

FINANCE COMMITTEE

Wednesday, June 15, 2016
6:00 p.m.

Education Centre
Grimsby-Lincoln Room

AGENDA

1. CALL TO ORDER
2. APPROVAL OF THE AGENDA
3. APPROVAL OF THE MINUTES OF MAY 18, 2016
4. AWARD OF CONTRACTS - Stacy Veld
 - I) GRAPEVIEW PUBLIC SCHOOL
- HEAT PUMP & PLANT UPGRADE
 - II) GOVERNOR SIMCOE SECONDARY SCHOOL
- ROOFTOP EQUIPMENT REPLACEMENT & UPGRADES
 - III) CUSTODIAL SUPPLIES
5. SHORT-TERM FINANCING OF MINISTRY FUNDED CAPITAL PROJECTS - Stacy Veld & Rick Werezak
6. DELEGATION OF AUTHORITY - Stacy Veld
7. 2015-16 INTERIM FINANCIAL REPORT - Stacy Veld & Rick Werezak
8. PRELIMINARY 2016-17 BUDGET - Stacy Veld
9. OTHER BUSINESS
10. ADJOURNMENT

DISTRICT SCHOOL BOARD OF NIAGARA
 FINANCE COMMITTEE
 REQUEST TO AWARD CONTRACT
 HEAT PUMP AND PLANT UPGRADE
 GRAPEVIEW PUBLIC SCHOOL

Background:

Mechanical upgrades at Grapeview Public School were approved in the 2015-16 Multi-Year Capital Plan.

The scope of work involves major equipment replacement and upgrades including the replacement of the boilers, cooling tower and twenty nine heat pump units. The equipment will also be upgraded to operate more efficiently.

The 2015-16 Multi-Year Capital plan includes an allocation of \$700,000 for heat pump upgrades at Grapeview Public School.

Tender Results:

On Thursday, May 19, 2016, tenders were received from two (2) out of ten (10) pre-qualified Mechanical Contractors. The results ranged from a low bid of \$599,394 to a high bid of \$698,000 (excluding HST). Board staff and the Engineer have reviewed the tenders and all were found to be complete with no errors or omissions. The low bid was submitted by Base Mechanical. The results of the submitted bids are outlined below for the information of the Committee.

| | |
|--------------------|-----------|
| Base Mechanical | \$599,384 |
| Mattina Mechanical | \$698,000 |

Base Mechanical, a St. Catharines based mechanical contracting firm, has successfully worked on a number of projects for the DSBN, including the replacement of the chiller and ventilation equipment at Sir Winston Churchill Secondary School and the classroom ventilation replacement projects at Fitch Street Public School and Plymouth Public School.

Therefore, it is recommended that the Heat Pump and Plant Upgrade at Grapeview Public School be awarded to Base Mechanical.

Current Projected Costs for this Project:

| | |
|--------------------------------------|--------------------------|
| Construction (low bid) | \$ 599,384 |
| Engineering Fees | 35,400 |
| Permits, Moving, Clean-up, Furniture | <u>20,000</u> |
| Sub-total | \$ 654,784 |
| Plus net HST (2.16%) | <u>14,143</u> |
| Total Estimated Project Cost | <u>\$ 668,927</u> |

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Timeline:

The work is scheduled to commence immediately, and have the project complete by October 31, 2016. There will be no disruption to school operations.

Recommended Motion:

"That the low bid received from Base Mechanical, in the amount of \$599,384 (plus HST), be accepted and a contract awarded for the Grapeview Public School Heat Pump and Plant upgrade."

Respectfully Submitted,

Stacy Veld, Superintendent of Business Services
Robert Dunn, Manager of Projects and Maintenance

June 15, 2016

For further information, please contact Stacy Veld, Superintendent of Business Services, or Robert Dunn, Manager of Projects and Maintenance.

DISTRICT SCHOOL BOARD OF NIAGARA
FINANCE COMMITTEE
REQUEST TO AWARD CONTRACT

**ROOFTOP EQUIPMENT REPLACEMENT & UPGRADES
GOVERNOR SIMCOE SECONDARY SCHOOL**

Background:

Mechanical upgrades at Governor Simcoe Secondary School were approved in the 2015-16 Multi-Year Capital plan.

The scope of work involves major equipment replacement and upgrades, including the replacement of three (3) rooftop heating, ventilation and air conditioning units and the installation of one unit ventilator in the library seminar room. The equipment will also be upgraded to operate more efficiently.

The 2015-16 Multi-Year Capital Plan includes an allocation of \$600,000 for mechanical upgrades at Governor Simcoe Secondary School.

Tender Results:

On Thursday, May 19, 2016, tenders were received from three (3) out of ten (10) pre-qualified Mechanical Contractors. The results ranged from a low bid of \$565,000 to a high bid of \$647,000 (excluding HST).

Board staff and the Engineer reviewed the tenders and all were found to be complete with no errors or omissions. The low bid was submitted by Regional Mechanical. The results of the submitted bids are outlined below for the information of the Committee.

| | |
|---------------------|-----------|
| Regional Mechanical | \$565,000 |
| Base Mechanical | \$618,828 |
| Mattina Mechanical | \$647,000 |

Regional Mechanical, a St. Catharines based mechanical contracting firm, has successfully worked on a number of projects for the DSBN, including the replacement of the boilers and ventilation at the former Alexandra Public School, boiler replacement at Smith Public School and the heating pump replacement at Woodland Public School. Regional Mechanical is currently working as the Mechanical sub trade at the new John Brant Public School in Ridgeway.

Therefore, it is recommended that the Rooftop Replacement at Governor Simcoe Secondary School be awarded to Regional Mechanical.

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Current Projected Costs for this Project:

| | |
|--------------------------------------|--------------------------|
| Construction (low bid) | \$ 565,000 |
| Engineering Fees | 20,000 |
| Permits, Moving, Clean-up, Furniture | <u>20,000</u> |
| Sub-total | \$ 605,000 |
| Plus net HST (2.16%) | <u>13,068</u> |
| Total Estimated Project Cost | <u>\$ 618,068</u> |

Timeline:

The work is scheduled to commence immediately and have the project complete by October 31, 2016. There will be no disruption to school operations.

Recommended Motion:

"That the low bid received from Regional Mechanical, in the amount of \$565,000 (plus HST), be accepted and a contract awarded for the Rooftop Replacement at Governor Simcoe Secondary School."

Respectfully Submitted,

Stacy Veld, Superintendent of Business Services
Robert Dunn, Manager of Projects and Maintenance

June 15, 2016

For further information, please contact Stacy Veld, Superintendent of Business Services, or Robert Dunn, Manager of Projects and Maintenance.

DISTRICT SCHOOL BOARD OF NIAGARA
FINANCE COMMITTEE
REQUEST TO AWARD CONTRACT
CUSTODIAL SUPPLIES

Background:

The main focus of the Facility Services Department is to maintain DSBN facilities at an acceptable standard while providing a clean, safe and sanitary environment for learning. This process is done with the use of many different chemicals, cleaning products and training.

The District School Board of Niagara has a contract with Swish Maintenance Limited, a Vendor of Record with the Ontario Education Collaborative Marketplace (OECM), for the provision of cleaning supplies, chemicals and equipment to clean its elementary schools, secondary schools and administrative buildings. The contract with Swish Maintenance expires on June 13, 2016.

Vendor Selection Process

With the expiry of the current contract for cleaning supplies and services, staff took this opportunity to review and compare the custodial products and services provided by several of the OECM Vendors of Record companies. The companies reviewed were Bunzl Canada Inc., Flexo Products Limited and Swish Maintenance Limited. The criteria used in the selection process included such factors as technology, environmental impact and cost.

Following the review of the three Vendors of Record, Flexo Products Limited is being recommended for the following reasons:

- a successful pilot program at three schools (Jeanne Sauve, Princess Margaret, and A. N. Myer)
- ability for easy supply distribution throughout the region
- a fully functional warehouse and storefront in the region
- accessibility to account representation
- a seamless transfer for chemical dilution control systems
- an on-line ordering process
- projected savings on core items.

Estimated Cost:

The annual budget for the supply and service of the contract is \$550,000.

Timeline:

The one-year contract with Flexo would be in effect until June 12, 2017, with the option to extend for an additional one-year period at the discretion of the DSBN.

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Recommended Motion:

“That staff be directed to enter into a one-year contract with Flexo Products Limited, for the provision of custodial supplies and services, effective to June 12, 2017, with the option to renew for an additional one-year period.”

Respectfully Submitted,

Colin Munro, Manager of Operations
Stacy Veld, Superintendent of Business Services

June 15, 2016

For further information, please contact Stacy Veld or Colin Munro

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 2015-16 School Consolidation Capital funding for the addition and renovations required at E.W. Farr Public School as a result of the Accommodation Review recommendation to consolidate the students of Pelham Centre and E.W. Farr into the newly renovated Wellington Heights Public School.

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

Rationale

The MOE provides Boards the option to either self-finance or borrow externally for the short-term capital costs and still receive an Allocation for Short-Term Interest Grant. If boards choose to self-finance, the MOE will provide boards a Short-Term Interest Grant based on a notional rate of interest. However, since the District School Board of Niagara earns a higher rate of interest on its cash, it is financially advantageous for the DSBN to externally borrow the funds from the bank (and be fully reimbursed by the Ministry for the interest expense).

To borrow under this program, a borrowing resolution is required which authorizes the board to borrow an amount up to the Ministry approved capital grant allocation of the eligible capital project (See Appendix A of the Borrowing Resolution).

Timeline

The board will commence borrowing under this program immediately following the delivery of the approved capital projects borrowing resolution and executed loan agreement to the Board's banking services provider.

