



## EXECUTIVE REPORT TO COMMITTEE OF THE WHOLE

**DATE:** June 6, 2011

**TO:** Committee of the Whole

**FROM:** John Malloy, Director of Education  
Don Grant, Superintendent of Business and Treasurer  
Denise Dawson, Manager of Budget Services

**RE:** 2011/2012 Budget

**Action** ✓      **Monitoring** □

### Recommended Action:

1. That the Board approve the 2011/2012 Salary and Benefit expenditures in the amount of \$439,645,593 and that the Superintendent of Business and Treasurer be authorized to proceed with the expenditure of funds as outlined in Appendix A dated June 6, 2011.
2. That the Board approve the 2011/2012 Non-Salary expenditures in the amount of \$64,649,207 and that the Superintendent of Business and Treasurer be authorized to proceed with the expenditure of funds as outlined in Appendix A dated June 6, 2011.
3. That the Board approve the 2011/2012 Capital Budget expenditures in the amount of \$61,826,916 and that the Superintendent of Business and Treasurer be authorized to proceed with the expenditure of funds as outlined in Appendix D dated June 6, 2011. The Superintendent of Business and Treasurer is further authorized to secure short-term financing of project expenditures until such time as permanent funding is secured.

The following appendices provide information regarding the 2011/2012 Budget:

Appendix A	2011/2012 Operating Budget: Summary of Revenues and Expenditures
Appendix B	2011/2012 Enrolment Projection Summary
Appendix C	2011/2012 Staffing Summary
Appendix D	2011/2012 Capital Budget: Summary of Revenues and Expenditures
Appendix E	2011/2012 Budget Enhancements in support of the Board's Strategic Directions

### Rationale/Benefits:

The Hamilton-Wentworth District School Board has always been financially responsible with a clear focus on providing the system with the resources and supports necessary to support our **Strategic Directions 2009-2013** and the **Annual Operating Plan**. The budget presented for the 2011/2012 school year continues this approach.

Our Strategic Directions focus on Achievement Matters, Engagement Matters and Equity Matters. Our commitment is that all of our students will achieve their full potential. Our budget aligns our resources to fulfill this commitment. Our focus remains to insure that all students are reading

**Rationale/Benefits (cont.):**

effectively by the end of grade 2. We will continue to provide supports to our schools which help all staff understand how to provide the instruction that will allow each student to succeed. We will continue to expand program opportunities through our program strategy so that students may be engaged in their learning and we will provide learning opportunities for each student based upon their interests and abilities. By aligning our resources through this budget in support of our strategic directions and our annual operating plan, we do believe that all students will achieve their full potential....

The fiscal year for all School Boards in Ontario is in alignment with the school year and runs from September 1 to August 31. The basic legislated financial requirements of a School Board are to develop and maintain a balanced budget and be in compliance with the Ministry of Education basic enveloping requirements. The 2011/2012 Budget has achieved these requirements.

**Context**

In 2011/2012, the Hamilton-Wentworth District School Board welcomes approximately 48,000 students in 95 elementary and 18 secondary schools. The annual operating budget and capital budget is \$566,121,716; comprised of \$428,107,717 (75.6%) for Program Instruction; \$75,187,402 (13.3%) for Program Support; and \$62,826,916 (11.1%) for Capital and One-Time expenditures.

**Program Enhancements**

The 2011/2012 Budget includes many program enhancements that support the Board's core commitments regarding Achievement Matters, Engagement Matters and Equity Matters. A summary of these enhancements is included in Appendix E.

**Ministry of Education Funding**

The Ministry of Education allocates funding to School Boards using a model that is based on enrolment and the needs of students in each board. For 2011/2012, the HWDSB expects to receive 98% (approximately \$554.3 million) of total revenue from the Ministry of Education. On March 31, 2011, the Ministry provided information with respect to education funding for 2011/2012. The 2011/12 Grants for Student Needs (GSN) supports the education sector's continued focus on key student achievement goals. The level of funding demonstrates the government's sustained commitment to investing in education, despite declining enrolment and a challenging fiscal situation. In 2011/12, the GSN will again fund the enhancements agreed to in the Provincial Framework Agreements, supporting peace and progress in education.

The Ministry of Education also allocates funding to School Boards in order to address capital requirements. For 2011/2012, the HWDSB expects to receive approximately \$61.8 million; including \$5.2 million to service interest on capital debentures.

