

2009-2010 BUDGET ESTIMATES

PURPOSE:

To provide the 2009-2010 Budget Estimates for approval by the Board of Trustees.

BACKGROUND:

The following information regarding the Board's budget process was previously provided to trustees:

1. Staff Report 9.2 – June 2, 2009 Regular Board Meeting – Capital Expenses
2. Staff Report 9.2 – June 2, 2009 Regular Board Meeting – 2009-2010 Budget Estimates Draft Report
3. Staff Report 9.1 – May 19, 2009 Regular Board Meeting – Other Operating Expenses and New Initiatives
4. Staff Report 9.2 – May 5, 2009 Regular Board Meeting – Overview of Grant Revenue Calculation
5. Staff Report 9.1 – April 14, 2009 Regular Board Meeting – 2009-10 Budget Estimates – Salaries and Benefits
6. Information Item 10.1 – April 14, 2009 Regular Board Meeting – Release of the 2009-2010 Grant for Student Needs (GSN)
7. Staff Report 9.3 – February 3, 2009 Regular Board Meeting - 2009-2010 Budget Schedule and Budget Objectives

COMMENTS:

1. GENERAL

Staff completed presentations to the Board with regards to all aspects of the 2009-10 Budget. A draft of the 2009-10 Budget Estimates was provided to the Board at the June 2, 2009 meeting which combined all the presentations with adjustments made based on discussions with senior staff in order to balance the budget.

There have been no significant changes since the June 2, 2009 meeting (Appendix F). The 2009-10 Budget Estimates total \$265,473,081 and has been balanced using \$377,449 of the Classroom Reserve. This will leave approximately \$490,000 in the reserve for future years.

2. OPERATING REVENUE PROJECTIONS (APPENDICES A-1 & B)

The EFIS forms have been used to calculate the provincial allocation. The allocation has increased by \$15.2 million from the 2008-2009 Revised Estimates.

Other Provincial Grants and Other Revenue have been estimated at \$5.0 million and are shown in Appendix A-1.

3. ENROLMENT (APPENDIX C)

The funding allocation is based on estimated enrolment. Elementary and Secondary enrolment is based on Full-Time Equivalent (FTE) enrolment for October 31st and March 31st. These two fixed-in-time FTE enrolment values are combined to produce the annualized Average Daily Enrolment (ADE). Estimated values were submitted to the Ministry in early 2009 and have been subsequently reviewed by senior staff.

An estimated ADE of 17,715 elementary students has been used which represents an increase of 45 or 0.3% from the ADE used for the 2008-2009 Revised Estimates. An ADE of 9,607.5 has been estimated for secondary students, an increase of 215 or 2.3% over the ADE for the 2008-2009 Revised Estimates. The overall ADE increase is projected at 1.0% over 2008-2009.

4. OPERATING EXPENDITURE PROJECTIONS (APPENDICES A-2 TO A-8 & D)

The operating expenditure projections have increased approximately \$11.7 million from the 2008-2009 Revised Estimates.

Operating expenditures include a salary component (approximately 85%) and a non-salary component (approximately 15%). The operating expenditure projections total \$245.5 million, comprised of \$182.5 for classroom expenditures, \$39.2 for non-classroom, and \$23.8 million for school operations and maintenance.

NEW INITIATIVES (APPENDIX E)

New initiatives are any costs for programs and/or staffing that did not exist in the previous budget and that a department can not cover in their existing budget. The new initiatives included in the budget are listed on Appendix E.

5. CAPITAL PROJECTIONS (APPENDICES A-1, A-2, B & D)

Capital expenditures have been estimated at \$20.0 million. This is an increase of approximately \$2.8 million from the 2008-2009 Revised Estimates which is mainly a result of the new Ontario Financing Authority (OFA) debenture payment of \$1.9 million and the School Renewal expenditures of \$915,000. Capital related revenue has been estimated at \$21.4 million. Therefore, including a transfer of \$700,000 to the Learning Environmental Improvement Program (LEIP) Reserve and a transfer of \$265,440 from the Working Funds Reserve, approximately \$2.1 million will be transferred to the Pupil Accommodation Debt Reserve in 2009-2010.

6. ENVELOPING AND FLEXIBILITY

School Boards continue to be responsible for setting their budgets. Education funding recognizes that school boards need flexibility to decide how best to allocate resources within those budgets. At the same time, there are restrictions on how school boards may use certain components of their allocation. Limitations are detailed below.

- 1) The special education envelope establishes the minimum that each board must spend on special education.

Any underspending of the special education expenditure envelope must be placed in a special education reserve fund.

For HCDSB, there is currently a shortfall in the special education envelope. For 2009-2010, the shortfall is approximately \$4 million. Funding for this envelope is being reviewed by the Ministry.

- 2) The allocations for new pupil places and for school renewal establish the minimum that each board must spend on these components.

The provision for flexibility does not affect the enveloping provisions for new pupil places and school renewal. The Board must continue to use this funding for these purposes, or place unspent funds in a reserve.

- 3) The grant for school board administration and governance establishes the maximum that each board may spend on these functions.

With the realignment of the grants and the loss of use of the flexibility amount in non-classroom areas, the Ministry intends to review administration and governance expenditures more closely, particularly in boards where expenditure exceeds the revenue allocated for this purpose. Where boards report administration expenditures that exceed funding by 15% or more, the Ministry will require boards to prepare a plan to reduce administration expenditures to a level in line with the grant funding over a two-year period. The 2009-2010 Budget Estimates have a total administration and governance allocation of \$7,355,387 (Appendix B) and expenditures of \$8,238,975 (Appendix A-2), which when netted with other income of \$864,809, results in \$13,779 shortfall (0.2%).

- 4) The funding provided through the Primary Class Size Reduction Amount may only be used for the purposes intended.

The funding provided through the Primary Class Size Reduction amount is intended to be used to achieve the primary class size cap in 2009-2010.

- 5) Boards must report on their use of the funding provided through the Student Success, Grades 7 to 12 Component of the Learning Opportunities Grant.

School boards continue to be accountable for how they use all the revenue that they receive from education funding grants, including the revenue that they can use flexibly. They will continue to report, as in past years, how they have used all their funding, and the extent to which this funding has been used for special education, classroom expenditures, new pupil places and school renewal, administration and governance, and distant schools.

7. UPDATED 2009-2010 BUDGET OBJECTIVES AND BUDGET SCHEDULE (APPENDIX G & H)

As the revised budget schedule indicates, staff intends to file the final Budget Estimates with the Ministry by June 30, 2009 deadline.

