

2010: B5

MEMORANDUM TO: Directors of Education
Secretary/Treasurers of School Authorities

FROM: Karen Maxwell
Assistant Deputy Minister (Acting)

DATE: March 26, 2010

SUBJECT: **Education Funding for 2010-11**

I am writing to provide you with information about the Grants for Student Needs (GSN) in 2010-11.

Funding through the GSN in 2010-11 is projected to be \$20.2B, which is \$694.3M (3.6 percent) more than in 2009-10. Per-pupil funding is projected to rise to \$10,730, an increase of \$464 (4.5 percent) compared to 2009-10. Since 2002-03, GSN operating funding has increased by over \$5.8B, an increase of 40.4 percent, while per pupil funding in the same period has risen by \$3,529, an increase of 49 percent.

The 2010-11 GSN supports the education sector's continued focus on key student achievement goals. The level of funding demonstrates the government's sustained commitment to investing in education, despite declining enrolment and a challenging fiscal situation. These investments have contributed to measurable improvement in student achievement. Two thirds of Grade 3 and Grade 6 students are achieving at or above the provincial standard in reading, writing, and math – up 13 percentage points compared to 2002-03. In 2008-09, the high school graduation rate was 79 percent, up 11 percentage points from 2003-04.

This memorandum was prepared prior to the release of 2010 Ontario Budget and does not reflect the announced compensation framework. Further information will be provided in the near future.

It should also be noted that a regulation to govern grants to school boards in their 2010-11 fiscal year has not yet been made. The information in this memorandum is provided in the absence of such a regulation.

The initiatives and investments described herein must be implemented by, and are conditional upon, the making of such a regulation by the Lieutenant Governor in Council.

The Ministry intends to seek such a regulation and will advise you if it is made.

A. OVERVIEW

In January 2010, the Ministry held a series of consultations with its education partners to hear their advice and recommendations about changes to education funding for 2010-11. The Ministry thanks all participants in the consultations for their thoughtful and positive contributions.

In 2010-11, the GSN will again fund the enhancements agreed to in the Provincial Framework Agreements (PFAs), supporting peace and progress in education. To help boards address cost pressures, there is additional funding for school operations, Community Use of Schools, and student transportation.

As the Ministry continues to review and refine the various components of the Special Education Grant, total funding for special education in 2010-11 is being increased by \$65.5 million.

In keeping with the government's ongoing commitment to continually upgrade the funding formula, there will again be structural improvements to the GSN. The major structural reforms in 2010-11 are:

- A division of the elementary Pupil Foundation Grant into two allocations to align funding more clearly with elementary class size standards;
- Adjustments to four allocations so that the most up-to-date Census data (2006) is used to calculate funding; and
- The phase-out of funding under the outdated Distant Schools Allocation.

There will also be changes to the Perfectionnement du français allocation for French-language school boards to better reflect the student needs and program goals this funding supports.

As stated when the 2009-10 GSN was released last year, constraint measures in 2010-11 will affect classroom computers, funding for staff development through some Special Purpose grants, student transportation, and Top-up funding for school operations and renewal. There will also be a reduction in funding for school board administration. The transitional stable funding approach with respect to the High Needs Amount (HNA) of the Special Education Grant will continue for declining enrolment boards, but will be based on 50 percent of the board's HNA stabilization amount. While the constraints are modest – the Ministry projects that they represent less than one-half of one percent of total operating funding in 2010-11 – it is important that the sector pursue efficiencies and, where appropriate, adjust its cost structures. The Ministry will work in partnership with boards to continue developing effective business and financial practices that maximize the use of education resources to benefit students.

As announced in the 2010 Provincial Budget, the government will make available close to \$245M in capital funding over the next two years to address capital needs related to the Early Learning Program. The Ministry will also make allocations of funding to support the most urgent and pressing capital needs in the sector.

A number of programs previously funded outside the GSN will be transferred into the GSN in 2010-11, including funding for School Effectiveness Leads, the Ontario Focused Intervention Partnership (OFIP) tutoring and Specialist High Skills Majors programs, and funding to help boards build capacity by hiring staff with Applied Behaviour Analysis (ABA) expertise.

