

AGENDA: 5:30-8:30

1. Call to Order
2. Approval of the Agenda
3. Identification of Board Priorities to Guide Budget Development
4. Interim Financial Report – January 31, 2019
5. Secondary Enrolment Projections Update
6. 2019-20 Budget Development
7. 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
8. Adjournment



EXECUTIVE REPORT TO FINANCE AND FACILITIES COMMITTEE

TO: Finance and Facilities Committee

FROM: Manny Figueiredo, Director of Education

DATE: March 7, 2019

PREPARED BY: Stacey Zucker, Associate Director, Support Services and Treasurer
Denise Dawson, Senior Manager, Business Services

RE: **Identification of Board Priorities to Guide 2019-20 Budget Development**

Action x Monitoring

Recommended Action:

That the 2019-20 Board Budget Priorities be approved as:

- Improving Literacy
- Improving Mathematics
- School Revitalization
- Special Education
- Student Supports
- 21st Century Learning

Background:

The Finance and Facilities Committee has been assigned the responsibility for “Budget Planning and Development” of the annual budget. The Committee has recognized the importance that the Strategic Directions and the Budget Priorities in the budget process. The priorities help the Committee to make tough decisions related to scarce resources.

In the past, the Board has identified the budget priorities based on the strategic directions and in certain years, has gone out for public consultation. The Finance and Facilities Committee reviewed the Budget Development Process and agreed that given the fact that the Board:

- consulted with stakeholders in the last 2 years with respect to budget priorities; and
- that priorities should not change significantly from year to year

it was decided not to do a consultation this year.

The average support for the six priority areas was 93% in 2018 and the six priorities were ranked in the following order:

Priorities	Rank
Special Education	1
Student Supports	2
Improving Literacy	3
Improving Mathematics	4
21 st Century Learning	5
School Revitalization	6

Staff Observations:

The Budget Priorities are based on the Strategic Directions of the Board:

- Positive Culture and Well-Being
- Strategic Learning and Achievement
- Effective Communication
- School Renewal
- Partnerships

Board staff is recommending the same budget priorities as the previous year and these priorities are described in Appendix A.

Conclusion:

Based on a review of the Strategic Directions and the previous Budget Priorities, Board staff is recommending the Priorities that be used to guide the budget development be:

- Improving Literacy
- Improving Mathematics
- School Revitalization
- Special Education
- Student Supports
- 21st Century Learning

Hamilton-Wentworth District School Board defines a priority as “initiatives and/or programs to which the board is committed to and would direct funds to if financially possible.” The following is a list of priorities that HWDSB is committed to for 2019-20:

Definition		Example of program related to priority
Special Education <i>Positive Culture & Well-Being</i> <i>Student Learning and Achievement</i>	<p>We believe all students can succeed and are committed to ensuring students feel safe, supported, and accepted. The Board endeavours to meet the needs of all students with special education needs in an engaging environment that is respectful and inclusive. We recognize that our students have diverse learning needs that require varied supports and programs, and therefore we provide a continuum of special education supports and services which included regular and special class placements.</p>	<p>Video: <i>HWDSB Special Olympics</i> https://www.youtube.com/watch?v=evNpZtgPub4</p> <p>Website <i>Special Education Supports</i> http://www.hwdsb.on.ca/elementary/supports/special-ed/</p>
Student Supports <i>Positive Culture & Well-Being</i> <i>Student Learning and Achievement</i>	<p>All students need a safe, accepting, and supportive environment that contributes to their overall well-being and achievement. Through diverse training and expertise, we are working collaboratively to support our students' academic, social, and emotional development needs through our:</p> <ul style="list-style-type: none"> • Support to High Priority Schools • Our <i>We Help</i> Campaign 	<p>Website: <i>Positive Culture and Well-Being</i> http://www.hwdsb.on.ca/blog/improved-data-professional-learning-and-relationships-support-hwdsb-positive-culture-and-well-being-strategies/</p> <p>Video: <i>Commitment to Equity</i> https://www.youtube.com/watch?v=9s_QZ4GfaKY</p>

