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CHAIRPERSON: Barbara Holland
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Meeting Date:
April 26, 2016

BOARD REPORT

Public **In-Camera**
PRESENTED FOR: Information Approval
PRESENTED BY: Senior Administration
SUBMITTED BY: Paul A. Picard, Director of Education
 Mario Iatonna, Executive Superintendent of Corporate Services
SUBJECT: **2016-17 BUDGET DEVELOPMENT AND BUDGET OUTLOOK UPDATE**

RECOMMENDATION:

That the Board receive the report on 2016-17 Budget Development and Budget Outlook Update as information.

SYNOPSIS:

With further information on 2016-17 funding now available subsequent to the release of the Grants for Student Needs (GSN) on March 24, 2016, this report seeks to provide an updated budget outlook for the Board and provides information on the Board's progress in 2016-17 budget development.

BACKGROUND COMMENTS:

The Board's budget development cycle is part of a continuous process of monitoring, refinement and updating. At its meeting of March 29, 2016, the Board received its first report on the anticipated pressures and challenges expected in the development of the 2016-17 Budget Estimates. That report, presented early in the budget process with limited information available, projected a decline in enrolment of 530 day school pupils and a possible \$7.938M of reductions required to balance the budget. The earlier that an outlook or projection is done increases the need to be conservative with assumptions.

On March 24, 2016, the Ministry announced its 2016-17 Grants for Student Needs, commonly referred to as GSNs. These grants provide the bulk of funding used by school boards to support student learning. GSN funding leverages a series of complex and detailed formulas intended to provide equitable resources to school districts to provide students with equal educational opportunities. Some of the key highlights of the 2016-17 GSN are presented below and the Technical Briefing Presentation is attached in Appendix A.

GSN Highlights – Key Changes

Provincially, GSN funding is projected to increase by 1.3% to \$22.9 billion, an average of \$11,709 per pupil. There is a renewed focus on funding that supports equity in education which is an important goal of *Ontario's Renewed Vision for Education*. The GSN also continues to implement funding mechanisms that support the delivery of education in Ontario. The key changes for the 2016-17 focus on:

1. Implementation of the 2014-17 central labour agreements;
2. Employee health, life and dental benefits transformation;
3. Equity in education;
4. Investments to help school boards keep up with costs;
5. Changes to improve accountability including compliance with the Full-Day Kindergarten (FDK) and Primary provisions of the Class Size regulation; and
6. Transferring existing Ministry Programs into the GSN and consolidating other Ministry Programs into a Renewed Math Strategy program.

1. Implementation of the 2014-17 central labour agreements:

- Salary increases in 2016-17 will be funded by an increase in the salary benchmarks of 1.25% to reflect negotiated increases of 1% effective September 1, 2016, and an additional 0.5% effective the 98th day of the 2016-17 school year.
- Implementation of Earned Leave savings in 2016-17 will match implementation in 2015-16. The Ministry has projected savings in 2016-17 based on the assumption that absenteeism will be reduced by one day for each teacher, with half the savings accruing to boards. The projected residual savings of one-half day will be deducted from each board's GSN allocations.

2. Employee health, life and dental benefits transformation:

The transformation of more than 1,000 different benefit plans for teachers and education workers throughout Ontario's school boards into several provincial trusts will occur in 2016-17. Any changes to how benefits are funded through the GSN in 2016-17 will be made once the Ministry finalizes the benefit data collection and validation process currently underway with school boards.

3. Equity in education:

- The Ministry will invest an estimated \$1.2 million in the per-pupil amount allocation of the First Nation, Métis and Inuit Education Supplement in 2016-17 to ensure all boards receive a base amount of funding. This will give all boards resources to establish a position at a supervisory officer level that is dedicated to supporting implementation of the Ontario First Nation, Métis, and Inuit Education Policy Framework.