Appended Data

1. Draft Borrowing Resolution Number 2016-01

Recommended Motion

"That Borrowing Resolution 2016-01, authorizing the Board to borrow up to \$2,517,020 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
Rick Werezak, Chief Financial Officer

June 15, 2016

For further information please contact Stacy Veld or Rick Werezak.

CAPITAL PROJECTS BORROWING RESOLUTION

2016-01

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 authorized the capital projects being funded under the Ministry's School Consolidation Capital funding program;
- 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 Director of Education are authorized on behalf of the Board to borrow up to \$2,517,020 for capital projects in accordance with the Act.
- 2. The Chair or Vice-Chair and the Director of Education 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 day of , 2016

.....
Dale Robinson, Board Chair

.....
Warren Hoshizaki, Director of Education

District School Board of Niagara

**Ministry Approved Projects
Eligible for Capital Short Term Interest Grant
2015-16**

| <u>Project Description</u> | <u>Approved Grant Allocation</u> |
|---|--|
| | \$ |
| E.W. Farr Public School Addition & Renovations | |
| School Consolidation Capital Program Funding | 2,517,020 |
| | <hr/> |
| | <u>2,517,020</u> |

DISTRICT SCHOOL BOARD OF NIAGARA
REPORT TO FINANCE COMMITTEE
DELEGATION OF AUTHORITY
Prior to August 31, 2016

Background:

Under DSNB's purchasing policy B-01, all appointments of architects and engineers with a total value greater than \$100,000, as well as the award of construction and other contracts greater than \$500,000 in value must be presented to the Finance Committee and approved by the Board of Trustees. Neither the Finance Committee nor the Board of Trustees sit during the summer months, and it is difficult and impractical to arrange a special meeting during the summer.

To enable Board staff to move forward with the business of the Board during the summer, it is recommended that authority be delegated jointly to the Director of Education and the Superintendent of Business Services enabling them to approve the award of such contracts during the months of July and August, and report the results of these awards to the September meeting of the Finance Committee.

Projects may be identified subsequently that meet the approval requirements and thresholds as set out in Policy B-01, and require approval during July and August to meet schedule requirements. It is recommended that these also be approved as recommended and reported to the Finance Committee in September.

As property matters may also arise during July and August, it is recommended that authority be delegated jointly to the Director of Education and the Superintendent of Business Services enabling them to approve the award of such realtor contracts and potential offers to purchase sites at 80% of the fair market value during the months of July and August, and report the results of these awards to the September meeting of the Property Disposal Committee.

Recommended Motion:

“That authority be delegated to the Director of Education and the Superintendent of Business Services jointly to approve the award of contracts and property matters in July and August that would otherwise require Finance Committee, Property Disposal Committee and Board approval, and report such approvals at the September 2016 Finance Committee and Property Disposal Committee meetings.”

Respectfully Submitted,

Stacy Veld
Superintendent of Business Services

June 15, 2016

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

2015-16 INTERIM FINANCIAL REPORT

Background:

The 2015-16 third Interim Financial Report, for the period ending April 30, 2016, provides a comparison of year-to-date actual revenue and expenditures to the prior year, explains key variances from budget, and forms a conclusion as to the projected surplus for the year.

Significant Changes to Budget:

The significant changes reflected in the attached Interim Financial Report are as follows:

1. Enrolment is above projections by 121 or .3%, and is primarily attributable to increased elementary enrolment in Grades 4 to 8.
2. Other special initiative provincial grants in the amount of \$1,452,160 (see Appendix B attached) were announced after the approval of the original budget and have been included in the revised revenues. Expenditures have been increased to offset the increased provincial grants.
3. The revised projections have resulted in a projected general operating surplus of \$2,376,000 for the 2015-16 fiscal year. Please note that this is not an actual surplus, but reflects a projected reduction to the transfer from the General Operating Accumulated Surplus required to balance the budget. This projection is based on actual spending to April 30, 2016, updated staffing and operating expenditures, and actual enrolment for October 31, 2015 and March 31, 2016.

Recommended Motion:

“That the Interim Financial Report for the period ending April 30, 2016, be received.”

Appended Data:

1. Appendix A: 2015-16 Interim Financial Report for the Period Ending April 30, 2016
2. Appendix B: Other Special Initiative Provincial Grants

Respectfully submitted,

Stacy Veld, Superintendent of Business Services
Rick Werezak, Chief Financial Officer

June 15, 2016

For further information, please contact Stacy Veld or Rick Werezak.

**District School Board of Niagara
2015-16 Interim Financial Report - Summary
For the Period Ending April 30, 2016**

Summary of Financial Results (in thousands)

| | Budget | Projection | In-Year Change | |
|--|----------------|----------------|----------------|---------------|
| | \$ | \$ | \$ | % |
| Grants and Other Revenue | | | | |
| Grants for Student Needs | 407,947 | 409,893 | 1,946 | 0.5 |
| Other | 8,585 | 10,131 | 1,546 | 18.0 |
| Total Grants and Other Revenue | 416,532 | 420,024 | 3,492 | 0.8 |
| Operating and Other Expenditures | | | | |
| Classroom | 285,440 | 287,109 | 1,669 | 0.6 |
| Non-Classroom | 39,855 | 39,863 | 8 | 0.0 |
| Administration | 10,903 | 11,128 | 225 | 2.1 |
| Transportation | 17,270 | 16,392 | (878) | (5.1) |
| School Operations and Maintenance | 38,671 | 38,779 | 108 | 0.3 |
| Amortization of Tangible Capital Assets | 23,279 | 23,278 | (1) | (0.0) |
| Debt Charges | 5,609 | 5,642 | 33 | 0.6 |
| Total Operating and Other Expenditures | 421,025 | 422,192 | 1,166 | 0.3 |
| Surplus/Deficit Before Use of Accumulated Surplus | (4,493) | (2,168) | 2,325 | (51.8) |
| General Operating Accumulated Surplus | 3,688 | 1,311 | (2,376) | (64.4) |
| Other Accumulated Surplus | 805 | 856 | 50 | 6.2 |
| Surplus/Deficit | - | - | - | - |

Note: Projection based on year-to-date actuals up to April 30, 2016.

Highlights of Changes in Revenue

- The increase in Grants for Student Needs is primarily attributable to an increase in elementary enrolment, as well as an increase to the Teacher Qualifications & Experience Grant which funds the higher grid placement of classroom teachers.
- The increase in Other Revenue primarily reflects additional special initiative provincial grants announced after the approval of the original budget.

Highlights of Changes in Expenditures

- Increase in classroom expenditures are primarily a result of Supply Teacher costs exceeding budget, and increases to other classroom expenditures which are offset by additional other provincial grants.
- Decrease in transportation expenditures are primarily a result of efficiencies implemented during the school year.

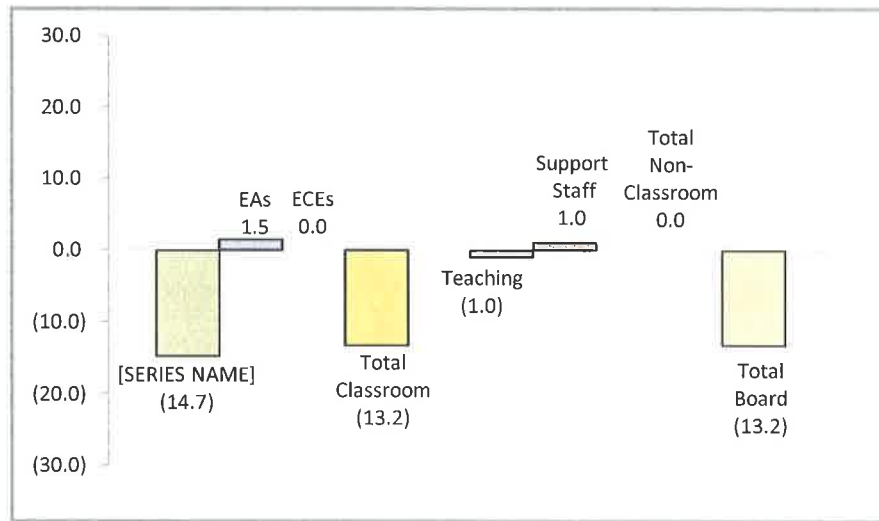
**District School Board of Niagara
2015-16 Interim Financial Report - Staffing
For the Period Ending April 30, 2016**

Summary of Staffing

| FTE | Budget | Projected | In-Year Change | |
|----------------------------|----------------|----------------|----------------|--------------|
| | # | # | # | % |
| Classroom | | | | |
| Teachers | 2,239.1 | 2,224.4 | (14.7) | (0.7) |
| Educational Assistants | 410.0 | 411.5 | 1.5 | 0.4 |
| Early Childhood Educators | 157.0 | 157.0 | 0.0 | - |
| Total Classroom | 2,806.1 | 2,792.9 | (13.2) | (0.5) |
| Non-Classroom | | | | |
| Teaching | 213.8 | 212.8 | (1.0) | (0.5) |
| Support Staff | 863.2 | 864.2 | 1.0 | 0.1 |
| Total Non-Classroom | 1,077.0 | 1,077.0 | 0.0 | - |
| Total Staffing | 3,883.1 | 3,869.9 | (13.2) | (0.3) |

Note: Projected staffing

Changes in Staffing: Budget to Projected



Highlights of Changes in Staffing

- The decrease in classroom teachers is primarily due to the lower number of elementary teachers required versus budget.

