



## **Dufferin-Peel Catholic District School Board**

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### **Special Meeting of the Administration and Finance Committee**

**Wednesday, September 6, 2006**

**6:00 p.m.**

**Board Room, Catholic Education Centre**

*The mission of the Dufferin-Peel Catholic District School Board, in partnership with the family and church, is to provide, in a responsible manner, a Catholic education which develops spiritual, intellectual, aesthetic, emotional, social, and physical capabilities of each individual to live fully today and to meet the challenges of the future, thus enriching the community.*

## **A G E N D A**

### **A Routine Matters**

1. Opening Prayer and Attendance
2. Approval of the Agenda
3. Declaration of Interest

### **B Pastor's Remarks**

Nil

### **C Presentations**

1. Opening Comments – P. Ferreira, Chair of the Board

### **D Delegations**

1. Budget Deficit – T. DiViona, President, CUPE 2026

*Please note that there may be additional delegations that have registered after the printing of this agenda. Details of such delegations will be provided to trustees at the meeting.*

### **E Information**

#### **1 Trustee and Staff Reports for Receipt**

Nil

#### **2 Information and Correspondence for Receipt**

Nil

**F Committee, Staff and Trustee Reports Requiring Action**

1. Proposed Deficit Management Plan – Executive Council
  - Opening comments – M.G. Bator and P.D. Lauwers
  - Discussion of Deficit Management Plan – J.D. Kostoff

**G Notices of Motion**

Nil

**H Other Business**

Nil

**I Questions Asked of, and by, Board Members**

**J Business/Questions/Information In Camera**

**K Rise and Report**

**L Future Meetings**

September 11, 2006	December 4, 2006	April 2, 2007
September 14, 2006	January 8, 2007	May 7, 2007
October 2, 2006	February 5, 2007	June 4, 2007
November 6, 2006	March 5, 2007	

**M Adjournment**

**Distribution:**

Trustees (11)  
Director of Education  
Associate Directors (2)  
Superintendents (13)  
Student Representatives (2)  
Executive Assistant  
Internal Audit

General Managers (4)  
Managers (6)  
Grants Officer  
Board and Committee Information Officer  
FOI Board Policy Officer  
Media (2)

## **THE LORD'S PRAYER**

***Our Father, who are in heaven,  
hallowed be thy Name.***

***Thy kingdom come.***

***Thy will be done,  
on Earth as it is in heaven.***

***Give us this day our daily bread,  
and forgive us our trespasses  
as we forgive those who trespass  
against us.***

***And lead us not into temptation,  
but deliver us from evil.***

***Amen***



**Dufferin-Peel Catholic District School Board**  
40 Matheson Blvd. West, Mississauga, ON L5R 1C5 - Fax 905-890-8837

**REGISTRATION FORM - DELEGATIONS**  
**PROCEDURAL BY-LAW #1-01/ARTICLE 6**

Delegations must register five (5) working days before the date of the meeting. Up to two presenters may speak with a total time allocated of five (5) minutes. Trustees may ask questions of clarification after the presentation in accordance with Board Procedural By-Law #1-01, Article 6.

Name: TINA DIVONA

√ Check one Box

I am here as a delegation to speak ONLY on my own behalf.

I am here as a spokesperson for:

Canadian Union of Public Employees - Local 2026.

(If applicable, my subject cannot be dealt with under a Board Collective Agreement)

**DELEGATIONS ARE REMINDED THAT NO DECISION ON THE ISSUES PRESENTED WILL BE MADE AT THE MEETING.**

Please provide a brief summary of the subject.

Budget Deficit

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The Board does not wish to prevent the expression of honest opinion. Negative, critical or derogatory comments about identifiable persons must be made in the In Camera (private) Session.

Please read Article 6 before signing, and return registration form to the Board and Committee Information Officer.

Please note that it is important you arrive 15 minutes prior to the meeting and make yourself known to the recording secretary. Delegations will be heard during the allotted period for delegations only. If it is necessary to cancel the delegation, please do so in writing by email, fax or hand delivered copy at least 24 hours prior to the meeting.

Phone 905-890-0708, Ext. 24433, Fax 905-890-8837 or E-mail [donna.reed@dpcdsb.org](mailto:donna.reed@dpcdsb.org)

Date: 30 / 08 / 06 Signature: [Signature]  
day month year

# DUFFERIN-PEEL CATHOLIC DISTRICT SCHOOL BOARD

Office of the Director of Education

August 30, 2006

TO: Trustees of the Board

FROM: Michael Bator  
Director of Education

RE: **Deficit Management Plan**

Enclosed you will find documents outlining staff proposals in the matter of a two year Deficit Management Plan that will result in a balanced financial position by the 2007-2008 fiscal year.

