



FINANCE COMMITTEE

Monday, July 21, 2020
5:00 p.m.

Virtual - Microsoft Teams

AGENDA

1. CALL TO ORDER - Kevin Maves
2. APPROVAL OF THE AGENDA
3. SHORT-TERM FINANCING OF MINISTRY FUNDED CAPITAL PROJECTS - Stacy Veld
4. 2020-21 PRELIMINARY BUDGET - Stacy Veld
5. NEXT MEETING DATE
6. ADJOURNMENT

DISTRICT SCHOOL BOARD OF NIAGARA

REPORT TO FINANCE COMMITTEE

**SHORT-TERM FINANCING OF
MINISTRY FUNDED CAPITAL PROJECTS**

Background

The Ministry of Education (MOE) has approved funding totalling \$15,408,993 under the 2020-21 School Condition Improvement funding program to support various capital improvements for DSBN schools.

Since the MOE only pays these capital grants to Boards twice per year, based on actual spending, Boards must finance the project costs until the provincial grants are received. As a result, the MOE allows school boards to use short-term borrowing to interim finance these capital projects, and the MOE covers all related interest costs under the Allocation for Short-Term Interest Grant.

To borrow under this program, a borrowing resolution is required which authorizes the District School Board of Niagara (DSBN) to borrow an amount up to the Ministry approved capital grant allocations of eligible capital projects.

Timeline

The DSBN may commence borrowing under this program immediately following the delivery of the approved Capital Projects Borrowing Resolution 2020-02 and an executed loan agreement to the Board's banking services provider.

Appended Data

Draft Capital Projects Borrowing Resolution Number 2020-02 which includes Schedule A - *Ministry Approved Projects Eligible for Capital Short Term Interest Grant*.

Recommended Motion

“That the Capital Projects Borrowing Resolution 2020-02 authorizing the Board to borrow up to \$15,408,993 for the short-term financing of Ministry funded capital projects, pursuant to the provisions of section 243(1) of the Education Act, be approved.”

Respectfully submitted,

Stacy Veld, Superintendent of Business Services
Nicky Westlake, Controller of Finance

July 21, 2020

For further information please contact Stacy Veld, Superintendent of Business Services.



DISTRICT SCHOOL BOARD OF NIAGARA

191 CARLTON ST. ■ ST. CATHARINES, ON ■ L2R 7P4 ■ 905-641-1550 ■ DSBN.ORG

CAPITAL PROJECTS BORROWING RESOLUTION

2020-02

A RESOLUTION AUTHORIZING THE DISTRICT SCHOOL BOARD OF NIAGARA (the "Board") TO BORROW MONEY PURSUANT TO THE PROVISIONS OF SECTION 243(1) OF THE EDUCATION ACT FOR THE RAISING OF FUNDS TO MEET THE CURRENT EXPENDITURE REQUIREMENTS OF CERTAIN CAPITAL PROJECTS AS MORE PARTICULARLY DESCRIBED IN THIS RESOLUTION, UNTIL CURRENT REVENUE IS RECEIVED.

WHEREAS:

- A. The Board has received funding under the Ministry of Education's 2020-21 School Condition Improvement capital funding;
- B. The Board wishes to apply to the Canadian Imperial Bank of Commerce ("CIBC") for a capital loan for the purpose of short-term financing the capital projects until the capital grants are received from the Ministry of Education;
- C. The total cost of the projects is within the Board's Debt and Financial Obligation Limit as established by the Ontario Ministry of Education.
- D. The interest expense incurred will be repaid to the Board by the Ministry of Education under the 'Allocation for Short-Term Interest Grant'.

THEREFORE, BE IT RESOLVED as follows:

1. "The Chair and the Treasurer are authorized on behalf of the Board to borrow up to \$15,408,993 for capital projects in accordance with the Act.
2. The Chair or Vice-Chair and the Treasurer are authorized for and on behalf of the Board to execute and deliver all such documents to do such other acts and things as may be necessary to give full effect of this resolution.

We hereby certify that the foregoing is a true and complete copy of a Resolution of the Board in the Province of Ontario, duly passed at a meeting of the Board and that this Resolution is in force and full effect.

