



**COMMITTEE OF THE WHOLE (BUDGET)
Report No. 22-032**

30 May 2022

2022-2023 Staff-Recommended Budget

Key Contact: Mike Carson, Chief Financial Officer, 613-596-8211 ext. 8881.

PURPOSE:

1. To present and seek approval of the 2022-2023 Staff-Recommended Budget.

STRATEGIC LINKS:

2. The 2019-2023 Strategic Plan focuses on creating a culture of social responsibility that continues to foster responsible stewardship of financial resources. The Board's stewardship of the District's financial resources continues to be one of its primary functions and the budget will set the operating plan for the coming year. An effective debate leading to approval of the budget is a cornerstone of sound governance practice. The progress made in rebuilding its accumulated surplus, and continuing to enhance services to students is a credit to the efforts of the entire District. This has allowed the Ottawa-Carleton District School Board (OCDSB) to develop a budget that mitigates some of the immediate impacts of this year's funding challenges and financial demands, allowing time for a more complete review of how to move forward in the face of anticipated resource reductions in future years.

CONTEXT:

3. The District operates on a fiscal year that runs from September 1 to August 31. Prior to the start of each fiscal year, and in compliance with the *Education Act*, the Board is required to approve a budget before the end of June that articulates how the District will use its resources to meet the needs of its students and the broader school community.

The Committee of the Whole Budget (COW Budget) has had one meeting this year that has helped to inform the process for the development of the 2022-2023 Staff-Recommended Budget. To date, the Committee has received an overview of the District's projected financial position for the current year, discussed the continuing challenges presented by the COVID-19 pandemic, considered risks that are relevant to the development of the budget and discussed academic staffing recommendations. In addition, members of COW Budget and other committees have expressed opinions regarding the priorities for the OCDSB in the coming year. In developing its recommendations, staff has considered those suggestions as well as input provided by principals, managers and others throughout the year.

The provincial guidance is that the District's 2022-2023 Budget must be approved by the Board by the end of June 2022. The meeting dates to achieve this goal are:

1 March 2022	Update on budget development, the GSN and academic staffing
29 March 2022	Approval of academic staffing
30 May 2022	Presentation of the staff-recommended budget
8 June 2022	Public delegations, budget debate commences
14 June 2022	Budget debate continues
16 June 2022	Budget debate (if required) and recommendations to Board
20 June 2022	Board approval of staff-recommended budget

The development of a budget is always complicated because of the necessity to rely on estimates. Line items for both revenues and expenses rely on the estimates of enrolment, general price increases, trends in staff recruitment and retention, and benefit costs. The capacity to use the accumulated surplus in balancing the budget also relies on forecasts of the current year's financial results. A conservative approach has been employed in establishing the budget recommendations.

For 2022-2023, the staff-recommended budget is mainly focused on maintaining supports for students while continuing to manage the additional costs of measures designed to maintain safe and healthy schools and working environments. However, the budget also continues to include funds to support the work required for progress towards the achievement of the goals of the strategic plan. This will support:

- The continued need to support investments in student learning devices, software licences and network infrastructure in response to the increased reliance on technology;
- The recognition that important investments in staff must be made to support equity and inclusion objectives;
- The continued focus on reengagement with students and on supporting the mental health of students and staff; and
- Ensuring capacity to support school administration in managing the costs associated with student supervision.

The 2019-2023 Strategic Plan, a copy of which is attached as Appendix A, has guided the development of the budget recommendations. Staffing enhancements are aligned to provide students with excellent learning opportunities reflective of the caring, supportive and innovative culture envisioned by the Board and to ensuring staff contributions to the learning environment are appropriately supported. The recommendations reflect the District's commitment to the responsible stewardship of environmental, human and financial resources. The continued use of the District's accumulated surplus is reflected in the recommendations.

4. Consideration of the Ministry's Budget Requirements

The Ministry of Education announced the Grants for Student Needs (GSN) on February 17, 2022. It also announced the Capital and many Priorities and Partnerships Fund (PPF) grants at the time.