**Budget Development Process**

The key objective of the Budget Development Process is to align the allocation of resources with the Strategic Directions of the Board and the Annual Operating Plan, identify school based staffing requirements; identify budget challenges and opportunities, and the development of key messages to be included in the communication plan.

The Finance Advisory Sub-Committee has been meeting since January to review the details of the budget and to provide recommendations to the Committee of the Whole. The Finance Advisory Sub-Committee supports the recommended actions and endorses the 2011/2012 Budget.

Key Parameters and Assumptions To Guide 2011/2012 Budget Development were presented at the February 2011 Committee of the Whole. School Based Staffing and Educational Assistant Staffing recommendations were presented at the April 2011 Committee of the Whole.

The 2009/10 Financial Statements, 2009/10 Surplus Allocation, 2011/12 Budget Development Process, and the Special Education budget were presented to the Special Education Advisory Committee on May 18, 2011.

In consultation with Corporate Communications, a Communication Plan has been developed to provide information pertaining to the 2011/12 Budget. The plan involves a media release and articles for school newsletters inviting parents to visit the Board's website to view materials on the Budget.

According to the Ministry of Education reporting and accountability requirements, a School Board's budget must be submitted to the Ministry by the end of June preceding the start of the year in question.

**Background:**

The fiscal year for all School Boards in Ontario is in alignment with the school year and runs from September 1 to August 31. According to Ministry of Education reporting and accountability requirements a School Board's budget must be submitted to the Ministry by the end of June preceding the start of the fiscal year in question. Consequently, the 2011/2012 budget will be submitted prior to the end of June 2011.

Attach.

**Appendix A**  
**June 6, 2011**

**Hamilton-Wentworth District School Board**  
**2011/2012 Operating Budget**  
**Summary of Revenues and Expenditures**

	<b>2010/2011 Budget</b>	<b>2011/2012 Budget</b>	<b>Inc (Dec) Over 2010/2011 Budget</b>	
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>%</b>
<b>Revenues:</b>				
Grants for Student Needs	475,433,983	492,433,216	16,999,233	
Accumulated Surplus	3,061,408	2,000,000	(1,061,408)	
Other Ministry Grants	6,296,775	7,599,379	1,302,604	
Miscellaneous	1,786,350	2,262,205	475,855	
<b>Total Revenues</b>	<b><u>486,578,516</u></b>	<b><u>504,294,800</u></b>	<b><u>17,716,284</u></b>	<b><u>3.64%</u></b>
<b>Expenditures:</b>				
<b>Program Instruction:</b>				
Classroom Teachers & Consultants	299,732,911	311,041,252	11,308,341	
Occasional Teachers	8,523,650	8,523,650	-	
Educational Assistants & ECEs	26,231,347	28,578,460	2,347,113	
Professional & Para-Professionals	14,410,465	15,057,626	647,161	
Class Texts, Instructional Supplies	15,455,690	14,935,411	(520,279)	
Instructional Computers	3,886,373	7,138,373	3,252,000	
Staff Development	3,489,493	2,988,702	(500,791)	
School Administration	33,817,800	34,980,782	1,162,982	
Continuing Education	4,889,235	4,863,461	(25,774)	
	<u>410,436,964</u>	<u>428,107,717</u>	<u>17,670,753</u>	<u>4.31%</u>
<b>Program Support:</b>				
Board Administration & Governance	12,945,706	12,936,974	(8,732)	
School Operations	47,575,960	47,766,070	190,110	
Community Use of Schools	673,155	679,908	6,753	
Transportation	13,946,731	13,804,131	(142,600)	
	<u>75,141,552</u>	<u>75,187,083</u>	<u>45,531</u>	<u>0.06%</u>
<b>Contingency</b>	<u>1,000,000</u>	<u>1,000,000</u>	<u>-</u>	
<b>Total Expenditures</b>	<b><u>486,578,516</u></b>	<b><u>504,294,800</u></b>	<b><u>17,716,284</u></b>	<b><u>3.64%</u></b>

**Appendix A-2**  
**June 6, 2011**

**Hamilton-Wentworth District School Board**  
**2011/2012 Operating Budget**  
**Summary of Expenditures by Economic Classification**

