



EXECUTIVE REPORT TO COMMITTEE OF THE WHOLE

DATE: May 14, 2012

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: **2012/2013 Budget**

Action ✓

Monitoring ☐

Recommended Action:

1. That the Board approve the 2012/2013 Salary and Benefit expenditures in the amount of \$443,841,553 and that the Superintendent of Business and Treasurer be authorized to proceed with the expenditure of funds as outlined in Appendix A dated May 14, 2012.
2. That the Board approve the 2012/2013 Non-Salary expenditures in the amount of \$62,734,178 and that the Superintendent of Business and Treasurer be authorized to proceed with the expenditure of funds as outlined in Appendix A dated May 14, 2012.
3. That the Board approve the 2012/2013 Capital Budget expenditures in the amount of \$29,705,186 and that the Superintendent of Business and Treasurer be authorized to proceed with the expenditure of funds as outlined in Appendix D dated May 14, 2012. 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 2012/2013 Budget:

| | |
|------------|--|
| Appendix A | 2012/2013 Operating Budget: Summary of Revenues and Expenditures |
| Appendix B | 2012/2013 Enrolment Projection Summary |
| Appendix C | 2012/2013 Staffing Summary |
| Appendix D | 2012/2013 Capital Budget |
| Appendix E | Key Parameters/Assumptions to Guide 2012/2013 Budget Development |
| Appendix F | Board Priorities to Guide 2012/2013 Budget Development |
| Appendix G | 2012/2013 Budget for Board Administration and Governance |

Rationale/Benefits:

The Hamilton-Wentworth District School Board is 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 2012/2013 school year reflects 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

Rationale/Benefits (cont.):

to fulfill this commitment. Our focus remains to ensure that all students are reading 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....

Highlights:

The following are the key highlights of the 2012/2013 Budget:

- Alignment of resources with the Board's approved Strategic directions has been achieved
- The Board approved listing of Board Priorities has influenced the development of the 2012/2013 budget.
- Compliance with all Ministry class size and other regulatory requirements have been achieved (i.e. the 2012/2013 Preliminary Operating Budget is balanced.)

Background:

The fiscal year for all School Boards in Ontario 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 2012/2013 Preliminary Operating Budget achieves these requirements.

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 2012/2013, the HWDSB expects to receive 99% (approximately \$502 million) of total operating revenue from the Ministry of Education. On March 29, 2012, the Ministry provided information with respect to education funding for 2012/2013. The 2012/13 Grants for Student Needs (GSN) supports the education sector's continued focus on key student achievement goals.

Development of the 2012/2013 Preliminary Operating Budget:

With the capable and experienced assistance of the members of the Finance Advisory Sub-Committee (FASC) the following steps have been achieved towards the development of the 2012/2013 budget:

- **Committee of the Whole:**

- February 6, 2012 Monitoring Report regarding "Budget Development Timetable and Consultation
- March 19, 2012 Action report regarding "Identification of Board Priorities to Guide 2012/2013 Budget Development" See Appendix E for listing of Board approved Board Priorities.
- March 19, 2012 Action report regarding "Key Parameters/Assumptions to Guide 2012/2013 Budget Development" See Appendix E for the Board approved Key Parameters/Assumptions.
- April 16, 2012 Action report regarding "2012/2013 School Based Staffing".

Background (cont):

In addition, information pertaining to special education in the 2012/2013 Preliminary Operating budget was shared with the Special Education Advisory Committee on April 25, 2012. Furthermore a public Special meeting of FASC was held on May 1, 2012 in order to communicate and promote public and trustee understanding of the content of next year's budget.

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. In addition, throughout the process, the development of the budget has been influenced and informed by the Board approved listing of Board Priorities.

Budget Priorities

In a period of significant financial upheaval, it is essential that public organizations like school boards maintain their focus on core responsibilities. To this end, the HWDSB initiated a consultation process that served to confirm its core budget priorities. These priorities (see Appendix F) have influenced the allocation of resources within the 2012/2013 budget. Accordingly, resources will continue to be allocated for the following priorities:

- K-2 Oral Communication & Early Reading Strategy
- Expansion of Full Day Kindergarten
- School Network Infrastructure Upgrade and Wireless Everywhere Project
- Implementation of the Student Information System
- Professional Learning Plan
- Special Education
- English Language Learners
- First Nations, Metis and Inuit Learners
- Program Strategy
- Accommodation Review Committee Recommendations
- Mental Health
- Math Professional Development

Attach.

