

**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.