- Funding of \$6M to support Board Action Plans on First Nation, Métis and Inuit Education will be transferred to the GSN from Education Programs – Other (EPO). The 2016-17 GSN formula will give greater weight to components that use voluntary, confidential Aboriginal student self-identification data.
- In 2016-17, Junior Kindergarten and Kindergarten pupils will be eligible to generate funding from the Native Languages Allocation for elementary pupils.
- The 2011 National Household Survey (NHS) and Census data will be used to update the per-pupil allocation of the First Nation, Métis and Inuit Education Supplement, and the Pupils in Canada (PIC) component of the English as a Second Language/English Literacy Development (ESL/ELD) Allocation. These updates will be phased in over three years.

4. Investments to help school boards with costs:

The Ministry will continue to assist school boards with utilities and student transportation costs with a projected \$33.6 million in additional funding. These increases include:

- Increase to Student Transportation Grant of 2%, netted against a school boards transportation surplus.
- Increase of 2% to the non-staff portion of the School Operations Allocation benchmark for commodity price increases such as natural gas, facility insurance, etc.
- Increase of 3.5% to the electricity component of the School Operations benchmark.

5. Changes to improve accountability including compliance with the Full-Day Kindergarten (FDK) and Primary provisions of the Class Size regulation:

As announced in last year's GSN release, the Ministry will begin to take action to ensure compliance with the Full-Day Kindergarten and Primary (grades 1 to 3) provisions of the Class size regulation (*O. Reg. 132/12*). Boards not compliant in year one will be required to submit compliance management plans. Boards not compliant in subsequent years will be faced with funding reductions to their Board Administration and Governance grant that increase with each year of non-compliance.

6. Transferring existing programs into the GSN and consolidating other Ministry Programs into a Renewed Math Strategy program:

Transfers to the GSN

To further balance reporting requirements while continuing to support Ministry core goals and priorities, EPO funding for several existing Ministry programs will be transferred into the GSN in 2016-17. These programs include:

- Board Action Plans on First Nation, Métis and Inuit Education (as mentioned above);

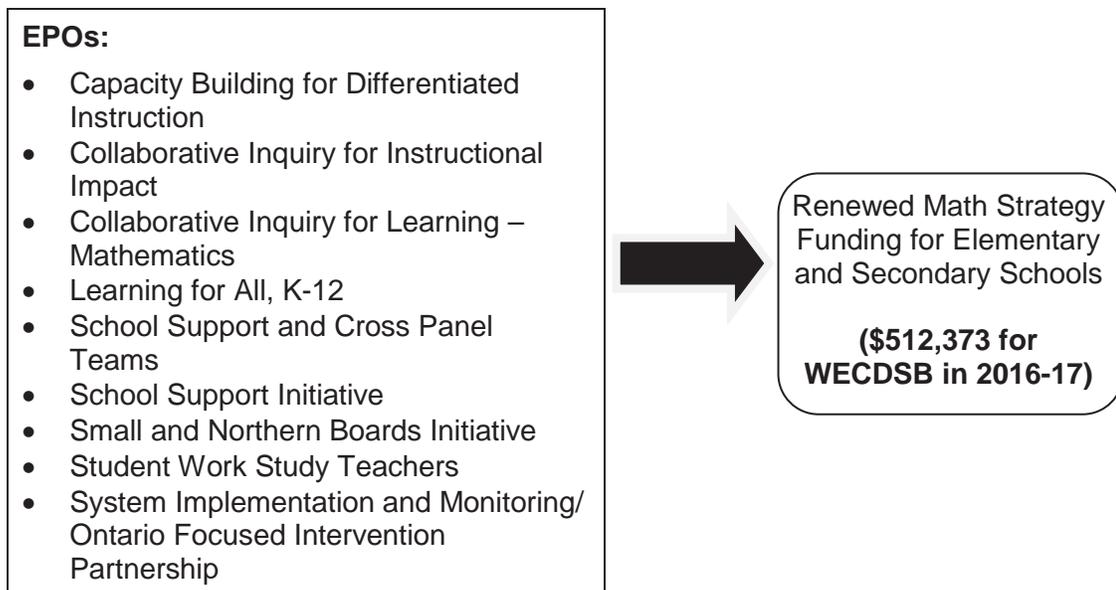
- Library Staffing;
- Outdoor Education;
- Managing Information for Student Achievement (MISA) Local Capacity; and
- Technology Enabled Learning and Teaching Contacts.

