

## HALIFAX REGIONAL SCHOOL BOARD 2013-2014 Business Plan & Budgets

- PURPOSE:** To present the 2013-2014 General Fund and Supplementary Fund Business Plan and Budgets to the Board for approval.
- BACKGROUND:** In accordance with the Education Act, the Board is required annually to prepare a business plan and budget. In addition, a budget for supplementary funding is also prepared.
- CONTENT:** The General Fund business plan and budget proposal has been prepared for presentation to the Board on the basis of the funding profile sheet for 2013-2014. Other budget assumptions have been reviewed in detail with the governing Board. The budget proposals also reflect the General and Supplementary Funds' staffing allocations for the 2013-2014 school year.
- Over the past several months, there have been a number of Leadership sessions with the full Board to review expenditures and to provide input to draft the business plan and budget proposals.
- The Supplementary Fund budget for 2013-2014 has been prepared on the basis of funding indicated in the Joint Agreement on Supplementary Education Funding with the Halifax Regional Municipality for 2013-2014.
- COST:** As per budget resolutions
- FUNDING:** As per budget resolutions
- TIMELINE:** Effective April 1, 2013 to March 31, 2014 upon approval by the Board.
- APPENDICES:** Appendix 1 – General Fund Business Plan and Budget 2013-2014  
Appendix 2 – Supplementary Fund Budget 2013-2014
- RECOMMENDATIONS:**
1. It is recommended that the Board approve the wage rate adjustments for lunch supervision staff and EXCEL Assistant Instructor program staff as included in the 2013-2014 Budget, effective August 1, 2013.
  2. It is recommended that the Board approve the 2013-2014 General Fund Business Plan and Budget as presented, with a spending authority of \$410,217,300.
  3. It is recommended that the Board approve the 2013-2014 Supplementary Fund budget as presented, with a spending authority of \$17,059,700.

**COMMUNICATIONS:**

**From:**

For further information please contact:

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**To:**

Board – June 12, 2013

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Date last revised: June 7, 2013



**HALIFAX REGIONAL SCHOOL BOARD**

**DRAFT  
GENERAL FUND  
BUSINESS PLAN AND  
BUDGET**

**2013-2014**

**HALIFAX REGIONAL SCHOOL BOARD  
DRAFT GENERAL FUND BUSINESS PLAN  
2013-2014**

**GOALS**

The Governing Board and Senior Staff have established the following goals to guide the development of business plan priorities:

1. To improve student achievement and personal success.
2. To maximize exemplary teaching practices to support high quality instruction.
3. To achieve equitable learning opportunities for all students.
4. To build engagement, support and confidence in HRSB.

The Board's approach to business planning is to ensure there is a link between the business plan and the achievement of success with the 2013-2017 strategic plan.

**PRIORITIES FOR 2013-2014**

**1. To improve student achievement and personal success.**

- Ensure appropriate program planning is in place for every student
  - Expand the implementation of the provincial *Succeeding in Reading* framework to include grade 3.
  - Develop and implement an internal review of resource programming.
  - Identify and assist schools whose data indicates they require additional support.
  - Develop a priority list for accessibility upgrades to schools that supports student needs and implement as funding is available.
  - Support schools in the understanding and implementation of the revised provincial gifted and talented guide.
- Ensure an ongoing process to support all schools in their focus on school improvement planning
  - Implement appropriate elements of CSI framework for all schools (137 schools over 5 years).
  - Implement the CSI framework for 35 schools developing their improvement plans.
  - Assist schools in the understanding, establishment, and growth of PLCs.
  - Support schools in the identification and collection of appropriate classroom data.
  - Develop and implement data coaching sessions for schools.
- Continue to support existing and to develop new instructional leadership skills for administrators
  - Support administrators in the understanding and implementation of curriculum alignment (curriculum, instruction and assessment).
  - Assist administrators in the understanding, establishment, and growth of PLCs.
  - School Administration and Program develop a curriculum/program for administrators focussed on instructional leadership.