B. ENHANCEMENTS FOR PEACE AND PROGRESS IN EDUCATION

In 2010-11, which is the third year of the four-year PFAs, the government will continue to fully fund its commitments. The following enhancements will be implemented, totalling a projected \$601M:

i. Salaries

The province will provide \$475.7M to increase the salary benchmarks for regular teachers, occasional teachers, and non-teaching staff by 3 percent as of September 1, 2010.

ii. Benefits and Other Working Conditions

\$33.4M will fund sector-wide improvements to benefits and other working conditions. An updated projection of the board-by-board allocations of the \$33.4M is attached as an appendix to this memorandum.

iii. Specialist Teachers and Preparation Time

\$50.8M will fund an additional 566 elementary specialist teachers to support 10 additional minutes of elementary preparation time.

iv. Grade 4-8 Class Size Reduction

\$11.7M will fund 132 grades 4-8 teacher positions to reduce average class size in those grades.

v. Elementary Supervision

\$0.3M will support changes to the number of supervision minutes for elementary teachers.

vi. Professional Learning

\$9.6M will fund increased support for professional learning for elementary teachers.

vii. Secondary Programming

\$19.5M will fund 216 additional secondary teachers to support locally developed strategies to expand high school programming.

C. ENHANCEMENTS TO KEEP UP WITH COSTS

School Operations

The non-staff portion of the school operations benchmark of the School Operations Allocation will be increased by 2 percent to help boards manage the increases in commodity prices, such as natural gas and electricity, as well as insurance costs.

This enhancement represents an increase of \$14.5M for 2010-11, bringing the total School Operations allocation to a projected \$1.9B.

Community Use of Schools

The Community Use of Schools Allocation will be increased by \$0.5M to help cover the cost pressures of inflation, bringing the total allocation to \$27.6M.

Student Transportation

The cost benchmarks in the Transportation Grant will be increased by 2 percent to help recognize capital and other operating costs. This represents an increase of \$9.1M in 2010-11. In addition, the Fuel Escalator and De-escalator Component introduced in 2009-10 will continue, ensuring funding stability for boards in the event of fuel price market volatility.

As in 2009-10, the projected funding for the 2 percent benchmark update is a *net* projected increase. Boards with a 2009-10 transportation surplus equal to or greater than this 2 percent cost benchmark increase will not be eligible for this enhancement.

The allocation of funding for student transportation will continue to be subject to constraints that provide strong incentives for transportation consortia to achieve greater efficiencies, as described on page 7.

D. SPECIAL EDUCATION

The Ministry continues to implement the recommendations of the Working Table on Special Education by reviewing and refining the components of the grant and consulting with stakeholders. The goal is to ensure that the evolution of the funding approach supports students with special education needs, improves student outcomes, and places less emphasis on the identification process for students with high needs.

In 2010-11, to encourage effectiveness and efficiency in the use of existing resources, the Ministry will initiate a discussion on the relationship among: special education funding, the delivery of programs and services, and student achievement.

The government will again enhance funding to support the special education needs of students, with an increase of approximately \$65.5M in the Special Education Grant for the 2010-11 school year. The total Special Education Grant is projected to be \$2.3B, which is an increase of approximately \$687M since 2002-03, or 42 percent.

The \$65.5M investment in 2010-11 will:

- Support the introduction of the Behaviour Expertise Amount (BEA) with \$10.8M in funding, as described on page 11;
- Continue to support the Measures of Variability (MOV) amount as part of the High Needs Amount (HNA) allocation, to better reflect the variability of high needs students and boards' ability to respond to these needs in order to revise the HNA allocation without relying on a claims-based process;
- Support the introduction of the MOV Special Education Statistical Prediction Model Component, which will be introduced as part of the HNA Measures of Variability with \$10M in new funding;
- Provide transition support to school boards by funding 50 percent of the transitional High Needs Amount Stabilization;
- Continue to support the Special Incidence Portion (SIP) claim-based applications;

- Support a funding increase of approximately 7 percent to the Special Equipment Amount (SEA), through the introduction of the SEA Per Pupil Amount, and continued support for SEA claims-based applications; and
- Stabilize funding for education programs for school-aged children and youth in government-approved care and/or treatment, custody, and correctional facilities.

E. STRUCTURAL REFORMS

Primary and Junior/Intermediate Pupil Foundation Allocations

Since 2004, the government has undertaken two major initiatives to reduce class sizes in the elementary grades. The Primary Class Size (PCS) initiative, introduced in 2004-05, is fully implemented, with all primary (Junior Kindergarten to Grade 3) classes having 23 students or fewer, and 90.5 percent having 20 or fewer. Over four years (2009-10 to 2012-13), the government is providing funding to reduce average class size in grades 4-8 from the current 25 to 24.5.