Hamilton-Wentworth District School Board

2012/2013 Operating Budget

Appendix A
May 14, 2012

Summary of Revenues and Expenditures

| | 2011/2012 Revised Budget | 2012/2013 Budget | Inc (Dec) Over 2011/2012 Rev Budget | |
|-------------------------------------|---|-----------------------------|--|---------------------|
| | \$ | \$ | \$ | % |
| Revenues: | | | | |
| Grants for Student Needs | 492,433,216 | 486,453,594 | (5,979,622) | |
| Other Ministry Grants | 5,799,379 | 15,593,696 | 9,794,317 | |
| Miscellaneous | 4,062,205 | 4,528,441 | 466,236 | |
| Total Revenues | <u>502,294,800</u> | <u>506,575,731</u> | <u>4,280,931</u> | <u>0.85%</u> |
| Expenditures: | | | | |
| Program Instruction: | | | | |
| Classroom Teachers | 305,017,598 | 305,208,667 | 191,069 | |
| Consultants | 6,023,654 | 5,506,928 | (516,726) | |
| Occasional Teachers | 8,523,650 | 7,494,918 | (1,028,732) | |
| Educational Assistants | 25,895,604 | 27,222,850 | 1,327,246 | |
| Early Childhood Educators | 2,682,856 | 6,750,325 | 4,067,469 | |
| Professional & Para-Professionals | 15,057,626 | 15,145,208 | 87,582 | |
| Class Texts, Instructional Supplies | 14,935,411 | 13,890,280 | (1,045,131) | |
| Instructional Computers | 5,638,373 | 6,195,203 | 556,830 | |
| Staff Development | 2,988,702 | 2,847,857 | (140,845) | |
| School Administration | 34,980,782 | 34,724,896 | (255,886) | |
| Continuing Education | 4,863,461 | 4,824,632 | (38,829) | |
| | <u>426,607,717</u> | <u>429,811,764</u> | <u>3,204,047</u> | <u>0.75%</u> |
| Program Support: | | | | |
| Board Administration & Governance | 12,936,974 | 13,307,284 | 370,310 | |
| School Operations | 47,766,070 | 48,714,340 | 948,270 | |
| Community Use of Schools | 679,908 | 680,704 | 796 | |
| Transportation | 13,804,131 | 13,535,639 | (268,492) | |
| | <u>75,187,083</u> | <u>76,237,967</u> | <u>1,050,884</u> | <u>1.40%</u> |
| Contingency | <u>500,000</u> | <u>526,000</u> | <u>26,000</u> | |
| Total Expenditures | <u>502,294,800</u> | <u>506,575,731</u> | <u>4,280,931</u> | <u>0.85%</u> |

2012/2013 Operating Budget

May 14, 2012

Summary of Expenditures by Economic Classification

| | 2011/2012 | 2012/2013 | Inc (Dec) | |
|-----------------------------|------------------------------|---------------------------|----------------------------------|---------------------|
| | Revised Budget | Budget | Over 2011/2012 Revised Budget | |
| | \$ | \$ | \$ | % |
| Remuneration | | | | |
| Salaries & Wages | \$ 372,722,992 | 375,065,584 | 2,342,592 | 0.63% |
| Employee Benefits | 56,482,710 | 59,564,895 | 3,082,185 | 5.46% |
| Temporary Assistance | 10,421,345 | 9,211,074 | (1,210,271) | (11.61%) |
| | <u>439,627,047</u> | <u>443,841,553</u> | <u>4,214,506</u> | <u>0.96%</u> |
| Consumables | | | | |
| Professional Development | 3,149,077 | 3,006,232 | (142,845) | (4.54%) |
| Textbooks & Supplies | 23,704,499 | 22,379,324 | (1,325,175) | (5.59%) |
| Energy | 10,612,755 | 10,373,055 | (239,700) | (2.26%) |
| Repairs & Minor Renovations | 3,329,881 | 3,284,881 | (45,000) | (1.35%) |
| Computing Equipment | 2,233,900 | 2,973,900 | 740,000 | 33.13% |
| Equipment | 332,582 | 332,582 | - | 0.00% |
| Rentals | 226,615 | 1,294,713 | 1,068,098 | 471.33% |
| Fees & Contractual Services | 5,416,825 | 5,621,535 | 204,710 | 3.78% |
| Other Expense | 262,881 | 262,881 | - | 0.00% |
| | <u>49,269,015</u> | <u>49,529,103</u> | <u>260,088</u> | <u>0.53%</u> |
| Transportation | 12,898,738 | 12,679,075 | (219,663) | (1.70%) |
| Contingency | 500,000 | 526,000 | 26,000 | 5.20% |
| Total Expenditures | \$ <u>502,294,800</u> | <u>506,575,731</u> | <u>4,280,931</u> | <u>0.85%</u> |