You will note that the recommendations enclosed within have been submitted by staff in accordance with the Terms of Reference put forth by the Minister of Education, accepted by the Board at its meeting of July 12, 2006 and confirmed by the Minister in her correspondence of July 19, 2006. The Deficit Management Plan is to be submitted to the Minister of Education no later than September 22, 2006.

The Deficit Management Plan has been developed in cooperation with Special Adviser, Peter Lauwers, and represents a thorough, deliberate and disciplined review of the Board's revenues and expenditures, and its obligations under the Education Act to deliver educational programs and services in a balanced financial position. This has been achieved, in part, through strict expenditure controls that were imposed and managed during the 2005-2006 fiscal year. You will note that the documentation clearly outlines savings that accrued during the 2005-2006 year (Appendix C). I wish to commend staff, at all levels, for having exercised strict discipline in this regard.

In cooperation with the Special Adviser, Peter Lauwers, it was agreed that building on the previous year's gains, the two year Deficit Management Plan (2006-2007 + 2007-2008) would, in fact, reflect a balanced and holistic approach which would allow the Board to:

- meet its obligations under the Education Act;
- recognize the funding available for the delivery of programs and services;
- respond to the needs of the system within the funding provided.

In achieving a balanced financial position by 2007-2008, there is, no doubt, that impact will be felt throughout the system, at all levels. The Plan recognizes that by exercising discipline today, the Board achieves flexibility in the future in order to ensure that it is able to deliver quality programs and services.

When a school board reduces spending in an area to live within its means, that will have an impact, directly or indirectly, on the classroom. Budgeting is difficult because cuts in spending will, directly or indirectly, have an impact on the classroom. Very little can be cut that does not have a ripple effect. So no one can give a guarantee that the classroom won't be affected, but every effort should be made to minimize those impacts.

School boards spend most of their money on people, so reducing spending in that area usually affects employees, as regrettable as that is. No one can give a guarantee that jobs won't be affected, but every effort should be made to let attrition work, with layoffs only as a last resort.

Equity and fairness require that reductions in spending be shared, where that is possible, consistent with the other principles and with the realities of the Board's collective agreements.

We used the funding model's allocations as a bit of a guide, to flag those areas where spending exceeded the allocation for a closer look. But a general rule that the Board should only spend to an allocation would be bad. Most Boards routinely spend more on Special Education than the allocation, including this Board. Boards do have flexibility to divert spending from administration or plant operations, for example, to the classroom or to Special Education, and we have done so where we can because that's good for kids. Where it made sense to do so, we have aligned expenditures more closely to allocations; for example, Reading Recovery, transportation and secondary staffing outside the collective agreement.

We believe that the proposed budget and Deficit Management Plan reflects these principles.

Respectfully submitted,



Michael G. Bator

MGB/jc

Copy to: Supervisory Officers  
P. Lauwers, Special Adviser

**Dufferin-Peel Catholic District School Board**  
*Proposed Deficit Management Plan*

**YEAR 1 - 2006/2007**

**2005/2006 Year-end Deficit**  
*(Estimate)*

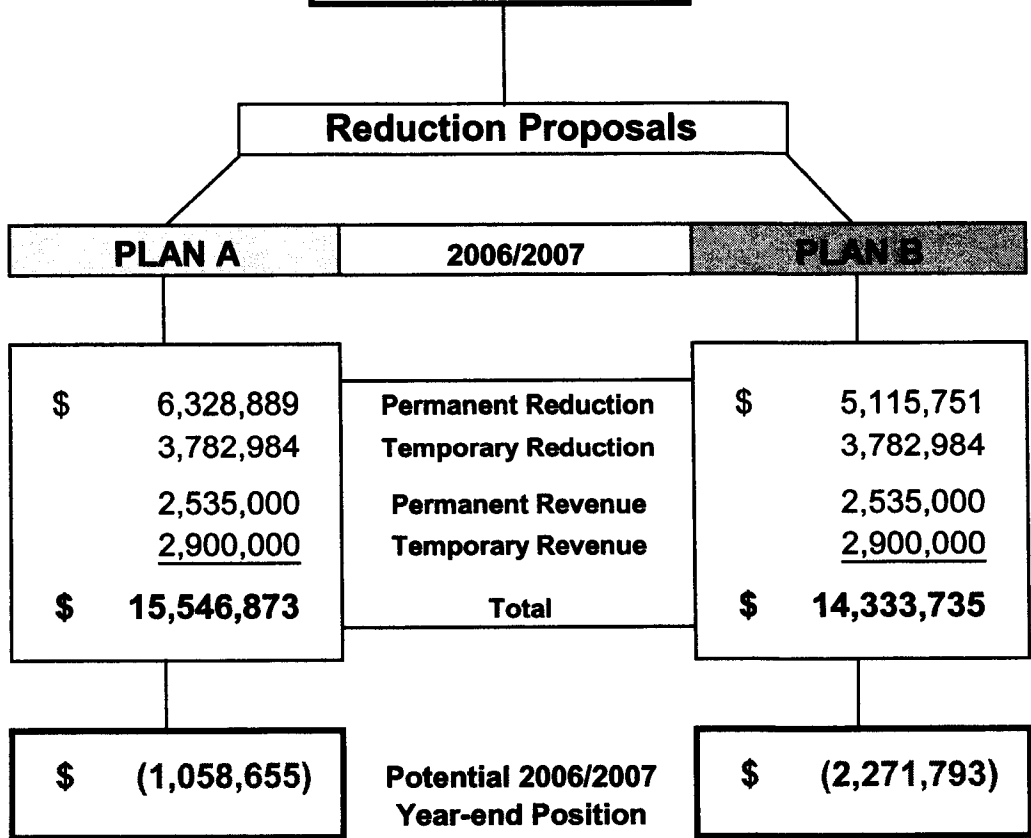
\$ (2,539,241)