In 2010-11, the Ministry will realign the elementary Pupil Foundation Grant so that funding through this Grant more clearly reflects elementary class size requirements:

- PCS Reduction Amount funding will be folded into a Primary Pupil Foundation Allocation. (A portion of this PCS funding will be transferred into the Teacher Qualifications and Experience [Q&E] grant, as the number of teachers recognized for funding through the Q&E grant will increase.) This will fund Junior Kindergarten to Grade 3 students at an average class size of 19.8.
- A Junior/Intermediate Pupil Foundation Allocation will fund grades 4-8 students at an average class size of 24.8. Class size is scheduled to decline to 24.5 by 2012-13.

This change, which was widely supported by stakeholders in this year's consultations about the GSN, will allow the funding allocations to more transparently and effectively support current class size requirements.

Primary class size standards remain unchanged. Boards are expected to organize classes such that:

- At least 90 percent of primary classes have 20 or fewer students;
- 100 percent of primary classes have 23 or fewer students; and
- 100 percent of combined Grade 3-4 classes have 23 or fewer students.

Boards are reminded that, in 2010-11, the funding for the additional half-day of the core Early Learning Program (ELP) is being provided outside the GSN. ELP classes will be excluded from each board's calculation and reporting of primary class sizes and board-wide elementary class size average. Junior Kindergarten and Kindergarten classes outside the ELP in 2010-11 are subject to the primary class size standards and will be included in the calculation and reporting of primary class sizes.

Updating Allocations to Reflect 2006 Census Data

In 2010-11, the Ministry will update four grants that use Census information with the most recent available data from the 2006 Census:

- Learning Opportunities Grant (LOG)
- English as a Second Language/English Literacy Development (ESL/ELD)
- Actualisation linguistique en français (ALF)
- Safe Schools Supplement

Moving to 2006 Census data, which is already used to calculate the First Nations, Métis and Inuit Education Supplement, will mean that allocations from these grants will better reflect the educational needs that arise from the social economic conditions facing students.

The Ministry recognizes that the use of the 2006 Census data will result in some redistribution of funding among school boards. In the case of LOG and ESL/ELD funding, both increases and decreases will be phased in over four years starting in 2010-11, to give boards additional time to adjust to the change. Changes to ALF and the Safe Schools Supplement will be fully implemented in 2010-11.

LOG – Demographic Component

In this year’s GSN consultations, stakeholders indicated a high level of support for the update of the Demographic Component of LOG. In addition to using 2006 Census data, the Ministry will restructure and simplify the allocation. The revised Demographic Component will better reflect the diversity of student profiles and needs across the province and within school boards. It will, as part of the province’s Poverty Reduction Strategy, give increased weight to low-income indicators to focus on helping low-income students who need it most.

A single allocation method will replace the three layers currently used in the Demographic Component. This method is the same as that used to calculate the “2002-03 Allocation Model” and “2003-04 and 2004-05 Allocation Model”, but is based on the following socio-economic indicators derived from the 2006 Census:

Indicator	Description	Weight
Low Income	Percentage of school-aged children in households whose income is below the low income cut-off (LICO) point.	50%
Recent Immigration	Percentage of school-aged children who immigrated to Canada between 2001 and 2006.	25%
Low Parental Education	Percentage of the adult population having less than a high school diploma or equivalent.	12.5%
Lone Parent Status	Percentage of children in a household led by a single parent.	12.5%

As noted above, increases and decreases in each board’s LOG allocation resulting from these changes will be phased in over four years (2010-11 to 2013-14).

As part of this restructuring, \$8.9M in funding, which is equivalent to the share of the Demographic Component that reflects Aboriginal origin/ancestry, will be transferred from LOG to the Per-Pupil Amount in the First Nations, Métis and Inuit Education Supplement (FNMI) in 2010-11.

Grant Modernization – Distant Schools Allocation

As part of the Ministry's commitment to ensuring that grants remain current and reflect the changing needs and cost structures of school boards, the Distant Schools Allocation (DSA) – Learning Resources Component and related funding will be phased out over three years.

The Distant Schools Allocation (DSA) was introduced in 2003-04 to provide additional resources to support the higher costs of programs for distant schools. With the introduction of the School Foundation Grant in 2006-07 and the Supported Schools Allocation in 2007-08, most of the funding allocated through the DSA was realigned. The remaining funding was:

- The DSA – Learning Resources Component and “hold harmless” funding that supported the transition from the DSA to the Supported Schools Allocation; and
- Top-up funding for operations and renewal for Distant Schools.