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- Continue the Collaborative Learning Groups (CLG) model and ensure learning goals are driven by needs of principals.
- Support new administrators in specific professional development for their roles.
- Prepare students for a fulfilling path beyond school
  - Expand co-op opportunities for high school students.
  - Expand Options and Opportunities to all high schools.
  - Expand the Advanced Placement program.
  - Review credit recovery models to formalize delivery.
  - Involve staff in update of Department of Education and Early Childhood Development grade 9 curricula.

**2. To maximize exemplary teaching practices to support high quality instruction.**

- Create a common understanding of exemplary and innovative teaching practices through professional development grounded in research
  - Support teachers in the understanding and implementation of curriculum alignment (curriculum, instruction and assessment).
  - Implement math curriculum in grades P-3 and grade 10.
  - Support secondary teachers to expand pedagogical strategies to explore outcomes with wireless network.
- Increase the cultural proficiency of teachers and administrators
  - Develop and administer a needs assessment for teachers and administrators on cultural proficiency.
  - Analyze data collected on needs assessment.
- Emphasize exemplary teaching in the teacher appraisal process
  - Assist principals to connect evaluation to high quality teaching.
- Encourage teachers to continuously assess the effectiveness of their instructional strategies in meeting the diverse needs of each student
  - Support schools to create effective PLCs focussed on developing exemplary teaching practices in support of student learning.

**3. To achieve equitable learning opportunities for all students.**

- Develop a common understanding of the breadth and depth of diversity within our school system and address any policy implications
  - Develop a diversity services plan.
  - Review and update initiatives of the Diversity Management Committee related to the Employment Systems Review
  - Review policy recommendations of the Diversity Management Committee and implement recommendations as policies are updated.

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- Establish systems and processes to analyze and report student achievement data for identified groups
  - Continue to promote student self-identification.
  - Merge self-identification data with the student achievement data and complete analysis and interpretation.
  - Develop communication plan to report findings.
  - Create a common understanding of supporting students to complete high school within an established timeline. Identify data sources to track data.
  
- Continue to recruit and retain staff to reflect the diversity of the student population
  - Facilitate and support a Provincial Task Force regarding the hiring of Aboriginal and African-Nova Scotian teachers.
  - Promote the use of all equity hiring tools in the four collective agreements.
  - Promote the self-identification of employees.
  - Identify strategies that will support the retention of diverse staff.
  
- Improve technology and transportation infrastructure to support broader access to programming
  - Review student transportation contract and current practices to seek opportunities for alternative delivery of service. (e.g., rural schools).
  - Audit transportation routing.
  - Support the expansion of wireless networks in junior high and senior high schools.
  - Continue to implement technology upgrades for increased wireless access.
  
- Support and enhance every school's ability to ensure that all students experience a learning environment that meets their needs for physical, social and emotional safety.
  - Develop an implementation plan for recommendations in the *Nova Scotia Anti-bullying Action Plan*.
  - Develop reports in PowerSchool to support monitoring learning environments and to support strategies for improvement.
  - Support and expand the number of schools implementing Restorative Approaches.

**4. To build engagement, support and confidence in HRSB.**

- Identify and implement best practices for community engagement at both the board and school levels
  - Research best practices for community engagement at the board level.
  - Review existing policies regarding community engagement and make necessary revisions.
  
- Create protocols for proactive, open and timely internal and external communication
  - Identify means of communications available to external audiences (parents/guardians and community partners) and develop a plan to promote these tools.
  - Review existing communications policy and make necessary revisions.
  - Develop and implement a social media protocol. Review and revise Acceptable Use Policy (add social media).
  - Develop a policy management plan for the review of all HRSB policies.