Dated this 21st day of July, 2020

.....
Sue Barnett, Board Chair

.....
Stacy Veld, Treasurer

Schedule A

<div>District School Board of Niagara Ministry Approved Projects Eligible for Capital Short Term Interest Grant 2020-02</div>

Project Description	Approved Grant Allocation
	\$
School Condition Improvement Projects	15,408,993

DISTRICT SCHOOL BOARD OF NIAGARA
REPORT TO FINANCE COMMITTEE
2020-21 PRELIMINARY BUDGET

Proposed Budget

Senior Administration and finance staff have developed the 2020-21 revenue and expenditure budget based on a projected increased enrolment. The Grants for Student Needs (GSN's) were released on June 19, 2020 and included the following changes from prior year:

1. Funding to reflect the central labour agreements, including increase in the salary benchmarks for staff of 1.0 percent and Supports for Students Funds to maintain approximately 56.0 FTE positions in all Union groups.
2. 9-12 class size funded average from 28.0 to 23.0. Previous funding was at a class size of 22.0 with attrition to get to class size of 28.0 in 3 years.
3. 1% increase in supply teacher benchmarks to recognize school boards' experience with sick leave usage.
4. 2% increases to school operations benchmark to support commodity price increases.
5. Transfers into the GSN's from other grants for the Mental Health Workers in secondary schools to provide direct service to students and Experiential Learning funding to provide effective experiential learning opportunities in career/life planning.

The projected average daily enrolment for 2020-21 is 38,480, an increase of 511 or 1.35% from the 2019-20 actual enrolment. Elementary is projected to increase by 398 while secondary is expected to increase by 113 compared to the actual 2019-20 results. Projected day school enrolments and the resulting Grants for Student Needs (GSNs) and other revenue budgets have been determined and are shown in Schedules 1, 2 and 2-1.

Through the budget process, Senior Administration identified areas for reductions without impacting students and have increased expenditures in areas where there are challenges. The expenditure budget details are shown in Schedules 3 and 3-1. The 2020-21 budget submission includes compliance with all Ministry initiatives and enveloped funding parameters. We continue to have a surplus in our Board Administration envelope of \$226,000.

Use of the Board's Accumulated Surplus

The 2020-21 budget includes the use of \$1,826,750 from the General Operating Accumulated Surplus which is an annual budget amount brought into revenue. Based on the staffing plan and expense projections, an additional \$1,219,406 from General Operating Accumulated Surplus is required to balance the Board's budget.

The preliminary budget includes a net use of the Board's Accumulated Surplus of \$3,852,759 comprised of the total use of General Operating Accumulated Surplus of \$3,046,156 and \$806,603 in the use of internally appropriated accumulated surplus to cover depreciation expense. The details of the Board's Accumulated Surplus are on Schedule 4 of this report.

Potential Expenditure Increases for Consideration

During the budget process, Senior Administration identified additional expenditure increases for consideration by Trustees.

Potential Increases

	\$
Indigenous Coordinator (K-12) – 1.0 FTE	92,000
OSAPAC	68,000
Menstrual Equity	200,000
Math and Literacy Instructional Coaches – 2.0 FTE	200,000
Reading Additional Qualification Course	<u>20,000</u>
Total Potential Increases	\$ <u>580,000</u>

If the potential increases are approved by the Board, an additional \$580,000 of the General Operating Accumulated Surplus would need to be used, or additional expenditure reductions would be required. Including the policy amount, the total use of General Operating Accumulated Surplus would then be \$3,626,156 leaving a projected balance in the General Operating Accumulated Surplus of \$9,584,314.

Ministry of Education's Budget Compliance Threshold:

The use of Accumulated Surplus to fund an in-year deficit which exceeds prescribed financial thresholds requires the Minister's approval. The financial threshold for the District School Board of Niagara is the lesser of:

Projected Accumulated Surplus as at August 31, 2020	\$42,836,921
1% of the 2020-21 Grants for Student Needs (GSN) Operating Revenues	\$4,470,129

Even if the potential increases are approved, the use of accumulated surplus will not exceed the Ministry's threshold and therefore will not require the Minister's approval. The DSBN will have been deemed to have presented a balanced budget.