This funding will be reduced by one third of the current allocation in each of the next three years starting in 2010-11.

Perfectionnement du français/Programme d'appui aux nouveaux arrivants

To support provincial policy and curriculum for French-language education, the Perfectionnement du français (PDF) allocation, which is part of the Language Grant and available only to French-language school boards, will be renamed the Programme d'appui aux nouveaux arrivants (PANA). Reflecting the increasing diversity of students admitted to French-language schools, the criteria will be amended to make immigrant students who were born in any country except France or Belgium eligible for PANA funding.

F. EFFICIENCY AND SAVINGS MEASURES

Strong, proactive financial management continues to be an essential strategy to protect and advance progress in education, and the Ministry will continue to work with boards to build the system's capacity to manage education resources.

Savings Measures from 2009-10

Classroom Computers

2010-11 is the second and final year of the \$25M reduction in funding for computers through the Pupil Foundation Grant. Previous benchmark levels will be restored in 2011-12.

Staff Development

The reduction in funding for Staff Development through the Pupil Foundation Grant will end and the previous benchmark levels – \$11 per elementary student and \$12 per secondary student – will be restored for 2010-11, at a cost of \$21.4M.

Student Transportation

The annual 1 percent reduction in the student transportation allocation to boards will continue in 2010-11 and 2011-12. As in 2009-10, this will not apply to boards that have

received a "High" rating on routing and technology through the Effectiveness and Efficiency (E&E) reviews. Boards that achieve a "High" rating in 2010-11 will be exempt from the reduction starting the year that follows the review.

Savings measures starting in 2010-11

Stable Funding Guarantees – Student Transportation and High Needs Amount

Starting in 2010-11, the stable funding guarantees for the Student Transportation Grant and the High Needs Amount (as noted on page 4) will be based on 50 percent of enrolment decline.

School Operations and Renewal Top-up Funding

In 2010-11, Top-up funding will be reduced to 18 percent and will be further reduced to 15 percent in 2011-12. This will not impact Top-up funding provided to schools deemed Rural or Supported. Top-up funding will not be provided to new schools, including schools opened in the 2009-10 school year, for the first five years of operation. This recognizes that new schools can operate more efficiently and have lower renewal needs.

Board Administration

There will be a reduction in funding for board administration of \$8.6M in 2010-11. The per-pupil benchmarks in two components of the School Board Administration and Governance Grant – the Directors and Supervisory Officers Component and the Board Administration Component – will be reduced by approximately 2 percent.

Achieving greater efficiencies in board administration is an important priority. The reduction in 2010-11 will increase to \$15.4M in 2011-12, growing to a total reduction of \$21.8M in 2012-13. The Ministry will convene a stakeholder working group to develop and implement a new funding approach for school board administration that will enable the sector to achieve savings while improving the transparency, efficiency and effectiveness of funding. Further information about the working group will be provided in the near future.

G. CAPITAL

Accounting Changes and Capital Wrap-up

As noted below in section **L. Reporting and Accountability** (page 11), there are important changes to financial accountability and reporting in 2010-11. These changes are particularly relevant to the wrap-up of the capital funding model, especially the New Pupil Places (NPP) grants. Please refer to the two memoranda of March 4, **2010: B2** and **2010: SB10**.

Approximately \$30M is being allocated to a number of boards in 2010-11, specifically to address the estimated annual portable costs previously charged to their NPP grant. This is transitional funding to assist these boards, which would otherwise have faced a significant pressure on their budgets related to portable costs.

Primary Class Size (PCS) Capital

In 2005-06, boards received a PCS Capital approval, which was to be used to make adjustments to schools to address the need for additional classes resulting from smaller class sizes. As the PCS initiative is fully implemented, the Ministry has recently completed a review of the expenditures and planned uses of these allocations.

Based on this analysis, the Ministry is revising boards' PCS Capital allocations in the 2009-10 GSN to reflect the amounts no longer needed for PCS purposes.

Capital Funding

For 2010-11, the Ministry has approximately \$120M in capital funding available to be allocated. The Ministry will allocate this funding to support the most urgent and pressing capital needs in the sector, based on previously identified projects.