	2010/2011 Budget	2011/2012 Budget	Inc (Dec) Over 2010/2011 Budget	
	\$	\$	\$	%
<b>Remuneration</b>	\$ 422,595,720	439,645,593	17,049,873	4.03%
<b>Consumables</b>				
Professional Development	4,066,218	3,164,977	(901,241)	(22.16%)
Textbooks & Supplies	21,013,450	26,708,341	5,694,891	27.10%
Energy	10,612,755	10,612,755	-	0.00%
Repairs & Minor Renovations	3,287,926	3,339,881	51,955	1.58%
Computing Equipment	3,969,973	543,600	(3,426,373)	(86.31%)
Equipment	376,002	334,002	(42,000)	(11.17%)
Rentals	710,215	223,215	(487,000)	(68.57%)
Fees & Contractual Services	5,428,478	5,552,210	123,732	2.28%
Other Expense	480,070	318,245	(161,825)	(33.71%)
	<u>49,945,087</u>	<u>50,797,226</u>	<u>852,139</u>	<u>1.71%</u>
<b>Transportation</b>	13,037,709	12,851,981	(185,728)	(1.42%)
<b>Contingency</b>	1,000,000	1,000,000	-	0.00%
<b>Total Expenditures</b>	<b>\$ 486,578,516</b>	<b>504,294,800</b>	<b>17,716,284</b>	<b>3.64%</b>

**Appendix B****Hamilton-Wentworth District School Board****2011/2012 Budget****Enrolment Projection Summary**

	<b>2010/2011 Revised Budget</b>	<b>2011/2012 Budget</b>	<b>Increase (Decrease) ADE</b>	<b>Increase (Decrease) %</b>
<i><b>Elementary</b></i>	31,154.00	30,880.50	(273.50)	(0.88%)
<i><b>Secondary</b></i>	17,300.75	17,120.50	(180.25)	(1.04%)
	<b><u>48,454.75</u></b>	<b><u>48,001.00</u></b>	<b><u>(453.75)</u></b>	<b><u>(0.94%)</u></b>

Full-Time Equivalent (FTE)

Full-time equivalent is defined as a pupil who:

'(a) is enrolled in day school other than junior kindergarten or kindergaren, and

'(b)in respect of a cycle, is registered for classroom instruction for an average of at least 210 minutes per day

Average Daily Enrolment (ADE)

Average Daily Enrolment is calculated based on the existing two count dates (October 31 and March 31) within the board's fiscal year. The full-time equivalent of pupils enrolled will be weighted at 0.5 for each of the count dates,.

**Appendix C**

06-Jun-11

**Hamilton-Wentworth District School Board  
2011/2012 Budget  
Staffing Summary (Permanent FTE)**

	<b>2010/2011 Revised Budget</b>	<b>2011/2012 Budget</b>	<b>Inc (Dec) Over 10/11 Rev. Budget</b>	<b>Notes</b>
<b>Program Instruction</b>				
Classroom Teachers				
Elementary	2,091.63	2,067.30	(24.33)	1,2,3,4
Secondary	<u>1,196.60</u>	<u>1,186.30</u>	<u>(10.30)</u>	1,2,3
Total Classroom Teachers	3,288.23	3,253.60	(34.63)	
Educational Assistants	567.00	567.00	0.00	
Early Childhood Educators	41.30	56.25	14.95	4
Professionals & Para-Professionals	183.80	179.80	(4.00)	5
School Administration				
Principals & Vice Principals	173.00	173.00	0.00	
Clerical/Secretarial Support	<u>214.50</u>	<u>214.50</u>	<u>0.00</u>	
Total School Administration	387.50	387.50	0.00	
System Principals, Consultants & Support	51.50	54.50	3.00	6
Continuing Education	<u>12.50</u>	<u>12.50</u>	<u>0.00</u>	
<b>Total Program Instruction</b>	<b><u>4,531.83</u></b>	<b><u>4,511.15</u></b>	<b><u>(20.68)</u></b>	
<b>Program Support</b>				
Board Administration & Governance	135.95	137.95	2.00	7,8
School Operations	453.50	455.50	2.00	8
Transportation	<u>5.50</u>	<u>5.50</u>	<u>0.00</u>	
<b>Total Program Support</b>	<b><u>594.95</u></b>	<b><u>598.95</u></b>	<b><u>4.00</u></b>	
<b>Capital</b>				
School Renewal	<u>11.00</u>	<u>11.00</u>	<u>0.00</u>	
<b>Total Staff</b>	<b><u>5,137.78</u></b>	<b><u>5,121.10</u></b>	<b><u>(16.68)</u></b>	

