

AGENDA: 2:00 p.m.

1. Call to Order
2. Approval of the Agenda
3. 2016-2017 School Based Staffing
4. HWDSB Foundation Update
5. 2017-18 Budget Development
6. Resolution Into Committee of the Whole (Private Session) as per the Education Act, Section 207.2 (b) the disclosure of intimate, personal or financial information in respect of a member of the board or committee
7. Adjournment



EXECUTIVE REPORT TO FINANCE AND FACILITIES COMMITTEE

TO: FINANCE AND FACILITIES COMMITTEE

FROM: Manny Figueiredo, Director of Education

DATE: March 29, 2017

PREPARED BY: Stacey Zucker, Executive Superintendent of Board Operations and Treasurer
Denise Dawson, Senior Manager of Business

RE: 2017-18 School Based Staffing

Action X Monitoring

Recommended Actions:

That the Board approve the preliminary allocation of the following full-time equivalent positions for the purpose of 2017-18 school based staffing:

Elementary Teachers	2,155.30
Secondary Teachers	984.90
Early Childhood Educators	250.00
Educational Assistants	595.00
Principals/Vice Principals	159.00
School Office Administration	195.50
School Custodial	359.75

Background:

The accumulative total staffing approved in the foregoing recommended actions total 4,699.45 FTE positions, provides for the smooth start up to the 2017-18 school year and enable the staffing process to ensure collective agreement compliance and effective school based staffing decisions.

Appendix A provide a summary of the preliminary school based staffing recommended for the 2017-18 school year, with comparative information from the 2016-17 Budget.

Staff Observation:

Staffing for elementary and secondary teachers, school administration, early childhood educators and school custodians for 2017-18 represents a continuation of programs, adjustments for enrolment and school closure, and compliance with collective agreements and Ministry class size regulations.

To date the Ministry has not provided information regarding 2017-18 education funding through the Grants for Student Needs (GSN), however summary information on the Ministry's Investment in System Priorities through increased special education and other staffing is contained in the Extension Agreements for 2017- 19. The impact of this funding announcement and additional staffing amounts will be calculated once the Funding Model Technical Paper and Grant Estimate forms are available from the Ministry. Consequently, as the budget development exercise continues it may be necessary to increase or decrease staffing levels suggested in the above recommended actions. We anticipate that any changes will be discussed prior to final approval of the Budget in June 2017.

Appendix A
29-Mar-17

School Based Staffing	2017-18 School Based Staffing	2016-17 School Based Staffing	Increase (Decrease)
Elementary Teachers	2,155.30	2,100.30	55.00
Secondary Teachers	984.90	1,006.90	(22.00)
Early Childhood Educators	250.00	230.00	20.00
Educational Assistants	595.00	585.00	10.00
Principals/Vice-Principals	159.00	160.00	(1.00)
School Office Administration	195.50	197.50	(2.00)
School Custodial	<u>359.75</u>	<u>360.50</u>	<u>(0.75)</u>
	<u><u>4,699.45</u></u>	<u><u>4,640.20</u></u>	<u><u>59.25</u></u>



EXECUTIVE REPORT TO FINANCE AND FACILITIES COMMITTEE

TO: FINANCE AND FACILITIES COMMITTEE
FROM: Sharon Stephanian, Superintendent
DATE: March 29, 2017
RE: HWDSB Foundation Update

Action

Monitoring

Background:

In April, 2016, Trustees had expressed interest in receiving a report from HWDSB Foundation to learn more about their work and how they operate.

The HWDSB Foundation is currently in the process of finalizing their first Annual Report which should be available to the public in June, 2017. As an interim step, the attached report is submitted by staff on behalf of the HWDSB Foundation.

Background

In **December, 2012**, Trustees approved the following actions:

1. HWDSB establish a Foundation Development Office, staffed by one Officer and a half-time administrative assistant, responsible for community outreach, donor development and contribution solicitation and;
2. HWDSB partner with the Hamilton Community Foundation on the creation of a HWDSB Student Support Fund and;
3. HWDSB reconstitute the Foundation Board of Directors to include the Director, a Trustee, the Superintendent of Business, an Administrator and five community members

In September, 2013 a Foundation Development Officer was hired.

In August, 2016 a half-time administrative assistant was hired.