An initial review of the GSN funding formulas indicates that WECDSB can expect the level of funding for these programs once transferred into the GSN to remain fairly consistent with the amount of funding that was received when the grants were provided as EPOs. The one exception to this is the Outdoor Education program which is projecting a \$45K (21%) decrease in funding once transferred into the GSN.

Renewed Math Strategy

In addition to the program and funding transfers to the GSN listed above, the Ministry will also refocus funding for certain historical EPOs towards the renewed Mathematics Strategy. Funding for the Strategy in 2016-17 is designed to provide additional supports to all district school boards with a focus on improving achievement in mathematics.

The following programs previously received by WECDSB in the form of EPOs will be re-focused to the new Strategy:



Other Changes

2016-17 will see the continued phase-in of the following previously announced grant changes:

- School Board Efficiencies and Modernization (SBEM);
- The new Differentiated Special Education Needs Amount (DSENA allocation model (formerly High Needs Amount);
- The new School Board Administration allocation model; and
- Benefits Benchmarks.

Further, proposed amendments to *Ontario Regulation 444/98 (Disposition of Surplus Real Property)* are planned for 2016-17. The proposed amendments would:

- Double the current surplus property circulation period from 90 days to 180 days;
- Expand the list of public entities to receive notification of surplus property disposition;
- Have all board-to-board sales be at fair market value;
- Introduce a maximum rate a school board can charge for leasing a school to another board; and
- Clarify that private education providers are not eligible to lease surplus property unless the property has first been circulated to listed public entities.

Investments Outside the GSN

In 2016-17, the Government is providing more than \$100M outside the GSN in the form of EPOs to further support boards in advancing student achievement. At the time of the release of the 2016-17 GSN, the following EPOs were announced for WECDsB:

EPO	Amount
Autism Supports and Training	\$30,493
Community Use of Schools: Priority Schools	\$68,000
Community Use of Schools: Outreach Coordinators	\$76,000
Early Year Leads	\$86,710
Focus on Youth	\$250,000
Technology and Learning Fund (21 st Century Learning – Investment)	\$418,485
Well-Being: Safe, Accepting & Healthy Schools & Mental Health – Bundle 2	\$67,076
TOTAL	\$996,764

Enrolment Update

As noted earlier, the Board's budget development cycle is a continuous process of refinement. The initial budget outlook that presented a possible \$7.938M of reductions reflected a 530 pupil decline. This preliminary enrolment projection was set early in the budget process (mid February) and was a forecast based on rolling students forward per school and per grade and historical retention rates.

Since that time, key enrolment indicators – specifically kindergarten registrations, the submission of secondary option sheets and an enrolment review of non-Catholics, have provided a more detailed analysis of enrolment. Additionally, input from Principals was also gathered on the projected enrolment for September, specifically collecting from them knowledge of known registrations to date and local knowledge of their students.

As a result of this additional information, the original enrolment forecast has been updated. This forecast, set at 19,723 FTE day school pupils, reflects a more accurate enrolment forecast that will be used for budget development. This revised enrolment forecast represents a decline of 313 FTE pupils from the 2015-16 Budget Estimates, as shown in the table below.

	2015-16 Estimates (FTE ¹)	“Revised” Projected 2016-17 Estimates (FTE)	Change in Enrolment
Elementary (ADE ²)	12,881.00	12,869.00	(12.00)
Secondary (ADE) < 21 yrs	7,155.00	6,854.00	(301.00)
TOTAL DAY SCHOOL ENROLMENT	20,036.00	19,723.00	(313.00)
Total High Credit ³	22.87	15.00	(7.87)
Adult Pupils (ADE) > 21 yrs	174.50	170.00	(4.50)
Total Visa Pupils	65.00	65.00	(0.00)

Notes:

- (1) FTE = Full-Time Equivalent
- (2) ADE = Average Daily Enrolment
- (3) To encourage more students to complete their high school education within four years, the Ministry of Education developed a “34 Credit Policy”. Students who return for a fifth year of high school and accumulate more than 34 credits during that fifth year are moved into a threshold of “High Credit Day School ADE” for enrolment purposes and are funded differently than other Day School Enrolment students under the GSN.