**Structural Deficit**  
*(Estimated for 2006/2007)*

\$ (14,066,287)

**Proposed 2006/2007 Budget**

\$ (16,605,528)



**Dufferin-Peel Catholic District School Board**  
*Proposed Deficit Management Plan*

**YEAR 2 - 2007/2008**

PLAN A	2007/2008	PLAN B
\$ (1,058,655)	<b>2006/2007 Year-end Deficit</b> <i>(Potential)</i>	\$ (2,271,793)
\$ (3,782,984) <u>(2,900,000)</u>	<b>Structural Deficit</b>	\$ (3,782,984) <u>(2,900,000)</u>
\$ (6,682,984)	<b>Temporary Reductions in 06/07</b> <b>Temporary Revenue in 06/07</b>	\$ (6,682,984)
	<b>Total</b>	
\$ (7,741,639)	<b>Proposed 2007/2008 Budget</b>	\$ (8,954,777)

PLAN A	2007/2008	PLAN B
\$ 8,918,685 <u>400,000</u>	<b>Reduction Proposals</b>	\$ 8,876,800 <u>400,000</u>
\$ 9,318,685	<b>Permanent Reduction</b> <b>Temporary Reduction</b>	\$ 9,276,800
\$ 1,577,046	<b>Potential 2007/2008</b> <b>Year-end Position</b>	\$ 322,023



**DUFFERIN-PEEL CATHOLIC DISTRICT SCHOOL BOARD**

**Report to the Administration & Finance Committee Special Meeting**

**September 6, 2006**

**RE: Proposed Deficit Management Plan**

**Background:**

This report presents a proposed Deficit Management Plan for fiscal years 2006-2007 and 2007-2008 for the Board of Trustees' consideration and approval as outlined in Appendix G.

There has been a series of events that led to the development of a Deficit Management Plan as follows:

- Based on instructions from the Ministry of Education, on August 31, 2005 the Board filed a balanced budget for fiscal year 2005/2006 in order to comply with the Education Act. However, the budget proposal underestimated various operating costs specific to classroom teacher salaries, student transportation and special education.
- On December 16, 2005 the Board filed a Revised Operating Budget for fiscal year 2005/2006 that projected a cumulative operating deficit of \$15.1 million. This caused the Board to be non-compliant with Section 231 (1) (g) of the Education Act.
- Since the fall of 2005, the Board has met with Ministry staff on several occasions to discuss the Board's financial position for the fiscal year 2005-2006 and beyond.
- On April 4, 2006 the Minister of Education released the report of the Ministry-approved investigators which contained a list of recommendations as summarized in Appendix F.
- On July 12, 2006 the Board approved the Terms of Reference (Appendix A) for a Special Advisor appointed by the Ministry whose principal roles include:
  - ✓ "To assist the Dufferin-Peel Catholic District School Board in developing a deficit management plan to return the board to a balanced financial position by 2007-2008.
  - ✓ To review and make recommendations for changes in the financial management system of the school board including hardware and software components, accounting systems, staffing and staff training, the budget preparation process and any necessary board by-law provisions."

This year has been and continues to be fiscally challenging for the Board. In an attempt to reduce the Board's projected 2005/2006 cumulative operating deficit, a number of economies have been implemented as outlined in the attached Appendix C.

Even with the economies achieved to date, the Board must further decide on and approve a Deficit Management Plan that includes significant expenditure reductions within the next two fiscal years to achieve a balanced budget position no later than August 31, 2008.