While the HWDSB Foundation is a separate legal entity from HWDSB, the Foundation exists **entirely** to support and benefit students within HWDSB. While the accounts of the HWDSB Foundation include activity both from the former structure and the new structure of the Foundation Development Office, this report focuses on the activities of the Foundation Development Office as other components of the Foundation (endowments and pre-existing restricted funds remained status quo).

Mandate

During the first year of operations, the HWDSB Foundation established a new Board of Directors. This expansion brought new ideas and perspectives and also enhanced accountability to the community.

During the first year of operations (2012/13), the HWDSB Foundation created a Vision, Mission, Values, and Guiding Principles.

VISION: An engaged community that is committed to removing financial barriers to learning for HWDSB students.

MISSION: The HWDSB Foundation endeavors to remove barriers to learning for students through fundraising and community engagement.

VALUES: Responsible, Equitable, Transparent and Inclusive

GUIDING PRINCIPLES:

- Meet individual needs in a respectful manner with sensitivity
- Identify and remove barriers to learning
- Promote a sense of belonging
- Build on and embrace previous and existing relationships
- Create sustained innovative relationships for supporting at-risk students
- Involve the broader community
- Is demonstrated throughout the system internally and externally



In September 2014, the Foundation created a plan in which the following key areas were identified:

1. Fundraising
2. Friend-raising
3. Governance

Foundation Board activities to date include:

Board Operations/Governance	Completed	Date
HWDSB Foundation By-Law #1	✓	Dec 2014
Recruitment Policy	✓	June 2015
Annual General Meetings	✓	Feb 2015, Jan 2016
Role of a Board Member Policy	✓	June 2016
Partnership with HCF	✓	Sept 2015
Explore further partnership with HCF	✓	Nov 2016

The Foundation Board meets 5 times a year with an Annual General Meeting in January and Committee meetings as needed. Grant Selection meetings are held in October and February. The Foundation is a “working board” with members participating in Committees. These Committees include:

- Board Governance and Advancement Committee
- Program and Planning Committee
- Fund Development and Resource Committee

Fundraising

Fundraising can be directed into endowments or restricted funds. In the initial years of operation, the HWDSB Foundation has focused on restricted funds to support individual student and school needs. While some annual reserve is desirable, donors expect that these funds will “flow through” to students and schools in a short period of time, for the identified purpose.

Note: this chart outlines the Revenue generated from the Foundation Development Office. Revenue is generated from a variety of sources including grant applications, film rentals, special events, employee lottery etc.