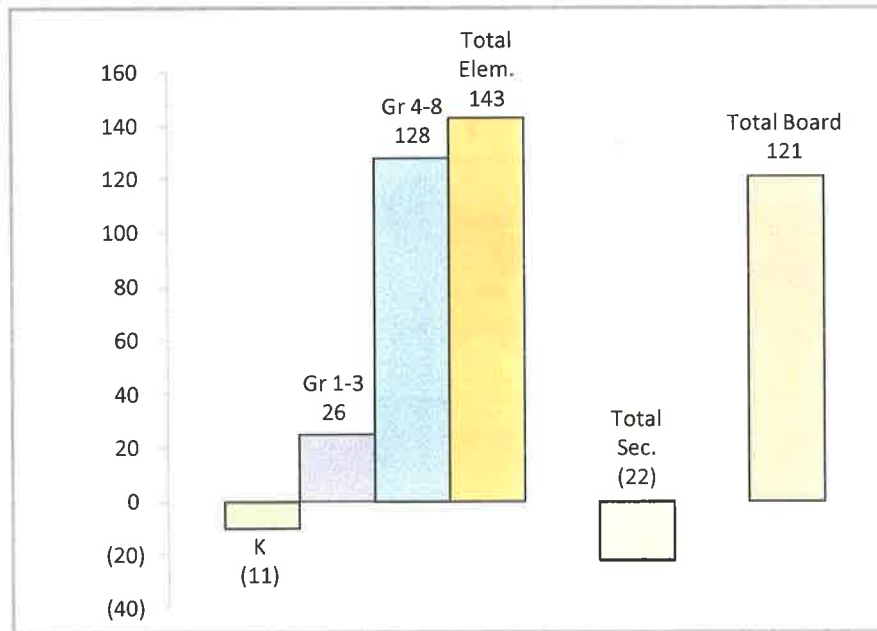
**District School Board of Niagara
2015-16 Interim Financial Report - Enrolment
For the Period Ending April 30, 2016**

Summary of Enrolment

| A/E | Budget | Projection | In-Year Change | |
|-------------------------|---------------|---------------|----------------|--------------|
| | # | # | # | % |
| Elementary | | | | |
| Kindergarten | 4,527 | 4,517 | (10) | (0.2) |
| Grades 1-3 | 7,405 | 7,430 | 25 | 0.3 |
| Grades 4-8 | 12,227 | 12,355 | 128 | 1.0 |
| Total Elementary | 24,159 | 24,302 | 143 | 0.6 |
| Secondary | | | | |
| Under 21 | 11,636 | 11,590 | (46) | (0.4) |
| Under 21 (High Credit) | 40 | 44 | 4 | 10.1 |
| Over 20 | 327 | 347 | 20 | 6.1 |
| Total Secondary | 12,003 | 11,981 | (22) | (0.2) |
| Total Enrolment | 36,162 | 36,283 | 121 | 0.3 |

Note: Projection based on October 31, 2015 and preliminary March 31, 2016 actuals.

Changes in Enrolment: Budget to Projection



**District School Board of Niagara
Interim Financial Report - Revenue
For the Period Ending April 30, 2016
(in thousands)**

| | Budget | | | | Actual | | |
|--|--------------------------|------------------|------------------------------|-----------------------------|---------------------------|------------------------|---|
| | 2015-16 | | | | Actual to Apr 30/16 | Actual to Apr 30/15 | Year to Year Increase (Decrease) % |
| | Approved Budget \$ | Projection \$ | Change | | Projected Revenue % | Actual Revenue % | |
| | | | Increase (Decrease) \$ | Increase (Decrease) % | | | |
| REVENUE | | | | | | | |
| Operating Grants | | | | | | | |
| Pupil Foundation | 190,519 | 190,899 | 381 | 0.2 | | | |
| School Foundation | 27,233 | 27,277 | 44 | 0.2 | | | |
| Special Education | 47,107 | 47,184 | 77 | 0.2 | | | |
| French as a Second Language | 4,550 | 4,550 | - | - | | | |
| English as a Second Language | 2,015 | 2,015 | - | - | | | |
| Learning Opportunities | 5,656 | 5,703 | 46 | 0.8 | | | |
| Continuing Education | 1,353 | 1,396 | 42 | 3.1 | | | |
| Adult Education | 1,091 | 1,158 | 67 | 6.1 | | | |
| Teacher & ECE Q&E | 35,901 | 37,538 | 1,637 | 4.6 | | | |
| New Teacher Induction program | 142 | 142 | - | - | | | |
| Restraint Savings | (122) | (122) | - | - | | | |
| Transportation | 17,744 | 17,594 | (150) | (0.8) | | | |
| Admin and Governance | 9,397 | 9,415 | 19 | 0.2 | | | |
| Declining Enrolment | 787 | 582 | (205) | (26.1) | | | |
| First Nation, Metis and Inuit | 403 | 404 | 1 | 0.2 | | | |
| Safe Schools Supplement | 618 | 620 | 1 | 0.2 | | | |
| Community Use of Schools | 529 | 529 | - | - | | | |
| TOTAL OPERATING GRANTS | 344,923 | 346,883 | 1,960 | 0.6 | 69.5 | 68.8 | 0.8 |
| Minor Tangible Capital Assets | (2,127) | (2,127) | - | - | | | 0.0 |
| Pupil Accommodation Grants | | | | | | | |
| School Operations | 36,596 | 36,586 | (10) | (0.0) | | | |
| Amortization of Deferred Capital Contributions | 22,540 | 22,497 | (43) | (0.2) | | | |
| Debt Charges | 5,620 | 5,658 | 38 | 0.7 | | | |
| Temporary Accommodation | 395 | 395 | - | - | | | |
| TOTAL PUPIL ACCOMODATION GRANTS | 65,151 | 65,136 | (14) | (0.0) | 70.0 | 67.7 | 2.2 |
| Prior Year Grant Adjustment | - | - | - | - | | | 0.0 |
| TOTAL GRANTS FOR STUDENT NEEDS | 407,947 | 409,893 | 1,946 | 0.5 | 70.0 | 68.9 | 1.1 |
| Other Revenue | | | | | | | |
| Other Provincial Grants | 3,716 | 5,168 | 1,452 | 39.1 | | | |
| Tuition Fees | 1,483 | 1,483 | - | - | | | |
| Community Education | 1,230 | 1,233 | 3 | 0.3 | | | |
| Community Use of Schools | 807 | 807 | - | - | | | |
| International Education | | | - | - | | | |
| Interest Income | 1,100 | 1,190 | 90 | 8.2 | | | |
| Miscellaneous Revenues | 250 | 250 | - | - | | | |
| TOTAL OTHER REVENUE | 8,585 | 10,131 | 1,546 | 18.0 | 88.0 | 80.9 | 7.1 |
| TOTAL GRANTS AND OTHER REVENUE | 416,532 | 420,024 | 3,492 | 0.8 | 70.4 | 69.2 | 1.2 |
| Use of Accumulated Surplus | | | | | | | |
| General Operating | 3,688 | 1,311 | (2,376) | (64.4) | | | |
| Other | 1,015 | 1,047 | 31 | 3.1 | | | |
| TOTAL USE OF ACCUMULATED SURPLUS | 4,703 | 2,358 | (2,344) | (49.9) | | | |
| TOTAL REVENUE | 421,235 | 422,382 | 1,147 | 0.3 | 70.0 | 68.0 | 2.0 |

**District School Board of Niagara
Interim Financial Report - Expenditures
For the Period Ending April 30, 2016
(in thousands)**

| | Budget | | | | Actual | | |
|---|--------------------------|------------------|------------------------------|-----------------------------|-------------------------|------------------------|---|
| | 2015-16 | | | | Actual to Apr 30/16 | Actual to Apr 30/15 | Year to Year Increase (Decrease) % |
| | Approved Budget \$ | Projection \$ | Change | | Projected Spending % | Actual Spending % | |
| | | | Increase (Decrease) \$ | Increase (Decrease) % | | | |
| EXPENDITURES | | | | | | | |
| Classroom | | | | | | | |
| Teachers | 215,512 | 215,380 | (132) | (0.1) | 75.0 | 73.7 | 1.3 |
| Supply Teachers | 6,427 | 7,827 | 1,400 | 21.8 | 69.4 | 64.6 | 4.8 |
| Educational Assistants | 18,461 | 18,225 | (236) | (1.3) | 58.5 | 59.0 | (0.5) |
| Early Childhood Educators | 8,119 | 7,886 | (233) | (2.9) | 57.8 | 58.9 | (1.1) |
| Textbooks and Supplies | 10,014 | 10,412 | 397 | 4.0 | 53.6 | 66.5 | (12.9) |
| Classroom Computers | 2,777 | 2,791 | 14 | 0.5 | 115.0 | 82.6 | 32.4 |
| Professionals and Paraprofessionals | 11,545 | 11,752 | 206 | 1.8 | 52.9 | 55.0 | (2.1) |
| Library and Guidance | 7,409 | 7,409 | - | - | 11.0 | 10.9 | 0.1 |
| Staff Development | 4,682 | 4,935 | 253 | 5.4 | 41.5 | 61.0 | (19.5) |
| Department Heads | 493 | 493 | - | - | 62.0 | 60.2 | 1.9 |
| TOTAL CLASSROOM | 285,440 | 287,109 | 1,669 | 0.6 | 69.8 | 69.5 | 0.3 |
| Non-Classroom | | | | | | | |
| Principal and Vice-Principals | 16,618 | 16,736 | 118 | 0.7 | 72.5 | 72.4 | 0.1 |
| School Office | 9,471 | 9,482 | 11 | 0.1 | 58.6 | 58.4 | 0.2 |
| Coordinators & Consultants | 11,297 | 11,249 | (48) | (0.4) | 39.3 | 39.2 | 0.0 |
| Continuing Education | 2,468 | 2,396 | (72) | (2.9) | 52.9 | 48.3 | 4.6 |
| TOTAL NON-CLASSROOM | 39,855 | 39,863 | 8 | 0.0 | 58.6 | 58.4 | 0.2 |
| Administration | | | | | | | |
| Trustees | 366 | 366 | - | - | 64.6 | 74.3 | (9.7) |
| Director/Supervisory Officers | 1,956 | 1,956 | - | - | 49.2 | 39.9 | 9.4 |
| Board Administration | 8,581 | 8,806 | 225 | 2.6 | 59.4 | 53.9 | 5.5 |
| TOTAL ADMINISTRATION | 10,903 | 11,128 | 225 | 2.1 | 57.7 | 51.6 | 6.1 |
| Transportation | 17,270 | 16,392 | (878) | (5.1) | 67.3 | 67.4 | (0.1) |
| School Operations and Maintenance | 38,671 | 38,779 | 109 | 0.3 | 55.2 | 56.4 | (1.2) |
| Other | | | | | | | |
| School Renewal | - | - | - | - | - | 8.3 | (8.3) |
| Amortization of Tangible Capital Assets | 23,279 | 23,278 | (1) | (0.0) | 57.7 | 55.7 | 2.0 |
| TOTAL OTHER | 23,279 | 23,278 | (1) | (0.0) | 57.7 | 55.4 | 2.3 |
| Debt Charges | 5,609 | 5,642 | 33 | 0.6 | 44.2 | 44.8 | (0.6) |
| TOTAL OPERATING & OTHER EXPENDITURES | 421,025 | 422,192 | 1,166 | 0.3 | 66.0 | 65.5 | 0.5 |
| Increase to Accumulated Surplus | | | | | | | |
| General Operating | - | - | - | - | - | - | - |
| Other | 210 | 191 | (19) | (9.0) | - | - | - |
| TOTAL INCREASE TO ACCUMULATED SURPLUS | 210 | 191 | (19) | (9.0) | - | - | - |
| TOTAL EXPENDITURES | 421,235 | 422,383 | 1,147 | 0.3 | 65.9 | 64.8 | 1.1 |