Budget Outlook Update

With announced grant changes for 2016-17, a revised enrolment forecast, and availability of EFIS (Education Finance Information System), staff is in the process of filling out the various schedules, sections, data forms and appendices in EFIS that will determine the Board’s GSN entitlement for 2016-17. Given the length and complexity of this task, Administration does not have a precise revised budget outlook at this time, however the updated enrolment forecast alone is anticipated to contribute to a better financial picture than originally anticipated.

Budget Development Update

After completing stage 2 of the budget development process (known as “Forecasting”), the budget outlook was communicated to the Staff Budget Workgroup and WECDSB moved to Stage 3 of the budget process (known as the “Budgeting” stage). In this stage staff prepared departmental budgets. As the funding for 2016-17 was forecast by envelope, the budgets were distributed to budget owners on the same basis (i.e. by envelope). An envelope may have many different budget owners, and as such individuals collaborated at this stage of the process to prepare their budgets. This stage required budget additions or reductions to be identified and classified by pre-determined categories. Working through the Staff Budget Workgroup, the Business Department is in the process of consolidating the recommended expenditure reductions and requested budget additions which were submitted by staff. The consolidated list will be reviewed by the Staff Budget Workgroup, and presented to Executive Council, who will assess the submissions.

WECDSB will then move into the fourth stage of budget development, known as “Revising”. In this stage, staff prepares an update report to Trustees, and continues to populate EFIS. Administration plans to present its recommended budget at the Board meeting scheduled for June 14, 2016.

FINANCIAL IMPACT:

Discussed throughout the report.

TIMELINES:

The detailed 2016-17 budget process, including timelines, was previously submitted to the Board of Trustees on January 26, 2016. The draft final budget will be tabled with Trustees at their meeting of June 14, 2016, with consideration for final approval at the June 27, 2016 public board meeting. The final budget is due for submission to the Ministry of Education by June 30, 2016.

APPENDIX:

Appendix A: 2016-17 Grants for Students Needs Technical Briefing – March 24, 2016.

REPORT REVIEWED BY:

<input type="checkbox"/>	EXECUTIVE COUNCIL:	Review Date:	--
<input checked="" type="checkbox"/>	EXECUTIVE SUPERINTENDENT:	Approval Date:	April 20, 2016
<input checked="" type="checkbox"/>	DIRECTOR OF EDUCATION:	Approval Date:	April 20, 2016

APPENDIX "A"

2016–17 Grants for Student Needs

TECHNICAL BRIEFING

March 24, 2016

Purpose

- To provide school boards and other key stakeholders with an overview of updates to the Grants for Student Needs (GSN) for 2016–17.
- Key changes:
 - Central labour agreements, including 2015-16 GSN amendments
 - Updates for equity in education, including an investment in First Nation, Métis, and Inuit Education leads in every school board
 - Proposed amendments to Ontario Regulation 444/98, Disposition of Surplus Real Property
 - Keeping up with costs
 - Accountability

NOTE that the plans and proposals set out in this presentation can take effect only if regulations are made by the Lieutenant Governor in Council under section 234 of the Education Act. Such regulations have not yet been made. Therefore the content of this presentation should be considered to be subject to such regulations, when and if made.

Overview of 2016–17 GSN

- **Investments** in Ontario’s publicly funded education system continue to increase, with the 2016–17 GSN projected to be \$22.9 billion, an average of \$11,709 per pupil.
- There is renewed focus on funding that supports **equity in education** – an important goal of *Ontario’s Renewed Vision for Education*.
- The GSN also continues to identify ways to **improve** the funding mechanisms that support the delivery of education in Ontario.