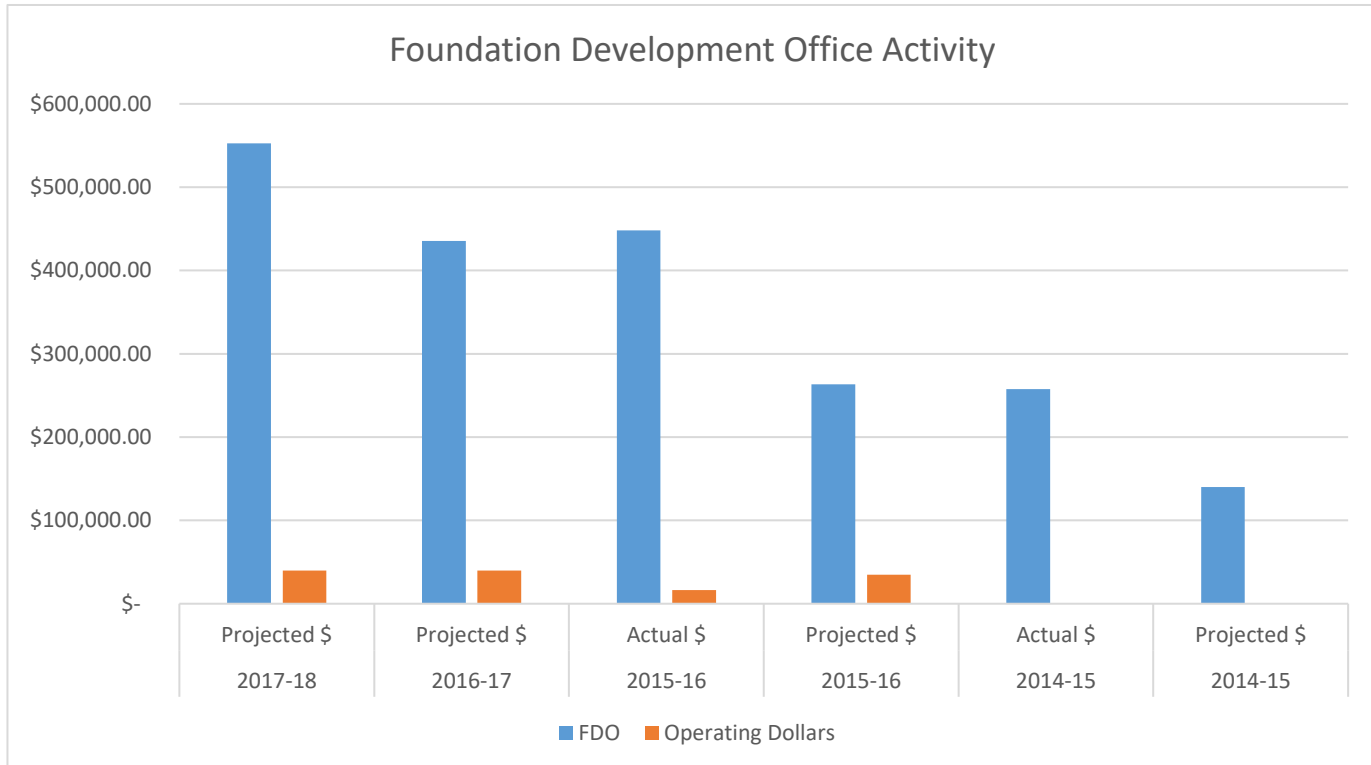
Pre- Foundation Development Office

	2012-13	2011-12	2010-11	2009-10
Revenue	\$ 19,003.67	\$ 15,366.14	\$ 28,507.25	\$ 47,544.06

Post Foundation Development Office

	2017-18 Projected \$	2016-17 Projected \$	2015-16 Actual \$	2015-16 Projected \$	2014-15 Actual \$	2014-15 Projected \$
Foundation Development Office	\$552,500	\$435,500	\$448,285	\$263,500	\$257,515	\$140,000
Operating Dollars	\$40,000	\$40,000	\$16,362	\$35,000	0	0
Dollars for Student Need	\$512,500	\$395,500	\$431,923	\$228,500	\$257,515	\$140,000

Foundation Development Office Activity



Funds are generated from the following sources:

	2015-16	2014-15
Funding Source		
Grant Applications	\$194,589	\$117,208
Breakfast	0	5,314
Young Artists of Hamilton Gala	25,667	0
Prom Project	7,000	7,000
HWDSB Golf Classic	30,718	31,225
Film Rentals	10,437	5,462
Parking Lot	69,076	16,344
Employee Lottery	8,327	0
Education Centre Fundraisers	2,447	2,500
In Kind Donations	98,813	0
Donations in Lieu	175	1,970
Other	1,036	0
Totals	\$448,285	\$257,515

Allocations to Students and Schools

HWDSB schools have two opportunities for funding: Student Support Grants and School Support Grants.

The *Student Support Grants* are designed to support individual student needs where there typically isn't any other source of funding. Addressing barriers to learning, this grant includes nutrition, medication, post-secondary application fees, clothing etc. This Grant endeavours to be responsive to changing needs (e.g. Welcoming Syrian newcomer students with backpacks, school supplies and basic needs.

The *School Support Grant* is designed to support innovation projects in schools which are beyond the scope of school budgets. Funding is provided through the fundraising model as well as resourced grants for specific programs. The dollars provide students with unique learning opportunities.

The HWDSB Foundation is nimble and is responsive to changing needs within the system. In 2015/16 the HWDSB Foundation responded to the unanticipated arrival of Syrian Newcomer students by mobilizing supports to provide backpacks and school supplies to 500 students. In addition approximately \$20,000 was raised and distributed to 100 newcomers requiring further supports in terms of barriers to learning. In 2016/17 the HWDSB Foundation responded to a shortfall in resourcing of the Centre 3 Alternative Education Program by directing Arts Gala Funds towards the program.