Definition		Example of program related to priority
<p>Improving Mathematics</p> <p><i>Student Learning and Achievement</i></p>	<p>Like the province, HWDSB continues to have challenges. We are focusing our efforts to have at least 65 per cent of all students from grades 3, 6 and 9 achieving at or above provincial standard as measured by EQAO. HWDSB is entering its second year of implementing the Renewed Math Strategy, as part of its vision of students moving towards graduation. This commitment to a balanced math program will not only see students understand how to do math, but also what it means through real life examples. We are also investing in families understanding of how we teach math, as part of our aim to increase awareness of parents, guardians, and caregivers of what their children are learning in their classrooms.</p>	<p>Website: <i>Learning Math Together</i> http://www.hwdsb.on.ca/elementary/supports/mathematics-parent-resources/</p> <p>Website: <i>EQAO Media Release</i> http://www.hwdsb.on.ca/blog/hwdsb-egao-results-leads-to-investment-in-people-practice-and-progress/</p> <p>_____</p> <p>_____</p>
<p>Improving Literacy</p> <p><i>Student Learning and Achievement</i></p>	<p>HWDSB’s Early Reading Strategy supports effective instruction and intervention. Established working groups support the development of early reading focused professional learning including how to monitor and measure student progress with greater precision. A key part of our Early Reading Strategy is the establishment of the Reading Specialist role. The Reading Specialist works directly with children (K and Grade 1) and staff, inside and outside of all K and Grade 1 classrooms, to support reading acquisition and to respond to student learning needs, by the end of Grade 1.</p>	<p>Website: HWDSB Sees Improvement in Student Reading and High Priority Schools http://www.hwdsb.on.ca/blog/hwdsb-sees-improvement-in-student-reading-and-high-priority-schools/</p>

Definition		Example of program related to priority
<p>21st Century Learning</p> <p><i>Student Learning and Achievement</i></p>	<p>Through 21st Century Learning, we aim to improve student achievement and equity. In order to achieve this, we are working towards ensuring that students and staff have access to the resources and digital learning tools available within every instructional space. This also enables students to use tools to access the Internet to support their learning. We recognize that the power of effective teacher instruction with digital tools is vital to prepare students for their ongoing and future learning and achievement.</p>	<p>Video: <i>Transforming Learning Everywhere (TLE)</i> https://www.youtube.com/watch?v=YYIn2AJ2K_I</p> <p>Website: <i>TLE Website</i> http://www.hwdsb.on.ca/tle/</p> <p>Report: <i>21st Century Learning / Transforming Learning Everywhere Report</i> http://www.hwdsb.on.ca/wp-content/uploads/meetings/Program-Committee-Agenda-1548860877.pdf</p>
<p>School Revitalization</p> <p><i>School Renewal</i></p>	<p>We are committed to improving the conditions of our schools and reducing the amount of schools that are identified as in poor condition. Our Capital Plan has mapped out how plan to get there over the next eight years. This will provide students with improved learning environments to support student engagement in their learning, leading to improved student outcomes.</p>	<p>Video: <i>School Renewal</i> https://www.youtube.com/watch?v=Cxwu8kQ19os</p> <p>Website: <i>Long Term Facilities Master Plan</i> http://www.hwdsb.on.ca/about/facilities-master-plan/</p>



EXECUTIVE REPORT TO FINANCE AND FACILITIES COMMITTEE

TO: Finance and Facilities Committee

FROM: Manny Figueiredo, Director of Education

DATE: March 7, 2019

PREPARED BY: Stacey Zucker, Associate Director, Support Services
Denise Dawson, Senior Manager Business Services

RE: **Interim Financial Status Report – January 31, 2019**

Action **Monitoring x**

Rationale/Benefits:

The Interim Financial Status Report presented is based on available information and assumptions as of January 31, 2019. Budget to actual trends were reviewed in order to forecast the Boards August 31, 2019 year-end position from a financial, staffing and enrolment perspective. The Interim Financial Status Report is prepared three times a year and presented to Finance and Facilities Committee for review. The key reporting dates are November 30, January 31 and March 31.

