019
<b>Cedar Creek P.S. (addition and renovation)</b>	Construction		Addition	9-May-16	21-Nov-16	NA	No	BJC Architects Inc.	Yes	Yes	Yes	\$8,845,721	September 2019
<b>P.S. in Kitchener Huron South (Tartan Ave) (new)</b>	Schematic Design		New School	15-May-17	15-Jan-18	Yes	No	Cornerstone Architecture	No	No	No	\$16,361,437	TBA
<b>Lackner Woods P.S (childcare addition)</b>	Design Development		Addition	NA	3-May-18	NA	No	CS&P Architects Inc.	No	No	No	\$2,520,852	TBA
<b>Saginaw P.S. (childcare addition)</b>	Design Development		Addition	NA	3-May-18	NA	No	Martin Simmons	No	No	No	\$2,520,852	TBA

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 15, 2019

**Subject: Heating, Ventilation, and Air Conditioning Update Report**

## **Recommendation**

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

## **Status**

Trustees requested of staff *“that a report be presented to the Board of Trustees with a prioritized plan that would air condition all Waterloo Region District School Board classrooms that are without air conditioning”* by the end of January 2020.

It was further requested that an update be presented to Trustees in April 2019 as to the status of this initiative.

## **Current Projects Underway**

In June 2018, during the budget process, Trustees approved a new initiative to install air conditioning at six of our schools. The schools were prioritized based on a list of socio-economic indicators. This was the first time efforts solely to air condition schools were put forward. Historically, this type of effort would only be coupled with another extensive renovation or school addition project. The schools included in this new initiative, as approved by Board are:

- Howard Robertson Public School
- Forest Hill Public School
- Rockway Public School
- Queen Elizabeth Public School
- Wilson Avenue Public School
- J F Carmichael Public School

Based on the magnitude of these projects, two years is required for completion of all six schools. This year, design is underway for Rockway Public School, Queen Elizabeth Public School and J.F. Carmichael Public School. It is anticipated construction will begin this summer. The other schools, Howard Robertson Public School, Forest Hill Public School and Wilson Avenue Public School, are planned to be completed in the summer of 2020.

It is important to note that the full scale implementation of air conditioning at a school is dependent upon adequate electrical services at the school, the possible disturbance of asbestos and other building materials, available trade capacity within our region to successfully tender at a reasonable cost, and availability of a short summer season to undertake this body of work. Further, impacts to stakeholders in terms of community use

restrictions, extended day operations, or childcare offering complicate the delivery of these projects.

Overall, 57% of all school areas are now air-conditioned and this number is anticipated to increase as the planned upgrades of various schools, additions and new builds are completed.

To that end, since September 2018, the Board has completed, has under way or plans to provide air conditioning upgrades in the following:

- Avenue Road Public School - three full day kindergarten (FDK) and one medically fragile classroom
- Ayr Public School - library
- Cedar Creek Public School - five child care and four FDK classroom additions
- Courtland Public School - community room
- Eastwood Collegiate Institute - double portable drama classroom
- Elmira District Secondary School - family studies classroom
- Forest Heights Collegiate Institute - medically fragile and autism spectrum disorder (ASD) classrooms
- Doon Public School - special education classroom
- Franklyn Public School - library and five FDK classrooms
- Grand River Collegiate Institute - addition with six special education classrooms and four science labs
- Lackner Woods Public School - five child care classroom additions
- Ryerson Public School - addition with four FDK classrooms, three child care classrooms and four classrooms
- Saginaw Public School - five child care classroom additions
- Smithson Public School - two FDK classrooms
- Southwood Secondary School - family studies classroom
- Waterloo Collegiate Institute - two life skills classrooms

It is recognized that the Board's approach to cooling schools, while costly, helps to ensure tie in to the Board's building automation and controls system (BAS) that enables our mechanical systems to leverage favourable outdoor air conditions and minimize wasting valuable electrical and gas resources, as opposed to reliance of occupant behaviour.

### **Exploring Alternatives**

Other less capital cost intensive options are available such as portable air conditioning units, ceiling insulation, and others. While these solutions create significant challenges for those responsible for the Board's security, maintenance or energy budgets, due to accommodations across our system (medical, personal or otherwise) or creativity of staff, some of these solutions do exist in classroom spaces such as Ayr Public School, Courtland Ave Public School and Franklin Public School.

