

Budget Report

2020-21

Brant Haldimand Norfolk Catholic
District School Board

for all



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About the Board

Our Vision

Our faith-based communities inspire life-long learning and service to others.

Our Motto

Excellence in Learning ~ Living in Christ.

Our Values

Celebrating our Catholic identity
Cultivating a connected community
Fostering innovation and continuous improvement
Inspiring a love of learning
Nurturing professional learning



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The Board's Jurisdiction



Ministry Update

On June 19, 2020, the Ministry of Education released information regarding Grants for Student Needs (GSN) for the 2020-2021 school year. Total funding is projected to be \$25.5 billion (2019-2020, \$24.7 billion), an increase of about 3.3% from the prior year. The per-pupil funding is projected at \$12,525 (2019-2020, \$12,246).

To support school boards, the GSN includes targeted new investments in response to the COVID-19 outbreak and to address the unique learning needs of students. This also includes the new Supports for Students Fund. Changes in the GSN also reflect funding for increased enrolment, additional support for sick leave, ongoing investments to meet labour agreements and other regular updates to the GSN.

Highlights of the key changes impacting the 2020-2021 Budget include:

- Support for centrally negotiated collective agreements
- New funding for extraordinary costs related to COVID-19
 - This funding is intended to support mental health and well-being of students and technology related costs
 - This funding was announced but specific allocations have not yet been provided to boards, and is not incorporated into the budget at this time
- Adjustments to funding for class size and online learning
 - No changes to elementary class sizes
 - Secondary class sizes are now funded at 23:1 compared to 28:1 in 2019-20
- Discontinuation of Earned Leave Plans
- Re-establishment of the Supports for Student Funds (SSF), formally the Local Priorities Fund (LPF)
- Additional support for sick leaves
- 2.0% benchmark increase to update the non-staff portion of School Operations allocation

Budget Overview

The 2020-2021 operating budget was developed to align with Brant Haldimand Norfolk Catholic District School Board's ("BHNCDSB" or the "Board") strategic plan to assign monetary resources to the realization of the Board's mission and vision.

The following are the areas of focus that governed the Budget Development Process:



In addition to the above the Board is committed to:

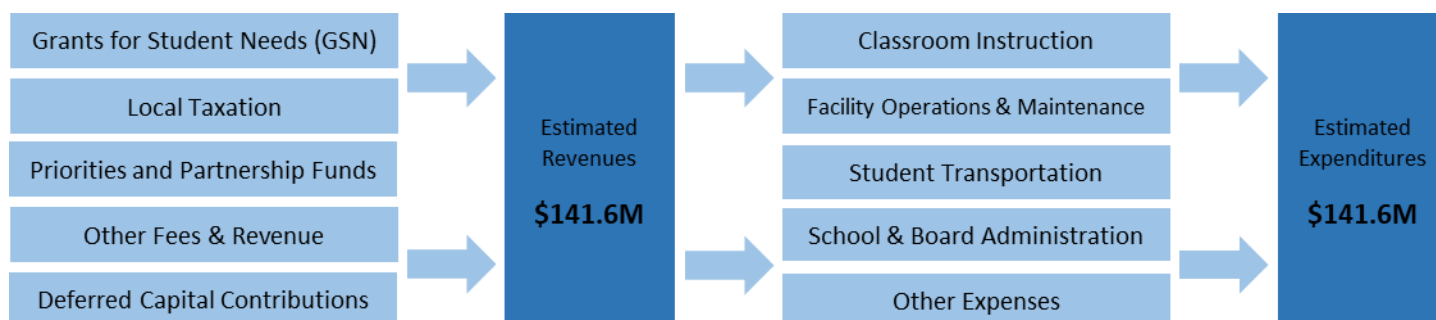
1. A fiscally-sound approach to developing a balanced budget,
2. Enhance financial stability,
3. Continued promotion of fiscal responsibility among departments; and
4. Legislative compliance.

Due to the unprecedented period that the Board is currently navigating, this year's budget has been prepared based on the assumption that school will resume under a conventional learning model in September. At this point in time, there is

not enough information to determine what form learning will take in the fall, despite current planning by senior administration. Currently, the Ministry has not supplemented funding for potential modes of learning and boards have been encouraged to plan conservatively, ensure prudent use of funds and to be prepared to transition.

Operating Budget

The operating budget comprises the major annual revenues and expenditures of the Board's financial operations, to the extent they are known. Revenues from operating grants are received from the Ministry of Education, largely through the Grants for Student Needs (GSN) and represents a significant percentage of the Board's total operating revenues.



The Ministry of Education also announced funding through the Priorities and Partnership Funds (PPF) and will provide over \$300 million (2019-2020, \$330 million) in PPF funding. Of the \$300 million, \$67.3 million has been allocated, the Board's portion of this allocation is about \$328,500. At this time, a complete board-by-board allocation has yet to be announced.

The 2020-2021 operating budget projects total revenue of about \$141.6 million which is an increase of \$6.3 million or 4.6% from 2019-2020 revised estimates. This reflects the announcement from the Ministry of Education of changes to class size in the secondary panel, salary benchmark increases reflecting central agreements, increase in enrolment and support for students funding.

Total expenditures are projected at \$141.6 million which is an increase of \$6.3 million or 4.6% from 2019-2020 revised estimates. This includes an increase of \$4.6 million in total salaries and benefits, \$1.3M in fees and contractual services, \$929,000 in amortization offset by decreases in supplies and services and interest on debt. Total salaries and benefits account for about 78.1% (2019-2020 revised estimates, 78.3%) of the total operating expenditures.

Brant Haldimand Norfolk Catholic District School Board is presenting a balanced budget for the 2020-2021 school year

2020-2021 BHNCD SB Budget

BHNCD SB Estimates Summary						
Cdn\$	2017/2018 Actual	2018/2019 Actual	2019/2020 Revised Budget	2020/2021 Budget	\$ Chg	% Chg
Revenues						
Grants for Student Needs	100,196,853	104,287,408	104,975,385	110,289,017	5,313,632	5.1%
Local Taxation	18,044,478	19,373,054	18,445,218	19,893,818	1,448,600	7.9%
Priorities & Partnership Funds	2,033,680	1,235,827	1,058,143	549,205	(508,938)	-48.1%
School Generated Funds	3,676,416	3,713,283	3,500,000	3,500,000	-	0.0%
Other Revenue	7,091,599	7,228,287	7,335,398	7,358,934	23,536	0.3%
Total Revenue	131,043,026	135,837,859	135,314,144	141,590,975	6,276,831	4.6%
Expenses						
Classroom Instruction & Learning	100,607,287	103,848,497	106,020,486	109,885,456	3,864,970	3.6%
School Operations/Maintenance	19,068,046	19,450,986	19,368,343	20,459,737	1,091,394	5.6%
Student Transportation	4,969,562	5,296,761	5,439,178	6,184,612	745,434	13.7%
Board Administration	3,814,171	4,346,639	4,486,137	5,061,170	575,033	12.8%
Total Expenses	128,459,066	132,942,883	135,314,144	141,590,975	6,276,831	4.6%
Surplus/(Deficit), End of Year	2,583,960	2,894,976	-	-	-	0%

The Budget Process

The budget development process at the Brant Haldimand Norfolk Catholic District School Board is a collaborative, bottom-up process, whereby administrators, departments and operational budget leaders have meaningful opportunities to make their budgetary needs known and are given opportunities for input throughout the budget development process. Appropriate consultation with the Ministry of Education, Budget Committee, and other relevant internal and external stakeholders also takes place through a budget consultation survey. Decisions are reviewed considering relevant economic factors, collective agreements, provincial and Board policies, and ultimately approved by the Board of Trustees. The Board will not commit to a structural deficit and is mandated to a balanced budget each year.