**Discussion:**

This report includes the following sections:

Terms of Reference for the Special Advisor	Appendix A
Preliminary 2006/2007 Budget Position	Appendix B
Dufferin-Peel Cost Savings and Avoidance Initiatives	Appendix C
Ministry Funding Update	Appendix D
Potential Budget Pressures	Appendix E
Investigation of DPCDSB List of Recommendations	Appendix F
Proposed Deficit Management Plan – Plan A and Plan B	Appendix G
Impact Statements – <i>to be distributed to Trustees only</i>	Appendix H

**Terms of Reference for the Special Advisor – Appendix A:**

Under the Board approved Terms of Reference, staff were directed to work with the Advisor to develop and file a Deficit Management Plan and file the 2006-2007 Budget with the province no later than September 22, 2006. The following meetings have been scheduled with the Board:

September 6, 2006	Present proposed Deficit Management Plan to the Special Administration and Finance Committee for consideration and approval.
September 11, 2006	Present Final Deficit Management Plan to the regular monthly Administration and Finance Committee Meeting for approval.
September 14, 2006	Special Board Meeting to finalize the Deficit Management Plan.
September 22, 2006	File budget and Deficit Management Plan with the Ministry of Education.

**Preliminary 2006/2007 Budget Position – Appendix B:**

As a result of cost savings initiatives by the Board and additional revenues received (Appendix C) the projected deficit for fiscal year 2005-2006 has been significantly reduced to an estimated \$2.5 million.

For fiscal year 2006-2007 the projected deficit is approximately \$16.6 million.

**Dufferin-Peel Cost Savings and Avoidance Initiatives - Appendix C:**

In attempts to minimize the 2005/2006 deficit, cost savings strategies and additional revenues totalling \$12.6 million are expected to be realized. These measures have reduced the deficit for 2005-2006 down to an estimated \$2.5 million. Many of these initiatives have been carried forward into the 2006-2007 Budget and the proposed Deficit Management Plan.

In addition to the cost savings strategies, staff has also identified cost avoidance initiatives that will help to reduce the impact of future cost pressures.

**Ministry Funding Update - Appendix D:**

This schedule outlines the details of additional grants, totalling \$7.2 million, which the Special Advisor addressed with the Ministry of Education on the Board's behalf. These grants are incorporated into the proposed Deficit Management Plan.

**Potential Budget Pressures - Appendix E:**

There are potential pressures from both internal and external sources that will impact the Deficit Management plan. This section addresses some of the potential budget pressures that may have an impact on the Board's budget in the future. Specific timing and financial impact of these budget pressures are unknown at this time.

**Investigation of DPCDSB List of Recommendations - Appendix F:**

This section is a summary of the recommendations contained in Appendix A of the Investigators' Report to the Minister of Education dated April 3, 2006.

Many of these recommendations form the foundation of the proposed Deficit Management Plan outlined in Appendix G.

**Proposed Deficit Management Plan - Appendix G:**

As directed by board motion, staff has been working in cooperation with the Special Advisor in order to identify potential new sources of grants for the Board and to identify possible expenditure reductions in order to achieve a balanced budget.

There are 2 Deficit Management Plans, Plan A and Plan B, presented in this report, covering a period of 2 fiscal years beginning 2006-2007. Both plans begin with a summary of the reduction and cost saving proposals followed by details of each option and the associated savings. The plan options are classified as either temporary (**not sustainable**) or permanent.

Plan B is the proposed Deficit Management Plan recommended by staff and the Special Advisor. This plan will result in an estimated \$2.3 million deficit position for fiscal year 2006/2007.

Plan B is the same as Plan A except for the following:

- A reduction to Special Education expenditures that is 50% of that proposed in Plan A.
- Closure of Silvercreek Outdoor Centre is not included as an option in Plan B.
- School closures is not included as an option in Plan B.

**Impact Statements – Appendix H:**

To assist the trustees in their approval of the proposed Deficit Management Plan, this section includes an explanation and the impact of each of the reduction and cost savings proposals.

**Conclusion:**

This report provides the Board of Trustees with a financial update of the 2005-2006 fiscal year-end and a proposed Deficit Management Plan as mandated under the Board approved Special Advisor Terms of Reference described in Appendix A.

The proposed Deficit Management Plan as outlined in Plan B of Appendix G is being recommended for approval by the Board of Trustees.

**Recommendations:**

1. That this report entitled "Proposed Deficit Management Plan" be received.

**2. THAT THE ADMINISTRATION AND FINANCE COMMITTEE RECOMMEND TO THE BOARD THE ADOPTION OF PLAN B OF THE DEFICIT MANAGEMENT PLAN OUTLINED IN APPENDIX G OF THIS REPORT, FOR FISCAL YEARS 2006/2007 AND 2007/2008, THAT HAS BEEN PREPARED BY STAFF AND THE SPECIAL ADVISOR.**

**Prepared by:** Executive Council and  
Financial Services Staff

**Submitted by:** Executive Council and Special Advisor

**Date:** August 31, 2006

# Appendix A

TERMS OF REFERENCE  
FOR THE SPECIAL ADVISOR

The Special Advisor's principal roles are:

- (a) To assist the Dufferin-Peel Catholic District School Board in developing a deficit management plan to return the board to a balanced financial position by 2007-2008.
- (b) To review and make recommendations for changes in the financial management system of the school board including hardware and software components, accounting systems, staffing and staff training, the budget preparation process and any necessary board by-law provisions.