SUMMARY:

The proposed Budget Estimates reflect the projected funding and proposed expenditure needs for 2009-2010 based on the best information currently available. The 2009-2010 Budget Estimates reflect a balanced budget in accordance with the Education Act, after using \$377,449 of the Classroom Reserve Fund. This leaves a projected balance of approximately \$490,000 in the Classroom Reserve at the end of 2009-2010.

Once information on actual enrolments and related staffing adjustments becomes available, it is likely that budget revisions will be required. These budget revisions are reviewed and reported on an ongoing basis. The Ministry will also require the submission of Revised Estimates by December 11, 2009 based on the actual October enrolment, and funding from the Province will be adjusted to reflect any changes. Once the Revised Estimates are finalized, staff will return to preparing monthly budget reports to the Board and will be monitoring expenditures accordingly.

RECOMMENDATION:

RESOLUTION

Moved by:

Seconded by:

RESOLVED, that the Board approve the 2009-2010 Budget Estimates in the amount of \$265,473,081.

REPORT PREPARED BY: F. GIBSON
MANAGER OF BUDGET AND ACCOUNTING SERVICES

REPORT REVIEWED BY: S. ZUCKER
SENIOR ADMINISTRATOR, FINANCIAL SERVICES

REPORT SUBMITTED BY: P. MCMAHON
SUPERINTENDENT OF BUSINESS SERVICES AND TREASURER OF THE BOARD

REPORT APPROVED BY: M. PAUTLER
DIRECTOR OF EDUCATION AND SECRETARY OF THE BOARD

Halton Catholic District School Board
Revenue - Operating Fund
2009/10 Budget Estimates

Appendix A-1

	2009/2010 Budget Estimates <small>(in PSAB Format)</small>	% Change (from 09/10 to 08/09)	2008/2009 Revised Estimates <small>(in PSAB Format)</small>	2007/2008 Actuals <small>(in PSAB Format)</small>	2006/2007 Actuals <small>(in PSAB Format)</small>
OPERATING REVENUE					
Province of Ontario					
Legislative Grants	180,662,799	8.47%	166,561,375	155,667,717	141,416,113
Municipal Taxes	80,635,000	1.36%	79,552,874	77,355,044	76,233,021
	<u>261,297,799</u>	<u>6.17%</u>	<u>246,114,249</u>	<u>233,022,761</u>	<u>217,649,134</u>
Transfer from (to) Deferred Revenue (Externally Restricted Reserves)					
Classroom Reserve	377,449	10.54%	341,471	197,604	945,645
Special Education Reserve	-	0.00%	-	-	34,852
	<u>377,449</u>	<u>10.54%</u>	<u>341,471</u>	<u>197,604</u>	<u>980,497</u>
Other Provincial Grants					
Prior Year Grant Adjustment - Operating	-	0.00%	-	(3,948)	-
Other Provincial Grants	1,575,249	-49.43%	3,114,962	3,114,884	3,800,123
	<u>1,575,249</u>	<u>-49.43%</u>	<u>3,114,962</u>	<u>3,110,936</u>	<u>3,800,123</u>
Other Revenue					
Government of Canada	2,091,010	22.44%	1,707,819	1,397,544	1,284,389
Tuition Fees	541,500	-4.33%	566,000	774,887	760,390
Use of Schools/Rentals	225,000	12.50%	200,000	190,657	178,540
Cafeteria and Vending Funds	300,000	-36.67%	473,723	359,047	537,616
Interest Revenue	175,000	-12.50%	200,000	495,108	625,643
Donations	150,000	-18.38%	183,770	239,567	234,739
Miscellaneous Recoveries	-	-100.00%	21,500	124,796	80,235
Recoveries - Secondments	386,000	14.88%	336,000	559,023	928,220
Miscellaneous Revenue	192,370	-53.18%	410,855	1,311,864	1,167,608
	<u>4,060,880</u>	<u>-0.95%</u>	<u>4,099,667</u>	<u>5,452,493</u>	<u>5,797,380</u>
Total Operating Revenue	<u>267,311,377</u>	<u>5.38%</u>	<u>253,670,349</u>	<u>241,783,794</u>	<u>228,227,134</u>
Transfer from (to) Internally Restricted Reserve (net)	<i>Note #1</i> (1,838,296)	-32.21%	(2,711,755)	(105,376)	(2,539,569)
Total Revenue Before Surplus/Deficit	265,473,081	5.78%	250,958,594	241,678,418	225,687,565
(Surplus) Deficit	-	-	-	-	-
Total Revenue	<u>\$ 265,473,081</u>	<u>5.78%</u>	<u>\$ 250,958,594</u>	<u>\$ 241,678,418</u>	<u>\$ 225,687,565</u>

Note #1 **

Transfer from Working Funds Reserve (Port-A-Pac Leases)	265,440
Transfer to the LEIP Reserve (From School Operations)	(700,000)
Transfer from the LEIP Reserve - (Leip Debenture - Appendix A-6)	881,502
Transfer to the PAG Reserve -Grant (Appendix B)	(20,103,311)
Less: Estimated Leases (Appendix A-6)	1,105,000
Less: Estimated School Renewal Projects (Appendix A-6)	915,000
Transfer from the PAG Reserve (OSBFC/OFA Debenture Appendix A-6)	15,798,073
Transfer from (to) Internally Restricted Reserve (net)	<u>\$ (1,838,296)</u>

Halton Catholic District School Board
Expenditure Summary - Operating Fund
2009/10 Budget Estimates