Appended Data:

The following reports are attached:

Schedule 1	Day School Enrolment
Schedule 2	Grants for Student Needs
Schedule 2-1	Revenue Budget
Schedule 3	Expenditures Budget
Schedule 3-1	Expenditure Budget by Type
Schedule 4	Schedule of Accumulated Surplus
Schedule 5	Special Education
Schedule 6	Permanent Staffing Comparisons
Schedule 7	Potential Budget Increases

Respectfully submitted,

Stacy Veld, Superintendent of Business Services
Nicky Westlake, Controller of Finance

July 21, 2020

For further information, please contact Stacy Veld, Superintendent of Business Services or Warren Hoshizaki, Director of Education.

DISTRICT SCHOOL BOARD OF NIAGARA

2020-21 BUDGET

DAY SCHOOL ENROLMENT

The Provincial funding model generates revenues primarily based on day school student enrolments, counted at October 31st and March 31st.

	2019-20 Projected	2019-20 Actual	2020-21 Projected	2021-22 Projected	2022-23 Projected	2023-24 Projected
<u>ELEMENTARY</u>						
Kindergarten	4,904	4,870	4,960	5,078	5,095	5,065
Grades 1-3	7,592	7,697	7,893	7,997	8,178	8,220
Grades 4-8	13,387	13,640	13,752	14,119	14,233	14,306
Total Elementary	25,883	26,207	26,605	27,194	27,506	27,592
<u>SECONDARY</u>						
Adolescents (<21)	11,491	11,579	11,695	12,012	12,251	12,758
High Credit (<21)	38	20	27	28	27	28
Adults (> 20)	271	163	153	153	153	153
Total Secondary	11,800	11,762	11,875	12,193	12,431	12,939
Daily Enrolment						
TOTAL AVERAGED	37,683	37,969	38,480	39,387	39,937	40,531
Previous Year Increase	788	1,074	797	907	550	594
Previous Year % Increase	2.14%	2.91%	2.12%	2.36%	1.40%	1.49%

DISTRICT SCHOOL BOARD OF NIAGARA**2020-21 BUDGET****GRANTS FOR STUDENT NEEDS**

	2020-21 Budget	2019-20 Budget	Variance
	\$	\$	\$
<i>PUPIL FOUNDATION GRANT</i>	<u>214,309,767</u>	<u>195,356,178</u>	<u>18,953,589</u>
<i>SCHOOL FOUNDATION GRANT</i>	<u>29,746,615</u>	<u>28,963,320</u>	<u>783,295</u>
<i>SPECIAL PURPOSE GRANTS</i>			
Special Education	57,613,527	55,702,791	1,910,736
Language	9,814,316	8,916,825	897,491
Rural and Northern Education	127,367	110,806	16,561
Learning Opportunities	6,012,120	5,872,360	139,760
Adult and Continuing Education	2,629,153	2,948,960	(319,807)
Cost Adjustment and Teacher Qualification	48,532,116	55,062,383	(6,530,267)
New Teacher Induction Program	133,346	139,085	(5,739)
Restraint Savings	(121,726)	(121,726)	-
Transportation	20,840,067	19,626,195	1,213,872
Administration and Governance	10,888,038	11,404,692	(516,654)
Declining Enrolment Adjustment	-	-	-
Indigenous Education	1,116,017	956,539	159,478
Mental Health and Well-Being Grant	1,132,840	675,617	457,223
Supports for Students Fund	3,743,015	-	3,743,015
Program Leadership Grant	905,864	-	905,864
	<u>163,366,060</u>	<u>161,294,527</u>	<u>2,071,533</u>
<i>MINOR TANGIBLE CAPITAL ASSETS</i>	<u>(3,043,634)</u>	<u>(1,276,914)</u>	<u>(1,766,720)</u>
<i>PUPIL ACCOMMODATION GRANTS</i>			
School Operations	38,989,253	37,529,922	1,459,331
Amortization of Deferred Capital Contributions	30,799,515	29,427,310	1,372,205
Capital Debt Charges	5,034,288	5,011,419	22,869
	<u>74,823,056</u>	<u>71,968,651</u>	<u>2,854,405</u>
<i>TOTAL GRANTS FOR STUDENT NEEDS</i>	<u>479,201,864</u>	<u>456,305,762</u>	<u>22,896,102</u>