Hamilton-Wentworth District School Board

2012/2013 Budget

Enrolment Projection Summary

| | 2011/2012 Budget | 2012/2013 Budget | Increase (Decrease) ADE | Increase (Decrease) % |
|--------------------------|-----------------------------|-----------------------------|--|--------------------------------------|
| <i>Elementary</i> | 30,880.50 | 30,772.00 | (108.50) | (0.35%) |
| <i>Secondary</i> | 17,120.50 | 16,462.00 | (658.50) | (3.85%) |
| | <u>48,001.00</u> | <u>47,234.00</u> | <u>(767.00)</u> | <u>(1.60%)</u> |

Full-Time Equivalent (FTE)

Full-time equivalent is defined as a pupil who:

- '(a) is enrolled in day school other than junior kindergarten or kindergarten, 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,.

**Hamilton-Wentworth District School Board
2012/2013 Budget
Enrolment Projection Process**

Methodology

The enrolment projections are made up of two separate components including a) the existing school community and b) students generated by new development. The existing community projections are developed by advancing students through the grades based on historical, by-grade retention rates. The retention rates are grade specific and capture any gains or losses in enrolment that a school may experience as students move from one grade to another. By applying historical student yields (by unit type) to municipally approved development forecasts, planning staff have the ability to project the number of students generated by new development. These two components combined make up the enrolment projections. Enrolment projections can be done for a variety of time frames; one year, five year or 10 year projections are typical time frames used by the Accommodation and Planning Division.

There are a number of school specific assumptions that are also captured in the projections. These assumptions can be related to program (i.e. French Immersion), Board policy (i.e. Out of Catchment) or new Ministry initiatives (i.e. full-day kindergarten).

The projections are then cross-referenced against historical enrolment trends, population forecasts, Census data and live birth data in an attempt to fine tune the accuracy of the numbers.

Process

The enrolment projections for the budget/staffing purposes are a one year set of enrolment projections. This is a collaborative process with input from Accommodation and Planning, principals, Superintendents of Student Achievement, Human Resources and Budget staff. The process begins with Accommodation and Planning staff developing draft enrolment projections for each school using the methodology provided above. The draft enrolment projections are reviewed with the Manager of Budget. Once both parties are comfortable with the projections they are then shared with the remaining groups listed above for their review and input. Discrepancies and concerns are reviewed and an agreed upon projection is determined for each school by grade. These revised numbers become the enrolment projections for setting the budget and the staffing allocations for each school.

| | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 |
|-----------------------------|---------------|--------------|--------------|---------------|---------------|---------------|
| | ADE | ADE | ADE | ADE | ADE | ADE |
| Elementary Enrolment | | | | | | |
| Projection | 33,767.00 | 32,369.00 | 31,615.00 | 31,463.00 | 31,050.50 | 30,880.50 |
| Actual | 33,147.39 | 32,468.19 | 31,898.35 | 31,392.35 | 31,224.50 | 31,079.75 |
| Difference | (619.61) | 99.19 | 283.35 | (70.65) | 174.00 | 199.25 |
| | -1.83% | 0.31% | 0.90% | -0.22% | 0.56% | 0.65% |
| Secondary Enrolment | | | | | | |
| Projection | 18,165.75 | 17,713.00 | 17,645.50 | 17,505.50 | 17,293.75 | 17,120.50 |
| Actual | 18,162.88 | 17,930.75 | 17,708.13 | 17,612.00 | 17,276.50 | 16,883.63 |
| Difference | (2.87) | 217.75 | 62.63 | 106.50 | (17.25) | (236.87) |
| | -0.02% | 1.23% | 0.35% | 0.61% | -0.10% | -1.38% |
| Total Enrolment | | | | | | |
| Projection | 51,932.75 | 50,082.00 | 49,260.50 | 48,968.50 | 48,344.25 | 48,001.00 |
| Actual | 51,310.27 | 50,398.94 | 49,606.48 | 49,004.35 | 48,501.00 | 47,963.38 |
| Difference | (622.48) | 316.94 | 345.98 | 35.85 | 156.75 | (37.62) |
| | -1.20% | 0.63% | 0.70% | 0.07% | 0.32% | -0.08% |