Staff Observation:

Work to date has projected surpluses and deficits in some expenditure categories. Expenditures have been reduced where possible as a result of the corresponding reduction in Education Program Other (EPO) grants. In addition, continuing education expenditures have increased as a result of the increased enrolment in Adult English as Second Language Program. Benefits are projected to be over budget by approximately \$562,000 as a result of the benefit deficit at Great West Life as the transfers of benefits to the Employee Life and Health Trusts is now complete. Several potential risk areas have been identified including supply usage for sick leave coverage, overspending in snow removal budgets and energy usage as a result of the wintery conditions in the last few months. These areas continue to be monitored and tracked.

Revenue is projected to be \$118,000 lower than the revised revenue budget. Operating grant revenue is expected to be approximately \$800,000 over the revised budget due to additional revenue with the finalization of enrolment data with the Ministry. However, other revenue has been reduced due to the reduction in Education Program Other (EPO) grants by \$1.1m based on Ministry announcements to date, offset by a small projected surplus in Continuing Education revenue for Adult English as a Second Language revenue based on program enrolment.

At this point, the \$1 million contingency is unspent and is projected to remain intact until the end of the year. As with all forecasts, as new information is received or as assumptions change, the resulting Interim Financial Reports will be updated accordingly.

Conclusion:

As the Interim Financial Status Report shows, even though revenue has decreased due to changes in enrolment and funding allocations, there has been a corresponding decrease in expenditures. Therefore, the Board is still on track to have a balanced budget for 2018-19.

Hamilton-Wentworth District School Board
Interim Financial Report - Based on Information as of January 31, 2019
For the Period Ending August 31, 2019

Summary of Financial Results

	Budget Estimates	Revised Budget	Forecast	In-Year Change	
				\$	%
Revenues					
Operating Grants	562,854,560	561,971,098	562,771,098	800,000	0.1%
Capital & Debt Interest	184,756,339	188,271,202	188,271,202	-	-
Other Revenue	14,467,586	13,911,122	12,993,122	(918,000)	(6.6%)
Total Revenues	762,078,485	764,153,422	764,035,422	(118,000)	(0.0%)
Expenditures					
Classroom	491,276,992	489,621,757	489,503,757	(118,000)	(0.0%)
Other Operating	14,767,537	14,804,946	14,804,946	-	-
Transportation	16,534,159	16,712,059	16,712,059	-	-
Pupil Accommodation	237,599,797	241,114,660	241,114,660	-	-
Transitions Allocation	900,000	900,000	900,000	-	-
Other	1,000,000	1,000,000	1,000,000	-	-
Total Expenditures	762,078,485	764,153,422	764,035,422	(118,000)	(0.0%)
Surplus/(Deficit)	-	-	-	-	-

Change in Revenue

Operating Revenue has been adjusted in the Revised Budget to reflect increases due to the fluctuations in enrolment and other changes due to teachers and DECE placement on the grid. In addition, the special education grant was revised by the Ministry as announced in August 2018. Other revenue in the revised budget reflects a decrease primarily due to the reduction in International Student Revenue. The forecast for other revenue is down \$118,000 due to a \$1.1 M decrease in Education Program Other (EPO) revenue, offset by an increase in Continuing Ed Adult ESL revenue based on program enrolment. Operating Grant Revenue is projected to be over the revised budget by approximately \$800,000 with the finalization of enrolment data with the Ministry

Change in Expenditures

Expenditures in the Revised Budget have been increased for the addition of 14.4 Elementary Teachers, offset by the reduction of 17.00 Secondary Teachers due to enrolment fluctuations. Additional Special Education Grant has been allocated to provide for 10 additional transitional educational assistants. Expenditures have been reduced as a result of the corresponding reduction in EPO revenue where possible and have been increased for Continuing Education for the increase in program enrolment. Benefits are projected to be approximately \$562,000 over budget as a result of the benefit deficit payment to GWL with the transfer of benefits to Trusts.