DISTRICT SCHOOL BOARD OF NIAGARA**2020-21 BUDGET****REVENUE BUDGET**

	2020-21 Budget		2019-20 Budget		Variance
	\$	%	\$	%	\$
GRANTS FOR STUDENT NEEDS	479,201,864	96.27	456,305,762	95.82	22,896,102
OTHER REVENUES					
Special Initiative Provincial Program Grants	1,115,234	0.22	991,399	0.21	123,835
Non-Resident Student Fees	1,483,675	0.30	1,958,425	0.41	(474,750)
Community Education	1,228,438	0.25	1,459,388	0.31	(230,950)
Community Use of Schools	804,500	0.16	914,500	0.19	(110,000)
Interest Income	1,250,000	0.25	1,800,000	0.38	(550,000)
Miscellaneous	367,050	0.07	365,150	0.08	1,900
School Generated Funds	8,503,667	1.71	8,246,802	1.73	256,865
TOTAL OTHER REVENUES	14,752,564	2.96	15,735,664	3.31	(983,100)
USE OF ACCUMULATED SURPLUS					
General Operating	3,046,156	0.61	3,354,504	0.70	(308,348)
Other	806,603	0.16	828,990	0.17	(22,387)
TOTAL USE OF ACCUMULATED SURPLUS	3,852,759	0.77	4,183,494	0.87	(330,735)
TOTAL REVENUE AND USE OF ACCUMULATED SURPLUS	497,807,187	100.00	476,224,920	100.00	21,582,267

DISTRICT SCHOOL BOARD OF NIAGARA

2020-21 BUDGET

EXPENDITURE BUDGET

	2020-21 Budget		2019-20 Budget		Variance
	\$	%	\$	%	\$
<u>CLASSROOM INSTRUCTION</u>					
Classroom Teachers	250,076,902	50.22	237,605,643	49.89	12,471,259
Supply Staff	9,000,901	1.81	8,934,546	1.88	66,355
Educational Assistants	23,390,009	4.70	21,143,647	4.44	2,246,362
Early Childhood Educators	9,517,318	1.91	9,047,866	1.90	469,452
Textbooks & Classroom Supplies	11,983,912	2.41	11,144,938	2.34	838,974
Computers	2,456,515	0.49	4,711,717	0.99	(2,255,202)
Professional & Para-professional	15,206,259	3.05	14,365,510	3.02	840,749
Library & Guidance	7,599,012	1.53	7,338,202	1.54	260,810
Professional Development	2,986,558	0.60	2,679,985	0.56	306,573
Program Leaders	493,830	0.10	479,364	0.10	14,466
<i>Total Classroom Instruction</i>	332,711,216	66.82	317,451,418	66.66	15,259,798
<u>NON-CLASSROOM</u>					
In-School Administration	28,036,126	5.63	27,790,600	5.84	245,526
Instructional Support	12,873,289	2.59	11,999,270	2.52	874,019
Board Administration	12,820,114	2.58	11,599,509	2.44	1,220,605
School Operations	43,204,816	8.68	41,876,715	8.79	1,328,101
Community Education	2,588,261	0.52	2,963,125	0.62	(374,864)
Transportation	20,454,213	4.11	19,044,359	4.00	1,409,854
<i>Total Non-classroom</i>	119,976,819	24.11	115,273,578	24.21	4,703,241
<u>OTHER</u>					
School Generated Funds	8,503,667	1.71	8,246,802	1.73	256,865
Amortization of Tangible Capital Assets	31,606,118	6.35	30,256,300	6.35	1,349,818
Capital Debt Charges	5,009,367	1.01	4,996,822	1.05	12,545
<i>Total Other</i>	45,119,152	9.07	43,499,924	9.13	1,619,228
<i>TOTAL EXPENDITURE AND INCREASE TO ACCUMULATED SURPLUS</i>	497,807,187	100.00	476,224,920	100.00	21,582,267

DISTRICT SCHOOL BOARD OF NIAGARA**2020-21 BUDGET****EXPENDITURE BUDGET BY TYPE**

	2020-21 Budget		2019-20 Budget		Variance
	\$	%	\$	%	\$
Salaries	338,564,041	67.99	323,094,838	67.85	15,469,203
Benefits	56,851,233	11.43	52,564,687	11.04	4,286,546
Professional Development	1,735,703	0.35	1,931,683	0.41	(195,980)
Supplies & Services	29,349,757	5.90	30,758,923	6.46	(1,409,166)
Debt Charges & Interest	5,009,367	1.01	4,996,822	1.05	12,545
Fees & Contractual Services	26,052,461	5.23	24,249,994	5.09	1,802,467
Amortization of Tangible Capital Assets	31,606,118	6.35	30,256,300	6.34	1,349,818
School Generated Funds	8,503,667	1.71	8,246,802	1.73	256,865
Miscellaneous	134,840	0.03	124,871	0.03	9,969
TOTAL EXPENDITURE AND INCREASE TO ACCUMULATED SURPLUS	497,807,187	100.00	476,224,920	100.00	21,582,267