The budget process combined Board-wide projections and analysis with academic and operational units, and included widespread consultation and engagement about resourcing, and strategic priorities and initiatives. Implemented this year was a new approach to discretionary budgets using zero-based budgeting. A budget consultation survey was also included in this year's budget development process where stakeholders had an opportunity to provide input, feedback and comments on the development of the budget.

The 2020-2021 budget marked the first year of implementing a zero-based budgeting approach for discretionary budgets to help align the budget with the Board's strategic goals and to ensure every dollar is assigned a specific purpose. A presentation was prepared and delivered to budget holders in February 2020 highlighting the purpose of zero-based budgeting, the advantages of zero-based budgeting as well as examples and aids to zero-based budgeting. Finance staff will continue to work with budget holders to continue the implementation of zero-based budgeting in the coming years.

Due to the delay in the release of the Grants for Student Needs (GSN) funding, an extension was granted to all Boards and the final budget is due to the Ministry by August 19th.

The table outlines the budget timeline for 2020-2021.

January/February 2020	April/May 2020	June/July 2020	August 2020
<ul style="list-style-type: none"> Finalize priorities and goals Zero based budget presentation to budget holders Budget templates distributed to department managers Budget consultation survey 	<ul style="list-style-type: none"> Enrolment projections Staffing determinations and class organizations 	<ul style="list-style-type: none"> Grants for Student Needs (GSN) release Revenue and expenditure determination Final budget balancing Senior Administration review Budget presentation to Committee Trustee deliberation 	<ul style="list-style-type: none"> Trustee Approval File with the Ministry of Education Presentation of Budget Book

Budget Consultation Survey

The Brant Haldimand Norfolk Catholic District School Board was interested in seeking stakeholder input about the 2020-2021 budget to assist the Board to identify priorities for the efficient, effective, and equitable use of Board resources.

The BHNCDNB community was invited to participate in the online survey between Friday, February 21, 2020 and Wednesday, March 13th, 2020. In total, 475 responses were received. Responses are aggregated and discussed below.

Demographics of Respondents

Respondents were asked to indicate their relationship with the Board. Overall, most of the respondents (94.3%) were either BHNCD SB Staff or parents/guardians of students in the system.

Relationship	Count	Percentage
BHNCD SB Staff	192	40.4%
Parent/Guardian	176	37.1%
Parent/Guardian and BHNCD SB Staff	80	16.8%
Community Partner	14	2.9%
BHNCD SB Student	9	1.9%
Other	3	0.6%
Trustee	1	0.2%
Total	475	100.0%

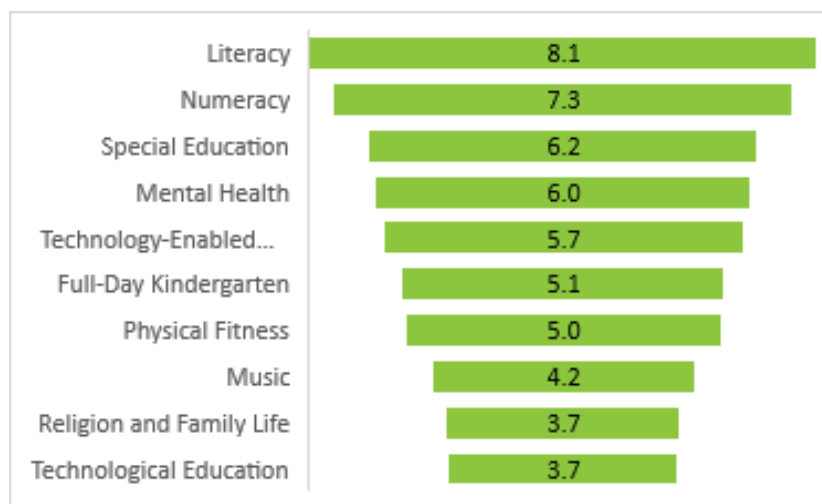
If respondents selected, BHNCD SB Staff, BHNCD SB Student, or Parent/Guardian as their relationship, they were then asked to select their school(s) or place of work. Overall, the majority of respondents (57.7%) were part of the elementary panel.

Panel / Work Location	Count	Percentage
Elementary School	274	57.7%
Secondary School	126	26.5%
St. Mary Catholic Learning Centre	9	1.9%
Catholic Education Centre	27	5.7%
Facilities / ITS	12	2.5%
Total	448	94.3%

Question Summaries

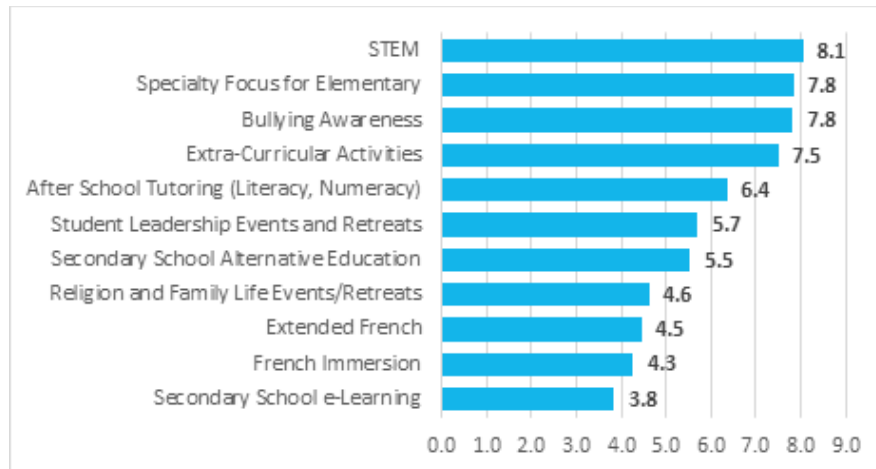
Q1: What resources (i.e. learning materials, textbooks, equipment, etc.) do you value most in supporting teaching, learning and well-being?

Respondents (403), from their perspective, were asked to rank each of the options from 1 to 10; with 1 being the most important and 10 being the least important. Overall, the resources receiving the highest value from respondents were: Literacy, Numeracy, Special Education and Mental Health.



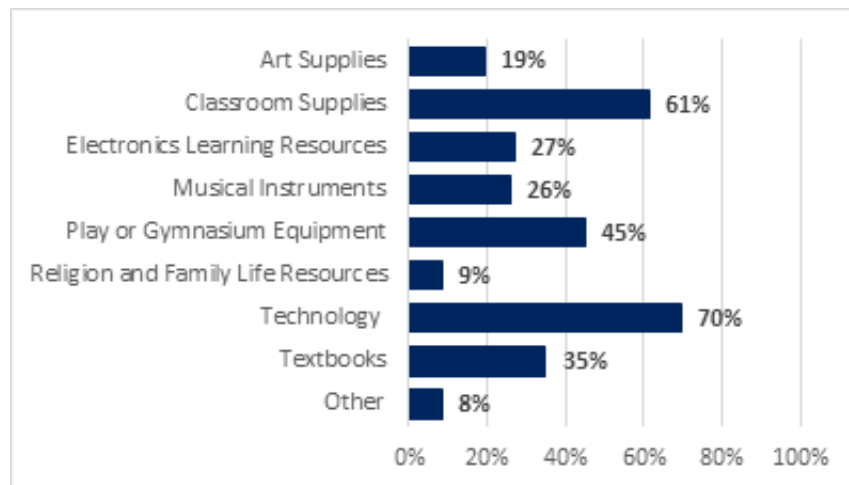
Q2: What programs and services do you think are the most helpful in supporting teaching, learning, and well-being?