Appendix A-2

	2009/2010 Budget Estimates <small>(in PSAB Format)</small>	% Change (from 09/10 to 08/09)	2008/2009 Revised Estimates <small>(in PSAB Format)</small>	2007/2008 Actuals <small>(in PSAB Format)</small>	2006/2007 Actuals <small>(in PSAB Format)</small>
Classroom Instruction					
Classroom Teachers	140,090,680	5.73%	132,500,000	123,616,283	116,325,119
Occasional Teachers	2,697,000	2.90%	2,621,000	2,500,896	2,413,690
Teacher Assistants	15,412,000	1.38%	15,202,000	14,969,094	13,455,770
Textbooks & Classroom Supplies	7,322,035	-11.90%	8,311,122	6,767,117	6,746,679
Computers	1,763,100	-3.39%	1,824,950	1,948,515	2,068,892
Professionals, Paraprofessionals & Technical	7,581,299	7.28%	7,066,710	6,286,514	6,344,509
Library and Guidance	5,296,145	7.88%	4,909,497	4,706,124	4,168,133
Staff Development	2,391,536	16.04%	2,060,913	1,781,278	1,334,909
Subtotal Classroom Instruction	182,553,795	4.62%	174,496,192	162,575,821	152,857,701
Non Classroom - School Support Services					
School Administration	16,739,900	6.05%	15,785,516	14,702,431	14,164,060
Teacher Consultants	2,654,700	3.19%	2,572,615	2,479,017	2,337,740
Continuing Education	5,258,420	6.36%	4,943,958	4,863,401	4,583,154
Subtotal School Support Services	24,653,020	5.80%	23,302,089	22,044,849	21,084,954
Recoverable Expenses	386,000	14.88%	336,000	559,023	928,220
Other Non Classroom					
Board Administration	8,238,975	3.93%	7,927,389	7,655,106	7,470,930
Transportation	5,868,675	0.38%	5,846,283	5,372,343	5,186,742
Subtotal Other Non Classroom	14,107,650	2.42%	13,773,672	13,027,449	12,657,672
Pupil Accommodation					
School Operations and Maintenance	23,805,986	8.80%	21,880,973	21,887,513	21,055,137
School Renewal Projects	915,000	-	-	3,423,737	680,843
Portable Leases	1,105,000	-5.15%	1,165,000	1,313,088	1,388,379
Debt Charges	1,267,085	0.14%	1,265,335	2,182,850	2,748,186
Other Debenture Payments	16,679,545	13.16%	14,739,333	14,664,088	12,286,473
Subtotal Pupil Accommodations	43,772,616	12.09%	39,050,641	43,471,276	38,159,018
Total Expenditures	\$ 265,473,081	5.78%	\$ 250,958,594	\$ 241,678,418	\$ 225,687,565

Halton Catholic District School Board
Instruction Expenditures
2009/10 Budget Estimates

Appendix A-3

	2009/2010 Budget Estimates <small>(in PSAB Format)</small>	% Change (from 09/10 to 08/09)	2008/2009 Revised Estimates <small>(in PSAB Format)</small>	2007/2008 Actuals <small>(in PSAB Format)</small>	2006/2007 Actuals <small>(in PSAB Format)</small>
CLASSROOM					
Regular Day School					
Classroom Teachers - Salaries & Benefits	126,630,080	5.94%	119,528,000	112,368,103	104,814,432
Classroom Teachers - ESL - Salaries & Benefits	1,371,000	-16.15%	1,635,000	1,550,022	1,609,398
Classroom Teachers - Travel	30,500	8.93%	28,000	31,415	20,955
Occasional Teachers & Assistants - Salaries & Benefits	2,697,000	2.90%	2,621,000	2,500,896	2,413,690
Textbooks and Classroom Material	6,498,670	-7.94%	7,058,985	5,576,435	5,558,466
Furniture and Equipment	183,500	-40.63%	309,100	369,666	491,899
Computer - Furniture & Equipment	867,000	68.61%	514,192	1,045,987	897,653
Computer - Supplies & Services	836,100	-34.97%	1,285,758	853,667	1,133,902
Prof. & Paraprofessionals - Computer - Salaries & Benefits	1,832,860	-0.24%	1,837,240	1,555,347	1,467,135
Prof. & Paraprofessionals - Salaries & Benefits	1,138,230	-1.23%	1,152,360	922,612	909,356
Prof. & Paraprofessionals - Supplies & Equipment	1,055,479	12.79%	935,750	966,157	1,096,577
Library and Guidance - Salaries & Benefits	4,769,795	6.89%	4,462,415	4,237,096	3,714,942
Library and Guidance - Books & Supplies	525,350	17.77%	446,082	468,163	453,080
Staff Development	2,214,573	19.84%	1,847,991	1,709,131	1,294,463
Subtotal Classroom	\$ 150,650,137	4.86%	\$ 143,661,873	\$ 134,154,697	\$ 125,875,948
NON-CLASSROOM					
Regular Day School					
Teacher Consultants - Salaries & Benefits	1,613,090	1.53%	1,588,710	1,576,717	1,490,680
Teacher Consultants - Supplies & Services	197,590	-20.76%	249,365	230,622	258,544
Subtotal Consultants	\$ 1,810,680	-1.49%	\$ 1,838,075	\$ 1,807,339	\$ 1,749,224
School Administration					
School Administration - Salaries & Benefits	15,867,100	7.17%	14,805,815	13,815,573	13,294,763
School Administration - Supplies & Services	872,800	-10.91%	979,701	886,858	869,297
Subtotal School Administration	\$ 16,739,900	6.05%	\$ 15,785,516	\$ 14,702,431	\$ 14,164,060
Total Regular Day School - Non Classroom	\$ 18,550,580	5.26%	\$ 17,623,591	\$ 16,509,770	\$ 15,913,284
Recoverable Expenses	386,000	-	336,000	559,023	870,910
Total Instruction	\$ 169,586,717	4.93%	\$ 161,621,464	\$ 151,223,490	\$ 142,660,142

**Halton Catholic District School Board
Special Education Expenditures
2009/10 Budget Estimates**

Appendix A-4

	2009/2010 Budget Estimates <small>(in PSAB Format)</small>	% Change (from 09/10 to 08/09)	2008/2009 Revised Estimates <small>(in PSAB Format)</small>	2007/2008 Actuals <small>(in PSAB Format)</small>	2006/2007 Actuals <small>(in PSAB Format)</small>
CLASSROOM					
Classroom Teachers - Salaries & Benefits	11,959,000	6.46%	11,233,000	9,565,876	9,805,237
Classroom Teachers - Travel	100,100	31.71%	76,000	100,867	75,097
Teacher Assistants - Salaries & Benefits	15,412,000	1.38%	15,202,000	14,969,094	13,455,770
Textbooks and Classroom Material	504,865	-43.40%	892,037	648,144	437,984
Furniture & Equipment	135,000	164.71%	51,000	172,872	258,330
Computer Equipment	60,000	140.00%	25,000	48,861	37,337
Prof. & Paraprofessionals - Salaries & Benefits	3,477,730	13.47%	3,064,960	2,768,233	2,634,117
Prof. & Paraprofessionals - Supplies & Equipment	77,000	0.79%	76,400	74,165	237,324
Library and Guidance	1,000	0.00%	1,000	865	111
Workshops	176,963	-16.89%	212,922	72,147	40,446
Subtotal Classroom	\$ 31,903,658	3.47%	\$ 30,834,319	\$ 28,421,124	\$ 26,981,753
NON CLASSROOM					
Consultants - Salaries & Benefits	802,020	18.65%	675,940	607,110	541,126
Consultants - Supplies & Services	42,000	-28.33%	58,600	64,568	47,390
Subtotal Consultants	\$ 844,020	14.90%	\$ 734,540	\$ 671,678	\$ 588,516
Recoverable Expenses	\$ -	-	\$ -	\$ -	\$ 57,310
Total Special Education Expenditures	\$ 32,747,678	3.73%	\$ 31,568,859	\$ 29,092,802	\$ 27,627,579