What GSN funding supports

- Classrooms (\$12.7B)
- Schools (\$3.8B)
- Specific priorities (\$4.1B)
- Local management (\$2.2B)

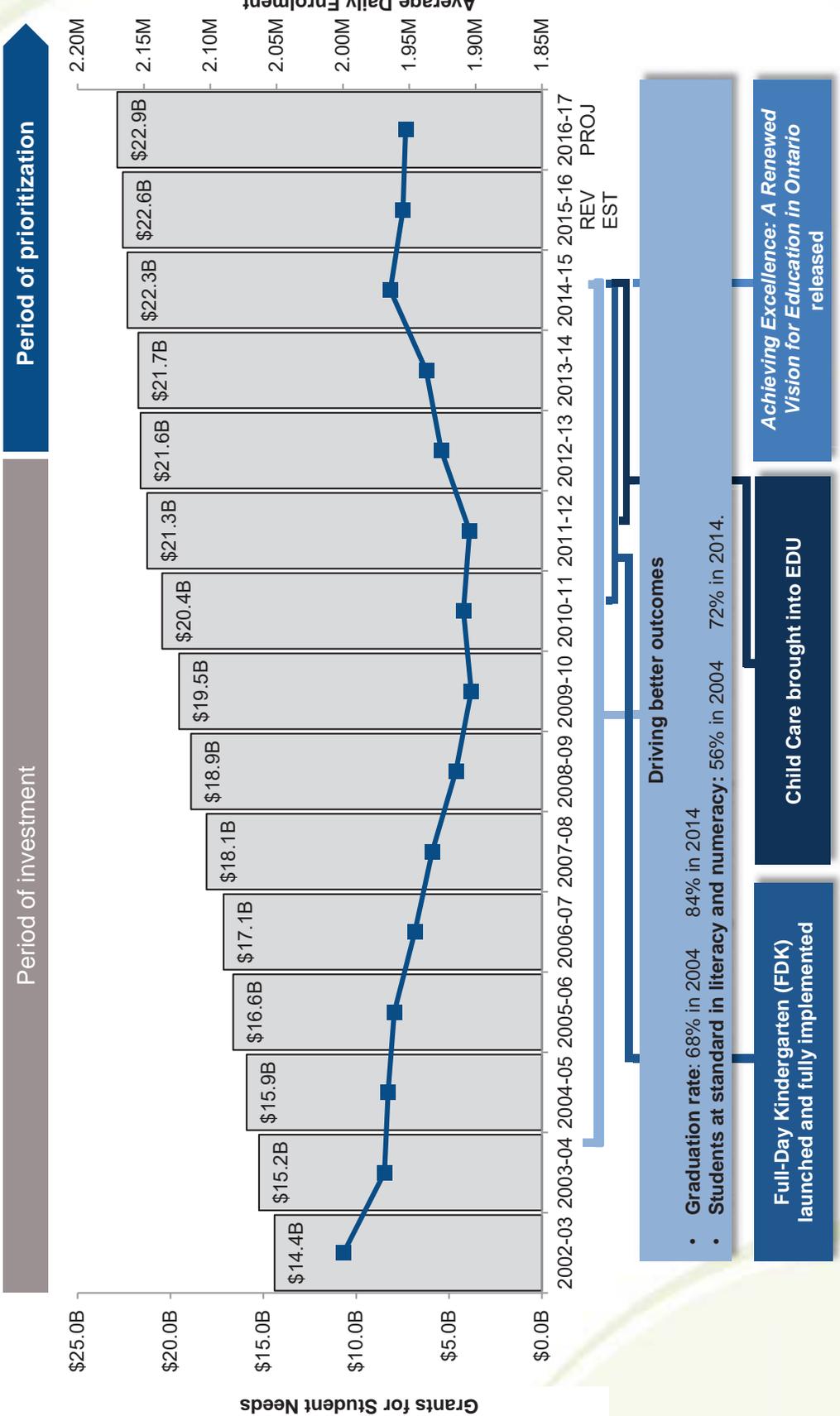
The goals GSN funding helps achieve

- Achieving Excellence
- Ensuring Equity
- Promoting Well-being
- Enhancing Public Confidence

Overview of 2016-17 GSN cont'd...