Respondents (364), from their perspective, were asked to rank each of the options from 1 to 11; with 1 being the most important and 11 being the least important. Overall, the resources receiving the highest value from respondents were: STEM (Science, Technology, Engineering, Math), Specialty Programs in Elementary (i.e. Arts, Drama, Music, Sports), Bullying Awareness, and Extra-Curricular Activities.



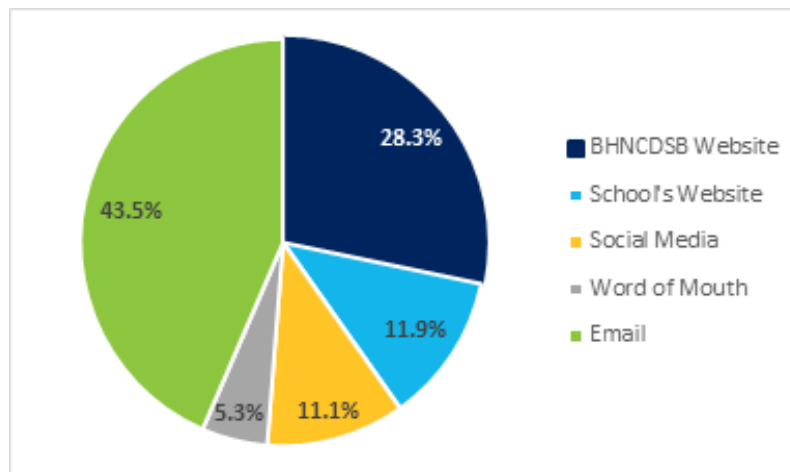
Q3: If one-time funding became available, what should the Board's priority be in purchasing materials / resources?

Respondents (361), from their perspective, were asked to select the top 3 most important (in no particular order) to their school community. Overall, respondents selected technology - i.e. computers, smart boards (70%) as a Board priority should one-time funding become available.



Q4: Where did you hear about the survey being conducted by the BHNCDNB?

Respondents were asked to indicate where they heard about this survey. Overall, most of the respondents (43.5%) received an email from the Board or respective school.



Enrolment

Enrolment is the main driver for the Board's funding. The funding is based on the Average Daily Enrolment (ADE) using the full-time equivalent of students enrolled at each school as of October 31st and March 31st. Enrolment for 2020-2021 is projected to be 10,656 (2019-2020: 10,417), representing a 2.3% increase over the 2019-2020 revised estimates.

The Board recognizes the educational value of offering a French Immersion program in which students receive instruction in both French and English, however consistent with the philosophy and expectations outlined in the Ontario Curriculum.

French Immersion Program

The French Immersion program is an optional program offered to students beginning in Early Learning Kindergarten Program (ELKP) to Grade 8 within the Board. Admission may be granted at any time during a student's Early Learning Kindergarten Program year or into the Grade 1 French Immersion Program, at the discretion of the Principal, and after a Principal – parent(s)/guardian(s) conference if the student has demonstrated good oral and literacy skills in the regular Kindergarten program.

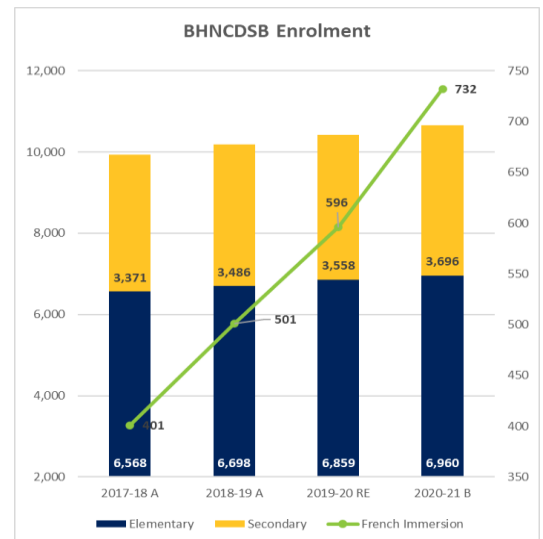
The Board currently offers the French Immersion Program at five (5) BHNCDNB locations:

- St. Leo Catholic Elementary and Madonna Della Libera Catholic Elementary (Brantford)
- Sacred Heart (Paris – Brant County)
- St. Joseph's Catholic Elementary (Simcoe – Norfolk County)
- Notre Dame Catholic Elementary (Caledonia – Haldimand County)

International Education

The closure of Canadian borders to visitors and non-essential travel has directly impacted our ability to enrol students living in other parts of the world. The estimated number of students in the program has been reduced as have the associated revenues and related expenditures.

Enrolment - ADE						
	2017/2018	2018/2019	2019/2020	2020/2021	Chg	% Chg
	Actual	Actual	Revised Budget	Budget		
Elementary						
JK/SK	1,269	1,289	1,322	1,362	40	3.0%
Gr. 1 - 3	1,924	2,028	2,078	2,124	46	2.2%
Gr. 4 - 8	3,374	3,379	3,457	3,474	17	0.5%
VISA Students	2	2	2	0	(2)	100.0%
Total Elementary	6,568	6,698	6,859	6,960	101	1.5%
Secondary						
Pupils of the Board	3,359	3,468	3,540	3,686	147	4.1%
VISA Students	12	17	18	10	(9)	-47.2%
Total Secondary	3,371	3,486	3,558	3,696	138	3.9%
Total Enrolment	9,938	10,183	10,417	10,656	239	2.3%



Operating Revenues

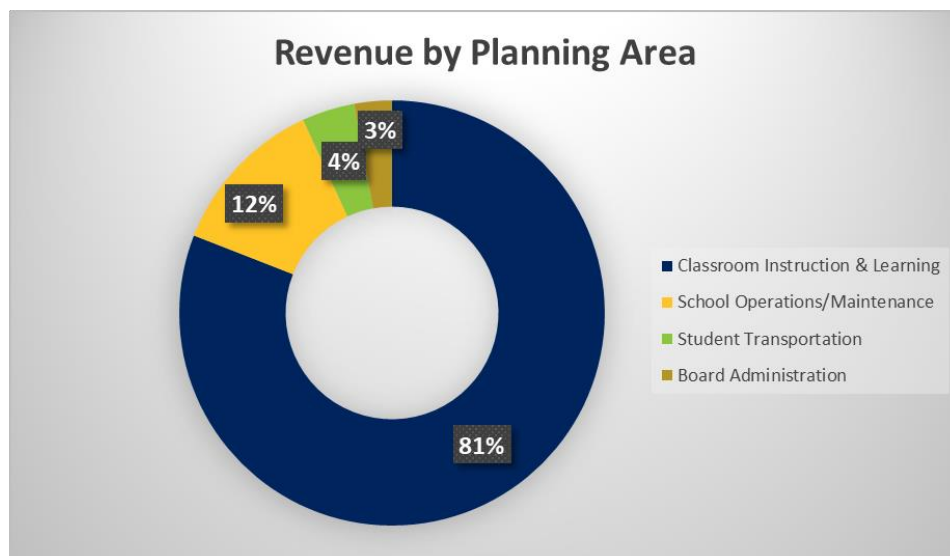
Ontario school boards have one main funding source, the Province of Ontario. The Grants for Student Needs (GSN) is made up of individual grants that each serve a distinct purpose towards carrying out Ministry goals and mandate for the education sector. The GSN funding for 2020-2021 consists of the Pupil Foundation Grant, the School Foundation Grant and a number of supplemental grants (formally called special purpose grants).