**Notes:**

- 1 2011/12 Budget staffing represents impact of enrolment projections, legislative and collective agreements, Class size compliance
  - 2 Reflects impact of decline in enrolment
  - 3 Staffing Enhancements as part of PDT agreements
  - 4 Staffing enhancement to support the Full Day Learning Program
  - 5 Identified as one time in 2010-11 Budget
  - 6 Reallocation of staff between secondary teachers and consultants to reflect Ministry reporting requirements
  - 7 Restructuring of Human Resources Department
  - 8 Reallocation of Staff between School Operations, Board Administration per Ministry Chart of Accounts
- FTE = Full Time Equivalent

**Appendix D**  
**June 6, 2011**

**Hamilton-Wentworth District School Board**

**2011/2012 Capital Budget**

**Summary of Revenues and Expenditures**

	<u>2010/2011 Budget</u>	<u>2011/2012 Budget</u>	<u>Inc (Dec) over 2010/2011 Budget</u>	
	\$	\$	\$	%
<b>Revenues:</b>				
Ministry Capital Allocation	60,422,324	56,617,619	(3,804,705)	(6.3%)
Ministry Capital Debt (Interest) Support Payment	5,234,234	5,209,297	(24,937)	(0.5%)
<b>Total Revenues</b>	<b>\$ <u>65,656,558</u></b>	<b>\$ <u>61,826,916</u></b>	<b>\$ <u>(3,829,642)</u></b>	<b><u>(5.8%)</u></b>
<b>Expenditures:</b>				
Growth Schools	16,335,000	22,411,000	6,076,000	37.2%
Priority Schools	8,169,000	2,583,000	(5,586,000)	(68.4%)
Primary Class Size	1,000,000	1,000,000	-	0%
Full Day Kindergarten	400,000	11,647,661	11,247,661	2812%
Good Places to Learn	15,534,695	5,694,000	(9,840,695)	(63.3%)
School Renewal	11,008,269	7,528,684	(3,479,585)	100%
Energy Efficient Schools	7,975,390	-	(7,975,390)	(100.0%)
School Condition Improvement	-	3,522,272	3,522,272	100%
Temporary Allocation	-	1,160,000	1,160,000	100%
Renewable Energy	-	1,071,002	1,071,002	100%
Capital Debt Interest	5,234,234	5,209,297	(24,937)	(0.5%)
<b>Total Expenditures</b>	<b>\$ <u>65,656,588</u></b>	<b>\$ <u>61,826,916</u></b>	<b>\$ <u>(3,829,672)</u></b>	<b><u>(5.83%)</u></b>

Note: Amortization expenditures relating to tangible capital assets is projected to be \$24,323,000 and is offset by a corresponding allocation from the Ministry.



02/06/2011

**Budget Development 2011-2012**  
*Respect, Creativity, Excellence, Citizenship*



**Appendix E**

**2011-2012 Budget**  
**June 6, 2011**

1

STUDENTS ACHIEVING THEIR FULL POTENTIAL

**Budget Development 2011-2012**  
*Respect, Creativity, Excellence, Citizenship*



**Our Strategic Directions:**

- All students Achieving their full potential
  1. Achievement Matters
  2. Engagement Matters
  3. Equity Matters
- Relevant, Responsive education so that students become life long learners and contributing citizens in a diverse world
- Respect, Creativity, Excellence, Citizenship

2

STUDENTS ACHIEVING THEIR FULL POTENTIAL

02/06/2011

**Budget Development 2011-2012**  
*Respect, Creativity, Excellence, Citizenship*



**We believe that the most important aspect of our work going forward is:**


- Effective Instruction in every classroom
- Effective Conditions for learning
- Excellent service in every department
- Exemplary leadership in every school and department

So that student achievement and well-being improves; staff confidence in their skills is enhanced and our parents and our communities are engaged.