Energy Efficiency Funding

As outlined in the memorandum of April 24, **2009: B5 – Energy Efficient Schools Funding**, boards also have the second year of the Energy Efficiency funding in the 2010-11 fiscal year. The second year funding, which is outside the GSN, can flow as early as May 2010. Boards are reminded that, in order to qualify for the second year allocation for equipment and renewal expenditures, they must meet the reporting and expenditure requirements outlined in **2009: SB19 – Reporting Requirements: Energy Efficiency and Good Places to Learn**.

In addition, the Ministry is beginning to allocate the \$50M in funding to boards for Renewable Energy as outlined in **2009: SB31 – Renewable Energy Funding for Schools**. These funds flow outside the GSN.

Early Learning Capital

As announced in the 2010 Provincial Budget, close to \$245M in capital funding will be invested over the next two years to address capital needs related to the Early Learning Program. The Ministry is currently working with school boards to identify the capital needs of Phase 2 Early Learning sites and will notify boards of the capital allocation on May 21, 2010.

H. PROCESS IMPROVEMENTS

A collaborative approach to the effective management of education resources has strengthened Ontario's education system and supported the shared goal of improved achievement for all students. This commitment to working together to maximize the benefits of the province's investments in education is especially important in the current fiscal environment. In 2010-11, the Ministry will continue to engage boards and stakeholders in a number of co-operative initiatives for improvement.

As noted above, the Ministry will initiate a discussion with boards and stakeholders on special education (page 4), and will establish a stakeholder working committee to review and update the School Board Administration and Governance Grant (page 8).

Two other collaborative exercises in 2010-11 are:

Professional Development

The Ministry will work with stakeholders to promote the effective management and use of funding for professional development and associated board initiatives. This will help ensure effectiveness while also addressing stakeholder concerns about the impact of professional development at the school level.

Textbook Procurement

Building on the success of the Library Investment Project, the Ministry will collaborate with school boards to introduce business process improvements related to the acquisition and management of textbooks, learning materials, and classroom supplies.

Further information about these initiatives will be provided in the near future.

I. TRANSFERS INTO THE GSN

Starting in 2010-11, a number of initiatives that had previously been funded through Education Programs – Other (EPO) transfer payments will be funded through the GSN.

School Effectiveness Leads and Framework Release Time

Introduced in 2007-08, the School Effectiveness Framework is an initiative to assist elementary schools and boards in the assessment of school effectiveness so they can plan for improvement. In each school board, School Effectiveness Leads are responsible for the organization, administration, management, and implementation of the Framework.

In 2010-11, \$17.3M in School Effectiveness Leads and Framework Release Time funding will be allocated as a component of the Learning Opportunities Grant. The allocation will comprise a base amount of \$167,197 per board, with an additional \$167,197 if the elementary ADE of a board is greater than 85,000; and a per-pupil Release Time amount of \$2.63, calculated using total elementary and secondary ADE.

Ontario Focused Intervention Partnership (OFIP) Tutoring

This program, established in 2006-07, allows boards to initiate and expand before- and after-school, weekend, or summer tutoring programs. The focus of these programs is to provide extra help for students who are not yet achieving the provincial standard in reading, writing or mathematics.

In 2010-11, \$7.9M in funding for this program will be allocated as a component of the Learning Opportunities Grant, through a per-pupil amount of \$4.19, calculated using total elementary and secondary ADE.

Specialist High Skills Major

The Specialist High Skills Major program has, since its introduction in 2006-07, allowed students to customize their high school experience and build on their strengths and interests by focusing their learning on a specific economic sector. In 2009-10, 20,000 students are enrolled in over 430 programs. Starting in 2010-11, funding of \$16.5M will be allocated as a component of the Learning Opportunities Grant. The allocations will be through a table amount in the GSN regulation.

Special Education: Behaviour Expertise Amount (BEA)

This allocation will provide \$10.8M in funding to boards to build capacity by hiring staff with Applied Behaviour Analysis (ABA) expertise. School board personnel with ABA expertise will provide and coordinate training on ABA instructional methods and resources at the board and school level to increase capacity to use ABA methods within the publicly funded school system. They will support deeper implementation of **Policy/Program Memorandum (PPM) No. 140, Incorporating Methods of Applied Behaviour Analysis (ABA) into Programs for Students with Autism Spectrum Disorders (ASD)**. The services provided by ABA expertise professionals are applicable to all students and have been found to be specifically effective in working with students with ASD where appropriate. In addition, ABA expertise professionals continue to play a role in the successful implementation of the Connections for Students model for students with ASD.