In addition, local taxation funds are received through property tax collections where Catholic support is indicated. The contribution of local tax revenue is calculated by a provincially determined formula. School boards do not have authority to levy additional taxes to local taxpayers and play no role in the determination of the amount of local taxation.

The Board's total estimated funding for the 2020-2021 school year is \$141.6 million as compared to \$135.3 million for 2019-2020 Revised Budget.

Operating Revenues						
Cdn\$	2017/2018	2018/2019	2019/2020	2020/2021	\$ Chg	% Chg
	Actual	Actual	Revised Budget	Budget		
Revenues						
Grants for Student Needs	100,196,853	104,287,408	104,975,385	110,289,017	5,313,632	5.1%
Local Taxation	18,044,478	19,373,054	18,445,218	19,893,818	1,448,600	7.9%
Priorities & Partnership Funds	2,033,680	1,235,827	1,058,143	549,205	(508,938)	-48.1%
Other Revenue	7,091,599	7,228,287	7,335,398	7,358,934	23,536	0.3%
School Generated Funds	3,676,416	3,713,283	3,500,000	3,500,000	-	0.0%
Total Revenue	131,043,026	135,837,859	135,314,144	141,590,975	6,276,831	4.6%

The following chart shows the estimated funding allocations by planning area for 2020-2021:



Grants for Student Needs

The GSN funding consists of the following allocations:

Grants for Student Needs						
Cdn\$		2018/2019 Actual	2019/2020 Revised Budget	2020/2021 Budget	\$ Chg	% Chg
Grants for Student Needs						
Pupil Foundation Grants	54,256,390	56,472,548	53,886,996	59,402,243	5,515,247	10.2%
School Foundation Grants	8,113,094	8,341,831	8,546,235	8,864,102	317,867	3.7%
Supplemental Grants	52,773,842	55,694,090	58,056,973	59,135,401	1,078,428	1.9%
Total Revenue	115,143,326	120,508,469	120,490,204	127,401,746	6,911,542	5.7%

Pupil Foundation Grant

The Pupil Foundation Grant is a per-pupil allocation that supports the elements of classroom education that are required by, and generally common to, all students. The Pupil Foundation Grant has four allocations – JK/SK, Primary, Junior/Intermediate, and Secondary

- The increase in the Pupil Foundation allocation is primarily attributed to the reduction in secondary class size requirements to 23:1 (2019-2020, 28:1) and increased enrolment. The Pupil Foundation Grant also includes an increase in salary benchmarks of 1% for the 2019-2020 retroactive payment and 2020-2021 school year.

School Foundation Grant

The School Foundation Grant supports the costs of in-school administration and leadership (salaries and benefits for principals, vice-principals, and office support staff), as well as supplies for school administration purposes.

- The increase in the School Foundation Grant is a result of increased enrolment as well as the inclusion of St. Mary Catholic Learning Centre which is funded consistent with a secondary school based on the school's average daily enrolment.

Supplemental Grants

The Supplemental Grants (formally referred to as Special Purpose Grants) recognize that different levels of support are required by boards to provide quality education in different locations, to respond to student and school needs, and support varying demographic profiles. Supplemental Grants provide funding for initiatives such as Special Education, Geographic Circumstances, Teacher Qualifications and Experience, Student Transportation, and Board Administration.

The Supplemental Grants have increased over revised estimates as a result of increased enrolment and an adjustment to benchmarks reflecting central agreements. The following outlines the significant changes to the board's supplemental grants:

- Special Education funding has increased by about \$786,000 with the additional investment in the Special Education Per-Pupil Amount (SEPPA) and Differentiated Special Education Needs allocations (DSENA).
- The Teacher Qualifications and Experience Grant has decreased by \$1.9 million, primarily attributed to the Teacher Job Protection Funding Allocation not being generated (\$2.9 million) as a result of the decrease in secondary class size from to 23:1. An increase in teacher and ECE qualification and experience offsets this decrease (\$952,000)
- Re-established support for students funding (formally referred to as Local Priority Funding) of about \$1.1 million to support the learning needs of students.
- Transfer of PPFs to the GSN, specifically:
 - Mental Health Workers (\$235,000)
 - Experiential Learning (\$113,000)
 - Curriculum & Assessment Implementation (\$39,000)
 - Executive Compensation (\$19,000)

Priorities and Partnership Funds

The Priorities and Partnership Funds (PPF) is evidence-based and outcome-based funding which provides streamlined, accountable, and time-limited funds. Although the Ministry of Education has announced provincial funding, not all board-by-board allocations have yet been announced. The amounts in the budget reflect known allocations or estimates of funding based on historical transfers. Certain PPFs have also been moved into the GSN, signalling permanent funding. Specific allocations will be confirmed as announced by the Ministry of Education and adjusted in the Board's revised budget in December 2020.

The following are the Board's confirmed PPF allocation:

Partnership and Priority Funding	Allocation (\$)
Math	235,000
Mental Health and Well Being	18,800
Special Education	62,100 (After School Skills Development) 5,000 (Educators Autism AQ Subsidy)
Supporting Student Potential	7,600 (Parents Reaching Out)
Total	\$328,500

Other Revenues

These revenues comprise a small part of the Board's overall budget and are not a guaranteed source of funding. The Board makes assumptions based on contracts or historical trending in order to reasonably estimate other revenue, such as tuition fees for out of province students or those students living on Six Nations or New Credit Reserves, facility rentals, interest income, amortization of deferred capital contributions and other various government grants.

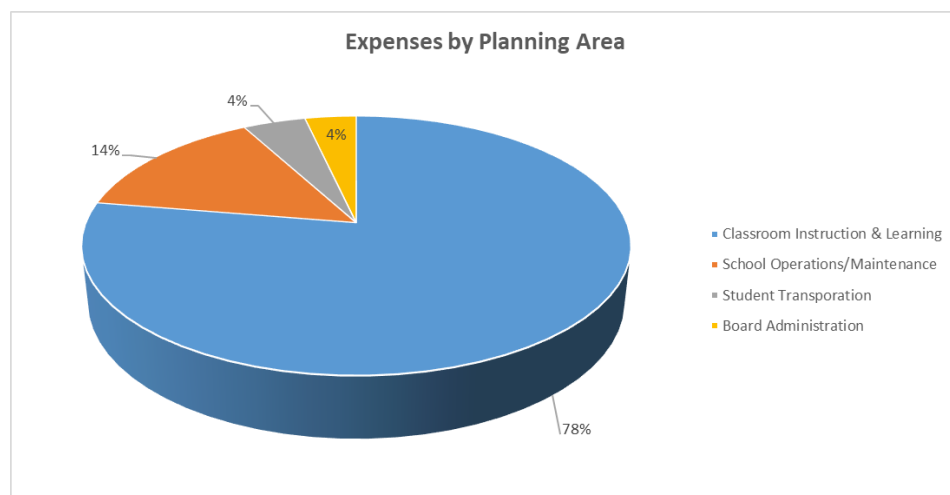
Operating Expenses

Expenditures at the BHNCD SB are based on contractual agreements and service contracts, legislative requirements, Board policy and known infrastructure needs of the system. In some cases, reasonable estimates are required and then adjusted in-year once better information becomes available.