It is important to recognize that the Board is required to adopt a "compliant" budget by June 30, 2022. The *Education Act* allows the use of accumulated surplus to balance

the operating budget, but it also restricts the use in any school year to 1.0% of the operating grants provided by the Ministry. In the case of the budget currently recommended by staff, the approval of the Minister will be required and staff is in the process of obtaining that approval. The following excerpt from the *Education Act* highlights the budget requirements.

The *Education Act* states:

Board shall adopt estimates

232 (1) Every board, before the beginning of each fiscal year and in time to comply with the date set under clause (6) (c), shall prepare and adopt estimates of its revenues and expenses for the fiscal year. 2009, c. 34, Sched. I, s. 4.

Same

(2) Where final financial statements are not available, the calculation of any amount for the purposes of this Act or the regulations shall be based on the most recent data available. 2009, c. 34, Sched. I, s. 4.

Balanced budget

(3) A board shall not adopt estimates that indicate the board would have an in-year deficit for the fiscal year. 2009, c. 34, Sched. I, s. 4.

Exception

(4) Despite subsection (3), a board may adopt estimates for a fiscal year that indicate the board would have an in-year deficit for the fiscal year if,

- (a) a regulation is made under subsection 231 (2) and the estimated in-year deficit would be equal to or less than the maximum amount determined in accordance with that regulation;
- (b) the Minister has approved a deficit under clause 231 (1) (b) and the estimated in-year deficit would be equal to or less than the amount approved by the Minister;
- (c) an in-year deficit is permitted as part of a financial recovery plan under Division C.1; or
- (d) the board is subject to an order under subsection 230.3 (2) or 257.31 (2) or (3). 2009, c. 34, Sched. I, s. 4; 2019, c. 7, Sched. 20, s. 3.

Minister's approval

(5) In deciding whether to grant his or her approval for a fiscal year for the purpose of clause (4) (b), the Minister shall consider the factors set out in subsection 231 (3). 2009, c. 34, Sched. I, s. 4.

KEY CONSIDERATIONS:

5. Budget Risk

Annually, staff evaluates significant risk factors that could affect the following year's financial outcomes. Variability in projected enrolments (and consequently funding) is always considered, as well as assumptions around future cost pressures in response to unforeseen service needs. Key risks include:

- Enrolment variability;
- Fluctuations in revenues and expenses;
- Normal in-year budget pressures;
- Reduced capacity to support planned deficits; and
- The economic and political environment.

Repercussions of the ongoing COVID-19 pandemic represent a continuing uncertainty that permeates all key risk areas; however, the availability of vaccines and broad community exposure to the Omicron variant will, hopefully, allow students and staff to return to a more normal learning environment for the coming year.

6. Enrolment Variability

Student enrolment projections for the school year are one of the most critical elements affecting budget development. Enrolment is measured twice each year and reflected as average daily enrolment (ADE). The enrolment projections are based on trends, knowledge of changing municipal demographics and District initiatives such as the opening of new schools, boundary and program changes, as well as the opening of new schools by other school districts. On a system basis, enrolment projections have usually been close to 1.0% of actual enrolment; however, there can be larger school-by-school variances that can create staffing pressures or savings opportunities.

A cautious approach has been adopted to projecting 2022-2023 enrolment. The recommended budget shows projected 2022-2023 day school ADE of 74,165 and corresponds with the enrolment submitted to the Ministry in November 2021. This number represents an ADE increase of 1,187 (1.63%) relative to the 2021-2022 budgeted ADE of 72,978.

As pandemic concerns wane and public confidence in resuming normal activities improves, it is expected that there will be additional in-year enrolment. Increased enrolment will be accompanied by additional funding and, potentially, additional student support costs. In fact, recent assessments confirm continued enrolment growth and a provision of \$1.1 million in net funding is reflected as miscellaneous revenue in the estimates. Staff will proceed with the mandatory teacher and early childhood educator (ECE) staffing required by the collective agreements and/or regulation. If necessary, a report identifying any additional required investments would be presented to COW during the 2022-2023 school year.