Change in Surplus/Deficit

There is a projected surplus of \$1m at this point in time as the budget contingency is still intact.

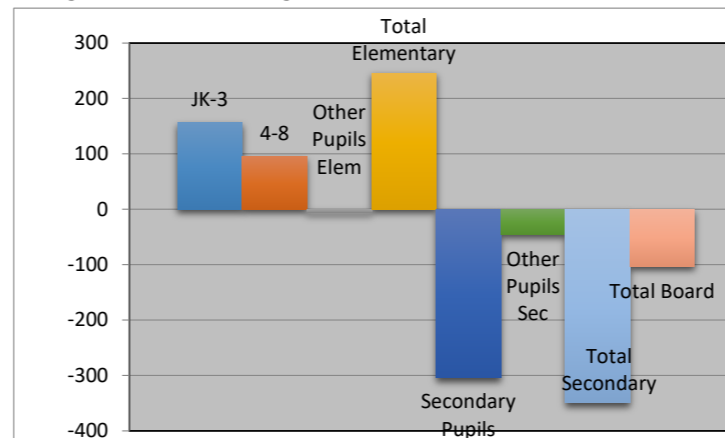
Risk Assessment and Recommendations

We will continue to monitor the assumptions and information used in compiling this forecast and we will revise the forecast as necessary.

Summary of Enrolment

Average Daily Enrolment	Budget	Forecast	Increase (Decrease)	
			#	%
Elementary				
JK-3	17,596.00	17,753.00	157.00	0.9%
4-8	18,031.00	18,126.00	95.00	0.5%
Other Pupils	30.00	24.00	(6.00)	(20.0%)
Total Elementary	35,657.00	35,903.00	246.00	0.7%
Secondary <21				
Pupils of the Board	13,773.50	13,469.00	(304.50)	(2.2%)
Other Pupils	260.00	215.00	(45.00)	(17.3%)
Total Secondary	14,033.50	13,684.00	(349.50)	(2.5%)
Total	49,690.50	49,587.00	(103.50)	(0.2%)

Changes in Enrolment: Budget versus Forecast



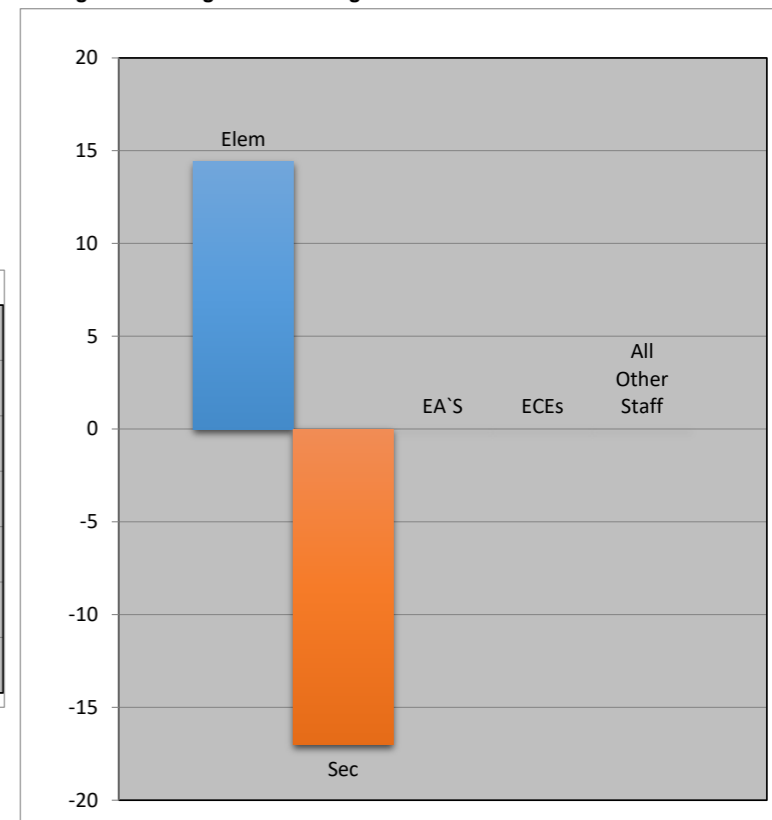
Highlights of Changes in Enrolment:

- Elementary enrolment is projected to be 252.00 ADE over budget due to growth in residential development in some areas of the city
- Secondary enrolment is projected to be 304.50 ADE under budget due to a decline in enrolment in the secondary schools that are closing this June.
- Secondary International Student is projected to be 45.00 ADE under budget due to these students choosing schools to attend.