Overall, total expenditures for the 2020-2021 school year are expected to be about \$141.6 million as compared to \$135.3 million for 2019-2020 revised estimates. Salary and benefits account for about 78.1% (2019-2020 revised estimates, 78.3%) of the Board's budget. These are governed largely by Ministry of Education ratios, collective agreements, legislation and student needs.

Operating Expenses by Planning Area						
Cdn\$	2017/2018 Actual	2018/2019 Actual	2019/2020 Revised Budget	2020/2021 Budget	\$ Chg	% Chg
Planning Areas						
Classroom Instruction & Learning	100,607,287	103,848,497	106,020,486	109,885,456	3,864,970	3.6%
School Operations/Maintenance	19,068,046	19,450,986	19,368,343	20,459,737	1,091,394	5.6%
Student Transportation	4,969,562	5,296,761	5,439,178	6,184,612	745,434	13.7%
Board Administration	3,814,171	4,346,639	4,486,137	5,061,170	575,033	12.8%
Total Expenditures	128,459,066	132,942,883	135,314,144	141,590,975	6,276,831	4.6%

Operating Expenses by Planning Area



Classroom Instruction and Learning

School Effectiveness and Faith Formation

The Ministry of Education has shared their continued focus on math education for our students. The BHNCD SB recognizes this focus and has planned to continue the learning on mathematical concepts, processes, teaching strategies and assessment for/as and of learning in this subject area. Budget money has been earmarked for Professional Development and resources to address the above as well as the roll out of the new mathematical curriculum and gap

closing resources for accurate diagnostic assessment due to the school closure. In addition, we utilized the grant from the Ministry to hire a .5 teacher in the SAT department to support the technological side of the math curriculum especially the new digital format and tools for staff and students to use to support math learning.

In preparing the budget, the entire curriculum team focused on the Multi Year Strategic Plan and how to bring those goals/commitment and action items alive. Creating supporting posters and brochures for classrooms and all staff. In addition, in areas such as French Immersion, we have allocated funds to further support the growth of the French programming and our vision/hope to see Extended French begin at Assumption for September 2021. Religion will also see a new program launched for our intermediate students and funds were allocated for that PD and supporting resources.

The Student Achievement Team was careful to ensure resources, including professional development as well as teaching/learning materials, were budgeted for in each program area, across each division in all our schools for Religion and Family Life, the Arts, Kindergarten learning, literacy and technology. The Student Achievement Teachers and Leads ensured that their budget requests were aligned with the MYSP/BIPSA goals and priorities.

Student Success

To support the Ministry of Education's recently announced vision for preparing students for the future and the board's newly developed strategic plan, budget for 2020-21 has been allocated in consultation with members of the SAT team, to support student pathway planning, elementary experiential learning, technological education and skills development and providing robust student experiences through a variety of virtual and onsite career exploration activities and events.

Specifically, all secondary schools will begin a multi-year capital renewal program at all secondary technical education facilities. This process will include the enhancing safety measures, replacement of aging and end of life shop floor equipment, hand tools, software purchases and licensing and introducing new and emerging technologies in the classrooms.

Experiential learning opportunities will be made available to all elementary and secondary schools that are designed to engage students in career exploration activities defined. Activities and experience will vary from school to school and community. Activities could include school garden projects, skills competitions, STEM related activities, career exploration workshops and sector-specific visits, financial literacy activities and using virtual reality technology. Teacher PD workshops (either virtual on face to face) will be scheduled and hosted through out the school year. Workshops will provide basic, intermediate, and advanced use of Brightspace. These workshops will be designed to build teacher capacity across the system with respect to delivering engaging online experiences for students.

Board resources have also been strategically allocated to supporting our system's indigenous students. Specifically, in collaboration with a variety of board and community stakeholders, the board has developed a four-point plan as part of its Indigenous Education strategy.

Special Education

BHNCDSE Special Education					
Cdn\$	2018/2019 Actual	2019/2020 Revised Budget	2020/2021 Budget	\$ Chg	% Chg
Revenues					
SEPPA	7,664,039	7,913,402	8,253,127	339,725	4.3%
SEA Claims Based Amount	86,574	80,000	80,000	-	0.0%
SEA Board Amount	10,000	10,000	10,000	-	0.0%
SEA Per Pupil Amount	362,571	371,154	380,612	9,458	2.5%
SEA Deferral	-29,050	287,115	-	-287,115	-100.0%
DSENA	6,169,866	6,186,326	6,548,319	361,993	5.9%
DSENA Collaboration & Integrat	456,017	459,874	468,832	8,958	1.9%
MDT Support Amount	394,303	397,684	405,103	7,419	1.9%
Multidisciplinary Teams & Othe	137,880	138,319	145,921	7,602	5.5%
Behaviour Expertise	132,812	268,409	275,062	6,653	2.5%
Behaviour Expertise Deferral		-10,459	-	10,459	-100.0%
Mental Health Leader Amount (f	136,591	123,021	141,113	18,092	14.7%
Mental Health Workers	177,065	219,598	234,699	15,101	6.9%
After Schools Skills Developmen	-	62,181	62,100	-81	-0.1%
Benefit Trust Government Contr	224,526	223,286	281,745	58,460	26.2%
Local Priority Funds	859,894	-	-	-	0.0%
Student Support Funding	-	-	587,509	587,509	100.0%
Total Revenue	16,783,088	16,729,910	17,874,142	1,144,233	6.8%
Expenses					
Classroom Teachers	6,383,458	5,833,051	6,530,949	697,898	12.0%
Supply Staff	523,489	598,651	560,302	-38,349	-6.4%
Educational Assistants	8,065,544	8,354,179	8,729,470	375,291	4.5%
Textbooks & Supplies	516,624	298,991	511,116	212,125	70.9%
Computers	72,117	434,247	421,264	-12,983	-3.0%
Professional/Paraprofessional	895,472	1,264,912	1,101,290	-163,622	-12.9%
Staff Development	62,880	87,446	127,045	39,599	45.3%
Coordinators and Consultants	154,410	154,113	159,160	5,047	3.3%
Total Expenses	16,673,994	17,025,590	18,140,596	1,115,006	6.5%
Surplus/(Deficit)	109,094	(295,680)	(266,454)	29,227	-9.9%

FTE	2018/2019 Actual	2019/2020 Revised Budget	2020/2021 Budget	\$ Chg	% Chg
Classroom Teachers	18.7	16.3	18.3	2.0	12.3%
SERTs	38.8	36.7	39.6	2.9	7.9%
EAs	141.5	148.0	151.5	3.5	2.4%
Social Worker	4.5	4.5	4.5	-	0.0%
CYW	2.0	2.0	2.0	-	0.0%
Speech Services	1.0	2.0	2.0	-	0.0%
ABA & Mental Health	4.0	4.5	4.5	-	0.0%
Coordinators & Consultants	2.0	2.0	2.0	-	0.0%
Total FTE	212.5	216.0	224.4	8.4	3.9%

Aligned with the Ministry of Education's priority to enhance student wellbeing and achievement and with the our MYSP/BIPSA goals, budget has been allocated for professional development and resources to provide a tiered approach to improving student wellness and mental health, enhance system understanding and promotion of self-regulation, implement trauma informed practices and be able to systemically respond to student wellness needs.