The Special Advisor will also be responsible for:

- Overseeing the preparation of the board's 2006-07 Estimates and Revised Estimates;
- Overseeing the preparation of the board's deficit management plan; and
- Overseeing the implementation of the deficit management plan during the fall of 2006.

With the guidance of the Special Advisor, the DPCDSB will prepare the deficit management plan based on:

- announced funding levels by the government, rather than funding increases anticipated by the board;
- cost increases that are currently known to the board, such as wage provisions in labour contracts; and
- enrolment changes that have been projected by the board and previously shared with the ministry.

The deficit management plan should at a minimum identify:

- specific measures the board is adopting in each year and the contribution these measures make towards deficit reduction;
- any significant change in programs and services on year by year basis;
- staffing changes, if any, per year and per category of personnel;
- any one-time costs per year to implement the deficit management plan;
- the use of reserves, if any;
- financial and non-financial assumptions in developing the plan; and
- required methods for dealing with in-year expenditure decisions to ensure zero-base budgeting.

The Special Advisor will ensure that the deficit management plan of the DPCDSB includes the following measurable financial objectives:

- in 2006-07, fully address the remaining deficit carried-forward from the previous year and to end the fiscal year in a balanced position or with a deficit not to exceed 1% of 2006-07 operating grant revenue; and
- in 2007-08, fully address any remaining deficit carried-forward from the previous year and end the fiscal year in a balanced position.

The deficit management plan of the DPCDSB is to be submitted to the Minister of Education no later than September 22, 2006.

**Term of the Appointment**

The term of the appointment of the Special Advisor will be from June 15, 2006 to December 31, 2006.

**Reporting Relationships**

The Special Advisor will report directly to the Assistant Deputy Minister, Business and Finance Division of the Ministry of Education and to the Trustees of the DPCDSB.

# Appendix B

## Preliminary 2006/2007 Budget Position

	Revised Estimates 2005/06	Yearend Forecast	Preliminary 2006/2007	% Change
GSN	627,616,684	628,114,934	649,340,989	3.4%
Misc Revenue	10,017,258	10,017,258	6,712,806	
Grant Announcements <i>in-year</i>		2,231,910		
<b>Total Revenue</b>	<b>637,633,942</b>	<b>640,364,102</b>	<b>656,053,795</b>	<b>2.5%</b>
Expenditure	654,294,011	644,443,732	670,120,082	4.0%
Prior Year Deficit <i>carry forward</i>	3,658,629	3,658,629	2,539,241	
<b>Net Position</b>	<b>(20,318,698)</b>	<b>(7,738,259)</b>	<b>(16,605,528)</b>	
Reserves	5,199,018	5,199,018	0	
<b>Surplus/(Deficit)</b>	<b>(15,119,680)</b>	<b>(2,539,241)</b>	<b>(16,605,528)</b>	

# Appendix C

# Dufferin-Peel Catholic District School Board

	SMillions	SMillions	Comments
<b>Deficit Budget filed at Revised Estimates</b> <i>(November 2005)</i>		<b>(\$15.1)</b>	
<b>Factors Contributing to a Reduced Deficit:</b>			
<b>Expenditure Reductions / Savings</b>			
↳ Freeze on vacant positions and/or redeployment / Reduced Summer Secretarial Hours	\$2.2		Savings built into 06/07 budget. <i>This is a RISK as positions are only frozen - not eliminated. There may be grievances.</i>
↳ Open positions under CAP in Plant Services / System contract savings / reduced overtime <i>(note unusual weather conditions this winter)</i>	\$2.2		
↳ Freeze on Professional Development, Job Evaluation and Strict Expenditure Control by many departments	\$1.0		Job Evaluation Freeze is a <b>RISK</b> .
↳ No salary increase to non-union employee groups <i>(Uncertified Supply Teachers, uncertified Chaplains, Continuing Ed teachers and Lunchroom Supervisors)</i>	\$0.3		Savings built into 06/07 budget.
↳ Allocation of Operating expenditures to Capital	\$1.5		
↳ EHT Credit - Payroll Entry	\$0.8		One-time savings
↳ Strict Expenditure Control by Schools	\$0.8		
↳ Savings in Salaries & Wages	\$1.0		Impact of late hires and changes in average salary calculations
<b>Sub-Total</b>	<b>\$9.8</b>	<b>\$9.8</b>	
<b>Change in GSNs and/or Other Revenues</b>			
↳ In-year Ministry Funding Fuel & Transportation Ministry Initiatives <i>(i.e. Library, Parent Involvement)</i>	\$1.1 \$0.4		One-time funding used to offset existing expenditures
↳ Increase in Visa Student revenue	\$0.2		
↳ Community Use of Schools - Ministry Funding	\$0.6		Use of reserve funds
↳ GSN adjustments for year-end 2005/06 <i>(Enrolment decline / Q&amp;E Adjustment / Transportation Revenue - Wheelchair access)</i>	\$0.5		
<b>Sub-Total</b>	<b>\$2.8</b>	<b>\$2.8</b>	
<b>Deficit Forecast for yearend August 31, 2006</b>		<b>(\$2.5)</b>	