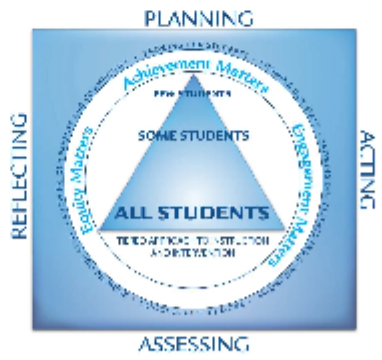
3

STUDENTS ACHIEVING THEIR FULL POTENTIAL

**Budget Development 2011-2012**  
*Respect, Creativity, Excellence, Citizenship*



**Our AOP Planning Guide**



*Respect, Creativity, Excellence, Citizenship*

4

STUDENTS ACHIEVING THEIR FULL POTENTIAL

02/06/2011

**Budget Development 2011-2012**

*Respect, Creativity, Excellence, Citizenship*



**What we have learned:**


**Our high-level commitments in our Strategic Directions, achievement, engagement and equity, are closely related and our AOP and budget must take this into consideration.**

5

STUDENTS ACHIEVING THEIR FULL POTENTIAL

**Budget Development 2011-2012**

*Respect, Creativity, Excellence, Citizenship*



**Our high-level commitments in the AOP will be knowing our students, knowing our staff, knowing our parents and communities.**


6

STUDENTS ACHIEVING THEIR FULL POTENTIAL

02/06/2011

**Budget Development 2011-2012**

*Respect, Creativity, Excellence, Citizenship*



**“Knowing” means:**


- Understanding who they are
- Listening closely to what they need
- Responding effectively and taking action

7

STUDENTS ACHIEVING THEIR FULL POTENTIAL

**Budget Development 2011-2012**

*Respect, Creativity, Excellence, Citizenship*



**Our goal for this budget and our AOP in order to fulfill our Strategic Directions:**

Each student reading, achieving, engaging and graduating . . . in a 21<sup>st</sup> century learning environment “because we know our students, we know our staff, we know our parents and communities and we act on what we learn.”


8

STUDENTS ACHIEVING THEIR FULL POTENTIAL

02/06/2011

**Budget Development 2011-2012**

*Respect, Creativity, Excellence, Citizenship*



**Budget Highlights**

**Full Day Kindergarten - \$2.2 million**


- Expansion of full day learning opportunities for four and five year olds
- Increase in number of schools offering FDK from 11 in 2010/11 to 16 in 2011/12
- Increase in number of classrooms from 34 in 2010/11 to 47 classes in 2011/12
- Increase in number of teachers and Early Childhood Educators providing programming to students

9

STUDENTS ACHIEVING THEIR FULL POTENTIAL

**Budget Development 2011-2012**

*Respect, Creativity, Excellence, Citizenship*



**Budget Highlights**

**Student Information System: \$1.5 million**

Support for the purchase of a new student information system that will allow the Board to meet the enrolment reporting requirements of the Ministry plus enhance the data mobilization needs of the Schools.


10

STUDENTS ACHIEVING THEIR FULL POTENTIAL

03/06/2011

**Budget 2011-2012**

*Respect, Creativity, Excellence, Citizenship*



**Budget Highlights**

**K to 2 Oral Communication & Early Reading Strategy - \$ 2.3 million**

Support for the continuation of the K-2 strategy initiated in 2010/11:


- 10.00 Learning Improvement Teachers
- 10.00 Special Education Resources Teachers
- 4.00 Empower Special Assignment Teachers
- Resources - \$100,000

11

STUDENTS ACHIEVING THEIR FULL POTENTIAL

**Budget 2011-2012**

*Respect, Creativity, Excellence, Citizenship*



**Budget Highlights**

**School Network Infrastructure Upgrade & Wireless Everywhere - \$1.7 million**

- Three year project totaling approximately \$5.0 million to upgrade all school network infrastructures and deployment of complete, secure technology access in all learning spaces, in order to support the development of our 21<sup>st</sup> Century Fluencies development.


12

STUDENTS ACHIEVING THEIR FULL POTENTIAL

02/06/2011

**Budget Development 2011-2012**

*Respect, Creativity, Excellence, Citizenship*



**Budget Highlights**

**Professional Learning Plan – \$3.0 million**

Professional Learning Plan designed to create a culture of collective efficacy, trust and high expectations (academic optimism) through networking and job-embedded learning.

13

STUDENTS ACHIEVING THEIR FULL POTENTIAL