Budget has been allocated to provide student and classroom resources to augment the learning experience for students with special education needs. Special education reading, writing and mathematics software and resources will be renewed and increased to allow greater access for more students. Resources have been allocated to expediate psychoeducational and Speech and Language Assessment to effectively assess and plan for students

requiring special education support. Due to a significant increase in students requiring devices through the SEA process, we have added FTE teacher support to distribute and train staff and students on assistive technology.

School Budget Allocations

School budgets are allocated primarily based on projected enrolment. It is the responsibility of the Principal to allocate these funds as needed for the school community. The funds are used to run the day-to-day operations of the school from classroom resources to furniture and office supplies. These are separate and distinct from School Generated Funds.

School Budget Allocations				
Cdn\$	2019/2020 Revised Budget	2020/2021 Budget	\$ Chg	% Chg
<u>Elementary</u>				
Blessed Sacrament	24,760	25,622	862	3.5%
Christ the King	21,050	21,145	94	0.4%
Holy Cross	23,391	22,516	(875)	-3.7%
Holy Family	21,431	21,684	253	1.2%
Madonna Della Libera	37,152	36,011	(1,141)	-3.1%
Notre Dame (Brantford)	32,080	31,571	(509)	-1.6%
Notre Dame (Caledonia)	32,790	31,642	(1,148)	-3.5%
Our Lady of Fatima	13,587	12,358	(1,228)	-9.0%
Our Lady of Providence	29,882	28,662	(1,220)	-4.1%
Resurrection	16,590	15,859	(730)	-4.4%
Sacred Heart (Langton)	20,289	19,687	(601)	-3.0%
Sacred Heart (Paris)	35,112	38,805	3,693	10.5%
St. Basil	50,506	51,039	533	1.1%
St. Bernard of Clairvaux	25,927	27,328	1,401	5.4%
St. Cecilia's	16,666	16,469	(198)	-1.2%
St. Frances Cabrini	31,100	31,179	79	0.3%
St. Gabriel	38,461	39,242	781	2.0%
St. Joseph's	50,600	50,325	(275)	-0.5%
St. Leo	35,138	37,853	2,715	7.7%
St. Mary's (Hagersville)	17,934	18,313	380	2.1%
St. Michael's (Dunnville)	26,960	27,360	400	1.5%
St. Michael's (Walsh)	14,308	13,917	(391)	-2.7%
St. Patrick (Brantford)	15,998	15,993	(5)	0.0%
St. Patrick's (Caledonia)	24,423	26,475	2,052	8.4%
St. Peter	19,610	20,296	686	3.5%
St. Pius	29,682	29,823	141	0.5%
St. Stephen's	17,507	17,984	477	2.7%
St. Theresa	19,523	19,623	99	0.5%
Total Elementary	742,455	748,781	6,325	0.9%
<u>Secondary</u>				
Assumption College	268,437	275,358	6,921	2.6%
Holy Trinity	182,864	176,319	(6,545)	-3.6%
St. John's College	193,923	179,450	(14,473)	-7.5%
St. Mary CLC		27,301	27,301	100.0%
Total Secondary	645,223	658,428	13,205	2.0%
Total School Allocation	1,387,678	1,407,208	19,530	1.4%

Pupil Accommodation

Operations and maintenance include the Facility Services department which is comprised of custodial, construction and maintenance staff, energy conservation, sustainability, community use of schools, and department budgets. They are responsible for the structural condition, operation, and cleanliness of facilities. A welcoming, clean and safe environment contributes to the well-being of staff and students.

Facility Services has continued with critical investments in tools and resources for our custodial team, enabling more efficient cleaning and aiming to reduce employee down time and providing better building facility maintenance outcomes. This is a multi-year initiative.

Consumables (i.e. cleaning supplies) and commodities (i.e. gas, water, hydro) has seen an increase in recent year, but particularly in the current year has been impacted by the unprecedented COVID situation, the new federal carbon tax, and increased operational hours from our community use of schools program. Facility Services has increased its consumables budget in anticipation of the new reality in cleaning standards for this upcoming school year.

The Board will also be introducing a formalized structure to promote and support schools in sustainability and environmental initiatives such as Eco School Certification and Active School Travel.

Student Transportation

Student Transportation for all students in the District is coordinated through a joint consortium, Student Transportation Services of Brant Haldimand Norfolk (STSBHN). The budget represents the Board's portion of staff and departmental costs as well as bus and taxi operator costs to safely transport students from home to school.

STSBHN recently awarded new bus operator contracts that saw a significant increase, as expected, in operating costs related to student transportation. Since the last contract was awarded the industry has seen an increase in bus driver wages, fuel costs, and other fixed costs (i.e. school purpose vehicles and insurance). This resulted in a bout a 10% increase in student transportation costs for the Board. In addition, there is also a continued and heightened focus on health and safety initiatives on school purpose vehicles.

Board Administration and Governance

Board Administration is comprised of staff and departmental costs for Financial Services, Human Resource Services, Information Technology Services, Procurement Services, and Communication Services all of whom play an essential role in the advancement of the Board's vision. The Departments lead and support initiatives, programs and projects aligned with the Board's everyday commitment to enhance the quality of service provided to all stakeholders. The Director's Office, Supervisory Officers, and Trustees are also captured here.

Included in the 2020-21 budget are investments in the following:

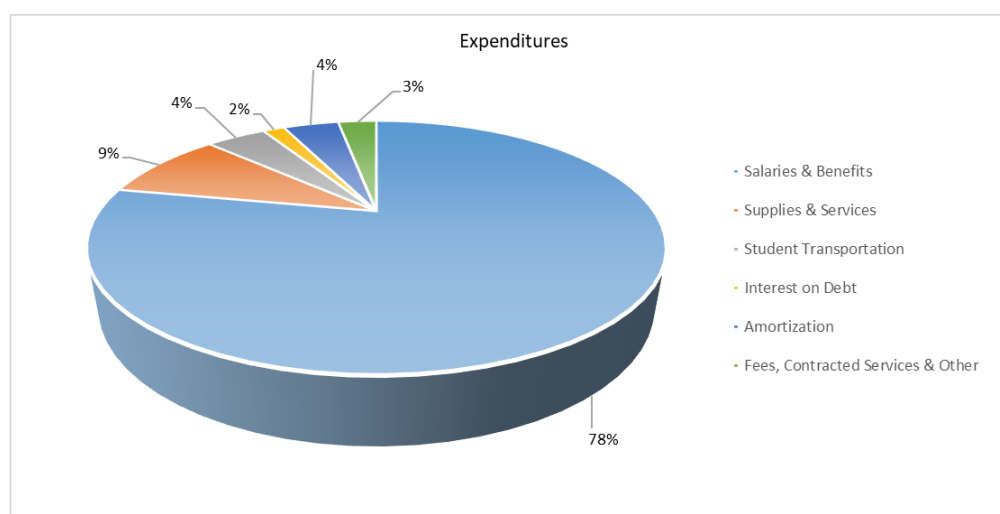
- Our People – A renewed focus on staff development and training and providing mentorship opportunities for new school administrators as well as “Management Clinics” for all school administration. It will also be used to fund a new Leadership Development program for all other employee groups for staff who aspire to formal leadership positions or are just looking to increase their capacity within their current role. In addition, this budget includes an investment in staffing that may result from the operational review currently underway.
- Our Wellness – Human Resource Services will begin developing a staff wellness program and a review of our current EAP program. In addition, monies in this budget are earmarked for recognition of staff accomplishments, and for acknowledgement and support for when they suffer loss.
- Our Catholicity - Student Leadership Prayer Teams will be established at schools, and students will participate in faith activities at schools and at retreats, as well as being given the opportunity to participate in social justice activities within their own community. A new program specifically designed for secondary students and staff - “Give the Best of Yourself” - will be established in an effort to provide faith formation and leadership through sport. Staff will continue to be given opportunities for faith formation as well as participating in liturgical training.
- Our Technology – The initial phase of our board-wide technology review will focus on getting the right technology to staff and students and how to best leverage this technology for learning and working needs. The IT Governance Council will oversee many of the technology initiatives including the development of an IT Strategic Plan.