**Halton Catholic District School Board
Board Administration Expenditures
2009/10 Budget Estimates**

Appendix A-5

	2009/2010 Budget Estimates <small>(in PSAB Format)</small>	% Change (from 09/10 to 08/09)	2008/2009 Revised Estimates <small>(in PSAB Format)</small>	2007/2008 Actuals <small>(in PSAB Format)</small>	2006/2007 Actuals <small>(in PSAB Format)</small>
Governance /Trustees	\$ 184,000	17.57%	\$ 156,500	\$ 179,985	\$ 163,432
Directors and Supervisory Officers					
Salaries & Benefits	1,878,000	-2.54%	1,927,000	1,767,581	1,562,066
Supplies & Services	126,350	12.91%	111,900	195,915	76,704
Furniture & Equipment	24,800	-6.42%	26,500	12,065	1,866
Other Expenditures	30,450	-27.94%	42,255	40,492	22,266
Subtotal Directors and Supervisory Officers	\$ 2,059,600	-2.28%	\$ 2,107,655	\$ 2,016,053	\$ 1,662,902
Business and General Administration					
Salaries & Benefits	2,621,075	2.79%	2,549,950	2,516,459	2,265,796
Supplies & Services	124,670	-31.90%	183,075	116,239	141,469
Furniture & Equipment	95,500	343.26%	21,545	40,838	19,006
Fees & Contractual Services	295,650	22.70%	240,944	183,848	430,482
Other Expenditures	148,200	-16.10%	176,640	97,514	147,336
Subtotal Business and General Administration	\$ 3,285,095	3.56%	\$ 3,172,154	\$ 2,954,898	\$ 3,004,089
Human Resources					
Salaries & Benefits	1,064,180	4.15%	1,021,765	966,079	900,020
Supplies & Services	102,400	-8.45%	111,850	83,805	90,681
Furniture & Equipment	51,280	345.91%	11,500	24,967	21,161
Fees & Contractual Services	350,300	8.22%	323,700	244,613	257,077
Other Expenditures	11,700	0.00%	11,700	5,435	5,428
Subtotal Human Resources	\$ 1,579,860	6.71%	\$ 1,480,515	\$ 1,324,899	\$ 1,274,367
Information Technology					
Salaries & Benefits	297,580	3.89%	286,425	276,251	268,711
Supplies & Services	43,700	19.73%	36,500	45,067	34,600
Furniture & Equipment	22,000	10.00%	20,000	40,354	49,641
Other Expenditures	6,200	8.77%	5,700	7,060	5,851
Subtotal Information Technology	\$ 369,480	5.98%	\$ 348,625	\$ 368,732	\$ 358,803
Bank Financing Charges					
Operating Interest & Bank Charges	150,000	0.00%	150,000	68,953	72,600
Subtotal Bank Financing Charges	\$ 150,000	0.00%	\$ 150,000	\$ 68,953	\$ 72,600
Operations & Maintenance					
Utilities	115,000	40.24%	82,000	113,433	74,143
Building Repairs & Maintenance	129,000	45.76%	88,500	153,341	185,775
Landscape & Snow Removal	25,000	56.25%	16,000	25,432	13,939
Fire/Security/Monitoring	3,000	0.00%	3,000	2,966	3,418
Waste Disposal	4,500	-35.71%	7,000	4,433	6,840
C.E.C Port-A-Pac	-	-	-	-	422,874
C.E.C Port-A-Pac - Lease costs	265,440	0.00%	265,440	264,993	88,419
Contractual Services	69,000	38.00%	50,000	84,113	139,329
Subtotal Operations & Maintenance	\$ 610,940	19.34%	\$ 511,940	\$ 741,586	\$ 934,737
Total Board Administration	\$ 8,238,975	3.93%	\$ 7,927,389	\$ 7,655,106	\$ 7,470,930

Halton Catholic District School Board
Pupil Accommodations Expenditures
2009/10 Budget Estimates

Appendix A-6

	2009/2010 Budget Estimates <small>(in PSAB Format)</small>	% Change (from 09/10 to 08/09)	2008/2009 Revised Estimates <small>(in PSAB Format)</small>	2007/2008 Actuals <small>(in PSAB Format)</small>	2006/2007 Actuals <small>(in PSAB Format)</small>
School Operations					
Salaries & Benefits	9,624,230	12.22%	8,576,370	8,857,232	8,431,070
Professional Development	11,000	-81.55%	59,614	9,681	7,518
Community Use of Schools	299,981	-17.07%	361,729	10,780	6,315
Utilities - Hydro	2,906,000	0.97%	2,878,000	2,838,158	2,691,762
Utilities - Natural Gas	1,365,000	5.00%	1,300,000	934,964	957,307
Utilities - Water & Sewer	480,000	0.00%	480,000	494,180	453,684
Maintenance - Supplies and Materials	788,000	-4.25%	823,000	861,261	877,962
Travel & Mileage	80,100	23.04%	65,100	65,152	47,812
Custodial Equipment Repairs	75,000	25.00%	60,000	122,023	137,036
Creative Playground Equipment	10,000	0.00%	10,000	50,564	121,733
Telephone	16,000	-5.88%	17,000	12,408	12,965
Plant Office	18,200	24.66%	14,600	11,849	20,064
School Maintenance Services	4,928,000	13.04%	4,359,605	5,307,306	4,806,982
Furniture & Equipment	231,000	26.23%	183,000	99,272	413,620
Professional Fees	400,000	5.26%	380,000	325,488	230,399
Contractual Services - Security, Fire, etc.	1,363,000	25.68%	1,084,500	841,401	730,645
Insurance	458,000	3.62%	442,000	396,300	447,264
Portables Set-ups/Moving Expenses	545,500	2.15%	534,000	419,853	430,218
Continuing Education/ALC Operating Costs	206,975	-18.02%	252,455	229,641	230,781
Subtotal School Operations	\$ 23,805,986	8.80%	\$ 21,880,973	\$ 21,887,513	\$ 21,055,137
School Renewal Projects	\$ 915,000	-	\$ -	\$ 3,423,737	\$ 680,843
New Pupil Places					
Portable Leases	1,105,000	-5.15%	1,165,000	1,182,421	1,256,671
Continuing Education/ALC Leases	-	-	-	130,667	131,708
Subtotal New Pupil Places	\$ 1,105,000	-5.15%	\$ 1,165,000	\$ 1,313,088	\$ 1,388,379
Debt Charges					
Debt Charges	1,219,710	0.14%	1,217,960	2,135,475	2,700,811
Debt Charges-Permanent Financing of NPF	47,375	0.00%	47,375	47,375	47,375
Subtotal Debt Charges	\$ 1,267,085	0.14%	\$ 1,265,335	\$ 2,182,850	\$ 2,748,186
Other Debenture Payments					
Debenture Interest and Principal Costs - LEIP	881,502	0.00%	881,502	881,502	881,502
OSBFC Debenture Interest and Principal Costs	13,723,659	0.00%	13,723,659	13,723,659	11,381,590
OFA Debenture Interest & Principal Costs	2,074,384	14.460633	134,172	58,927	23,381
Subtotal Other Debenture Payments	\$ 16,679,545	13.16%	\$ 14,739,333	\$ 14,664,088	\$ 12,286,473
Total Pupil Accommodations	\$ 43,772,616	12.09%	\$ 39,050,641	\$ 43,471,276	\$ 38,159,018