DISTRICT SCHOOL BOARD OF NIAGARA

2020-21 BUDGET

SCHEDULE OF ACCUMULATED SURPLUS

	PROJECTED 2019-20 ACTUAL		2020-21 BUDGET	
	Aug 31/19 ENDING BALANCE	USE OF ACCUM. SURPLUS	Aug 31/20 PROJECTED BALANCE	USE OF ACCUM. SURPLUS
	\$	\$	\$	\$
INTERNALLY APPROPRIATED (COMMITTED)				
Capital				
Board Major Capital - Uncommitted	5,490,833	-	5,490,833	-
West Niagara Theatre and Greenhouse	1,900,000	-	1,900,000	-
Board Major Capital - Committed	14,859,548	349,791	14,509,757	796,633
Total Capital	22,250,381	349,791	21,900,590	796,633
Equipment Replacement				
Committed Equipment Projects	24,166	9,970	14,196	9,970
Cafeteria Equipment	59,608	-	59,608	-
Data Centre	1,437,585	-	1,437,585	-
Network Infrastructure	2,052,909	-	2,052,909	-
Photocopiers	1,491,646	-	1,491,646	-
Printing Services	245,254	-	245,254	-
VOIP/Unified Communications	1,079,097	-	1,079,097	-
Artificial Turf and Track	67,431	-	67,431	-
Total Equipment Replacement	6,457,696	9,970	6,447,726	9,970
Other				
Self Insurance	258,230	-	258,230	-
Total Other	258,230	-	258,230	-
Year end Carryovers				
Schools	129,080	-	129,080	-
Board Contractual	332,397	-	332,397	-
Departments	2,209,760	1,651,332	558,428	-
	2,671,237	1,651,332	1,019,905	-
UNAPPROPRIATED (UNCOMMITTED)				
General Operating	15,024,737	-	13,210,470	-
Policy Amount		-		1,826,750
Amount to Balance Budget		1,814,267		1,219,406
Total General Operating	15,024,737	1,814,267	13,210,470	3,046,156
TOTAL ACCUMULATED SURPLUS	46,662,281	3,825,360	42,836,921	3,852,759