District School Board of Niagara
2015-16 Interim Financial Report
For the Period Ended April 30, 2016

| Other Special Initiative Provincial Grants | |
|---|------------------|
| | \$ |
| Student Success Support Initiative | (55,000) |
| Parents Reaching Out (PRO) Grants | 33,275 |
| Regional PRO Grants | 15,000 |
| Re-engagement Initiative | 19,457 |
| Board Leadership Development Strategy | 92,248 |
| Outdoor Education | 181,246 |
| First Nations, Metis, Inuit (FNMI) Engagement, Re-Engagement | 100,000 |
| Enrolment Reporting Initiative | 20,805 |
| FNMI Implementation | 82,962 |
| Children & Youth In Care (CYIC) - Beamsville District SS | 100,000 |
| Parenting & Family Literacy Centres | 62,634 |
| French as a Second Language (FSL) Renewal | 126,061 |
| Ontario Youth Apprentice Program (OYAP) | 27,865 |
| Tutors in the Classroom | 15,240 |
| Specialist High Skills Major (SHSM) | 91,512 |
| Supporting Lesbian, Gay, Bisexual & Transgender (LGBT) Students | 10,000 |
| Teaching Learning & Leadership Program | 43,901 |
| SpeakUp Projects | 37,860 |
| Building Capacity in Assessment for Learning | 16,000 |
| System Implementation & Monitoring (SIM) | 49,500 |
| Creating Pathways to Success | 10,211 |
| Pedagogical Leadership K-3 | 5,000 |
| Capital Planning & Capacity | (44,415) |
| Technology & Learning - CODE - Out of Province Innovation | 10,000 |
| School to College to Work Initiative (SCWI) | 117,388 |
| International Concussion Summit | 25,000 |
| FNMI-Focused Collaborative Inquiry | 25,000 |
| Community-Connected Experiential Learning Projects | 33,410 |
| Niagara Region Public Sector Cloud Implementation Project | 200,000 |
| Total | 1,452,160 |

DISTRICT SCHOOL BOARD OF NIAGARA
REPORT TO FINANCE COMMITTEE
PRELIMINARY 2016-17 BUDGET

At the May 18, 2016, Finance Committee meeting, the preliminary 2016-17 revenue budget was presented. Since that time, Senior Administration and Finance Staff have continued to develop the 2016-17 preliminary expenditure budget. Projected revenues have now been finalized and a preliminary expenditure budget has been prepared.

The preliminary budget reflects the focus on providing the system with the resources and supports necessary to support the 2015-2020 Strategic Plan. The Strategic Priorities focusing on Student Growth, Staff Growth and System Growth, have been embedded into the budget and resources have been aligned to fulfill the Vision of *Achieving Success Together*.

Proposed Budget

The Ministry of Education has been phasing-in significant changes to the Grants for Student Needs (GSNs) funding model. Those resulting in grant increases for the DSBN are the phase-in of the new Special Education grant funding for High-Needs Amount and the new Board Administration funding model. However, the new School Operations and School Renewal Top-Up funding model, and the change to the Declining Enrolment grant, have resulted in grant decreases. The impact on grant funding is an overall decrease of approximately \$500,000 in the 2016-17 projections.

The 2016-17 Budget indicates that the GSN grant revenues have increased by \$8.9 million in total, but this is due primarily to the central labour agreements funding for grid movement and salary increases of 1.25%; support for the implementation of the Ontario First Nation, Metis and Inuit Education Policy Framework; and additional funding in the School Operations Allocation to manage commodity price increases for gas and electricity. It is important to note that there are offsetting expenditure increases applicable to most of these grant increases.

The expenditure budget reflects the continuation of programs and services currently offered to our students. Through the budget process, Senior Administration identified areas for reductions without directly impacting students. Secondary teaching staff and school secretaries have received layoff notices, however the majority of teaching staff have been recalled due to retirements. A reduction in instructional coaches, designated early childhood educators, principals, and custodial staff have been managed through attrition, with no layoffs required. In addition, elementary and secondary release time and funding to support the Business Education Council were reduced to offset the loss of grants.

The strategic priority of System Growth identifies the expansion and implementation of modern teaching and learning. To meet the needs of this strategic direction, a capable wireless system is required. Our current wireless (Wi-Fi) system was installed district-wide in 2009, and is approaching 7 years in service. The Board has experienced a dramatic increase in the use of mobile devices year-over-year. The trend for schools indicates increased mobile technology spending and a reduction of traditional desktop computer purchases. Bring-your-own-device (BYOD) use amongst students, teachers and the community has increased dramatically. The Board-approved Multi-Year Capital Plan includes funding to support the capital portion of upgrades to the DSBN network infrastructure. During the 2016-17 budget discussions, it was also recommended that the Wi-Fi infrastructure be modernized, with an expected lifecycle of 5 years. The budget for this would be \$1,125,000 each year for the next two years.

In order to support the improvement to the network infrastructure, funds used to purchase technology would be directed to this initiative for the 2016-17 school year. Schools have received annual technology fund allocations beyond their school budgets, since 1994. The allocation of funds is determined by school size and purchases are made to update, replace and increase student and staff access to technology (i.e. Smartboards, iPads, Chromebooks). Currently, schools are well resourced with technology and would not be adversely affected by a pause in the technology allocation process.

The Special Education budget reflects a continuation of all associated programming and supports for students, and provides for an increase in the number of school based and central educational assistants, as well as an interpreter. This directly aligns with the Board’s strategic priority of enhancing and supporting innovative programs, initiatives and strategies that are relevant and responsive to diverse student learning needs. Special Education staff have prepared the 2016-17 Special Education budget with only a slight deficit and have reduced the year-over-year deficit by approximately \$728,000. Senior Administration has identified additional expenditure increases to this budget. These expenditures have not been included in the preliminary budget and will be discussed separately for Trustee consideration. The 2016-17 school year is the third year of the four year phase-in of the new Special Education funding model, and it is anticipated that there will be additional funding received in 2017-18.

Use of the Board’s Accumulated Surplus

The 2016-17 budget includes the use of \$1,169,000 from the General Operating Accumulated Surplus which is an annual budget amount brought into Revenue based on the motion passed by the Finance Committee on January 11, 2005 (refer to Schedule 5). Based on the staffing plan and expense projections, the Board requires an additional \$1,046,117 from General Operating Accumulated Surplus in order to balance the Board’s budget.

The preliminary budget includes a net use of the Board’s Accumulated Surplus of \$2,843,506 comprised of the total use of General Operating Accumulated Surplus of \$2,215,117 and \$628,389 in the net use of internally appropriated accumulated surplus, primarily to cover depreciation expense and the phase in of retirement gratuity benefits.

Potential Expenditure Increases for Consideration

During the budget process, Senior Administration identified additional expenditure increases for consideration by Trustees. These have not been included in the preliminary budget. Details are provided in Schedule 6.

| <u>Potential Increases</u> | \$ |
|--|-------------------------|
| Mental Health Professional Development | 50,000 |
| Basic Math Additional Qualifications Course | 50,000 |
| DreamBox - Interactive Math Computer Program | 100,000 |
| Curb Appeal | 50,000 |
| Field Technician (1.0 FTE) – St. John’s Outdoor Studies Centre | 43,000 |
| Educational Assistants (2.0 FTE) – Safe Schools/RISE | 86,000 |
| Educational Assistants (10.0 FTE) – School Based | 430,000 |
| Social Workers (2.0 FTE) | <u>200,000</u> |
| Total Potential Increases | <u>1,009,000</u> |

If the potential increases are approved by the Board, an additional \$1,009,000 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 \$3,224,117 (\$1,169,000 + \$1,046,117 + \$1,009,000) leaving a projected balance in the General Operating Accumulated Surplus of \$6,997,391. This amount is a reduction from the prior year's use of General Operating Accumulated Surplus by \$464,038 or 14%. This decision was made as a direct result of the Board's declining balance in this accumulated surplus account. The practice of decreasing the use of accumulated balance will allow the Board to gradually manage the available funds remaining.