Hamilton-Wentworth District School Board

2012/2013 Budget

Staffing Summary (Permanent FTE)

| | 2011/2012 Revised Budget <small>(note 1)</small> | 2012/2013 Budget | Inc (Dec) Over 11/12 Rev. Budget | Notes |
|--|---|------------------------|--|---------|
| Program Instruction | | | | |
| Classroom Teachers | | | | |
| Elementary | 2,067.30 | 2,071.60 | 4.30 | 2,3,4,5 |
| Secondary | <u>1,186.36</u> | <u>1,161.70</u> | <u>(24.66)</u> | 2,3,4 |
| Total Classroom Teachers | 3,253.66 | 3,233.30 | (20.36) | |
| Educational Assistants | 567.00 | 573.00 | 6.00 | 6 |
| Early Childhood Educators | 56.50 | 116.00 | 59.50 | 5 |
| Professionals & Para-Professionals | 179.80 | 174.80 | (5.00) | 7 |
| School Administration | | | | |
| Principals & Vice Principals | 173.00 | 172.00 | (1.00) | |
| Clerical/Secretarial Support | <u>214.50</u> | <u>213.50</u> | <u>(1.00)</u> | |
| Total School Administration | 387.50 | 385.50 | (2.00) | 8,10 |
| System Principals, Consultants & Support | | | | |
| System Principals | 10.00 | 6.00 | (4.00) | 8 |
| Consultants | 33.00 | 33.00 | 0.00 | |
| Clerical/Secretarial Support | <u>8.50</u> | <u>8.50</u> | <u>0.00</u> | |
| Total System Principals, Consultants & Support | 51.50 | 47.50 | (4.00) | |
| Continuing Education | 13.50 | 13.50 | 0.00 | |
| Total Program Instruction | <u>4,509.46</u> | <u>4,543.60</u> | <u>34.14</u> | |
| Program Support | | | | |
| Board Administration & Governance | 126.00 | 120.50 | (5.50) | 9 |
| School Operations | 467.50 | 467.50 | 0.00 | |
| Transportation | 5.50 | 5.50 | 0.00 | |
| Total Program Support | <u>599.00</u> | <u>593.50</u> | <u>(5.50)</u> | |
| Capital | | | | |
| School Renewal | 11.00 | 11.00 | 0.00 | |
| Total Staff | <u>5,119.46</u> | <u>5,148.10</u> | <u>28.64</u> | |

Notes:

- 1 2011/12 revised budget reflects reallocations based on Board Administration Working Group recommendations
- 2 2012/13 Budget staffing represents impact of enrolment projections, legislative and collective agreements, class size compliance
- 3 Reflects impact of decline in enrolment
- 4 Staffing Enhancements as part of PDT agreements
- 5 Staffing enhancement to support the Full Day Kindergarten Program
- 6 Increase in 6.0 FTE Mentoring Educational Assistants to support schools
- 7 Staffing reductions due to realignment of Program
- 8 Staffing reductions due to Ministry Funding Reductions and impact of decline in enrolment
- 9 Temporary reduction of caretaking staff due to Education Centre Project and moving to Swing Space
- 10 A one-time allocation from the contingency was used to offset additional reductions, due to proposed MET changes in funding in this area