Forecast Only - NOT FINAL - Amounts May Change

# Dufferin-Peel Catholic District School Board

## Initiatives for Future Cost Avoidance

### 1. Reduction of Chaplain support in Secondary Schools

Assign FTE based on a % ratio per grade level in each school.

### 2. Suspension of Mid-Management Job Evaluation Process

Job evaluation process frozen. Impact of this suspension will be reviewed on-going.

### 3. ICT Strategic Review

External review of ICT Department – Organization and System Requirements throughout the board. Review is likely to include a needs analysis and cost/benefit analyses.

### 4. Committee Reviews

The following committees report through the Associate Director of Corporate Services and regular reports will be brought to the board:

- A Grant Committee has been established to ensure all potential Grants and Initiative Funding is maximized.
- An Expenditure Committee reviews all expenditures exceeding a specific threshold.
- An ICT Committee meets to review all ICT proposals and system requests.

### 5. Board Reporting Procedures

A Financial Impact template is required to accompany all board reports.

### 6. Vacancies / New Hiring Requests

Executive Council will continue to review all hiring requests and replacement requests for staff.

# Appendix D

## Ministry Funding Update

	<b>Fiscal Year 2005/2006</b>	<b>Fiscal Year 2006/2007</b>	<b>Total</b>
Transportation Review (Placeholder)	\$0	\$2,000,000	\$2,000,000
Wheelchair Transportation	\$738,828	\$385,000	\$1,123,828
School Renewal Reserve Funds Transfer to Operating	\$1,200,000	\$2,900,000	\$4,100,000
<b>Total Ministry Funding</b>	<b>\$1,938,828</b>	<b>\$5,285,000</b>	<b>\$7,223,828</b>

# Appendix E

# Dufferin-Peel Catholic District School Board

## Potential Budget Pressures

### 1. Preparation Time requirements for Elementary Teachers

Provincial Framework requirements for preparation time indicate that all boards must be at 200 minutes by June 30, 2008, although Ministry funding will only be 171 minutes.

### 2. Supervision

The Secondary Teachers' Collective Agreement requires teachers to provide 1,050 minutes per semester for on call/supervision duties in 2005/2006, 900 minutes per semester in 2006/2007 and 825 minutes per semester in 2007/2008. With the reduced on call/supervision time per teacher, schools will find it increasingly difficult to manage supervision needs.

### 3. Contract Negotiations

The board will enter into contract negotiations with several employee groups in 2006/2007 (CUPE2026; CUPE1483; Educational Resource Workers and Occasional Teachers).

### 4. Temporary Expenditure Reductions

Temporary Reductions are considered to be a temporary measure only and must be returned to prior expenditure levels or replaced with a permanent reduction.

# Appendix F

## Investigation of Dufferin-Peel Catholic District School Board

### List of Recommendations

1. That the Board prepare a deficit reduction plan that would place its budget in a balanced position as quickly as possible.
2. That the Board should undertake a thorough review, with outside help, of its planning and control processes, with particular attention being given to the industry's best practices.
3. That the board prepare a rigorous projection of year-end results, ensuring that the Finance Department Staff are apprised of all developments in all areas of operations.
4. That the Board continue with the hiring freeze, but where possible make it more generalized by including all staff with the exception of classroom teachers, (saving for 2005-06 : \$2,000,000).
5. That the continuing education budget be reduced to the total of allocations for continuing education and other revenues generated by this department (saving : \$930,000).
6. That senior staff approve every single discretionary expenditure from now until the end of the year, with an eye to effect reductions (example : reduce all remaining, unspent, non-salary budgets by 33%, and make exceptions only when absolutely necessary). Potential savings of \$2 million are non-recurrent.
7. That the Board defer some maintenance projects to such time as the Board's finances can accommodate them (saving : \$2,000,000).
8. That the Board utilize the discretionary portion of growth generated revenues to apply to the deficit, saving an estimated \$2.3 million for 2006-07.
9. That the Board reduce its supply teaching budget by \$500,000 to more closely reflect historical needs.
10. That the Board reduce its spending on the board's administration to the level of its allocation for this function, saving \$3.9 million per year.
11. That the Board reduce its complement of vice principals by \$2 million until such time as its finances allows it to return to current levels.
12. That the Board return to 2002-03 levels of staffing for coordinators and consultants until such time as its finances allows it to return to current levels, thus saving \$700,000 per year.
13. That, with regards to custodial and maintenance staff, the Board return to 2002-03 staffing levels, adjusted for increases in floor area, thus saving \$2.6 million per year.
14. That the Board reduce the cost of the present Reading Recovery program by \$1.9 million.
15. That the Board reduce its expenditures on school secretaries and supplies by \$636,000 until such time as its finances allow it to return to current levels.
16. That the Minister move as quickly as government resources allow to narrow the salary gap for existing staff.
17. That, until the salary gap is eliminated, the permissible flexibility regarding the use of special purpose grants to fund the salary gap be clearly and officially stated.