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, -2016 | \$ 41,621,060 |
| 1% of the 2016-17 Grants for Student Needs (GSN) Operating Revenues | \$ 3,882,259 |

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.

Timeline:

The Ministry of Education regulations require Boards to submit a budget for 2016-17 by June 30, 2016.

Appended Data:

The following reports are attached:

| | |
|------------|---|
| Schedule 1 | Revenue |
| Schedule 2 | Expenditures |
| Schedule 3 | Special Education |
| Schedule 4 | Community Education |
| Schedule 5 | Continuity Schedule – Accumulated Surplus |
| Schedule 6 | Potential Budget Increases |
| Schedule 7 | Staffing |

Respectfully submitted,

Stacy Veld, Superintendent of Business Services
Rick Werezak, Chief Financial Officer

June 15, 2016

For further information, please contact Stacy Veld, Superintendent of Business Services, Rick Werezak, Chief Financial Officer, or Warren Hoshizaki, Director of Education.

DISTRICT SCHOOL BOARD OF NIAGARA

2016-17 BUDGET

GRANTS FOR STUDENT NEEDS

| | 2016-17 Budget | 2015-16 Budget | Variance |
|---|---------------------------|---------------------------|-------------------------|
| | \$ | \$ | \$ |
| A. <u>PUPIL FOUNDATION GRANT</u> | 191,747,267 | 190,518,686 | 1,228,581 |
| B. <u>SCHOOL FOUNDATION GRANT</u> | 27,104,830 | 27,232,734 | (127,904) |
| C. <u>SPECIAL PURPOSE GRANTS</u> | | | |
| 1 Special Education | 48,915,165 | 47,107,351 | 1,807,814 |
| 2 Language | 6,682,675 | 6,564,188 | 118,487 |
| 3 Learning Opportunities | 6,205,164 | 5,656,388 | 548,776 |
| 4 Adult and Continuing Education | 2,482,995 | 2,444,362 | 38,633 |
| 5 Teacher & ECE Qualification and Experience Allocation | 39,069,927 | 35,900,995 | 3,168,932 |
| 6 New Teacher Induction Program | 109,852 | 142,354 | (32,502) |
| 7 Restraint Savings | (121,726) | (121,726) | - |
| 8 Transportation | 17,744,342 | 17,744,342 | - |
| 9 Administration and Governance | 9,895,736 | 9,396,509 | 499,227 |
| 10 Declining Enrolment Adjustment | 348,582 | 786,515 | (437,933) |
| 11 First Nations, Métis & Inuit Education | 662,368 | 402,794 | 259,574 |
| 12 Safe Schools | 622,851 | 618,295 | 4,556 |
| | <u>132,617,931</u> | <u>126,642,367</u> | <u>5,975,564</u> |
| D. <u>MINOR TANGIBLE CAPITAL ASSETS</u> | (2,542,956) | (2,126,557) | (416,399) |
| E. <u>PUPIL ACCOMMODATION GRANTS</u> | | | |
| School Operations | 36,365,557 | 37,519,844 | (1,154,287) |
| Amortization of Deferred Capital Contributions | 26,075,167 | 22,539,764 | 3,535,403 |
| Capital Debt Charges | 5,484,108 | 5,620,119 | (136,011) |
| | <u>67,924,832</u> | <u>65,679,727</u> | <u>2,245,105</u> |
| TOTAL GRANTS FOR STUDENT NEEDS | <u><u>416,851,904</u></u> | <u><u>407,946,957</u></u> | <u><u>8,904,947</u></u> |

DISTRICT SCHOOL BOARD OF NIAGARA
2016-17 BUDGET

REVENUE BUDGET

| | 2016-17 Budget | | 2015-16 Budget | | Variance |
|---|--------------------|---------------|--------------------|---------------|--------------------|
| | \$ | % | \$ | % | \$ |
| GRANTS FOR STUDENT NEEDS | 416,851,904 | 95.14 | 407,946,957 | 94.42 | 8,904,947 |
| OTHER REVENUES | | | | | |
| Special Initiative Provincial Program Grants | 3,131,834 | 0.71 | 3,715,745 | 0.87 | (583,911) |
| Non-Resident Student Fees | 1,709,400 | 0.39 | 1,482,800 | 0.34 | 226,600 |
| Community Education | 1,238,733 | 0.28 | 1,229,832 | 0.28 | 8,901 |
| Community Use of Schools | 879,500 | 0.20 | 807,000 | 0.19 | 72,500 |
| Interest Income | 1,190,000 | 0.27 | 1,100,000 | 0.25 | 90,000 |
| Miscellaneous | 270,000 | 0.06 | 250,000 | 0.06 | 20,000 |
| School Generated Funds | 9,753,914 | 2.23 | 10,840,150 | 2.51 | (1,086,236) |
| TOTAL OTHER REVENUES | 18,173,381 | 4.14 | 19,425,527 | 4.50 | (1,252,146) |
| USE OF ACCUMULATED SURPLUS | | | | | |
| General Operating | 2,215,117 | 0.51 | 3,688,155 | 0.85 | (1,473,038) |
| Other | 912,469 | 0.21 | 1,014,703 | 0.23 | (102,234) |
| TOTAL USE OF ACCUMULATED SURPLUS | 3,127,586 | 0.72 | 4,702,858 | 1.08 | (1,575,272) |
| TOTAL REVENUE AND USE OF ACCUMULATED SURPLUS | 438,152,871 | 100.00 | 432,075,342 | 100.00 | 6,077,529 |

DISTRICT SCHOOL BOARD OF NIAGARA

2016-17 BUDGET

EXPENDITURE BUDGET

| Categories: | 2016-17 Budget | | 2015-16 Restated Budget | | Variance |
|--|--------------------|---------------|-------------------------------|---------------|------------------|
| | \$ | % | \$ | % | \$ |
| <u>CLASSROOM INSTRUCTION</u> | | | | | |
| Classroom Teachers | 220,297,441 | 50.28 | 215,512,244 | 49.88 | 4,785,197 |
| Supply Staff | 8,022,852 | 1.83 | 7,487,811 | 1.73 | 535,041 |
| Educational Assistants | 17,904,654 | 4.09 | 17,694,572 | 4.10 | 210,082 |
| Early Childhood Educators | 8,013,667 | 1.83 | 7,824,558 | 1.81 | 189,109 |
| Textbooks & Classroom Supplies | 10,103,976 | 2.31 | 10,014,443 | 2.32 | 89,533 |
| Computers | 2,234,445 | 0.51 | 2,776,997 | 0.64 | (542,552) |
| Professional & Para-professional | 12,118,517 | 2.77 | 11,545,362 | 2.67 | 573,155 |
| Library & Guidance | 7,007,434 | 1.60 | 7,408,784 | 1.72 | (401,350) |
| Professional Development | 3,230,013 | 0.74 | 4,681,830 | 1.08 | (1,451,817) |
| Program Leaders | 514,724 | 0.12 | 493,145 | 0.11 | 21,579 |
| Total Classroom Instruction | 289,447,723 | 66.08 | 285,439,746 | 66.06 | 4,007,977 |
| <u>NON-CLASSROOM</u> | | | | | |
| In-School Administration | 25,780,266 | 5.88 | 26,089,115 | 6.04 | (308,849) |
| Instructional Support | 11,040,963 | 2.52 | 11,297,045 | 2.61 | (256,082) |
| Board Administration | 11,094,535 | 2.53 | 10,902,735 | 2.52 | 191,800 |
| School Operations | 38,698,952 | 8.82 | 38,670,747 | 8.95 | 28,205 |
| Community Education | 2,499,261 | 0.57 | 2,468,393 | 0.57 | 30,868 |
| Transportation | 17,366,279 | 3.96 | 17,269,779 | 4.00 | 96,500 |
| Total Non-classroom | 106,480,256 | 24.28 | 106,697,814 | 24.69 | (217,558) |
| <u>OTHER</u> | | | | | |
| School Generated Funds | 9,753,914 | 2.23 | 10,840,150 | 2.51 | (1,086,236) |
| Amortization of Tangible Capital Assets | 26,712,188 | 6.10 | 23,279,018 | 5.39 | 3,433,170 |
| Capital Debt Charges | 5,474,710 | 1.25 | 5,608,646 | 1.30 | (133,936) |
| Total Other | 41,940,812 | 9.58 | 39,727,814 | 9.20 | 2,212,998 |
| <u>ACCUMULATED SURPLUS</u> | | | | | |
| Equipment Replacement | 194,880 | 0.04 | 110,000 | 0.03 | 84,880 |
| Interest on Accumulated Surplus | 89,200 | 0.02 | 99,968 | 0.02 | (10,768) |
| Total Accumulated Surplus | 284,080 | 0.06 | 209,968 | 0.05 | 74,112 |
| TOTAL EXPENDITURE AND INCREASE TO ACCUMULATED SURPLUS | 438,152,871 | 100.00 | 432,075,342 | 100.00 | 6,077,529 |