GSN School Year Forecast		2015-16 Projections	2016-17 Projections
Enrolment (average daily enrolment)			
Total Enrolment		1,954,803	1,952,756
<i>Year-Over-Year Change (Average Daily Enrolment)</i>			(2,046)
<i>Year-Over-Year Change (%)</i>			(0.1%)
GSN			
Total Funding (\$ Millions)		22,571	22,864
<i>Year-Over-Year Change (\$ Millions)</i>			293
<i>Year-Over-Year Change (%)</i>			1.3%
Per Pupil			
Total Funding Per Pupil (\$)		11,546	11,709
<i>Year-Over-Year Change (\$)</i>			162
<i>Year-Over-Year Change (%)</i>			1.4%

Historic Context



Note: To provide a clear year-over year comparison, we have added FDK funding and enrolment, which was previously outside the GSN, to previous years' GSN funding totals.

2016–17 Funding Discussions

- The 2016–17 GSN reflects extensive discussions with school boards and a broad range of education stakeholders, integrating policy, program and financial expertise.
- Discussions in fall 2015 included a focus on funding allocations that support **equitable outcomes for all students**.
 - This included, for the first time, engagement with First Nation, Métis, and Inuit education partners.
 - A summary of these discussions is now available on the Ministry website.
- The Ministry will attend Regional Education Councils in spring 2016 to provide further information about the 2016–17 GSN and review current and future opportunities and challenges.

1. Labour Framework Implementation

Updates to 2015-16 GSN

- One-time, **lump sum** payment.
- **Restoration of grid movement** retroactive to September 1, 2015.
- **Earned Leave** plans (English Catholic and French Language Boards only).
- **Recovery of unspent funding** for the Communautés d'apprentissage professionnel initiative (French Language Boards only).

It should be noted that, as discussions on provincial terms and conditions with principals and vice-principals are ongoing, no changes related to those compensation benchmarks are being brought forward at this time.

Labour Changes in 2016-17

Salary increases:

- Funding through an increase in the salary benchmarks for teaching and non-teaching staff of 1.25 percent for the entire 2016-17 school year – to reflect negotiated increases of 1% on September 1st and 0.5% on the 98th day.

Earned leave plans:

- The Ministry is implementing the same approach as 2015-16, but will also work with all boards to develop strategies to promote employee well-being, manage absenteeism and reduce the associated costs.

Employee Health, Life & Dental Benefits Transformation

Benefits transformation is a major consolidation and rationalization that will improve the cost-efficiency and delivery of benefits.

One-time investments:

- One-time provincial contributions to cover start-up costs and establish a Claims Fluctuation Reserve for each trust are being provided through Education Programs – Other (EPO), starting in the current school year and continuing in 2016–17.

Ongoing funding for benefits through the GSN:

- Any changes to how benefits are funded through the GSN in 2016–17 will be made once the 2014–15 benefit costs are determined through the data collection and validation process that is currently underway. The Ministry anticipates this process to be completed by the end of June 2016.

Retirement Gratuities

- One-time funding will be provided in 2015–16 for early payout of retirement gratuities based on the amount for the board that exceeds the amount funded (as of August 31, 2016).
 - Further details on this provision of funding will be provided after the August 31, 2016, cut-off date to reflect this information.
 - This one-time funding and accounting gain will be reflected through a reduction in the unfunded retirement gratuity liability that school boards phase into compliance each year starting in 2016–17.

2. Equity in Education

First Nation, Métis, and Inuit Education Supplement

Dedicated leads in each board:

- All boards will receive at least a **base amount** of funding through the Per-Pupil Amount (PPA) Allocation – \$165,520 in 2016–17 (equivalent to the Supervisory Officer salary and benefits benchmark) – **to support implementation of the Ontario First Nation, Métis, and Inuit Education Policy Framework.**

Incorporating voluntary, confidential Aboriginal self-identification into the GSN:

- EPO funding to support Board Action Plans (BAP) on First Nation, Métis, and Inuit Education will be transferred into the GSN. Funding will be allocated using a similar approach – but the 2016–17 formula will give greater weight to components that use voluntary, confidential **Aboriginal student self-identification data** (i.e., from 40% to 45% of the allocation).