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- Nurture strong relationships with the Department of Education and Early Childhood Development, HRM and other community partners
  - Governing Board fosters relationships with Department of Education and Early Childhood Development, HRM and community partners based on open, honest and respectful communication.
  - Governing Board seeks opportunities to promote the HRSB with Department of Education and Early Childhood Development, HRM and community partners.
  
- Achieve greater efficiency in the management of our facilities
  - Implement the approved energy management savings proposal (Phase 1).
  - Identify opportunities outside of the energy project for additional savings.
  - Review and revise Facility Plan for approval by Board.
  - Implement SAP Plant Maintenance preventative maintenance processes.

**Summary**

Through a collaborative approach, the Governing Board and Senior Staff have developed these priorities to guide the work of the board in 2013-2014.

**HALIFAX REGIONAL SCHOOL BOARD  
DRAFT GENERAL FUND BUSINESS PLAN  
2013-2014**

**FINANCE AND OPERATIONS**

**A. KEY FINANCIAL INDICATORS**

**GENERAL FUND**

	<b>2011-2012 ACTUAL</b>	<b>2012-2013 FORECASTED*</b>	<b>2013-2014 BUDGET</b>
<b><u>REVENUE</u></b>			
Province of Nova Scotia	\$292,711,201	\$279,832,000	281,699,700
Halifax Regional Municipality	99,769,700	106,256,000	113,875,200
Government of Canada	2,827,266	2,756,000	2,545,600
Board Generated Revenues	11,459,391	12,164,600	12,096,800
<b>TOTAL REVENUE</b>	<b>\$406,767,558</b>	<b>\$401,008,600</b>	<b>\$410,217,300</b>
<b><u>EXPENDITURES</u></b>			
<b>SCHOOL ADMINISTRATION</b>			
Salaries – Teachers	\$242,084,638	\$235,501,000	240,747,100
Salaries – Non-teachers	28,173,953	27,779,800	29,859,800
Benefits	25,195,944	22,429,800	23,532,900
Student Services	90,856	81,700	104,500
Program Support Resources	8,545,638	8,422,300	7,948,500
Administration	227,888	227,400	57,400
Professional Development	81,291	50,000	175,000
International Services	2,043,332	2,219,400	2,129,500
Summer School	24,870	25,800	24,100
Adult and Community Education	293,140	438,800	420,600
<b>TOTAL – SCHOOL ADMINISTRATION</b>	<b>\$306,761,550</b>	<b>\$297,176,000</b>	<b>\$304,999,400</b>
<b>PROGRAM</b>			
Salaries – Teachers	\$8,571,949	\$8,721,100	8,948,600
Salaries – Non-teachers	535,549	475,900	522,200
Benefits	648,820	640,600	671,500
Special Education & Student Support	1,973,473	2,177,200	2,191,400
Program Support Resources	3,638,090	5,210,400	4,836,800
Administration	86,819	102,000	90,500
Professional Development	1,786,631	1,563,700	1,412,600
<b>TOTAL – PROGRAM</b>	<b>\$17,241,331</b>	<b>\$18,890,900</b>	<b>\$18,673,600</b>
<b>BOARD SERVICES</b>			
Board Governance	\$280,043	\$666,900	275,500
Board Services	1,587,097	1,417,300	1,357,200
<b>TOTAL – BOARD SERVICES</b>	<b>\$1,867,140</b>	<b>\$2,084,200</b>	<b>\$1,632,700</b>