FTE = Full Time Equivalent

Hamilton-Wentworth District School Board

2012/2013 Capital Budget

Summary of Revenues and Expenditures

| | <u>2011/2012 Budget</u> | <u>2012/2013 Budget</u> | <u>Inc (Dec) over 2011/2012 Budget</u> | | Notes |
|--|-----------------------------|-----------------------------|--|------------------------|-------|
| | \$ | \$ | \$ | % | |
| Revenues: | | | | | |
| Ministry Capital Allocation | 56,617,619 | 24,870,695 | (31,746,924) | (56.07%) | |
| Ministry Capital Debt (Interest) Support Payment | 5,209,297 | 5,547,380 | 338,083 | 6.5% | 8 |
| Total Revenues | \$ <u>61,826,916</u> | \$ <u>30,418,075</u> | \$ <u>(31,408,841)</u> | <u>(50.80%)</u> | |
| Expenditures: | | | | | |
| Growth Schools | 22,411,000 | 0 | (22,411,000) | (100%) | 3 |
| Priority Schools | 2,583,000 | 0 | (2,583,000) | (100%) | 3 |
| Primary Class Size | 1,000,000 | 0 | (1,000,000) | (100%) | 3 |
| Full Day Kindergarten | 11,647,661 | 12,709,273 | 1,061,612 | 9.11% | 4 |
| Good Places to Learn | 5,694,000 | 0 | (5,694,000) | (100%) | 3 |
| School Renewal | 7,528,684 | 8,074,082 | 545,398 | 7.24% | 5 |
| School Condition Improvement | 3,522,272 | 3,607,340 | 85,068 | 2.42% | 6 |
| Temporary Accommodation | 1,160,000 | 480,000 | (680,000) | (58.62%) | 7 |
| Renewable Energy | 1,071,002 | 0 | (1,071,002) | (100%) | 3 |
| Capital Debt Interest | 5,209,297 | 5,547,380 | 338,083 | 6.49% | 8 |
| Total Expenditures | \$ <u>61,826,916</u> | \$ <u>30,418,075</u> | \$ <u>(31,408,841)</u> | <u>(50.80%)</u> | |

Notes:

- 1 Amortization expenditure relating to tangible capital assets is projected to be \$22,977,000 and is offset by a corresponding revenue from the Ministry
- 2 The Ministry allocation of Capital Priorities funding to boards will be based on business cases submitted by May 31, 2012 for projects that need to be completed up to and including the 2015-16 school year.
- 3 In 2009-10 the Ministry reviewed the funding approach to these capital programs and introduced a wrap-up plan by August 31, 2012
- 4 Funding for first-time equipping and minor renovations for new Full Day Kindergarten classes plus funding for classroom additions or major retrofits needed to accommodate the program
- 5 School Renewal funding addresses the costs of repairing and renovating schools
- 6 School Condition Improvement funding addresses depreciable school renewal needs in schools that are expected to remain open for at least five years. Boards should use funding for renewal priorities including health & safety, accessibility or replacing/repairing building components. Funding is not to be used for school additions or new schools
- 7 Funding to address the cost of temporary accommodation and can be used for portable moves, leases and purchases as well as lease costs for permanent instructional space
- 8 Interest payments on short-term financing of projects that are underway and on long-term capital debt for projects supported by Ministry capital programs. Boards receive a corresponding revenue from the Ministry to meet their annual debt repayment needs.



EXECUTIVE REPORT TO COMMITTEE OF THE WHOLE

DATE: March 19, 2012

TO: Committee of the Whole

FROM: Don Grant, Superintendent of Business & Treasurer
Denise Dawson, Manager of Budget

RE: **Key Parameters/Assumptions to Guide 2012/2013 Budget Development**

Action ✓

Monitoring ☐

Recommended Action

That the Board approve the Parameters and Assumptions outlined in Appendix A dated March 19, 2012 to guide the 2012/2013 Budget Development.

Rationale/Benefits:

In order to provide for the development of the 2012/2013 budget the following key steps and timelines have been identified:

- March Key Parameters/Assumptions to Guide Budget Development.
- April School Based Staffing Recommendations;
- May Budget Workshop, Refinements, Approval

Appendix A dated March 19, 2012 outlines the Key Parameters/Assumptions that will guide the development of the 2012/2013 Budget; in particular, the Preliminary Budget scenario. The identification of parameters and assumptions is helpful since decisions must be made in the very near future regarding the orderly preparation and startup of the 2012/2013 school year; yet many variables regarding next years operation are not known at this time.