**DISTRICT SCHOOL BOARD OF NIAGARA
2020-21 BUDGET**

SPECIAL EDUCATION

	2020-21			2019-20		
	FTE	Budget		FTE	Budget	
		\$	%		\$	%
Special Education Grant Revenue		63,447,098			59,559,848	
School Administered Costs						
Classroom Teachers (Salaries and Benefits)						
Elementary	48.7	5,218,837		48.7	5,065,775	
Secondary	38.7	4,189,796		43.3	4,634,119	
Total Classroom Teachers	87.4	9,408,633	14.8	92.0	9,699,894	16.3
Learning Resource Teachers (Salaries and Benefits)						
Elementary	98.3	10,516,074		90.3	9,389,819	
Secondary	25.0	2,708,843		25.0	2,673,251	
Total Learning Resource Teachers	123.3	13,224,917	20.8	115.3	12,063,070	20.3
Educational Assistants (Salaries and Benefits)						
Elementary	383.5	18,477,255		355.5	16,141,936	
Secondary	94.0	4,767,464		100.0	4,599,428	
Total Educational Assistants	477.5	23,244,719	36.7	455.5	20,741,364	34.8
Feeders	4.5	109,777	0.2	4.5	110,549	0.2
<i>Total Salaries and Benefits</i>	692.7	45,988,046	72.5	667.3	42,614,877	71.6
<i>Supply Teacher Coverage</i>		1,068,200	1.7		1,024,491	1.7
<i>Educational Assistant & Youth Counsellor Coverage</i>		1,272,663	2.0		1,238,900	2.1
<i>School Supply Budgets</i>		150,000	0.2		150,000	0.3
Total School Administered Costs		48,478,909	76.4		45,028,268	75.7
Centrally Administered Costs						
<i>Salaries and Benefits</i>						
Consultants	12.0	1,485,997		12.0	1,435,960	
Coaches - Early Intervention	4.0	461,944		4.0	450,904	
Applied Behaviour Analysis Facilitators	6.0	700,781		6.0	676,975	
Administrators	2.0	284,740		2.0	283,740	
Resource Teachers	2.0	230,972		2.0	225,952	
Chief Psychologist	1.0	149,485		1.0	147,249	
Psych Educational Consultant	1.0	120,132		1.0	117,952	
Speech Language Pathologists	3.0	371,129		3.0	364,364	
Educational Assistants	11.5	673,821		10.5	606,223	
Educational Assistants (RISE)	3.0	136,600		3.0	140,764	
Interpreters	1.0	70,479		1.0	69,192	
Youth Counsellors	25.0	2,138,320		25.0	2,086,679	
Social Workers	22.0	2,571,592		21.0	2,381,642	
Occupational Therapists	1.0	112,791		1.0	94,595	
Clerical and Secretarial	4.2	242,145		4.2	238,301	
<i>Total Salaries and Benefits</i>	98.7	9,750,928	15.4	96.7	9,320,492	15.7
Special Equipment Expenses						
Educational Assistant - SEA	3.5	210,267		3.5	204,499	
Computer Technicians	2.0	199,338		2.0	163,610	
Personalized Equipment - Assistive Technology		931,318			937,748	
Personalized Equipment - Claims		448,147			448,147	
<i>Total Special Equipment Expenses</i>	5.5	1,789,070	2.8	5.5	1,754,004	2.9
<i>Other</i>						
Meeting Expenses		5,000			5,000	
Staff Development / In-service		49,000			64,000	
Supplies and Equipment - Schools		208,000			195,000	
Contractual Services		140,000			125,000	
Software Programming		56,000			56,000	
Central Staff Supply Costs		20,500			20,500	
Staff Travel		75,000			75,000	
Computer Replacement		31,250			31,250	
Behavioural Expert Training Expenses		114,191			111,326	
<i>Total Other</i>		698,941	1.1		683,076	1.1
Total Centrally Administered Costs		12,238,939	19.3		11,757,572	19.7
Education and Community Partnership Program (ECP)		2,726,385	4.3		2,767,277	4.6
Total Special Education Expenditures		63,444,233	100.0		59,553,117	100.0
Projected Deficit		2,865			6,731	