A pilot project is under preliminary design utilizing portable air conditioning units serving a large school area of a typical elementary school. This pilot will try to determine the impact to the electrical service and distribution, security at ground level windows, off-season

storage, mobilization and maintenance, noise as well as equipment availability, warranty, energy use and capital cost among various factors.

High-efficiency de-stratification fans are also being piloted in various non-air conditioned classrooms. These were initially installed in 2018 at Tait Street Public School and Winston Churchill Public School, with favorable feedback, and have since expanded to King Edward, Courtland Avenue, and Ayr Public Schools. If feedback continues to be favourable, the fans can be installed to provide an efficient alternative to mechanical cooling, especially in the schools that require an upgrade to the main electrical service in order to meet cooling loads. It is to be noted that these fans would not be a suitable solution in classrooms that operate summer programs or when excessively high humidity conditions prevail.

### **Evidence Based Decision Making**

Facility Services will be seeking funds through a Special Project Request to consider extending the pilot of some of these different technologies at additional schools and more formally, with an effort to collect before and after data to determine the impact of the pilot.

Additionally, BAS monitoring has been installed in three typical elementary schools with the intent of logging data from May to October to better understand temperature and humidity levels experienced. The collection of this data will help inform the eventual prioritization plan.

### **Student Voice**

Facility Services staff engaged with Student Senate in December 2018 to understand their concerns related to the lack of air conditioning and how it influences their classroom experience in secondary school.

Students clearly support air-conditioning where feasible, and when not available, the use of fans or windows that can open. Estimates of high heat impacts ranged from 20 to 42 days based on their input and recollection. Student senate ranged in opinion of air conditioning being very important to not very important, but indicated high heat days impacted classroom activities, presentations, tests, and impacted their comfort, focus, attendance, and health.

Student senate indicated heating and cooling was very important, as was ample parking, recycling and composting, and fields and tracks. Windows, lighting, and roofing were also recognized as important aspects to students.

### **Looking Forward**

Air conditioning all of the Board's classrooms is a large undertaking that needs to be contemplated within available financial and human resources. Even if funding were allocated to undertake this body of work, it would strain available resources within the region to complete in a timely fashion.

The effort the Board undertook to install air conditioning in portable classrooms took five years to complete for 188 portables. That installation was much simpler than completing a built solution and cost \$1,426,156.00.

Installing a portable air conditioning solution, while on the surface seems simple, will challenge available electrical resources and likely disrupt power to many of our classrooms, as electrical circuit breakers fail due to overloading. Furthermore, portable units have presented significant security concerns of our Health and Safety Department in the past and some solutions may increase the potential for vermin infestations. These risks need to be more fully assessed.

Further to the above, it is important for the Board to assess the sustainability of such an effort. The impacts to our utility budget would not go un-noticed, and would likely have significant impacts on other services within our system, if not controlled.

## **Background**

At a Committee of the Whole meeting on May 28, 2018, the following notice of motion was served:

*That the Waterloo Region District School Board record, track and collate temperatures and humidity levels in classrooms without air-conditioning during the months of May 2019 to October 2019; and*

*That a report be presented to the Board of Trustees by the end of January 2020, with temperature and humidity data, as well as a prioritized plan that would air-condition all Waterloo Region District School Board classrooms that are without air-conditioning; and*

*That short term measures be taken such as effective fans, U. V. filtering blinds, painting asphalt courtyards white, retractable shades, etc.*

On November 12, 2018, a report regarding Temperature and Humidity Levels in Classrooms was presented for information of the Board.

This report detailed how heating, ventilation, and cooling (HVAC) systems are designed and operate in our schools, as well as reported on our inventory of classrooms, libraries, offices, and other spaces that have and do not have air conditioning.

This report also highlighted the following supporting measures to reduce classroom temperatures installed in spaces without air conditioning:

- Nanotechnology window films - Waterloo Collegiate Institute and Linwood Public School
- Tree planting - Sir John A Macdonald Secondary School
- High efficiency de-stratification fans
  - Tait Public School - two classrooms
  - Winston Churchill Public School - two classrooms
  - Courtland Public School - three classrooms
  - King Edward Public School - three classrooms
  - Ayr Public School - port-a-pack four classrooms (to be completed)
- Replacement of fluorescent lamps with Light Emitting Diodes (LED) at various schools Board wide
- Window roller shades - \$70,000 spent on 34 schools in last 12 months