Halton Catholic District School Board
Continuing Education/Adult Learning Centre Expenditures
2009/10 Budget Estimates

Appendix A-7

	2009/2010 Budget Estimates <small>(in PSAB Format)</small>	% Change (from 09/10 to 08/09)	2008/2009 Revised Estimates <small>(in PSAB Format)</small>	2007/2008 Actuals <small>(in PSAB Format)</small>	2006/2007 Actuals <small>(in PSAB Format)</small>
Continuing Education					
Salaries & Benefits	4,022,235	5.54%	3,811,010	4,092,599	3,731,995
Supplies & Services	356,340	2.04%	349,233	304,659	288,151
Furniture & Equipment	37,500	257.14%	10,500	18,734	109,291
Fees & Contractual Services	76,045	40.95%	53,950	49,534	40,157
Renovations	160,000	6.67%	150,000	-	-
Transportation - LINC, Summer School	69,260	322.06%	16,410	35,501	61,769
ALC Lease	537,040	-2.86%	552,855	362,374	351,791
Total Continuing Education	\$ 5,258,420	6.36%	\$ 4,943,958	\$ 4,863,401	\$ 4,583,154

**Halton Catholic District School Board
Transportation Expenditures
2009/10 Budget Estimates**

Appendix A-8

	2009/2010 Budget Estimates <small>(in PSAB Format)</small>	% Change (from 09/10 to 08/09)	2008/2009 Revised Estimates <small>(in PSAB Format)</small>	2007/2008 Actuals <small>(in PSAB Format)</small>	2006/2007 Actuals <small>(in PSAB Format)</small>
Transportation - General					
Salaries & Benefits	239,780	27.00%	188,810	212,063	158,936
Supplies & Services	43,119	123.04%	19,332	60,583	5,917
Furniture & Equipment	3,654	22.00%	2,995	2,257	-
Fees & Contractual Services	114,358	-11.31%	128,946	127,571	145,608
Subtotal Transportation - General	400,911	17.89%	340,083	402,474	310,461
Transportation - Home to School					
	5,467,764	-0.70%	5,506,200	4,969,869	4,876,281
Total Transportation	\$ 5,868,675	0.38%	\$ 5,846,283	\$ 5,372,343	\$ 5,186,742

Halton Catholic District School Board
Summary of Funding Allocation
2009-2010 Budget Estimates

Appendix B

	2009/10 Budget Estimates	% Increase From 2008/09	2008/09 Revised Estimates	2007/08 Actuals	2006/07 Actuals
Enrolment Forecast - Elementary	17,715.00	0.25%	17,670.00	17,646.10	17,614.20
- Secondary	9,607.50	2.29%	9,392.50	9,311.61	9,109.42
	27,322.50	0.96%	27,062.50	26,957.71	26,723.62
Pupil Foundation Grant - Elementary	75,392,383	3.60%	72,772,128	68,749,206	65,947,565
Pupil Foundation Grant - Secondary	51,757,428	4.41%	49,573,051	47,107,435	44,408,423
Class Size Reduction Allocation - Grades 4 to 8	142,822				
Total Pupil Foundation Allocation	127,292,633	4.04%	122,345,179	115,856,641	110,355,988
School Foundation Grant - Elementary	10,943,940	6.04%	10,320,859	9,752,219	8,760,239
School Foundation Grant - Secondary	5,898,377	5.07%	5,613,516	5,092,844	4,538,790
Total School Foundation Allocation	16,842,317	5.70%	15,934,375	14,845,063	13,299,029
Primary Class Size (PCS) Allocation	6,283,111	6.47%	5,901,164	5,535,628	3,752,843
SEPPA - JK to Grade 3	5,547,416	7.63%	5,154,005	4,723,642	4,403,053
SEPPA - Grade 4 to 8	6,032,044	3.74%	5,814,356	5,451,455	4,956,949
SEPPA - Secondary	3,687,359	7.44%	3,432,113	3,165,947	2,760,154
Special Education Equipment Amount	250,000	23.15%	203,000	239,921	255,004
Special Incidence Portion	425,000	-5.04%	447,535	434,985	108,000
High Needs Amount	12,173,022	0.95%	12,058,509	12,011,816	11,907,511
Total Special Education Allocation	28,114,841	3.71%	27,109,518	26,027,766	24,390,671
French as a second language	3,162,912	2.36%	3,089,971	2,996,925	2,919,436
English as a second language	1,728,123	-0.99%	1,745,405	1,599,591	1,609,476
Total Language Allocation	4,891,035	1.15%	4,835,376	4,596,516	4,528,912
First Nations, Métis and Inuit Education Supplement	48,940	3.99%	47,063	31,249	-
Total Learning Opportunities Allocation	1,370,219	4.79%	1,307,546	1,260,825	1,189,122
Total Program Enhancement	472,850	2.08%	463,200	352,500	-
Total Continuing Education and Other Programs Allocation	1,619,087	4.56%	1,548,444	1,414,566	1,337,146
Total Teacher Qualification and Experience Allocation	15,222,349	33.16%	11,431,543	9,263,719	7,266,445
Total Transportation Allocation	5,794,832	2.27%	5,666,138	5,474,198	5,267,434
Total Administration and Governance Allocation	7,355,387	3.71%	7,091,987	6,795,823	6,594,064
Total School Operations Allocations	23,688,073	6.82%	22,176,152	21,343,796	20,285,610
New Teacher Induction Program (NTIP)	168,512	-14.02%	196,000	-	-
Community Use of Schools	342,981	-14.62%	401,729	-	-
Safe Schools	420,236	4.07%	403,797	-	-
TOTAL: OPERATING	239,927,403	5.76%	226,859,211	212,798,290	198,267,264
School Renewal Allocation	3,102,846	27.45%	2,434,615	2,995,741	2,946,509
New Pupil Places Allocation	14,537,753	2.76%	14,147,085	13,992,020	13,420,705
Good Places to Learn	93,967	-5.26%	99,181	51,706	45,335
Pupil Accommodation Allocation - PCS Reduction	349,238	61.48%	216,269	216,932	166,578
Growth Schools Allocation	1,914,695	84.46%	1,037,997	697,402	-
Prohibitive to Repair Allocation	50,256	100.00%	-	-	-
Best Start Funding	54,556	0.00%	54,556	54,556	54,556
Sub-total	20,103,311	11.75%	17,989,703	18,008,357	16,633,683
Debt Charges Allocation	1,219,710	0.14%	1,217,960	2,135,475	2,700,811
Permanent Financing of NPF	47,375	0.00%	47,375	47,375	47,375
TOTAL: CAPITAL	21,370,396	10.99%	19,255,038	20,191,207	19,381,869
TOTAL FUNDING ALLOCATION	261,297,799	6.17%	246,114,249	232,989,497	217,649,133