DISTRICT SCHOOL BOARD OF NIAGARA

2020-21 BUDGET

PERMANENT STAFFING COMPARISONS

	2020-21 Budget		2019-20 Budget		Variance	
	FTE	Salary & Benefits Cost \$	FTE	Salary & Benefits Cost \$	FTE	Salary & Benefits Cost \$
Classroom						
Classroom, Library & Guidance Teachers	2,380.1	256,550,726	2,310.1	243,551,571	70.0	12,999,155
Educational Assistants & Feeders	485.0	23,491,096	465.0	21,227,896	20.0	2,263,200
Early Childhood Educators	170.0	9,517,318	170.0	9,047,866	-	469,452
Total Classroom	3,035.1	289,559,140	2,945.1	273,827,333	90.0	15,731,807
School Administration						
Principals & Vice-Principals	133.0	18,240,739	128.9	17,628,541	4.1	612,198
School Office - Clerical & Secretarial	165.5	8,705,424	162.0	8,464,848	3.5	240,576
Community Education	4.0	263,491	6.3	488,942	(2.3)	(225,451)
Total School Administration	302.5	27,209,654	297.2	26,582,331	5.3	627,323
Professionals/Paraprofessionals						
Applied Behaviour Analysis Facilitators	6.0	700,781	6.0	676,975	-	23,806
Central Educational Assistants	15.0	884,088	14.0	810,722	1.0	73,366
Food Technicians	10.0	489,839	9.0	431,034	1.0	58,805
Library Technicians	18.0	958,852	18.0	932,260	-	26,592
Noon Hour Supervisors	35.0	874,833	35.0	881,062	-	(6,229)
Other	9.0	610,825	8.0	503,978	1.0	106,847
Psych Services	2.0	269,617	3.0	412,450	(1.0)	(142,833)
Social Services	32.0	3,747,929	27.0	3,051,241	5.0	696,688
Speech Services	4.0	441,608	4.0	433,556	-	8,052
Youth Counsellors	25.0	2,138,320	25.0	2,086,679	-	51,641
Total Professionals/Paraprofessionals	156.0	11,116,692	149.0	10,219,957	7.0	896,735
Instructional Support						
Administrative Support	17.0	989,567	17.0	990,163	-	(596)
Coaches	34.5	3,932,481	33.5	3,754,928	1.0	177,553
Administrators & Consultants	49.0	6,685,392	48.0	6,190,638	1.0	494,754
Resource Teachers	2.0	230,972	2.0	225,952	-	5,020
Total Instructional Support	102.5	11,838,412	100.5	11,161,681	2.0	676,731
Administration						
Central Administration						
Administrative Support	12.0	1,061,869	11.0	951,919	1.0	109,950
Communications	5.0	479,497	5.0	480,364	-	(867)
Director & Supervisory Officers	8.0	1,741,871	8.0	1,728,319	-	13,552
International Education	1.0	114,892	1.0	111,576	-	3,316
Legal Services	2.0	329,577	2.0	324,175	-	5,402
Planning	3.0	285,854	3.0	281,569	-	4,285
Business Administration						
Financial Services	11.0	867,677	11.0	843,186	-	24,491
Information Technology Services	55.0	4,851,722	52.5	4,666,925	2.5	184,797
Payroll Services	8.0	626,785	8.0	609,207	-	17,578
Printing & Central Services	4.0	264,012	4.0	255,130	-	8,882
Purchasing Services	9.0	734,640	9.0	733,677	-	963
Human Resources	16.5	1,665,497	16.5	1,660,851	-	4,646
Facility Services	27.6	2,707,143	27.6	2,728,230	-	(21,087)
Total Administration	162.1	15,731,037	158.6	15,375,128	3.5	355,909
Facility Services						
Custodial - Full-time	224.0	14,244,758	208.0	13,048,424	16.0	1,196,334
Custodial - Part-time	118.0	5,536,628	121.6	5,757,065	(3.6)	(220,437)
Maintenance	45.0	3,539,900	45.0	3,485,782	-	54,118
Total Facility Services	387.0	23,321,286	374.6	22,291,271	12.4	1,030,015
Total Staffing	4,145.2	378,776,221	4,025.0	359,457,701	120.2	19,318,520

POTENTIAL INCREASE: INDIGENOUS COORDINATOR (K-12)

Rationale for the Indigenous Coordinator (K-12) position:

For 2020-21, we are requesting an additional Indigenous K-12 position. This position is a newly developed position, open to all Indigenous community members. The Indigenous Coordinator will collaborate with the Indigenous Education Team and system.

The Indigenous Coordinator will support:

- Indigenous students and participate in cultural gatherings, workshops, school and board events;
- Facilitate connections to support services, community organizations, and cultural supports for students and families;
- Maintain strong community connections to improve the success of Indigenous students;
- Work with the Indigenous Education team to help develop lesson plans to support Indigenous perspectives in order to deepen their understanding of the current curricula.

Relationship to Strategic Plan

Core Values:

- Provide a caring, inclusive, safe and healthy learning and working environment;
- Utilize our resources efficiently and intentionally to support equity across the system.

Strategic Priorities:

- Enable personalized, professional learning opportunities for all staff;
- Continuously promote, prioritize and communicate our system priorities of improving student learning.

Goals:

- Professional development opportunities for all staff;
- Differentiated supports and strategies designed to support each individual learner;
- Partnering with families and community to help support and empower our students to help provide a learning environment where everyone can learn, grow and achieve.

2020-21 Budget Request:	\$ 92,000
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POTENTIAL INCREASE: EDUCATIONAL SOFTWARE (K-12)

Rationale for Educational Software (K-12):

Ministry-licensed educational software offerings were reviewed by Ontario Software Acquisition Program Advisory Committee (OSAPAC) in March and all school boards received an update regarding software licenses that would continue to be supported as part of digital learning resources moving forward free of cost by the Ministry, some free software from the list was removed.

As a District we reviewed the existing list of software and gathered input from teachers K-12 in terms of frequently used software to enhance student learning and additional software requests not included in the Ministry-licensed software was provided by teachers to further enhance the continuity of learning.

As a result, DSNB will incur additional unexpected expenses to support teachers and students for summer learning and beyond in a hybrid model come September.