- **Our Community** – A continued effort to connect with our local communities by focusing on Community Relations and the impact that initiatives have. Brant Food for Thought, Best Start, the Child Nutrition Network, the Brantford Chamber of Commerce, and many other partner organizations benefit from our relationships and support and, in turn, their hard work is seen in our schools.

Operating Expenses by Category

The following chart shows the estimated expenditures by category for 2020-2021:

Operating Expenses (by Category)						
Cdn\$	2017/2018	2018/2019	2019/2020	2020/2021	\$ Chg	% Chg
	Actual	Actual	Revised Budget	Budget		
Expense Category						
Salaries & Benefits	100,198,858	103,842,723	105,953,949	110,573,405	4,619,456	4.4%
Staff Development	421,999	334,795	420,862	427,584	6,722	1.6%
Supplies & Services	13,077,338	13,057,847	13,294,640	12,817,234	(477,406)	-3.6%
Interest on Debt	2,635,835	2,484,445	2,437,413	2,242,084	(195,329)	-8.0%
Rental Expenses	41,589	19,255	19,080	19,255	175	0.9%
Fees & Contracted Services	7,444,654	8,340,952	8,297,147	9,623,754	1,326,607	16.0%
Other Expenses	37,168	25,713	53,900	121,640	67,740	125.7%
Amortization	4,601,625	4,837,153	4,837,153	5,766,019	928,866	19.2%
Total Expense Category	128,459,066	132,942,883	135,314,144	141,590,975	6,276,831	4.6%



Salary and Benefits

Salary and benefits for teaching, classroom support, and school and board administration make up the largest portion (\$110.6 million or 78.1%) of the Board's operating budget. This is an increase of \$4.6 million or 4.4% compared to revised estimates for 2019-2020. The budget includes a projected total full-time equivalent (FTE) of about 1,147.8.

Staffing for all positions is the responsibility of the Human Resource Services. The greatest challenge is balancing costs while servicing student needs, maintaining Ministry class size targets and honouring collective agreements.

The increase in salary and benefits can be attributed to the following:

- Decrease in secondary class size 23:1 resulting in an additional 5.2 FTE teaching positions in the secondary panel as adjustments to the class size requirements were made
- The Board is projecting increased enrolment with elementary expected to increase by about 101 ADE from revised budget, while Secondary is expected to increase by 138 FTE from revised estimates. Overall, this will add about 7.5 FTE teaching positions to the system.
- Re-established Student Support Funding (formally the Local Priority Funding) will introduce 14.4 FTE positions to support the learning needs of students for the duration of the funding
- Collective agreement provisions for salary and benefit increases

Staffing			
FTE	2019/2020 Revised Budget	2020/2021 Budget	Chg
Classroom Staff			
Teaching	633.5	651.8	18.3
CYWs	7.0	9.0	2.0
EAs	150.0	153.5	3.5
ECEs	51.0	51.0	0.0
Total Classroom Staff	841.5	865.3	23.8
Support Staff			
School Administration	90.6	93.3	2.7
Board Administration	29.7	30.1	0.4
Facility Services	90.3	93.0	2.7
Other Support Staff	66.1	66.1	0.0
Total Support Staff	276.6	282.5	5.9
Total Staff FTE	1,118.1	1,147.8	29.7

Staff Development

Expenditures associated with providing internal or external professional development to staff.

Staff development is projected to remain at a similar level to the prior year. The Board is committed to continue to provide staff development to employees of the Board.

Supplies & Services

Expenditures related to educational learning materials such as textbooks, technological equipment and other classroom materials required to teach or for administrative purposes.

The board has realized savings in utility costs as a result of sustainability programs, telephones and servicing. Computer technology purchases that meet the capitalization threshold are being recognized as minor tangible capital assets. The Board also prioritized certain budget areas to ensure expenditures were providing value-added activities in support of the Board's vision, strategic plan, and current priorities.

Interest on Debt

Debt refers to interest charges relating to the long-term debt held by the Board, including pre-amalgamation debt costs. This interest included in the budget is based on known debt at the time of preparation. The Ministry has assumed all Board approved capital projects and therefore these interest costs are covered by an offsetting grant.

The government provides funding to school boards to build new or add-on to existing schools based on the needs of the school community and board. Refer to the section on Capital Budget for further information.

Fees and Contracted Services

Expenditures consisting of external services required to meet obligations such as audit, legal, professional fees, software fees and contracts. Also included in this category are the expenditures associated with transporting eligible students between home and school. This cost is reflective of the Board's share of the jointly operated transportation consortium, Student Transportation Services of Brant Haldimand Norfolk (STSBHN).

The Board is experiencing an increase in fees and contractual services mainly as a result of a new transportation contract for the 2020-2021 school year as well as aligning school operations and maintenance service expenses with historical actual costs.

Capital Budget

The government provides funding to school boards to build new or add-on to existing schools based on the needs of the school community and the Board. All capital projects are approved by the Ministry of Education. The allocation for new schools is calculated assuming a space requirement of 104 square feet for each elementary student and 130 square feet for each secondary student. The Ministry then applies standard construction costs to calculate an allocation. This allocation is provided to school boards when construction of a new school or addition begins.

The GSN provides facility renewal grants to fund upgrading and renovation of school facilities. A facility renewal project would normally be a project that would cost more than \$10,000 and would convey a benefit of more than one year.

The Ministry has established an accountability framework to monitor facility renewal expenditures of all school boards. This framework includes the use of surveys, questionnaires, inventories and asset management systems, which must be kept updated on an annual basis.

School boards are required to submit, by December 31 of each year, information summarizing school renewal projects that have been undertaken in the past year and information identifying school renewal projects to be undertaken in the coming year.

During the 2020-21 school year, the Brant Haldimand Norfolk Catholic District School Board will undertake several facility renewal projects, which are designed to create a safe and more comfortable learning environment for our students and staff. Administration and the Board of Trustees will be reviewing the needs of the system and identifying specific projects for the coming year.

From time-to-time, schools may require portables or portapacks to alleviate enrolment pressures. Portables and portapacks are typically funded using the Board's temporary accommodations allocation and from time to time accumulated surplus, where necessary.