Summary of Staffing

Full-Time Equivalent	Revised Budget	Actual Nov 30/18	Forecast	Increase (Decrease)	
				#	%
Program Instruction					
Program Instruction	4,744.57	4,761.53	4,741.97	-2.60	-0.1%
Program Support	567.75	567.75	567.75	0.00	0.0%
Capital	7.50	7.50	7.50	0.00	0.0%
Total	5,319.82	5,336.78	5,317.22	-2.60	0.0%

Changes in Staffing: Revised Budget versus Forecast



Highlights of Changes in Staffing:

Elementary teachers reflect an increase of 14.40 FTE over budget in order to meet class size compliance and school and student needs due to enrolment changes. Secondary teachers reflect a decrease of 17.00 ADE from budget due to the decrease in enrolment.



EXECUTIVE REPORT TO FINANCE AND FACILITIES COMMITTEE

TO: Finance and Facilities Committee

FROM: Manny Figueiredo, Director of Education

DATE: March 7, 2019

PREPARED BY: Stacey Zucker, Associate Director, Support Services
David Anderson, Senior Manager, Facilities Management
Ellen Warling, Manager, Planning, Accommodations & Rentals
Robert Fex, Senior Planner

RE: Secondary Enrolment Projections Update

Action

Monitoring

Background:

Trustees requested updated enrolment projections for Westdale, Sir Winston Churchill and Bernie Custis secondary schools during staff's presentation of the Pupil Accommodation Review Transition Update, at the February 21, 2019 Finance and Facilities Committee meeting. Trustees also requested information around Nora Frances Henderson and neighbouring secondary schools.

Staff Observations:

Staff are providing the following projections for all secondary schools, as identified in Appendix A.

Conclusion:

This report is intended to be an update student enrolment projections. Staff will continue to monitor enrolment at all schools to achieve a balanced enrolment across the system.

APPENDIX A

School	Capacity	2019	Utilization	2020	Utilization	2021	Utilization	2022	Utilization	2023	Utilization
Ancaster High	1281	1223	95%	1227	96%	1260	98%	1211	95%	1207	94%
Bernie Custis Secondary	1250	1253	100%	1224	98%	1147	92%	1155	92%	1178	94%
Delta	1431	0	0%	0	0%	0	0%	0	0%	0	0%
Dundas Valley SS	1080	821	76%	857	79%	799	74%	807	75%	819	76%
Glendale	1050	948	90%	968	92%	914	87%	851	81%	843	80%
Nora Frances Henderson	1092	911	83%	866	79%	928	85%	964	88%	1002	92%
Orchard Park	1332	976	73%	976	73%	987	74%	1017	76%	1042	78%
Saltfleet	1173	1171	100%	1229	105%	1316	112%	1441	123%	1521	130%
Sherwood	1374	1142	83%	1127	82%	1122	82%	1123	82%	1196	87%
Sir Allan MacNab	1350	960	71%	985	73%	984	73%	925	69%	958	71%
Sir John A. Macdonald	1569	0	0%	0	0%	0	0%	0	0%	0	0%
Sir Winston Churchill	1176	692	59%	711	60%	739	63%	780	66%	733	62%
Waterdown District	1653	1158	70%	1245	75%	1290	78%	1353	82%	1397	85%
Westdale	1461	1270	87%	1302	89%	1346	92%	1377	94%	1369	94%
Westmount	1146	1319	115%	1356	118%	1297	113%	1309	114%	1335	116%

*Bernie Custis projections are based on ALL students attending the school they're assigned to as per new boundaries

** Numbers do not include Adult Education