**Halton Catholic District School Board
Day School Average Daily Enrolment (ADE)
2009-2010 Budget Estimates**

	Projected FTE Oct 31/09	Projected FTE Mar 31/10	2009-10 Projected ADE	% Change	Actual FTE Oct 31/08	Projected FTE Mar 31/09	2008-09 Projected ADE	% Change	2007-08 Actual ADE	% Change	2006-07 Actual ADE	% Change
JK	801.50	807.50	804.50	4.1%	770.50	775.50	773.00	-1.1%	781.50	5.1%	743.75	-6.7%
SK	826.00	832.00	829.00	-5.4%	873.50	878.50	876.00	8.1%	810.25	-5.9%	860.75	15.1%
Gr. 1 to 3	5,699.00	5,720.00	5,709.50	3.5%	5,498.00	5,538.00	5,518.00	0.9%	5,469.00	0.1%	5,463.00	-2.9%
Gr. 4 to Gr. 8	10,363.00	10,381.00	10,372.00	-1.2%	10,492.00	10,514.00	10,503.00	-0.8%	10,585.35	0.4%	10,546.70	0.1%
Elementary Day School Enrolment	17,689.50	17,740.50	17,715.00	0.3%	17,634.00	17,706.00	17,670.00	0.1%	17,646.10	0.2%	17,614.20	-0.5%
Secondary Day School Enrolment	9,751.00	9,464.00	9,607.50	2.3%	9,658.00	9,127.00	9,392.50	0.9%	9,311.61	2.2%	9,109.42	3.6%
Total Day School ADE	27,440.50	27,204.50	27,322.50	1.0%	27,292.00	26,833.00	27,062.50	0.4%	26,957.71	0.9%	26,723.62	0.8%

Notes: ADE - Average Daily Enrolment

FTE - Full Time Equivalent

Average Daily Enrolment (ADE) is based on 50% of March 31 FTE plus 50% Oct 31 FTE

% change equals the increase (decrease) in ADE from the prior year

Halton Catholic District School Board
Summary of Expenditures by Expenditure Type
2009/2010 Budget Estimates

	2009-10 Preliminary Budget	% of total budget	\$ increase (from 08/09 to 09/10)	% increase (from 08/09 to 09/10)	2008-09 Revised Estimates	% of total budget	2007-08 Actuals	% of total budget	2006-07 Actuals	% of total budget
<i>Operating</i>										
Salary & Wages	183,666,055	74.8%	10,424,500	6.0%	173,241,555	74.1%	163,291,402	74.2%	152,430,873	73.1%
Employee Benefits	25,597,025	10.4%	1,305,810	5.4%	24,291,215	10.4%	23,626,631	10.7%	22,886,132	11.0%
Total Salaries and Benefits	209,263,080	85.2%	11,730,310	5.9%	197,532,770	84.5%	186,918,033	84.9%	175,317,005	84.1%
Professional Development	1,369,057	0.6%	(148,284)	-9.8%	1,517,341	0.6%	749,273	0.3%	675,655	0.3%
Supplies & Services (Appendix D-1)	21,042,068	8.6%	(335,180)	-1.6%	21,377,248	9.1%	19,964,463	9.1%	18,464,904	8.9%
Replacement Furniture & Equipment	26,500	0.0%	(8,745)	-24.8%	35,245	0.0%	2,370	0.0%	5,071	0.0%
Capital Expenditure	1,147,280	0.5%	357,280	45.2%	790,000	0.3%	1,165,259	0.5%	2,633,325	1.3%
Operating Interest	150,000	0.1%	-	0.0%	150,000	0.1%	68,953	0.0%	62,600	0.0%
Rentals & Leases	1,042,456	0.4%	78,604	8.2%	963,852	0.4%	1,047,451	0.5%	1,145,248	0.5%
Fees & Contractuals (Appendix D-2)	10,275,544	4.2%	53,198	0.5%	10,222,346	4.4%	9,072,111	4.1%	9,005,085	4.3%
Other	590,501	0.2%	(22,768)	-3.7%	613,269	0.3%	664,025	0.3%	896,323	0.4%
ALC Rentals & Lease	561,485	0.2%	(370)	100.0%	561,855	0.2%	364,213	0.2%	355,556	0.2%
Transfers to Other Boards	38,480	0.0%	13,480	53.9%	25,000	0.0%	78,505	0.0%	22,912	0.0%
Total Other Operating	36,243,371	14.8%	(12,785)	0.0%	36,256,156	15.5%	33,176,623	15.1%	33,266,679	15.9%
Total Operating	245,506,451	100.0%	11,717,525	5.0%	233,788,926	100.0%	220,094,656	100.0%	208,583,684	100.0%
<i>Capital</i>										
School Renewal Projects	915,000	4.6%	915,000	-	-	0.0%	3,423,737	23.4%	680,843	5.6%
Debt Charges & Interest	1,267,085	6.3%	1,750	0.1%	1,265,335	7.4%	2,182,850	10.1%	2,748,186	16.1%
Portable Leases	1,105,000	5.5%	(60,000)	-5.2%	1,165,000	6.8%	1,313,087	6.1%	1,388,379	8.1%
OSBFC Debenture Payments	14,605,161	73.1%	-	0.0%	14,605,161	85.1%	14,605,161	67.7%	12,263,092	71.7%
OFA Debenture Payments	2,074,384	10.4%	1,940,212	1446.1%	134,172	0.8%	58,927	-	23,381	-
Total Capital	19,966,630	100.0%	2,796,962	16.3%	17,169,668	100.0%	21,583,762	100.0%	17,103,881	100.0%
Total Expenditures	\$ 265,473,081	100.0%	14,514,487	5.8%	\$ 250,958,594	100.0%	\$ 241,678,418	100.0%	\$ 225,687,565	100.0%