**DISTRICT SCHOOL BOARD OF NIAGARA
2016-17 BUDGET**

SPECIAL EDUCATION

| | 2016-17 BUDGET | | | 2015-16 BUDGET | | |
|--|----------------|-------------------|--------------|----------------|-------------------|--------------|
| | FTE | Budget | | FTE | Budget | |
| | | \$ | % | | \$ | % |
| Special Education Grant Revenue | | 52,767,409 | | | 50,859,184 | |
| School Administered Costs | | | | | | |
| Classroom Teachers (Salaries and Benefits) | | | | | | |
| Elementary | 57.4 | 5,723,554 | | 58.6 | 5,652,935 | |
| Secondary | 48.0 | 4,920,670 | | 46.7 | 4,724,629 | |
| Total Classroom Teachers | 105.4 | 10,644,224 | 20.1 | 105.3 | 10,377,564 | 20.1 |
| Learning Resource Teachers (Salaries and Benefits) | | | | | | |
| Elementary | 82.5 | 8,227,058 | | 82.5 | 7,955,125 | |
| Secondary | 25.5 | 2,613,731 | | 25.8 | 2,614,951 | |
| Total Learning Resource Teachers | 108.0 | 10,840,789 | 20.5 | 108.3 | 10,570,076 | 20.4 |
| Educational Assistants (Salaries and Benefits) | | | | | | |
| Elementary | 315.0 | 13,407,953 | | 315.0 | 13,396,758 | |
| Secondary | 100.0 | 4,299,550 | | 95.0 | 4,037,095 | |
| Total Educational Assistants | 415.0 | 17,707,503 | 33.4 | 410.0 | 17,433,853 | 33.7 |
| Feeders | 3.1 | 73,133 | 0.1 | 3.1 | 74,470 | 0.1 |
| <i>Total Salaries and Benefits</i> | 631.5 | 39,265,649 | 74.1 | 626.7 | 38,455,963 | 74.3 |
| <i>Supply Teacher Coverage</i> | | 845,428 | 1.6 | | 783,634 | 1.5 |
| <i>Educational Assistant / Youth Counsellor Coverage</i> | | 879,274 | 1.7 | | 761,522 | 1.5 |
| <i>School Supply Budgets</i> | | 150,000 | 0.3 | | 203,446 | 0.4 |
| Total School Administered Costs | | 41,140,351 | 77.7 | | 40,204,565 | 77.7 |
| Centrally Administered Costs | | | | | | |
| <i>Salaries and Benefits</i> | | | | | | |
| Consultants | 10.0 | 1,149,422 | | 4.0 | 456,760 | |
| Co-ordinator | 1.0 | 82,046 | | 1.0 | 78,952 | |
| BEH Expert | 1.0 | 110,283 | | 1.0 | 109,155 | |
| Administrators | 1.0 | 143,868 | | 1.0 | 142,448 | |
| Resource Teachers | 4.0 | 429,356 | | 10.0 | 1,041,193 | |
| Chief Psychologist | 1.0 | 139,665 | | 1.0 | 138,729 | |
| Psych Educational Consultant | 1.0 | 109,384 | | 1.0 | 108,362 | |
| Speech Language Pathologists | 4.0 | 461,876 | | 5.0 | 568,652 | |
| Educational Assistants | 8.5 | 459,020 | | 6.5 | 356,483 | |
| Educational Assistant - SEA | 2.5 | 138,207 | | 2.5 | 135,301 | |
| Interpreters | 2.0 | 125,949 | | 1.0 | 63,374 | |
| Youth Counsellors | 26.5 | 2,141,563 | | 27.5 | 2,201,625 | |
| Social Workers | 12.0 | 1,321,931 | | 12.0 | 1,266,634 | |
| Occupational Therapists | 0.5 | 48,103 | | 0.5 | 47,208 | |
| Computer Technicians | 2.0 | 155,214 | | 2.0 | 154,461 | |
| Clerical and Secretarial | 4.5 | 236,289 | | 4.5 | 231,362 | |
| <i>Total Salaries and Benefits</i> | 81.5 | 7,252,176 | 13.7 | 80.5 | 7,100,699 | 13.7 |
| <i>Other</i> | | | | | | |
| Meeting Expenses | | 5,000 | | | 5,000 | |
| Staff Development / In-service | | 38,000 | | | 38,000 | |
| Supplies and Equipment - Schools | | 201,200 | | | 135,000 | |
| Personalized Equipment - Assistive Technology | | 1,017,981 | | | 1,025,743 | |
| Personalized Equipment - Claims | | 464,000 | | | 464,000 | |
| Contractual Services | | 105,000 | | | 115,000 | |
| Software Programming | | 56,000 | | | 40,000 | |
| Central Staff Supply Costs | | 21,000 | | | 16,000 | |
| Staff Travel | | 75,000 | | | 70,000 | |
| <i>Total Other</i> | | 1,983,181 | 3.7 | | 1,908,743 | 3.7 |
| Total Centrally Administered Costs | | 9,235,357 | 17.4 | | 9,009,442 | 17.4 |
| Section 23 Expenses | | 2,573,344 | 4.9 | | 2,555,595 | 4.9 |
| Total Special Education Expenditures | | 52,949,052 | 100.0 | | 51,769,602 | 100.0 |
| Projected Deficit | | (181,643) | | | (910,418) | |

DISTRICT SCHOOL BOARD OF NIAGARA

2016-17 BUDGET

COMMUNITY EDUCATION

| | Revenue | | | Expenditures | | | Surplus/ (Deficit) |
|----------------------------------|---------------|-------|------------------|-----------------------|----------------|------------------|-----------------------|
| | ADE / FTE | Rate | Total | Salaries/ Benefits | Other | Total | |
| | # | \$ | \$ | \$ | \$ | \$ | |
| Lifetime Learning | | | | | | | |
| Adult Day School >21 | 314.00 | 3,368 | 1,057,552 | 1,111,885 | 54,725 | 1,166,610 | |
| Adult Day School <21 | 66.00 | 7,015 | 462,990 | 407,557 | 31,739 | 439,296 | |
| Administration | | | | 134,987 | 9,000 | 143,987 | |
| TOTAL LIFETIME LEARNING | 380.00 | | 1,520,542 | 1,654,429 | 95,464 | 1,749,893 | (229,351) |
| Other Programs | | | | | | | |
| Administration | | | | 322,569 | 88,052 | 410,621 | (410,621) |
| Night School Credit | 50.00 | 3,368 | 168,400 | 136,300 | 9,500 | 145,800 | 22,600 |
| Edvance Outreach | 20.00 | 3,368 | 67,360 | 85,000 | 1,100 | 86,100 | (18,740) |
| Summer School | 5.00 | 6,561 | 32,805 | | | | |
| | 150.00 | 3,368 | 505,200 | | | | |
| | | | 538,005 | 390,100 | 14,000 | 404,100 | 133,905 |
| Heritage Language | | | 270,655 | 141,100 | 2,000 | 143,100 | 127,555 |
| Prior Learning Assessment | | 121 | 15,730 | 1,700 | | 1,700 | 14,030 |
| Non Credit Literacy / Numeracy | 17.00 | 6,561 | 111,537 | 11,000 | 1,000 | 12,000 | 99,537 |
| Correspondence / Self Study | 68.00 | 3,368 | 229,024 | | | | |
| Non-Refundable Book Deposits | | | 26,000 | | | | |
| | | | 255,024 | 82,107 | 28,000 | 110,107 | 144,917 |
| Adult ESL / Citizenship | | | 340,000 | 244,800 | - | 244,800 | 95,200 |
| General Interest | | | 75,000 | 53,000 | 3,000 | 56,000 | 19,000 |
| E-Learning | 2.00 | 3,368 | 12,736 | 4,700 | - | 4,700 | 8,036 |
| Literacy and Basic Skills (LBS) | | | 432,733 | 359,438 | 73,295 | 432,733 | - |
| Other External Programs | | | 350,000 | 261,000 | 74,990 | 335,990 | 14,010 |
| TOTAL OTHER PROGRAMS | 312.00 | | 2,892,204 | 2,092,814 | 294,937 | 2,387,751 | 249,429 |
| TOTAL COMMUNITY EDUCATION | 692.00 | | 4,412,746 | 3,747,243 | 390,401 | 4,137,644 | 20,078 |