J. INVESTMENTS OUTSIDE THE GSN

The government will, as in previous years, fund other education initiatives with investments outside the GSN to support boards in advancing student achievement. Details of these investments are being released today in memorandum **2010: B6 – 2010-11 Funding in addition to Grants for Student Needs**.

K. SCHOOL AUTHORITIES

As in previous years, funding for School Authorities will be adjusted in 2010-11, as appropriate, to reflect changes in funding to district school boards. The Ministry will provide further information concerning funding in 2010-11 for School Authorities in the near future.

L. REPORTING AND ACCOUNTABILITY

The Ministry has established the following dates for submission of financial reports:

July 30, 2010	Board Estimates for 2010-11
November 15, 2010	Board Financial Statements for 2009-10
December 15, 2010	Board Revised Estimates for 2010-11
May 13, 2011	Board Financial Report for September 1, 2010, to March 31, 2011

The Ministry expects that Estimates forms will be available on EFIS in mid-April.

Audit Capacity

In 2009-10, \$2M was provided to boards as a first step in multi-year funding to help boards establish internal audit capacity, with the goals of increasing the focus on accountability and transparency and improving fiscal oversight of the sector. A further \$3M will be allocated in 2010-11, bringing total annual funding for this initiative to \$5M.

Changes to Financial Accountability, Budgeting and Reporting

Over the past two years, the Ministry has consulted with boards and other partners about the modernization of the financial accountability sections of the *Education Act*. As detailed in two memoranda of March 4, **2010: B2** and **2010: SB10**, both titled **Update on Changes to Financial Accountability, Budgeting and Reporting**, important changes to improve financial transparency and accountability will take effect in 2010-11. These include updating budget compliance to Public Sector Accounting Board standards (PSAB) and the wrap-up of the capital funding model (primarily New Pupil Places grants). More detailed information is contained in these two memos.

Approval Process for In-Year Deficit

As stated in **2010: B2** and **2010: SB10**, boards are required to seek the Minister's approval for an in-year deficit that exceeds the accumulated surplus or is in excess of 1 percent of operating revenue. This approval must be obtained prior to a board's final approval of its budget. If a board's deficit is caused by situations that are not permanent or non-structural in nature, approval will take no longer than 5 business days from the day the Ministry acknowledges receipt of the board's request. If the deficit is structural in nature, or the request represents a high financial risk that places future balanced budgets at risk, more time may be required.

Boards should ensure that their budget timelines are adjusted to include adequate time for approval, if needed, so that they will be able to meet the July 30, 2010, deadline for the submission of Estimates. All requests for approval should be submitted through the board's assigned Ministry Finance Officer.

M. INFORMATION RESOURCES

The documents *Technical Paper, 2010-11* and *School Board Funding Projections for the 2010-11 School Year* will be available on the Ministry website www.edu.gov.on.ca in the near future.

If you require further information about school board funding in 2010-11, please contact:

Capital and Pupil Accommodation Grant	Nancy Whynot	(416) 325-4030 nancy.whynot@ontario.ca
Early Learning Capital	Grant Osborn	(416) 325-1705 grant.osborn@ontario.ca
Financial accountability and reporting requirements	Andrew Davis	(416) 327-9356 andrew.davis@ontario.ca
Other changes in the 2010-11 GSN	Didem Proulx	(416) 327-9060 didem.proulx@ontario.ca
Programme d'appui aux nouveaux arrivants (PANA) allocation	Ginette Plourde	(416) 327-9072 ginette.plourde@ontario.ca
Provincial Framework Agreements	Margot Trevelyan	(416) 325-2836 margot.trevelyan@ontario.ca

Special Education Grant	Barry Finlay	(416) 325-2889 barry.finlay@ontario.ca
Student Transportation Grant	Cheri Hayward	(416) 327-7503 cheri.hayward@ontario.ca

The changes, enhancements, and savings in the 2010-11 GSN will allow Ontario's publicly funded education system to continue the excellent work that has been done to raise student achievement and give parents and the wider public confidence that our education system is meeting the needs of every student. Education continues to be one of the government's priorities, even as the province faces a challenging fiscal climate and declining enrolment.

Our success has been a collaborative effort. In 2010-11, the Ministry will continue to work with school boards and other partners to achieve further improvements to education that will benefit students and help build an even stronger foundation for the future of our province and its citizens.



Karen Maxwell
Assistant Deputy Minister (Acting)

Copy: Superintendents of Business and Finance