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 2012/2013 budget must be submitted prior to the end of June 2012.

Appendix A

March 19, 2012

**Hamilton Wentworth District School Board
 Key Parameters/Assumptions to Guide Budget Development
 2012/2013 Budget**

Assumptions

- **Enrolments (ADE)** to be projected as follows:

| | 2011/2012 Revised Budget | 2012/2013 Projected | Incr (Decr) | Incr (Decr) % |
|------------|--------------------------------|------------------------|----------------|---------------------|
| Elementary | 31,079.00 | 30,707.50 | -371.50 | (1.20)% |
| Secondary | 16,888.75 | 16,561.00 | -327.75 | (1.94)% |
| Total | 47,967.75 | 47,268.50 | -699.25 | (1.46)% |

- **Revenues:**
 - Estimate Grants for Student Needs (GSN) to reflect 1% increase in funding benchmarks; subject to Ministry confirmation.
- **Expenditures:**
 - Salaries, benefits and staffing to reflect provincial funding expectations. Where salary schedules have not been set for the next year; maintain status quo.
 - A prior year deficit shall be allocated proportionally across all of the expenditure categories that contributed to the deficit (i.e. all of the expenditures categories that had a negative variance) unless the deficit was caused by a specific expenditure category.
 - In order to provide for stability in the system and minimize in-year budget adjustments; set aside a sum of \$1,000,000 for unforeseen events that may arise

Allocation Parameters

- Ensure that the allocation of resources supports the HWDSB's strategic and operational plans.
- The Ministry's revenue allocation framework will provide a useful reference for the allocation of Board resources on a major expenditure category basis.
- Compliance with balanced budget requirement and Ministry basic enveloping requirements: Special Education, Board Administration and Governance and Accommodation. In addition, care will need to be exercised to ensure that funding associated with specific Ministry initiatives is allocated for the purpose designated.
- Where staff reductions may be necessary, statutory positions to be given priority for inclusion in the budget. Statutory positions to be calculated as the number required for class size requirements, collective agreement compliance and special education per Ministry enveloping requirement.
- Where enhancements to budget is possible, concentrate on initiatives included in the Board's listing of Budget Priorities as outlined in Appendix B.



Hamilton-Wentworth District School Board 2012-2013 Board Priorities

K-2 Oral Communication & Early Reading Strategy

Hamilton-Wentworth District School Board's (HWDSB) *K-2 Oral Communication & Early Reading Strategy* aims to increase the number of students reading at grade level by the end of grade 3. The strategy focuses on delivering quality programming that is good for all students, together with appropriate and timely interventions for some students who exhibit learning difficulties, to ensure that each student is improving.

Expansion of Full Day Kindergarten

Hamilton-Wentworth District School Board is expanding *Full Day Kindergarten* to an additional 25 schools, as per the roll out of *Full Day Kindergarten* by the Ministry across the province. *Full Day Kindergarten* offers four and five-year-olds play-based learning and small group instruction. Students develop a strong foundation for learning in all areas, including language and math, engage in healthy physical activities and the arts, and develop socially and emotionally through interaction with their peers, and the teacher and early childhood educator who both guide them.

School Network Infrastructure Upgrade and Wireless Everywhere Project

We know that today's learners prefer to access information quickly from multiple media sources and to network with each other simultaneously. This is why the *School Network Infrastructure Upgrade and Wireless Everywhere Project* is so important. In its second year of implementation, this project leads to high levels of student engagement because we're listening to our students and their interests and building equity by making sure all our students receive the appropriate programming and support to reach their full potential.

Implementation of the Student Information System

With the purchase of a new *Student Information System*, it is important for HWDSB to continue to implement the new system and train staff accordingly so that we meet the enrolment reporting requirements of the Ministry of Education. This system also supports schools by bringing together student data from a variety of sources and makes the data easier to access for school staff.

Professional Learning Plan

Hamilton-Wentworth District School Board is focused on student achievement and well-being. In order for staff to meet the needs of our students, they must have an appreciation for focused learning. Through our *Professional Learning Plan*, we endeavour to support staff to meet the specific needs of our students.