18. That the Ministry implement a new transportation funding model that is based on needs, and that such needs include costs generated by the use of holding schools.
19. That the Ministry allow the DPCDSB to utilize part of its capital reserves to pay for the temporary transportation costs associated to holding schools inasmuch as:
  - a) The Board still wishes to do so
  - b) The use of capital reserves does not jeopardize the Board's ability to meet its long-term debt obligations
  - c) The use of capital reserves for these purposes does not jeopardize the Board's ability to meet its long-term debt obligations
  - d) The measure be considered a temporary solution until such time as the transportation funding model is changed or the Board has balanced its budget.
20. Change the present half-day, every-day model of program delivery for JK and SK students to a full-day, alternate-day model, as have a majority of Ontario school boards, thus eliminating noon-hour transportation.
21. Scale back or eliminate discretionary transportation to the regional magnet programs at Holy Name of Mary Secondary School and St. Sophia Elementary School.
22. That the Ministry conduct an efficiency review of the Peel/Dufferin-Peel consortium and that it fund the difference between the current transportation allocation and the true needs of the boards, as determined by the efficiency review.
23. The Board should make every attempt to get the necessary student data to the transportation department as early in the summer as possible. This would assist the transportation staff in getting their routes to the bus carriers in early – or mid-August thus allowing the carriers to be better prepared for the student pick-ups when school begins. This may or may not save money, but it is a good practice to follow, as it allows some time to fine tune the original planning process and to possibly uncover additional efficiencies.
24. A review should be done to see if a reduction of staff in the transportation department is warranted.
25. We recommend that a protocol be established between the Special Education Services Department and the Transportation Department to ensure that the two departments collaborate with one another so that, wherever possible, special education programs are placed in schools with the least amount of bussing costs.
26. The Ministry of Education should publish as soon as possible the guidelines under which school boards may close schools.

# Appendix G

**REDUCTION AND COST SAVING PROPOSALS**

**PLAN A and PLAN B**

# PLAN A SUMMARY

## Reduction & Cost Saving Proposals 2005/2006 - 2006/2007 - 2007/2008

	Program / Instructional	Special Education	Planning & Operations	Other	Total
<b>2005/2006 *</b>	\$ 95,100	\$ 85,000	\$ 1,210,000	\$ 529,000	\$ 6,214,000

Additional reductions have been implemented for 2006/07 and have been included in the preliminary 2006/07 budget, thus not listed as cost saving proposals. This includes a reduction of 5.0 Consultant positions, 11.0 Vice-Principal positions and 1.0 Principal, ER. (Approx. \$1.7 mln)

<b>2006/2007</b>					
Reductions	Permanent \$ 1,696,919	\$ 1,520,970	\$ 2,280,000	\$ 710,000	\$ 6,328,889
	Temporary \$ 374,165	\$ 186,296	\$ 544,734	\$ 343,368	\$ 3,782,984
Revenues	Permanent		\$ 2,385,000	\$ 150,000	\$ 2,535,000
	Temporary		\$ 2,900,000		\$ 2,900,000
<b>Sub-Total</b>	<b>2006/2007</b>	<b>\$ 1,707,266</b>	<b>\$ 8,109,734</b>	<b>\$ 1,053,368</b>	<b>\$ 15,546,873</b>

<b>2007/2008</b>					
Reductions	Permanent \$ 5,642,685	\$ -	\$ 3,180,000	\$ -	\$ 8,918,685
	Temporary			\$ 400,000	\$ 400,000
<b>Sub-Total</b>	<b>2007/2008</b>	<b>\$ -</b>	<b>\$ 3,180,000</b>	<b>\$ 496,000</b>	<b>\$ 9,318,685</b>