First Nation, Métis, and Inuit Education Supplement cont'd...

Greater use of self-identification data in the GSN:

- The Ministry will continue to work with Aboriginal partners, families and education stakeholders to support **greater collection and use** of self-identification data in the GSN.

Junior Kindergarten and Kindergarten (JK/K) pupils:

- JK/K pupils are **eligible to generate funding** from the Native Languages Allocation for elementary pupils.

2011 NHS and Census Updates

- The Ministry has analysed 2011 National Household Survey (NHS) and Census data to determine whether data quality is sufficient for the purposes of updating components of the GSN.
- Starting in 2016–17, 2011 NHS / Census data updates will be phased in over three years within the following GSN Grants:
 - **First Nation, Métis, and Inuit Education Supplement:** PPA Allocation (estimated \$4.5 million investment at full maturity).
 - **Language Grant:**
 - English as a Second Language / English Literacy Development (ESL/ELD) Allocation: Pupils in Canada (PIC) component; and,
 - Actualisation linguistique en français (ALF) Allocation: Per-Pupil component.

3. Capital Funding

Update on Community Hubs – Amendments to Ontario Regulation 444/98

- The province is moving forward on implementing the recommendations provided in **Community Hubs in Ontario: A Strategic Framework and Action Plan** to remove barriers and provide supports to bring services together to better serve Ontarians.
- The Ministry intends to make amendments to the regulation to:
 - **Double the current surplus property circulation** period from 90 days to 180 days, providing listed public entities with 90 days to express interest in the property and an additional 90 days to submit an offer;
 - **Expand the list of public entities** to receive notification of surplus property disposition, including First Nation and Métis organizations;
 - Have all board-to-board sales be at **fair market value**; and,
 - Introduce a **maximum rate** a school board can charge for leasing a school to another board.
- Specific details concerning these amendments will be announced in a separate memorandum to be released later this spring.

Capital Funding Programs

Capital Priorities:

- The Capital Priorities program funds school capital projects to address:
 - accommodation pressures;
 - replacement of facilities in poor repair;
 - consolidation of underutilized facilities; and,
 - facilities for French-language rights holders in under-served areas of the province.
- Over \$2.4 billion in capital funding has been allocated since 2011.
- The Ministry expects to begin the next round of Capital Priorities in May 2016.

School Consolidation Capital (SCC):

- The SCC program was introduced as one of the pillars of the School Board Efficiencies and Modernization (SBEM) initiative to further assist school boards in managing their excess capacity and right-sizing their capital footprint.
- In the first year, 31 capital projects were funded at a cost of approximately \$150 million.
- The Ministry is expected to announce the second round of funding approvals in spring 2016.

Capital Funding Programs cont'd...

School Condition Improvement (SCI):

- For 2016–17, \$500 million will be allocated to school boards through the SCI program to address the significant backlog in school renewal needs.

Capital Planning Capacity (CPC):

- The Ministry recently announced the details of the CPC program for 2015-16 and 2016-17.
- This program supports boards as they undertake additional capital planning activities to make efficient use of school space.
- CPC funding is now divided into two programs:
 1. Capacity Building & Data Management (\$7.7 million per year)
 2. Support for Joint Use Schools (\$600,000 per year)

4. Keeping Up With Costs

Keeping Up With Costs

- The province continues to assist school boards with utilities and student transportation costs – over \$180 million in additional funding in the last five years.
- In 2016–17, the government will continue this investment with a projected \$33.6 million in additional funding.

Student Transportation:

- Funding for student transportation will increase by 2 percent to help boards manage increased costs.
 - As in previous years, this cost update will be netted against a school board’s transportation surplus.

Electricity and Other Utilities:

- The non-staff portion of the School Operations Allocation benchmark will again be increased by 2 percent to help boards manage increases in commodity prices.
 - The electricity component of the benchmark will increase by 3.5% based on the Ministry of Energy’s most recent Long-Term Energy Plan.