Relationship to Strategic Plan

Core Values:

- Utilize our resources efficiently and intentionally to support equity across the system.

Strategic Priorities:

- Enable personalized, professional learning opportunities for all staff;
- Continuously promote, prioritize and communicate our system priorities of improving student learning.

Goals:

- Professional development opportunities for all staff;
- Differentiated supports and strategies designed to support each individual learner;
- Partnering with families and community to help support and empower our students to help provide a learning environment where everyone can learn, grow and achieve.

2020-21 Budget Request:	\$ 68,000
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POTENTIAL INCREASE: MENSTRUAL EQUITY

Rationale for Menstrual Equity

This budget request will support the health and well-being of DSBN students. Approximately half of the budget request is to install free dispensers in every DSBN school, the remaining funds are for menstrual supplies for the year.

In all of DSBN schools we offer free menstrual products. Students must come to a specific area (Main office, guidance, school nurse) and ask for products. Menstrual equity aims to remove the barriers faced by menstruating girls and women who are unable to access or afford feminine hygiene products. The issue of readily available menstrual products in schools should not only be viewed as issue of economic access, rather, it is also very much about helping remove the stigma surrounding periods.

Relationship to Strategic Plan

Core Values:

- This initiative supports the importance of equity, dignity, well-being for our female students. This budget request supports equity among all students.

Strategic Priorities:

- This initiative supports social responsibility and a program that is responsive to student mental health and well-being.

Goals:

- This initiative supports the well-being of students and a healthy learning environment.

2020-21 Budget Request:	\$ 200,000
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**POTENTIAL INCREASE: MATH INSTRUCTIONAL COACH - SECONDARY
LITERACY INSTRUCTIONAL COACH - SECONDARY**

Rationale for a Secondary Math Instructional Coach and a Secondary Literacy Instructional Coach

This request is to fund both a literacy and a numeracy instructional coach to support our secondary schools. DSBN has a long history of the use of Instructional Coaches to support the learning of teachers in their classrooms. Instructional Coaches work in classrooms alongside teachers to support job-embedded learning to co-plan, co-teach and co-reflect to support the learning of students. Funding these positions for the 2020-2021 school year will allow us to continue to support the work of math and literacy learning teams in our focus schools. The instructional coaches will also support the work of the secondary math and literacy consultants in leading the learning of program leaders and providing system learning opportunities for our secondary teachers. Our data clearly shows the positive impact on student achievement that the work of instructional coaches has and these roles would be instrumental in continuing the positive progress we have made.

Relationship to Strategic Plan

Student Growth:

- Improve achievement in literacy and numeracy through differentiated supports and strategies that help all learners to achieve their full potential;
- Enhance and support innovative programs, initiatives and strategies that are relevant and responsive to diverse student learning needs, including mental health and well-being.

Staff Growth:

- Empower staff to effectively collaborate to improve student growth and achievement.

2020-21 Budget Request:	\$ 200,000
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**POTENTIAL INCREASE: READING PART 2 (ADOLESCENT FOCUS)
ADDITIONAL QUALIFICATION**

Rationale for Reading Part 2 (Adolescent Focus) Additional Qualification

Over the last 3 years, we have been expanding the number of secondary teachers who have completed their Reading Additional Qualification with an adolescent focus. Our first cohort completed their three-part specialist during the school closure. During the school year and this summer, we have had an additional 41 teachers taking part 1. This additional funding would allow us to support them completing part two during the 2020-21 school year. The feedback from the participants indicates that they found this course to be extremely valuable and that they can immediately apply their learning in their own classrooms. The funding will allow us to expand this learning opportunity in more of our schools to support learners in our SSTW and applied classes.

Relationship to Strategic Plan

Core Values:

- Utilize our resources efficiently and intentionally to support equity across the system;
- Share and implement best practices and innovative approaches that enhance student growth.

Strategic Priorities:

- Enable personalized, professional opportunities for all staff;
- Improve achievement in literacy and numeracy through differentiated supports and strategies that help all learners to achieve their full potential;
- Empower staff to effectively collaborate to improve student growth and achievement;
- Continuously promote, prioritize and communicate our system priorities of improving student learning.

Goals:

- Professional development opportunities for all staff;
- Differentiated supports and strategies designed to support each individual learner;
- Timely and tiered interventions to respond to individual student needs.

2020-21 Budget Request:	\$ 20,000
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