\* Cost savings implemented during the 2005/2006 year are on-going in 2006/2007







# PLAN B SUMMARY

## Reduction & Cost Saving Proposals 2005/2006 - 2006/2007 - 2007/2008

	Program / Instructional	Special Education	Planning & Operations	Board Administration	Other	Total
<b>2005/2006</b>	\$ 95,000	\$ 85,000	\$ 1,810,000	\$ 829,000	\$ 3,395,000	\$ 6,214,000

Additional reductions have been implemented for 2006/07 and have been included in the preliminary 2006/07 budget, thus not listed as cost saving proposals. This includes a reduction of 5.0 Consultant positions, 11.0 Vice-Principal positions and 1.0 Principal, ER. (Approx. \$1.7 mln)

<b>2006/2007</b>						
Reductions	\$ 1,339,000	\$ 665,750	\$ 2,280,000	\$ 710,000	\$ 121,000	\$ 5,115,751
Permanent	\$ 374,165	\$ 186,296	\$ 544,734	\$ 343,368	\$ 2,334,421	\$ 3,782,984
Temporary						
Revenues			\$ 2,385,000		\$ 150,000	\$ 2,535,000
Permanent			\$ 2,900,000			\$ 2,900,000
Temporary						
<b>Sub-Total</b>	\$ 1,713,165	\$ 852,046	\$ 8,109,734	\$ 1,053,368	\$ 2,605,421	\$ 14,333,735

<b>2007/2008</b>						
Reductions	\$ 5,600,800	\$ -	\$ 3,180,000	\$ -	\$ 96,000	\$ 8,876,800
Permanent					\$ 400,000	\$ 400,000
Temporary						
<b>Sub-Total</b>	\$ 5,600,800	\$ -	\$ 3,180,000	\$ -	\$ 496,000	\$ 9,276,800

\* Cost savings implemented during the 2005/2006 year are on-going in 2006/2007

**REDUCTION and COST SAVING PROPOSALS - 2005/2006 to 2007/2008  
PLAN B**

Item	Reduction / Cost Saving Proposal	2005/2006				2006/2007				2007/2008																				
		70,000	120,000	95,000	55,000	26,000	70,000	329,000	95,000	410,000	85,000	300,000	300,000	195,000	1,400,000	231,569	55,000	1,730,000	270,000	450,000	100,000	96,000	1,530,000	1,300,000	350,000	96,000	3,900,000			
1	<p>Job Freeze / Strategic Redeployment</p> <p>&gt; Process started in 2005/06 and on-going in 2006/07</p> <p><b>Board Administration:</b></p> <ul style="list-style-type: none"> <li>1.0 F.T.E. Supervisory Officer position</li> <li>Principal, HR</li> <li>2.0 Research Assistants</li> <li>A/P Supervisor</li> <li>1.0 Health &amp; Safety Officer</li> <li>1.0 Recruitment Officer</li> <li>Print Room Manager</li> <li>CUPE2026 Clerical positions (refer to note 1 below)</li> </ul> <p><b>Program / Instructional:</b></p> <ul style="list-style-type: none"> <li>Consultants/Co-ordinators (refer to note 2 below)</li> </ul> <p><b>Planning &amp; Operations:</b></p> <ul style="list-style-type: none"> <li>Floater Custodians</li> </ul> <p><b>Special Education</b></p> <ul style="list-style-type: none"> <li>APSSP staff</li> </ul> <p><b>Other:</b></p> <ul style="list-style-type: none"> <li>Reduction to Secondary School Secretary summer hours</li> <li>No Salary increase for non-union employee groups</li> <li>Reduced use of Temp Agencies and contract replacements</li> </ul>	70,000	120,000	95,000	55,000	26,000	70,000	329,000	95,000	410,000	85,000	300,000	300,000	195,000	1,400,000	231,569	55,000	1,730,000	270,000	450,000	100,000	96,000	1,530,000	1,300,000	350,000	96,000	3,900,000			
2	Reduced Custodian CAP (34 FTE)																													
3	Reduce Resource Secretaries in Family of Schools by 5.0 FTE																													
4	Reduce 1.0 FTE Secretary in H&S Dept																													
5	Maintenance and Plant Department Efficiencies																													
6	<p>Transportation Efficiencies</p> <ul style="list-style-type: none"> <li>a. Eliminate transportation to St. Sofia, HINOM &amp; Ext. French schools</li> <li>b. JK/SK full day / alternate day schedule</li> <li>c. Change School start times (January 2007)</li> <li>d. Remove 1 Early Release Day from schedule</li> </ul>																													
7	Reduce ICT Contract Staff by 4.0 FTE (February 2007)																													
8	Reduce 1.0 FTE Clerical Position in HR																													
9	<p>Review Secondary Staffing model for Sept 2007</p> <p>(Possible changes outside of Collective Agreement)</p>																													