5. Accountability

Accountability: Compliance

Full-day Kindergarten and Primary class size compliance:

- As announced in last year's GSN release, the Ministry will begin to take action to ensure compliance with the Full-Day Kindergarten and Primary provisions of the [class size regulation \(O. Reg. 132/12\)](#).
 - Boards that are not compliant will be notified, and as a first step will be required to submit a class size compliance management plan.
 - If a board does not take successful corrective action, there will be reductions in the GSN envelope for board administration and governance. The reduction would be one percent in the second year of non-compliance, increasing in succeeding years if the situation continues.
 - In any year, a board that does not submit its FDK and Primary class size information to the Ministry by the October deadline, it will be subject to immediate cash withholdings equivalent to 50 percent of the boards' monthly transfers from the Ministry.
 - The Ministry will be releasing 2015–16 FDK and Class Size information in the coming months and will notify non-compliant boards.

Accountability: Compliance cont'd...

School Board Administration and Governance compliance:

- Last year, the Ministry informed boards of its intent to review board compliance with the enveloping provisions of the School Board Administration and Governance Grant in 2015–16.
- As a result of collective bargaining, boards may face extraordinary costs in 2015–16, so the review of compliance is deferred to 2016–17.

Accountability: Streamlining Delivery of Other Transfer Payments

Transfer of EPO into the GSN:

- To further balance reporting requirements while continuing to support Ministry core goals and priorities, several existing Ministry programs in addition to funding for Board Action Plans on First Nation, Métis, and Inuit Education will be transferred into the GSN in 2016–17.
 - Funding for **library staff**, projected to be \$10M in 2016–17, and **Outdoor Education**, projected to be \$17M in 2016–17, will be included in the Learning Opportunities Grant (LOG).
 - Funding for the **Managing Information for Student Achievement (MISA) Local Capacity initiative**, projected to be \$3.2M in 2016–17, and **Technology Enabled Learning and Teaching Contacts**, projected to be \$7.6M in 2016–17, will be included in the School Board Administration and Governance Grant.

Education Programs – Other (EPO)

- The Government will continue to support other education initiatives that advance student achievement with investments outside the GSN.
 - Similar to last year, the Ministry will release a memo today to provide boards with funding allocations for their 2016–17 school year.
 - The Ministry is confirming today that more than \$100 million in funding will be allocated to sustain supports to priority education initiatives in the 2016–17 school year.
 - As well, later in the spring the Ministry will announce funding allocations for the Renewed Math Strategy through a separate memo.

6. Ongoing Implementation

Ongoing Implementation

In 2016–17, the Ministry will continue to implement reforms that began in prior years:

School Board Efficiencies and Modernization (SBEM):

- This upcoming school year (2016–17) is the second year of a three-year phase in of measures, introduced in 2015–16 to encourage the management of underutilized school space.

Special Education Grant:

- In 2014-15, after extensive consultations with stakeholder representatives, including the Special Education Funding Working Group, the Ministry began the four-year implementation of a new funding model for what will now be called the Differentiated Special Education Needs Amount (DSENA) Allocation (formerly High Needs Amount).

School Board Administration and Governance Grant:

- This upcoming school year (2016–17) is the third year of the four-year phase-in of the new allocation method, as recommended by the School Board Administration and Governance Advisory Group (BAAG). The new model will be fully implemented in 2017–18.

Resources

- The Ministry will be posting the following documents on its website (<http://www.edu.gov.on.ca/eng/policyfunding/funding.html>):
 - B06 memo – *Grants for Student Needs changes for 2015–16 and 2016–17*
 - B07 memo – *2016-17 School Year Education Programs – Other (EPO) Funding*
 - *School Board Funding Projections for the 2016–17 School Year*
 - *2016 -17 Technical Paper*
 - *2016-17 Education Funding Discussions: Summary Report*
 - *2016–17 Education Funding: A Guide to the Grants for Student Needs*
 - *2016-17 Education Funding: A Guide to Special Education Funding*

Questions

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THANK YOU