**HALIFAX REGIONAL SCHOOL BOARD  
DRAFT GENERAL FUND BUSINESS PLAN  
2013-2014**

	2011-2012 ACTUAL	2012-2013 FORECASTED*	2013-2014 BUDGET
<b>OPERATIONS SERVICES</b>			
Administration	\$2,259,012	\$2,272,200	2,262,500
Custodial Services	20,442,573	21,145,700	21,377,000
Maintenance Services	8,266,206	7,471,000	7,633,000
Plant Operations	14,145,414	15,199,800	15,224,000
Capital Projects	2,450,409	1,784,800	1,091,900
Student Transportation	16,588,051	17,472,000	17,992,500
Technology Services	3,472,650	4,241,000	4,680,900
Facilities Rental	492,542	471,800	535,500
<b>TOTAL – OPERATIONS SERVICES</b>	<b>\$68,116,857</b>	<b>\$70,058,300</b>	<b>\$70,797,300</b>
<b>FINANCIAL SERVICES</b>			
Administration	\$2,470,907	\$2,394,800	2,478,500
EXCEL – Before & After School Program	4,096,426	4,521,900	5,189,700
Adult EAL	2,059,911	2,183,200	2,105,600
<b>TOTAL – FINANCIAL SERVICES</b>	<b>\$8,627,244</b>	<b>\$9,099,900</b>	<b>\$9,773,800</b>
<b>HUMAN RESOURCES SERVICES</b>			
Administration	\$2,477,942	\$2,054,600	2,245,500
Staff Development	2,062,952	2,132,500	2,095,000
<b>TOTAL – HUMAN RESOURCE SERVICES</b>	<b>\$4,540,894</b>	<b>\$4,187,100</b>	<b>\$4,340,500</b>
<b>TOTAL – EXPENDITURES</b>	<b>\$407,155,016</b>	<b>\$401,496,400</b>	<b>\$410,217,300</b>
<b>EXCESS/(DEFICIT) OF REVENUES OVER EXPENDITURES</b>	<b>(\$387,459)</b>	<b>(\$487,800)</b>	<b><u>0</u></b>
<b>OPENING ACCUMULATED SURPLUS</b>	<b>\$15,959,652</b>	<b>\$15,236,632</b>	
<b>CLOSING ACCUMULATED SURPLUS</b>	<b>\$15,236,632</b>	<b>\$14,748,832</b>	
<b>Designation of Accumulated Surplus:</b>			
General Fund – Unrestricted	\$1,299,541	\$1,489,541	
General Fund – Program Resources	197,469	197,469	
General Fund – Capital Amortization	8,865,005	8,187,205	
School Based Funds	4,874,617	4,874,617	

\* Forecast Based on December 31, 2012 Financial Results

**Note** - The expenditure numbers in 2011-2012 and 2012-2013 exclude school generated funds transactions. For more detail, refer to the audited financial statements on the board's web site at [www.hrsb.ca](http://www.hrsb.ca).

**HALIFAX REGIONAL SCHOOL BOARD**

**DRAFT  
SUPPLEMENTARY FUND  
BUDGET PROPOSAL**

**2013-2014**

**HALIFAX REGIONAL SCHOOL BOARD  
SUPPLEMENTARY FUND BUDGET PROPOSAL  
2013-2014**

**FINANCIAL SUMMARY**

The supplementary fund budget proposal is based on the amount indicated in the joint agreement. The basis for deriving the total supplementary funding to the HRSB is as follows:

Total approved funding 2012-2013	\$18,146,100
Overall reduction in funding 2012-2013 (as per joint agreement)	<450,000>
Estimated proportionate share to CSAP based on enrolment as per legislation	<636,400>
Estimated total funding for 2012-2013	<b><u>\$17,059,700</u></b>

Over 99% of the supplementary funds are spent on salaries and benefits. The increases and anticipated increases within collective agreements for 2013-2014 have been reflected in this budget proposal. Salary and benefit costs have been budgeted for staff in all union groups based on actual and projected staffing.