Special Education

Hamilton-Wentworth District School Board's commitment to providing appropriate educational opportunities for improved student learning for all students is what makes its *Special Education* programming so important. HWDSB endeavours to meet the needs of all students in *Special Education* in the most enabling environment, in unity with parents through special education supports and services for exceptional learners.



Hamilton-Wentworth District School Board 2012-2013 Board Priorities

English Language Learners

English language Learners are students whose first language is a language other than English and who need support to help them in achieving proficiency in English. These students may be Canadian born or recently arrived from other countries. They come from diverse backgrounds and school experiences and have a wide variety of strengths and needs.

First Nations, Metis and Inuit Learners

Hamilton Wentworth District School Board respects the heritage and culture of First Nation (Status and Non- Status) Metis and Inuit Peoples and recognizes that meeting the needs of First Nation, Metis and Inuit students requires a deep understanding of their cultures and historic experiences. HWDSB is committed to serving the needs of First Nation, Metis and Inuit Students in order to improve achievement levels and ensure equitable opportunities.

Program Strategy

Our comprehensive Program Strategy is designed to ensure that we offer relevant programs that meet the particular needs and goals of all our students and reflect their strengths and interests. We are restructuring what we offer, where we offer it, and how we offer programs for our 21st Century learners, such that they are provided with the knowledge and skills they will need to achieve their full potential.

Accommodation Review Committee Recommendations

Through our *Accommodation Review Committees*, schools have been looked at in groups in order to develop recommendations to Trustees that make the best use of location, space and programming. It is important for HWDSB to ensure that the appropriate resources are distributed to implement Trustee's final decisions on the accommodation review process.

Mental Health Strategy

Continuing to implement the Mental Health Strategy to improve and unify HWDSB's approach to mental health in the classroom, while helping educators recognize and understand mental health issues in students.

Math Professional Development

Continuing support for a problem-solving approach to mathematics through Math Professional Development.

Board approved March 26, 2012

**Hamilton - Wentworth District School Board
2012/2013 Budget Development
Board Administration & Governance**

| Revenue | 2011/2012 | 2012/2013 | Difference |
|----------------------------------|----------------------|----------------------|--------------------|
| Grants for Student Needs | \$ 12,166,519 | \$ 11,951,611 | (\$214,908) |
| Other Revenue -Allocated to BAG: | | | |
| Miscellaneous Revenue * | \$ 770,455 | \$ 953,437 | \$182,982 |
| Swing Space Contribution | | \$ 402,236 | \$402,236 |
| | <u>\$ 12,936,974</u> | <u>\$ 13,307,284</u> | <u>\$ 370,310</u> |
| | | | |
| Expenditures | 2011/2012 | 2012/2013 | Difference |
| Salaries & Benefits | | | |
| Trustees | \$ 174,675 | \$ 174,675 | \$0 |
| Director & Supervisory Officers | \$ 2,208,707 | \$ 2,219,720 | \$11,013 |
| Board Administration | \$ 7,646,590 | \$ 7,640,528 | (\$6,062) |
| Caretaking | \$ 382,979 | \$ 93,950 | (\$289,029) |
| | <u>\$ 10,412,951</u> | <u>\$ 10,128,873</u> | <u>(\$284,078)</u> |
| Consumables | | | |
| Professional Development | \$ 85,425 | \$ 85,425 | \$0 |
| Supplies & Services | \$ 2,153,898 | \$ 1,935,513 | (\$218,385) |
| Energy | \$ 284,700 | \$ 45,000 | (\$239,700) |
| | <u>\$ 2,524,023</u> | <u>\$ 2,065,938</u> | <u>(\$458,085)</u> |
| Swing Space Costs | 0 | \$ 1,112,473 | \$ 1,112,473 |
| | <u>\$ 12,936,974</u> | <u>\$ 13,307,284</u> | <u>\$ 370,310</u> |

Definition and Enveloping Requirement:

The School Board Administration and Governance Grant provides funding for administration and governance costs such as operating board offices, board-based staff and expenditures, including supervisory officers and their secretarial support.

Ministry of Education enveloping regulations require school boards to keep these expenses lower than the grant given to it. Boards are allowed to use other revenue sources to lower their expenses. Other revenues must be distributed to the expense categories to the extent to which the revenues relate to costs incurred in those expense categories.

* includes allocation for Student Success Lead