	Year	Revenue	Funds allocated to students/schools	Operating Expenses	Funds Carried Over	Number of Students Impacted
Year 0	2013/2014	\$219,801	\$178,787	0	\$41,014	12,000
Year 1	2014/2015	\$257,515	\$214,461	0	\$43,054	16,000
Year 2	2015/2016	\$448,285	\$339,983	\$16,362	\$91,940	19,000
Year 3 Projections	2016/2017	\$435,500	\$395,500	\$40,000	\$0	20,000

Friendraising

Friendraising is an important aspect of sustainability with respect to Foundations. This involves creating an awareness of our Foundation but extends to include creating “friends” who are linked to the outcomes of the Foundation which ultimately leads to financial contributions. Today’s “friends” are tomorrow’s donors.

2017-18 Projected #	2016-17 Projected #	2015-16 Actual #	2015-16 Projected #	2014-15 Actual #	2014-15 Projected#
550*	550*	2370	550	1430	500

*data is not yet available for 2016-17 or 2017-18 actuals.

Main sources of friendraising include:

- Events such as the Gala, the Golf tournament and the Prom Project Hamilton
- Activities within the board including Ed Centre Activities and Lottery
- Outreach including working with corporate agencies for funding, partnerships and relationship building through branding and public relations

Friend numbers are determined by identifying the participants, volunteers, donors we touch through our Foundation activities.



Future Direction of the HWDSB Foundation

Hamilton Community Foundation

The Hamilton-Wentworth region has a very active and respected Community Foundation. In 2015 the HWDSB signed an agreement with the Hamilton Community Foundation (HCF) to create a HWDSB Student Support Fund (supporting equity of opportunity, access and outcomes) for endowment gifts (with donor approval). This is separate from restricted funds (intended to flow through the Foundation to schools, within a short period of time).

Partnering with the Hamilton Community Foundation means that the HWDSB Foundation benefit's from HCF's:

- sixty years of experience within the community;
- expertise in managing endowments;
- high rates of return on investment;
- community credibility;
- effective service;
- strategic advice on work within the Foundation Development Office.

As of March, 2016, the Fund had a balance of \$27,804. HWDSB Foundation donations to the Fund amount to \$25,000.

The HWDSB Foundation has been in dialogue with the Hamilton Community Foundation regarding ways in which current Endowment Funds may yield greater returns. This exploration includes moving approximately \$700,000 of Endowment Funds currently returning 2.2% annually to Hamilton Community Foundation with an anticipated return of approximately 4% per year (after a 1.5% Management Fee is paid to HCF). This is viewed as very low risk with a greater return however when the funds are transferred, ownership is also transferred to HCF. If a decision is made to move in this direction, the HWDSB Foundation would contact all donors with funds in our current Endowment to inform them of the shift in ownership. Hamilton Community Foundation would be our primary vehicle for generating long-term Endowments benefiting student needs in HWDSB. These funds would supplement the funds raised annually through the Foundation Development Office and would be allocated by the HWDSB Foundation.

Self-Sufficiency

The HWDSB Foundation reviewed the patterns regarding self-sufficiency (self-funding) for school board foundations in Ontario. Currently 11 public school boards have an active foundation. A majority (9 out of 11) pay for the Executive Director/Fundraiser. In the two outliers, the boards rely on volunteers to run their foundations.



DSB	Foundation Exec. Dir. Funding
Avon Maitland DSB	Board pays for ED
DSB of Niagara	Board allocates funds to Foundation to pay ED
Halton DSB	Foundation Pays ED
Hamilton-Wentworth DSB	Board pays for ED
Limestone DSB	Foundation Pays ED
Renfrew County DSB	Part time staff with an eye to self-sufficiency in 2 yrs.
Thames Valley DSB	ED and 2 clerks paid by Board
Toronto DSB	Board Contributes \$400 K to salaries for Foundation
Upper Canada DSB	Volunteer Position/Unpaid
Upper Grand DSB	Volunteer Position/Unpaid

The HWDSB Foundation believes that it will be more effective in soliciting financial support if the Board is seen to be contributing to the Foundation as well. Ideally this would be done through funding the Foundation Officer position.

The HWDSB Foundation is currently funding their administrative support and operating costs.

Next Steps

What will we continue to do over the next 3 years?

- ✓ Increase fundraising to support students with financial barriers
- ✓ Increase friend-raising through events and growth of our donor lists
- ✓ Continue to evolve as a Board in terms of governance effectiveness

What will we start doing to enhance our impact?

- ✓ Enhancement to communication strategies both internally and externally
- ✓ Creating working committees to the Board
- ✓ Creating a donor recognition plan