Overall adjustments in the budgets were necessary to offset the funding reduction and the impact of salary increases. The budget proposal for 2013-2014 is summarized as follows:

	<b>Budget Proposal 2013-2014</b>	<b>Approved Budget 2012-2013</b>
<b><u>Revenues</u></b>		
<b>Supplementary Funding</b>	<b><u>\$17,059,700</u></b>	<b><u>\$17,556,000</u></b>

**HALIFAX REGIONAL SCHOOL BOARD  
SUPPLEMENTARY FUND BUDGET PROPOSAL  
2013-2014**

	<b>Budget Proposal 2013-2014</b>	<b>Approved Budget 2012-2013</b>
<b><u>Expenditures</u></b>		
<b>Classroom Teachers</b>		
Elementary Music	770,200	753,500
Junior High Music and Art	516,300	510,200
Physical Education	259,500	742,700
Elementary Art	561,300	534,600
Additional Teachers	3,433,200	3,371,900
Fine Arts	<u>1,516,300</u>	<u>1,440,200</u>
<i>Sub-total</i>	<b>7,056,800</b>	<b>7,353,100</b>
<b>Special Education</b>		
Resource Teachers	2,549,600	2,911,300
Social Workers	480,400	466,500
Educational Program Assistants	<u>935,400</u>	<u>889,700</u>
<i>Sub-total</i>	<b>3,965,400</b>	<b>4,267,500</b>
<b>Library and Guidance</b>		
Library Support Specialists	2,185,400	2,110,500
Guidance	<u>736,600</u>	<u>707,000</u>
<i>Sub-total</i>	<b>2,922,000</b>	<b>2,817,500</b>
<b>Curriculum Leadership</b>	<b>411,000</b>	<b>422,900</b>
<b>Other</b>		
Early Learning Opportunities	308,100	292,800
Student Services Secretaries	25,500	24,800
Secretaries	40,100	39,200
Student Support Workers	<u>116,800</u>	<u>109,600</u>
<i>Sub-total</i>	<b>490,500</b>	<b>466,400</b>
<b>Benefits</b>		
Statutory	916,800	927,200
Medical/Dental/Salary Continuation	343,000	334,500
Service Awards	108,300	114,400
Pension	<u>374,100</u>	<u>359,200</u>
<i>Sub-total</i>	<b>1,742,200</b>	<b>1,735,300</b>
<b>Substitutes</b>	<b>378,800</b>	<b>400,300</b>
<b>Program Support</b>		
Program Supplies and Materials	73,000	73,000
Therapeutic Swim Program	<u>20,000</u>	<u>20,000</u>
<i>Sub-total</i>	<b>93,000</b>	<b>93,000</b>
<b>TOTAL EXPENDITURES</b>	<b><u>\$17,059,700</u></b>	<b><u>\$17,556,000</u></b>

**HALIFAX REGIONAL SCHOOL BOARD  
SUPPLEMENTARY FUND BUDGET PROPOSAL  
2013-2014**

**SUPPLEMENTARY FUND BUDGET HIGHLIGHTS**

The 2013-2014 Supplementary Fund budget represents a reduction of \$496,300 from the total funding budgeted in 2012-2013. It is anticipated that CSAP will receive a slightly greater proportion of the funding than last year as their enrolment is increasing within HRM as compared to HRSB.

The budgetary changes in 2013-2014 to adjust to the new level of funding are outlined below.

As noted previously, provision has been made within the budget for estimated negotiated salary and wage increases within collective agreements. Over 99% of the supplementary funds are directed to staff salaries and benefits.

The budget takes into account the full year impact of reductions made in 2012-2013. Adjustments in staffing take place on a school-year basis so any reductions take into account the timing of these adjustments within the fiscal period.

The adjustments proposed for 2013-2014 are as follows:

- Reduction of 0.2 FTE Junior High Music and Art teachers
- Reduction of 10.5 FTE Physical Education teachers (these positions have been re-allocated to the general fund)
- Increase of 0.2 FTE Elementary Art teachers
- Reduction of 0.2 FTE Additional Classroom teachers
- Reduction of 8.1 FTE Resource teachers (these positions have been re-allocated to the general fund)
- Increase of 0.2 FTE Library Support Specialist position

All of these changes are effective as of the start of the next school year on August 1, 2013.