**DISTRICT SCHOOL BOARD OF NIAGARA
2015-16 PRELIMINARY BUDGET**

SCHEDULE OF ACCUMULATED SURPLUS

| | PROJECTED 2015-16 ACTUAL | | | | 2016-17 BUDGET | | | | |
|---|--------------------------------|-----------------------------|---------------------------------|----------------------------------|-----------------------------------|-----------------------------|---------------------------------|----------------------------------|-----------------------------------|
| | Aug 31/15 ENDING BALANCE | USE OF ACCUM. SURPLUS | ALLOCATED INTEREST INCOME | INCREASE TO ACCUM. SURPLUS | Aug 31/16 PROJECTED BALANCE | USE OF ACCUM. SURPLUS | ALLOCATED INTEREST INCOME | INCREASE TO ACCUM. SURPLUS | Aug 31/17 PROJECTED BALANCE |
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| INTERNALLY APPROPRIATED (COMMITTED) | | | | | | | | | |
| Capital | | | | | | | | | |
| Board Major Capital - Uncommitted | 2,349,943 | 310,000 | | | 2,039,943 | 300,000 | | | 1,739,943 |
| Board Major Capital - Greater Ft Erie Theatre | 3,000,000 | 1,350,000 | | | 1,650,000 | 1,600,000 | | | 50,000 |
| Board Major Capital - Committed | 11,373,075 | 582,557 | | 1,660,000 | 12,450,518 | 625,224 | | 1,900,000 | 13,725,294 |
| Total Capital | 16,723,018 | 2,242,557 | - | 1,660,000 | 16,140,461 | 2,525,224 | - | 1,900,000 | 15,515,237 |
| Retirement Benefits | 1,086,861 | 275,449 | 7,700 | | 819,112 | 275,449 | 5,200 | | 548,863 |
| Workers' Compensation | 4,319,599 | - | 41,000 | | 4,360,599 | | 41,400 | | 4,401,999 |
| Equipment Replacement | | | | | | | | | |
| Committed Equipment Projects | 253,323 | 197,829 | | | 55,494 | 11,796 | | | 43,698 |
| Cafeteria Equipment | 45,799 | | | | 45,799 | | | | 45,799 |
| Central Computer System | 1,362,184 | | 12,900 | | 1,375,084 | | 13,100 | | 1,388,184 |
| Photocopiers | 2,035,152 | | 19,300 | | 2,054,452 | | 19,500 | | 2,073,952 |
| Printing Services | 232,393 | | | | 232,393 | | | | 232,393 |
| Telephone Equipment | 588,892 | | 6,600 | 110,000 | 705,492 | | 7,700 | 110,000 | 823,192 |
| Network Infrastructure | - | | | | - | | | 84,880 | 84,880 |
| Total Equipment Replacement | 4,517,743 | 197,829 | 38,800 | 110,000 | 4,468,714 | 11,796 | 40,300 | 194,880 | 4,692,098 |
| Other | | | | | | | | | |
| Self Insurance | 244,684 | | 2,300 | | 246,984 | | 2,300 | | 249,284 |
| Total Other | 244,684 | - | 2,300 | - | 246,984 | - | 2,300 | - | 249,284 |
| Year end Carryovers | | | | | | | | | |
| Schools | 585,733 | | | | 585,733 | | | | 585,733 |
| Board Contractual | 290,875 | | | | 290,875 | | | | 290,875 |
| Departments | 4,487,074 | | | | 4,487,074 | | | | 4,487,074 |
| | 5,363,682 | - | - | - | 5,363,682 | - | - | - | 5,363,682 |
| UNAPPROPRIATED (UNCOMMITTED) | | | | | | | | | |
| General Operating | 11,532,508 | | | | 10,221,508 | | | | 8,006,391 |
| Policy Amount (Note 1) | | 1,835,000 | | | | 1,169,000 | | | |
| Amount to Balance Budget | | (524,000) | | | | 1,046,117 | | | |
| Total General Operating | 11,532,508 | 1,311,000 | - | - | 10,221,508 | 2,215,117 | - | - | 8,006,391 |
| TOTAL ACCUMULATED SURPLUS | 43,788,095 | 4,026,835 | 89,800 | 1,770,000 | 41,621,060 | 5,027,586 | 89,200 | 2,094,880 | 38,777,554 |

Notes

(1) The following motion was approved by the Board in January 2005:

"That, on an annual basis, approximately \$2,000,000 of the General Operating Reserve continue to be set aside to cover unexpected or unbudgeted expenditures, which may arise during a particular year, or to provide limited funding for other approved one-time expenditures, and that 20% of the remaining balance in the General Operating Reserve, as reflected in the annual financial statements, be transferred to revenue in the budget for the year following the year in which the financial statements have been completed."

District School Board of Niagara
2016-17 Preliminary Budget

POTENTIAL INCREASE: School-based Mental Health Liaison Teacher Initiative

This year, as part of the DSBN Mental Health Strategy, we implemented the School-based Mental Health Liaison Teacher (SBMHLT) Initiative. The purpose of this initiative is to build capacity for these identified teachers in every school to support the development and implementation of individualized school-based mental health plans, aligned with the DSBN Mental Health Strategy and the Strategic Plan.

Our goal is to continue to make the school a hub for a socially and emotionally healthy community where staff, students, parents and community have a deepened understanding of how to support students with their mental health and well-being.

While we were not able to meet as frequently with the SBMHLTs due to the job action this year, we were able to lay a foundation of learning and are looking forward to building on the momentum that was created. This includes using our annual Ministry-allotted Mental Health budget (\$21,000) as well as the amount requested (\$50,000) to facilitate four capacity-building sessions with the SBMHLTs. In addition, we will also provide resources to support schools with their individual plans and provide professional development opportunities for administrators (e.g. Dr. Stan Kutcher).

Relationship to Strategic Plan

Core Values:

- Develop and implement supports to promote mental health and well-being among students, staff, families and communities
- Provide a caring, inclusive, safe and healthy learning and working environment for all individuals and groups

Strategic Priorities:

- Enhance and support innovative programs, initiatives and strategies that are relevant and responsive to diverse student learning needs, including mental health and well-being
- Enable personalized, professional learning opportunities for all staff
- Provide opportunities for all staff to support mental health and well-being
- Continually improve the mental health and well-being and safety of staff and students

| | |
|--------------------------------|------------------|
| 2016-17 Budget Request: | \$ 50,000 |
|--------------------------------|------------------|

**District School Board of Niagara
2016-17 Preliminary Budget**

**POTENTIAL INCREASE: Primary / Junior/ Intermediate
Math Additional Qualifications Courses**

Since 2013-14, when the DSBN first began paying the tuition fee for teachers to participate in the Math Additional Qualification courses, we have had over 550 teachers completed in the course. It has become an essential component of our overall system mathematics strategy.

Teachers who completed these courses stated that this learning opportunity deepened their understanding in teaching mathematics and supported the professional learning and collaborative inquiry back in schools as many teachers signed up as school based teams to complete the course. They indicated that their learning has had a direct impact back at the school as they implemented strategies to further support student achievement. When asked the benefits of this initiative, feedback from the teachers included: tuition had been subsidized; DSBN staff teaching the course supported a strong connection with the work and goals in schools and provided a strong networking across the system; and teachers continue to express an interest and are looking forward to enrolling in future math courses in the fall.

This fall we will be offering Primary/Junior Mathematics Parts 1, 2, 3 and Intermediate

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 learning opportunities for all staff
- 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

| | |
|--------------------------------|-----------------|
| 2016-17 Budget Request: | \$50,000 |
|--------------------------------|-----------------|

**District School Board of Niagara
2016-17 Preliminary Budget**

POTENTIAL INCREASE: DreamBox - Interactive Math Computer Program

DreamBox is an interactive, adaptive computer program that focuses on developing conceptual understanding of mathematics in Elementary school students. The program presents mathematical challenges in an engaging environment using a variety of manipulatives and mathematical models. DreamBox allows teachers to track student progress over time and identifies students who are struggling with the understanding of a concept so that teachers can work one-on-one with students.

Elementary schools invested school funds to purchase the program with a subsidy from School Support Services (SSS). Feedback from teachers has revealed that students are increasing their understanding of mathematical concepts through the use of DreamBox. Teachers using the program have expressed that DreamBox has supported students by increasing their exposure to different mathematical ideas and by providing them with varied experiences related to number concepts at a level that is adjusted to meet their abilities. DreamBox is engaging and motivating for students and parents appreciate the home - school learning connection.

As we move forward into the 2016-17 school year, we hope to be able to continue to subsidize this program for all JK to grade 4 students in our elementary schools. It has proven to be an effective strategy in supporting our students in improving both their understanding and achievement in mathematics.

Relationship to Strategic Plan

Core Values:

- Promote creative and critical thinking for life-long learners
- Share and implement best practices and innovative approaches that enhance student achievement

Strategic Priorities:

- 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

Goals:

- Timely and tiered interventions to respond to individual student needs
- Differentiate supports and strategies designed to support each individual learner

2016-17 Budget Request:

\$100,000

**District School Board of Niagara
2016-17 Preliminary Budget**

POTENTIAL INCREASE: Curb Appeal Initiative

These funds have supported the beautification of our schools. Schools are community hubs that are used year round and this initiative has been a positive enhancement to our schools, creating a vibrant environment and attractive sites. In fact, timing of some of these projects has been exceptional, for example, just before a school based event, Graduations, Open House events and during the summer months. New families, surrounding neighbours, as well as staff and students, have taken great pride in the revitalized gardens and various landscape projects where a kick start was needed or maintained. The Property Department has undertaken the upgrades and maintenance of these spaces over the summer months. The landscape transformations have been well received by all.

Relationship to Strategic Plan

Core Values:

- Build and nurture a culture of trust, respect, co-operation and collaboration

Goals:

- Provide leadership by implementing and promoting responsible environmental practices

2016-17 Budget Request:

\$ 50,000

**District School Board of Niagara
2016-17 Preliminary Budget**

POTENTIAL INCREASE: St. John's Field Technician – 1.0 FTE

Our St. John's Outdoor Education Centre is currently undergoing renovations and will be opening for programming in the late fall. We anticipate running programs very similar to those at the Walker Living Campus but adapted for the St. John's site and accessing Shorthills Provincial Park. To provide adequate program staff, we are proposing the addition of one field technician to our outdoor education program team. This will allow two team members (adventure guides) to support programs at St. John's while three team members (adventure guides) remain at the Walker Living Campus to support programs there. We are excited to have two Outdoor Education Centres in operation next year providing outdoor education experiences for more of our DSBN students.

Relationship to Strategic Plan

Core Values:

- Model and practice environmental awareness through conservation and sustainable practice

Strategic Priorities:

- Enhance and support innovative programs, initiatives and strategies that are relevant and responsive to diverse student learning needs
- Develop socially responsible, engaged global citizens

Goals:

- Experiential and career/life planning programs offered to meet the needs, interests and aspirations of students
- Provide leadership by implementing and promoting responsible environmental practices
- Engage staff and students to participate actively in practicing environmental stewardship

| | |
|--------------------------------|------------------|
| 2016-17 Budget Request: | \$ 43,000 |
|--------------------------------|------------------|

**District School Board of Niagara
2016-17 Preliminary Budget**

POTENTIAL INCREASE: RISE Educational Assistants – 2.0 FTE

Over the past two years, we have had an increase in the number of students accessing our Reducing Incidents of Suspension and Expulsion (RISE) programs and we have gone from one RISE classroom to three RISE classrooms in this time. The students in these programs are expelled or on long suspensions and many have complex needs. Since February we have been piloting the use of educational assistants in these classrooms. Their focus has been to support our students in the programs that are identified with autism, developmental delays, and behaviour. The educational assistants are supporting students with the use of assistive technology, individualized schedules (structured teaching, choice boards, movement breaks) and one-on-one assistance with their academic program. This has allowed these students to be successful in the RISE classroom and has improved their attendance and the amount of time they are able to be in school. We feel the educational assistants are important for the success of our students identified with special education needs in our RISE classrooms. Our proposal is to have two educational assistants added to our RISE program staff to support our three RISE classrooms.