Appendix D

**Halton Catholic District School Board
2009-10 Budget Estimates
Supplies Services Expenditures**

Appendix D-1

<i>Description</i>	2009-10 Budget Estimates	2008-09 Revised Estimates	2007-08 Actual	2006-07 Actual
ADVERTISING	184,335	\$ 161,100	\$ 212,379	\$ 144,277
APPLICATION SOFTWARE	122,600	227,800	86,974	245,529
ASPHALT/CONCRETE	204,000	247,000	279,580	86,654
ASSOC. & MEMBERSHIP FEES-BOARD	5,500	5,000	5,370	-
AUDIO VISUAL MATERIALS	78,800	76,800	80,591	49,344
AUTOMOBILE REIMBURSEMENT	400,940	348,740	376,496	333,701
SCHOOL BASE BUDGET	2,428,384	1,982,259	-	-
CAFETERIA/FOOD SUPPLIES & SERVICES	450,000	-	-	-
COPYING INSTRUCTIONAL	226,500	284,650	165,555	283,833
FIELD TRIPS	254,620	187,456	194,666	-
INSTRUCTIONAL MATERIALS	1,655,671	3,362,423	1,724,301	1,925,672
INSTRUCTIONAL SUPPLIES	239,540	536,627	1,337,079	1,284,048
LIBRARY BOOKS	438,350	354,482	275,714	286,938
MAINTENANCE SUPPLIES & SERVICES	5,381,503	4,764,286	5,290,284	5,295,000
MISCELLANEOUS	29,000	25,250	76,912	-
NON-CAPITAL FURNITURE & EQUIPMENT	907,954	548,887	1,264,148	-
OFFICE SUPPLIES & SERVICES	669,775	755,977	1,061,438	1,336,179
OTHER TRAVEL EXPENSE	8,400	7,550	7,664	11,395
PERIODICALS	37,850	36,330	36,330	47,255
PLANT OPERATIONS SUPPLIES	788,000	837,250	875,095	877,962
POSTAGE	23,335	25,400	59,941	38,773
PRINTING & PHOTOCOPYING	165,841	298,845	425,469	358,046
RECRUITMENT OF STAFF	23,500	50,400	55,630	18,016
REPAIRS	265,800	296,358	303,343	435,558
TELECOMMUNICATIONS	402,045	389,778	376,641	368,354
TEXTBOOKS & LEARNING MATERIALS	683,050	694,350	917,043	773,431
UTILITIES	4,935,775	4,835,250	4,442,787	4,233,892
VEHICLE MAINTENANCE & SUPPLIES	31,000	37,000	33,033	31,047
	<u>\$ 21,042,068</u>	<u>\$ 21,377,248</u>	<u>\$ 19,964,463</u>	<u>\$ 18,464,904</u>

**Halton Catholic District School Board
2009-10 Budget Estimates
Fees Contractual Expenditures**

Appendix D-2

<i>Description</i>	2009-10 Budget Estimates	2008-09 Revised Estimates	2007-08 Actual	2006-07 Actual
AUDIT FEES	47,784	\$ 47,996	\$ 47,119	\$ 54,323
LEGAL FEES	176,610	163,480	148,642	167,865
OTHER PROFESSIONAL FEES	730,500	646,500	619,683	575,640
OTHER CONTRACTUAL SERVICES	2,551,760	2,215,549	2,334,988	1,796,842
TRANSPORTATION	5,495,188	5,546,200	4,957,078	4,933,730
TEMPORARY ASSISTANCE	52,000	76,000	24,345	119,143
COURIER	137,069	147,815	63,848	106,174
SOFTWARE FEES & LICENSES	64,763	416,491	111,530	400,642
HARDWARE MAINTENANCE	60,500	15,000	10,038	23,076
INSURANCE	459,370	447,315	400,185	451,414
PORTABLE SET-UP	500,000	500,000	354,655	376,236
	<u>\$ 10,275,544</u>	<u>\$ 10,222,346</u>	<u>\$ 9,072,111</u>	<u>\$ 9,005,085</u>

**Halton Catholic District School Board
2009-10 Budget Estimates
New Initiatives Included in the Budget**

Appendix E

Staff Development

Consultant - Catholic Learning Communities (CLC)	90,000
Release Time - CLC	75,000
Additional Staff Development for:	
Principals/Vice-Principals	11,000
Preservice	5,000
Occasional Teachers	5,000
Leadership Development	13,000
Coaching/Mentoring	20,000
Reflective Practice	20,000
Incoming Student Trustees	1,500
	<u>240,500</u>

Faith Formation

Courage to Serve/Lead/Teach	20,000
Training to Support Pastoral Animators	10,000
Student Leadership/Faith Formation	15,000
Retreats for:	
Trustees/Senior Staff	5,000
Chaplains	520
Principals/Vice Principals	20,000
Courage to Serve	2,400
Pastoral Animators	2,340
School Community - Twilight Retreats	15,000
Student Retreats	52,000
FACE	10,000
Diocesan Mass of Catholic Education	8,253
Culture for Life	6,000
Chastity Speaker	10,000
	<u>176,513</u>

Building and Holding Public Confidence

Parent Communication System	60,000	
Security Cameras for Secondary Schools	300,000 *	Included in School Renewal (Capital)
Audit Committee and Internal Audit Function	25,000	
Strategic Plan	40,000	
Home School Parish Partnership	5,000	
	<u>430,000</u>	

Other

Capacity Building Release Time	65,861
Planning Software	50,000
IB/Advanced Placement Program	42,000
Job Evaluation Tool	40,000
Additional Textbooks for Grade 12 at Corpus Christi	30,000
Premier Technology	30,000
Restorative Justice	12,000
	<u>269,861</u>

1,116,874

Operating New Initiatives	816,874
Capital New Initiatives	<u>300,000</u>

Total New Initiatives 1,116,874

Halton Catholic District School Board
Summary of Changes - Revenues and Expenditures
2009/2010 Budget Estimates