- Free cooling by introduction of cooler outdoor air when conditions permit
- Partial air-conditioning limited by electrical service
  - Conestogo Public School - two FDK classrooms
  - Grandview Public School - two FDK classrooms
  - Lincoln Heights Public School - three FDK classrooms and library
  - Linwood Public School - ten classrooms
  - Margaret Avenue Public School - three classrooms and library
  - New Dundee Public School - four classrooms in the second and third floor
  - Prueter Public School - two FDK, one special education and two classrooms
  - Sheppard Public School - four FDK and six upper floor classrooms and library
  - Smithson Public School - two FDK classrooms
  - Southridge Public School - four FDK classrooms
  - Stewart Ave Public School - six classrooms
  - Suddaby Public School - four FDK classrooms
  - Wellesley Public School - four FDK classrooms
  - Westheights Public School – three port-a-pack classrooms
  - Winston Churchill Public School - three FDK classrooms and library
  - Ayr Public School - library in port-a-pack (to be completed)

Furthermore, new construction and renovations rely on the following:

- New building code requirements with stringent energy performance
- Building orientation to minimize heat gain for new construction
- Window and roof design brief - 40 percent window to wall ratio, low emissivity and high shade coefficient glass, argon filled space and thermally broken frames for new installs and window replacements - minimum thermal resistance values for new and replacement roofs and details on service penetrations
- Building automation to control the impact of hot, humid outside air, synchronize cooling operation with classroom hours and instructional days
- LED lighting to reduce internal heat gains to the classroom space and ceiling plenum
- Building shade structures
- Additionally, we have piloted new technology such as the following:
  - gas heat pump - Stewart Avenue Public School

## **Financial implications**

It was estimated in the November 2018 report that approximately \$40M would be required to provide air conditioning to all classrooms within the Board.

Certainly, implementing alternate solutions may provide for a lower cost of capital, but the impact to operating budgets needs to be carefully considered.

It is anticipated that with some study and piloting of other available technologies, Facility Services will be in a better position to provide budgetary costing for alternate solutions.

## **Communications**

An engagement and feedback strategy will be required to gain input from stakeholders.

Further, data Facility Services provides from our studies will be shared to help inform a prioritization strategy.

Prepared by: Matthew Gerard, Coordinating Superintendent, Business Services  
& Treasurer of the Board  
Ian Gaudet, Controller of Facility Services  
Ron Dallan, Manager of Capital  
Lou Lima, Manager of Mechanical, Electrical, and Environmental  
Services  
in consultation with Coordinating Council



# Report to Committee of the Whole

April 15, 2019

**Subject: Motion to Discontinue the Nutrition Committee**

## Recommendation

*That the Waterloo Region District School Board discontinue and dissolve the Nutrition Committee effective April 15, 2019.*

## Status

The Nutrition Committee is an inactive committee. The Committee has not met in a number of years. Processes have been put in place, many of which are operational, replacing the demand for the Nutrition Committee:

- School reporting requirements for nutrition programs are in place.
- [Nutrition for Learning](#), an organization that provides healthy breakfasts to children, is in many of our schools.
- [Board Policy 6007 School Nutrition Programs](#)
- [Administrative Procedure 1220 - Sale of Food and Beverages in Schools](#)
- [Ministry of Education Policy/Program Memorandum No. 150 School Food and Beverage Policy](#) provides nutrition standards for food and beverages sold in publicly funded elementary and secondary schools in Ontario
- The WRDSB elementary school day is organized as a balanced school day. The day begins with an instructional period followed by a 40 minute nutrition/activity break, another instructional period and another 40 minute nutrition/activity break and a final instructional period. It has been found that the day organized this way promotes a better learning environment, effectively meets the nutritional needs of students and provides quality time for physical activity and play.

Should there be a need for the Committee to be re-established, the Trustee Membership Selection Committee may assign a Trustee in consultation with the Board of Trustees.

## Background

The Ad Hoc Bylaw Review Committee, in their data collection, found this committee to be inactive and recommends, in consultation with staff, it be removed from the Trustee Committee Selection forms.

## Financial implications

There are no financial implications.



## Communications

If approved, the Nutrition Committee will be removed from further Trustee Committee Selection forms and the corporate website.

Prepared by: Stephanie Reidel, Manager of Corporate Services  
for Trustees in consultation with Coordinating Council