Relationship to Strategic Plan

Core Values:

- Provide a caring, inclusive, safe and healthy learning and working environment for all individuals and groups

Strategic Priorities:

- Enhance and support innovative programs, initiatives and strategies that are relevant and responsive to diverse student learning needs, including mental health and well-being

Goals:

- Timely and tiered interventions to respond to individual student needs
- Differentiated supports and strategies designed to support each individual learner

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| 2016-17 Budget Request: | \$ 86,000 |
|--------------------------------|------------------|

**District School Board of Niagara
2016-17 Preliminary Budget**

POTENTIAL INCREASE: Educational Assistants – 10.0 FTE

In order to ensure that all current and projected students with special education needs are able to safely attend school, have their medical and physical needs met, and engage in meaningful learning experiences, we are requesting an increase of 5.0 FTE Educational Assistants (EAs) for September. Currently, the Special Education Department is transitioning approximately 160 pre-school children into kindergarten programs. While the needs of these children vary, an increasing percentage of those children require a greater level of support. In particular, there is a greater number of students requiring significant personal care.

As well, due to the recent changes to Intensive Behavioural Intervention (IBI) therapies, there will be a significant number of students returning from a modified school schedule to full-time attendance. These students will require intensive support throughout the day to attend school and/or access the curriculum.

We are also requesting 5.0 FTE EAs to support new students with complex needs that traditionally register over the next few months and into the next school year. These additional EAs allow us to respond to unanticipated needs in a timely manner without impacting the support level of other students.

Relationship to Strategic Plan

Core Values:

- Provide a caring, inclusive, safe and healthy learning and working environment for all individuals and groups

Strategic Priorities:

- Enhance and support innovative programs, initiatives and strategies that are relevant and responsive to diverse student learning needs, including mental health and well-being
- Continually improve the mental health and well-being and safety of staff and students

Goals:

- Timely and tiered interventions to respond to individual student needs
- Differentiated supports and strategies designed to support each individual learner

2016-17 Budget Request:

\$ 430,000

**District School Board of Niagara
2016-17 Preliminary Budget**

POTENTIAL INCREASE: Social Workers – 2.0 FTE

Over the past few years, there has been an increase in the number of elementary aged students with significant mental health concerns, including mental health crises requiring hospitalization. These cases are typically higher profile and require the Social Worker's clinical expertise in crisis and risk management and require more comprehensive intervention and planning, typically involving not only the family and school, but also community agencies.

At this time, in the elementary panel, we have 6.0 FTE Social Workers (1.5 FTE per Area). There are approximately 20 elementary schools in each Area. The research indicates that early intervention has the most benefit with respect to positive mental health long term outcomes. Our proposal is to have an increase of 2.0 FTE Social Workers to meet the needs of our elementary students. This would mean that there would be 2.0 FTE Social Workers per Area allowing for a proactive approach in meeting the needs of our students as well as a more immediate response to crises. Our vision with this model of support is to intervene earlier with more students so that there would then be less students needing a higher level of support.

Relationship to Strategic Plan

Core Values:

- Develop and implement supports to promote mental health and well-being among students, staff, families and communities
- Provide a caring, inclusive, safe and healthy learning and working environment for all individuals and groups

Strategic Priorities:

- Enhance and support innovative programs, initiatives and strategies that are relevant and responsive to diverse student learning needs, including mental health and well-being
- Continually improve the mental health and well-being and safety of staff and students

Goals:

- Timely and tiered interventions to respond to individual student needs
- Differentiated supports and strategies designed to support each individual learner

2016-17 Budget Request:

\$ 200,000

DISTRICT SCHOOL BOARD OF NIAGARA

2016-17 BUDGET

PERMANENT STAFFING COMPARISONS

| | 2016-17 Budget | | 2015-16 Budget | | Variance | |
|--|----------------|--------------------|----------------|--------------------|---------------|-------------------|
| | FTE | Salary & Benefits | FTE | Salary & Benefits | FTE | Salary & Benefits |
| | | Cost | | \$ | | Cost |
| | | \$ | | \$ | | \$ |
| Classroom | | | | | | |
| Classroom, Library & Guidance Teachers | 2,227.9 | 225,582,394 | 2,239.1 | 221,001,145 | (11.2) | 4,581,249 |
| Educational Assistants | 418.1 | 17,949,025 | 413.1 | 17,751,042 | 5.0 | 197,983 |
| Early Childhood Educators | 155.0 | 8,013,667 | 157.0 | 7,824,558 | (2.0) | 189,109 |
| Total Classroom | 2,801.0 | 251,545,086 | 2,809.2 | 246,576,745 | (8.2) | 4,968,341 |
| School Administration | | | | | | |
| Principals & Vice-Principals | 126.1 | 16,583,885 | 127.4 | 16,417,134 | (1.3) | 166,751 |
| School Office - Clerical & Secretarial | 161.0 | 8,079,742 | 168.0 | 8,424,247 | (7.0) | (344,505) |
| Community Education | 7.0 | 462,756 | 7.0 | 505,233 | - | (42,477) |
| Total School Administration | 294.1 | 25,126,383 | 302.4 | 25,346,614 | (8.3) | (220,231) |
| Professionals/Paraprofessionals | | | | | | |
| Behavioural Expert | 1.0 | 110,211 | 1.0 | 109,155 | - | 1,056 |
| Central Educational Assistants | 13.0 | 696,032 | 11.0 | 600,062 | 2.0 | 95,970 |
| Food Technicians | 9.0 | 417,992 | 9.0 | 405,227 | - | 12,765 |
| Library Technicians | 20.0 | 976,822 | 20.0 | 963,420 | - | 13,402 |
| Noon Hour Supervisors | 35.0 | 846,105 | 35.0 | 838,869 | - | 7,236 |
| Other | 5.9 | 360,372 | 4.4 | 220,322 | 1.5 | 140,050 |
| Psych Services | 2.0 | 249,172 | 2.0 | 247,091 | - | 2,081 |
| Social Services | 17.5 | 1,891,544 | 17.5 | 1,839,270 | - | 52,274 |
| Speech Services | 6.0 | 587,859 | 6.0 | 632,026 | - | (44,167) |
| Youth Counsellors | 26.5 | 2,141,280 | 27.5 | 2,201,625 | (1.0) | (60,345) |
| Total Professionals/Paraprofessionals | 135.9 | 8,277,389 | 133.4 | 8,057,067 | 2.5 | 220,322 |
| Instructional Support | | | | | | |
| Administrative Support | 17.5 | 986,460 | 17.5 | 976,662 | - | 9,798 |
| Coaches | 37.0 | 3,905,607 | 39.0 | 3,957,966 | (2.0) | (52,359) |
| Administrators & Consultants | 35.4 | 4,461,340 | 28.4 | 3,659,248 | 7.0 | 802,092 |
| Resource Teachers | 11.0 | 1,140,509 | 19.0 | 1,928,696 | (8.0) | (788,187) |
| Total Instructional Support | 100.9 | 10,493,916 | 103.9 | 10,522,572 | (3.0) | (28,656) |
| Administration | | | | | | |
| Central Administration | | | | | | |
| Administrative Support | 11.0 | 891,491 | 11.0 | 868,435 | - | 23,056 |
| Communications | 5.0 | 439,072 | 5.0 | 431,618 | - | 7,454 |
| Director & Supervisory Officers | 8.0 | 1,616,920 | 8.0 | 1,615,215 | - | 1,705 |
| International Education | 1.0 | 124,389 | 1.0 | 123,011 | - | 1,378 |
| Legal Services | 2.0 | 280,758 | 2.0 | 284,520 | - | (3,762) |
| Planning | 3.5 | 288,165 | 3.5 | 278,810 | - | 9,355 |
| Business Administration | | | | | | |
| Financial Services | 10.0 | 812,629 | 10.0 | 796,583 | - | 16,046 |
| Information Technology Services | 50.0 | 4,134,272 | 47.0 | 3,902,912 | 3.0 | 231,360 |
| Payroll Services | 8.0 | 568,524 | 8.0 | 562,564 | - | 5,960 |
| Printing & Central Services | 4.0 | 235,699 | 4.0 | 234,113 | - | 1,586 |
| Purchasing Services | 9.0 | 672,228 | 9.0 | 670,887 | - | 1,341 |
| Human Resources | 17.0 | 1,636,717 | 17.0 | 1,639,713 | - | (2,996) |
| Facility Services | | | | | | |
| Operational Services | 17.4 | 1,528,234 | 17.4 | 1,508,108 | - | 20,126 |
| Maintenance Services | 9.0 | 901,886 | 9.0 | 882,711 | - | 19,175 |
| Rental Services | 2.0 | 102,611 | 2.0 | 101,909 | - | 702 |
| Total Administration | 156.9 | 14,233,595 | 153.9 | 13,901,109 | 3.0 | 332,486 |
| Facility Services | | | | | | |
| Custodial - Full-time | 213.0 | 12,736,752 | 215.0 | 12,724,373 | (2.0) | 12,379 |
| Custodial - Part-time | 118.6 | 4,489,978 | 120.3 | 4,472,227 | (1.7) | 17,751 |
| Maintenance | 45.0 | 3,303,246 | 45.0 | 3,199,546 | - | 103,700 |
| Total Facility Services | 376.6 | 20,529,976 | 380.3 | 20,396,146 | (3.7) | 133,830 |
| Total Staffing | 3,865.4 | 330,206,345 | 3,883.1 | 324,800,253 | (17.7) | 5,406,092 |