Capital Budget				
Cdn\$	2019/2020 Revised Budget	2020/2021 Budget	\$ Chg	% Chg
<u>School Renewal</u>				
School Renewal	835,561	918,598	83,037	9.9%
School Condition Improvement	2,019,616	2,540,222	520,606	25.8%
Proceeds of Disposition	1,000,000	0	(1,000,000)	100.0%
Total School Renewal	3,855,177	3,458,820	(396,357)	-10.3%
<u>New Pupil Places</u>				
New Portable Purchases	1,300,000	623,685	(676,315)	-52.0%
Total New Pupil Places	1,300,000	623,685	(676,315)	-52.0%
Minor Tangible Capital Assets	70,000	561,779	491,779	702.5%
Total Capital & Debt	5,225,177	4,644,284	(580,893)	-11.1%

Appendix A - Comparative Revenue Summary

	2017-2018	2018-19	2019-2020	2020-2021	In-Year Change	
	Actual	Actual	Revised Budget	Budget	\$	%
Provincial Grants (GSN)						
Pupil Foundation	54,256,390	56,472,548	53,886,996	59,402,243	5,515,247	10.2%
School Foundation	8,113,094	8,341,831	8,546,235	8,864,102	317,867	3.7%
Special Education	14,139,884	16,163,830	16,970,154	17,756,376	786,222	4.6%
Language Allocation	1,640,218	1,722,875	1,842,640	1,848,338	5,698	0.3%
Indigenous Education	321,470	271,900	337,904	389,711	51,807	15.3%
Rural and Northern Education Fund	1,532,119	1,523,538	1,519,423	1,537,511	18,088	1.2%
Learning Opportunties	3,021,280	2,597,773	1,429,212	1,496,952	67,740	4.7%
Mental Health and Well Being	205,310	213,338	220,210	465,254	245,044	111.3%
Adult & Continuing Education	435,431	412,233	423,246	600,328	177,082	41.8%
Teacher DECE Q&E	11,963,923	11,683,790	13,628,419	11,843,674	(1,784,745)	-13.1%
New Teacher Induction Program	72,394	52,756	109,242	130,224	20,982	19.2%
Student Transportation	5,335,985	5,462,078	5,561,323	5,684,140	122,817	2.2%
Declining Enrolment	-	-	-	-	-	0.0%
Administration & Governance	3,907,889	4,801,874	4,752,995	4,036,673	(716,322)	-15.1%
School Operations & Renewal	9,910,844	10,500,850	10,968,921	11,013,905	44,984	0.4%
Community Use of Schools Grant	140,700	140,860	146,889	150,638	3,749	2.6%
Suppot For Students	-	-	-	1,130,786	1,130,786	100.0%
Program Leadership	-	-	-	904,497	904,497	100.0%
Permenant Financing - NPF	146,395	146,395	146,395	146,395	-	0.0%
Regular Provincial Grants	115,143,326	120,508,469	120,490,204	127,401,746	6,911,542	5.4%
Grants for Capital Purposes						
School Renewal	749,269	917,099	846,093	846,093	-	0.0%
Temporary Accomodation	-	22,341	-	-	-	0.0%
Short-term Interest	18,978	12,000	20,196	15,000	(5,196)	-25.7%
Debt Funding for Capital	2,329,758	2,200,553	2,064,110	1,919,996	(144,114)	-7.0%
Total Capital Grants	3,098,005	3,151,993	2,930,399	2,781,089	(149,310)	-5.1%
Other Grants						
Other Grants	421,120	262,141	304,651	301,183	(3,468)	-1.1%
Priorities & Partnership Funding	2,033,680	1,235,827	1,058,143	549,205	(508,938)	-48.1%
Total Non-GSN Grants	2,454,800	1,497,968	1,362,794	850,388	(512,406)	-37.6%
Other Revenue						
Tuition Fees	1,291,689	1,376,979	1,190,381	1,024,523	(165,858)	-13.9%
Rentals	169,697	165,284	174,829	177,493	2,664	1.5%
Interest	310,800	353,273	230,000	250,000	20,000	8.7%
Other Revenue	4,139,276	4,499,588	4,072,592	4,406,234	333,642	8.2%
Total Non-Grant Revenue	5,911,462	6,395,124	5,667,802	5,858,249	190,447	3.4%
Deferred Revenues						
Amortization of DCC	4,420,761	4,447,286	4,656,289	5,261,281	604,992	13.0%
Deferred Revenues	14,672	(162,981)	206,656	(561,779)	(768,435)	-371.8%
Net Deferred Revenue	4,435,433	4,284,305	4,862,945	4,699,502	(163,443)	-3.4%
Total Revenue and Grants	131,043,026	135,837,859	135,314,144	141,590,975	6,276,831	4.6%

Appendix B - Comparative Expenditure Summary

	2017-2018 Actual	2018-19 Actual	2019-2020 Revised Budget	2020-2021 Budget	In-Year Change	
					\$	%
<u>Classroom Instruction</u>						
Teachers	62,707,647	64,836,155	65,923,757	68,502,732	2,578,975	3.9%
Supply Teachers	2,759,357	2,733,904	3,000,640	2,852,115	(148,525)	-4.9%
Educational Assistants	7,736,068	8,089,183	8,468,554	8,870,770	402,216	4.7%
Early Childcare Educators	2,173,042	2,512,744	2,659,487	2,739,430	79,943	3.0%
Classroom Computers	2,147,851	1,693,974	2,152,114	1,432,229	(719,885)	-33.5%
Textbooks & Supplies	2,503,554	2,922,711	2,893,212	3,710,222	817,010	28.2%
Professionals and Paraprofessionals	3,127,218	3,326,110	3,512,612	3,620,978	108,366	3.1%
Library and Guidance	2,021,134	2,068,959	2,044,575	2,180,149	135,574	6.6%
Staff Development	1,146,083	879,899	895,491	937,799	42,308	4.7%
Department Heads	237,583	237,583	237,583	264,900	27,317	11.5%
School Generated Funds	3,511,888	3,605,356	3,500,000	3,500,000	-	0.0%
Total Classroom Instruction & Learning	90,071,424	92,906,578	95,288,025	98,611,324	3,323,299	3.5%
<u>School Management</u>						
Principals & Vice Principals	5,181,353	5,188,987	5,555,730	5,905,707	349,977	6.3%
School Office	3,276,031	3,565,596	3,206,043	3,298,528	92,485	2.9%
Co-ordinators and Consultants	1,667,033	1,726,335	1,636,887	1,664,150	27,263	1.7%
Continuing Education	411,446	461,001	333,801	405,747	71,946	21.6%
Total School Management	10,535,862	10,941,919	10,732,461	11,274,132	541,671	5.0%
<u>Student Transportation</u>	4,969,562	5,296,761	5,439,178	6,184,612	745,434	13.7%
<u>Administration</u>						
Trustees	111,317	116,978	125,933	121,100	(4,833)	-3.8%
Director and Supervisory Officers	959,773	921,404	984,684	1,016,225	31,541	3.2%
Board Administration	2,743,081	3,308,257	3,375,520	3,923,845	548,325	16.2%
Total Administration	3,814,171	4,346,639	4,486,137	5,061,170	575,033	12.8%
<u>School Operations/Maintenance</u>						
School Operations and Maintenance	11,081,318	11,308,416	11,336,814	11,687,329	350,515	3.1%
School Renewal	749,269	917,099	846,093	846,093	-	0.0%
Interest on Capital Debt	2,635,835	2,388,318	2,348,283	2,160,296	(187,987)	-8.0%
Amortization	4,601,625	4,837,153	4,837,153	5,766,019	928,866	19.2%
Total Pupil Accommodation	19,068,046	19,450,986	19,368,343	20,459,737	1,091,394	5.6%
Total Expenditures	128,459,066	132,942,883	135,314,144	141,590,975	6,276,831	4.6%

for all



BRANT HALDIMAND NORFOLK
Catholic District School Board

for all