	2009/10 - Per Presentations			Adjustments		2009/10 - Draft #1 (June 2/09)			Adjustments		2009/10 - Draft #2 (June 16/09)		
	Operating Revenue	Capital Revenue	Summary	Operating - Changes from Presentations	Capital - Changes from Presentations	Revised Operating Revenue	Revised Capital Revenue	Summary	Operating - Changes from June 2nd-Draft #1	Capital - Changes from June 2nd-Draft #1	Revised Operating Revenue	Revised Capital Revenue	Summary
Revenue													
GSN	240,100,000		240,100,000	(172,597)	21,358,385	239,927,403	21,358,385	261,285,788	-	-	239,927,403	21,358,385	261,285,788
Other Operating	5,400,000		5,400,000	236,159		5,636,159		5,636,159	-		5,636,159		5,636,159
Transfer to LEIP Reserve		-	-	(700,000)	-	(700,000)	-	(700,000)	-	-	(700,000)	-	(700,000)
Transfer from LEIP Reserve		-	-		881,502		881,502	881,502	-	-		881,502	881,502
Transfer (to) from Classroom Reserves		-	-	377,449	-	377,449	-	377,449	-	-	377,449	-	377,449
Transfer (to) from Working Funds Reserves		-	-	265,440	-	265,440	-	265,440	-	-	265,440	-	265,440
Transfers from Pupil Accommodation Allocation Reserve		-	-		15,798,043		15,798,043	15,798,043	-	-		15,798,043	15,798,043
Transfers to Pupil Accommodation Allocation Reserve		-	-		(18,071,300)		(18,071,300)	(18,071,300)	-	-		(18,071,300)	(18,071,300)
Total Revenue	245,500,000	-	245,500,000	6,451	19,966,630	245,506,451	19,966,630	265,473,081	-	-	245,506,451	19,966,630	265,473,081
Expenditures													
Operating Expenses	246,600,000	-	246,600,000	(1,093,549)	-	245,506,451	-	245,506,451	-	-	245,506,451	-	245,506,451
School Renewal Projects		-	-		915,000		915,000	915,000	-	-		915,000	915,000
OSBFC Debenture Payments		-	-		15,663,872		15,663,872	15,663,872	-	-		15,663,872	15,663,872
LEIP Debenture Payments		-	-		881,502		881,502	881,502	-	-		881,502	881,502
OFA Debenture Payments		-	-		134,171		134,171	134,171	-	-		134,171	134,171
Debt Charges		-	-		1,267,085		1,267,085	1,267,085	-	-		1,267,085	1,267,085
ALC and portable leases		-	-		1,105,000		1,105,000	1,105,000	-	-		1,105,000	1,105,000
Total Expenses	246,600,000	-	246,600,000	(1,093,549)	19,966,630	245,506,451	19,966,630	265,473,081	-	-	245,506,451	19,966,630	265,473,081
Surplus (Deficit)	(1,100,000)	-	(1,100,000)	1,100,000	-	-	-	-	-	-	-	-	-

Halton Catholic District School Board			
2009-2010 Budget Estimates Schedule			
#	Date (2009)	Completed	Activity
1	January 12th	✓	Submit Enrolment Projections to the Ministry of Education
2	February 3rd	✓	Present 2009-2010 Budget Estimates Schedule & Objectives to the Board
3	March 16th	✓	Salary and FTE staffing "snapshot" from HR/Payroll System (base for 2009-10 budget)
4	March 25th	✓	Establish schools preliminary budget (amounts per pupil x projected enrolment)
5	March 27th	✓	Release of Grant for Student Needs (GSN)
6	March 30th	✓	GSN Briefing for Transportation Consortia
7	March 30th	✓	Special Education Budget Presentation to SEAC
8	April 6th	✓	Overview of Salaries & Benefits Budget Estimates (Administrative Council)
9	April 14th	✓	Presentation to Board - 2009-10 Salaries and Benefits Budget
10	April 22nd	✓	Distribute Budget Input Package to Departments
11	April 27th	✓	Overview of Grant Revenue Calculation (Administrative Council)
12	May 1st	✓	Receive budget submissions from departments
13	May 5th	✓	Presentation to Board - 2009-10 Grant Revenue Calculation
14	May 19th	✓	Overview of Other Operating Expenses and New Initiatives (Administrative Council)
15	May 19th	✓	Presentation to Board - Other Operating Expenses and New Initiatives
16	June 1st	✓	Review of draft of the Budget Estimates (Administrative Council)
17	June 2nd	✓	Presentation to Board - Capital Expenses
18	June 2nd	✓	2009-10 Budget Estimates Draft Report
19	June 8th	✓	Review of Final Budget Estimates (Administrative Council)
20	June 16th		2009-10 Budget Estimates Final Report for Approval
21	June 30th		Submission of Budget Estimates to the Ministry (EFIS)
22	June 30th		Submission of Budget Estimates to OCSTA (EFIS)

Budget Objectives

- 1. To provide programs which increase the level of knowledge and experience of Catholic moral Teaching and Tradition, that is faithful to the Magisterium of the Catholic Church, for all in our Board.**

These programs include Parish involvement, ongoing vocations awareness, Catholic Faith formation, Religious Education Courses, Chaplaincy services, student retreats and Christ-centered staff development.

- 2. To allocate resources so that all students have an equal educational opportunity.**

Resources are allocated on an equitable basis, striving to provide equal opportunity.

- 3. To provide a safe environment for all students and staff.**

Initiatives include school upgrading and health and safety projects.

- 4. To implement changes in employee remuneration as approved by the Board.**

Appropriate adjustments are provided in accordance with legislation and collective agreements.

- 5. To implement all capital projects approved by the Board.**

Staff will review the multi-year plan for all capital projects.

- 6. To provide funds for professional development opportunities.**

Funds are provided for all staff, trustees and the members of the Catholic School Councils.

- 7. To continue the Adult and Continuing Education Programs.**

The Adult and Continuing Education programs will continue to be based on a self-balancing budget.

- 8. To continue to emphasize the involvement of the school community.**

The Board will continue to encourage dialogue with its Catholic School Councils.

- 9. To continue the development of partnerships and cost-sharing initiatives where these are not inconsistent with our Catholic mandate and where such partnerships can be shown to make meaningful and cost-effective contributions towards our mission.**

This will be done in collaboration with other Boards, Municipalities and other agencies.

- 10. To implement all programs funded by the Ministry of Education.**

Funds will be allocated to implement and support programs funded by the Ministry of Education.

- 11. To conform with budget restrictions in accordance with the Education Act and Regulations thereto.**

This will include providing a balanced budget and ensuring that the enveloping provisions related to Special Education, Pupil Accommodation, as well as Governance and Administration, are complied with.

- 12. To develop and maintain accountability frameworks as required by the Ministry of Education.**

This will be done in cooperation with the Ministry of Education to ensure that the Board meets or exceeds the requirements.

- 13. To provide a range of placements for Special Education Students as required by the Ministry of Education.**

The Board will continue to review placement options for identified students and to provide those that are most suited to the needs of those students in accordance with legislative guidelines.