7. Fluctuations in Revenues and Expenses

The revenues and expenses in the recommended budget have been prepared based on recent experience and influenced by assumptions regarding both known and anticipated changes. For example, compensation costs will change as a result of increased staffing levels and to reflect changes in benefit premiums. Although the

additional budget provisions are believed appropriate, there are always fluctuations in the actual staffing patterns as compared to the assumptions used for budget purposes. These fluctuations create variances that must be monitored on a continual basis in an effort to improve budget accuracy and to mitigate any adverse financial consequences.

8. Normal In-Year Budget Pressures

From time to time, departments and schools must respond to emerging needs not specifically provided for in the annual budget. In the past, the District has had to address pressing health, safety and student accommodation issues, provide additional staff resources to support students in special education programs, acquire additional classroom technology for students and teachers, and respond to extenuating weather-related maintenance needs that created spending pressures. Monitoring actual performance in relation to the Board's approved budget allows for the identification of opportunities to reallocate resources to meet such needs.

9. Reduced Capacity to Support Planned Deficits

In recent years, the District has used its accumulated surplus to support planned deficits. This is a strategic approach: It recognizes that there are often operational savings within budgets that result from in-year spending decisions. Budgeting for a small deficit provides an opportunity to meet student needs that may not otherwise be met. In addition, the accumulated surplus has been recently used to acquire portables given the growth of the student population. More recently, it has been used to fund improvements to administration buildings. There is reduced capacity to support planned deficits as the accumulated surplus is drawn upon.

10. The Economic and Political Environment

Significant costs have been incurred by all levels of government in response to the pandemic. These costs include staff replacement and supports, additional costs for multi-faceted health needs, expanded requirements for personal protective equipment (PPE) and costs associated with enhanced ventilation. Although the pace of investment will slow relative to the past two years, some of the costs will continue in the coming year.

In addition, significant inflationary pressure has been observed by the District as a result of global supply chain issues and, more recently, the conflict in Ukraine. Although some provision to cover the increased costs of supplies, services and utilities is reflected in the recommended budget, prudent management of financial resources will be required to help maintain a healthy learning environment with appropriate supports for students.

Another matter that will affect all Ontario school boards in the coming year is collective bargaining. The current central agreements expire August 31, 2022 and staff anticipate that negotiations will commence at some point during 2022-2023. It can be assumed that significant wage increases will be pursued during the bargaining process given the wage restraints imposed over the past three years and the current high level of inflation. As in past years, the District will assume that costs arising from collective bargaining will be funded by the Ministry.

The Ontario provincial election will be held on June 2, 2022. Elections introduce uncertainty into budget planning because government priorities may not be fully articulated until well after the election. In addition, the large deficits incurred by the province in recent years in response to the pandemic will have to be managed. It is possible that the District may have funding reductions at some point starting in 2023-2024 and this will translate into a need to identify savings in all areas of the District's services while continuing to respond to the needs of students and families.

11. Summary of Changes in the Operating Budget

Table 1 compares the total revenues and expenses for 2022-2023 with the current year. The deficit is expected to be \$9.0 million.

Table 1 - Comparison of Staff-Recommended Budget to Approved Budget

	2022-2023 Recommended Budget	2021-2022 Approved Budget	Change	Change
	\$	\$	\$	%
Revenues	1,046,678,295	995,997,568	50,680,727	5.09
Expenses	1,055,669,715	1,010,885,957	44,783,758	4.43
Deficit	(8,991,420)	(14,888,389)	5,896,969	

Appendix B presents a summary of planned expenses by funding envelope.

12. OCDSB Financial Position

The District's 2021-2022 Budget assumed a \$14.9 million deficit to be supported using the District's accumulated surplus. The most recent forecast, which is presented in Report 22-031, 2021-2022 Updated Financial Forecast (March), anticipates a reduced deficit approaching \$14.1 million. If realized, the draw on accumulated surplus will be \$796,381 less than originally estimated.

Having a healthy accumulated surplus is important because the *Education Act* allows the Board to use it to balance its operating budget. However, the *Act* also restricts use of accumulated surplus in any school year to 1.0% of the operating grants provided by the Ministry. This amount for 2022-2023 is close to \$9.2 million. For the past two years, the Ministry has also allowed school boards to plan for the use of an additional 1.0% of accumulated surplus to address COVID-related needs. The Ministry has not extended this provision for the coming year.

Table 2 presents the components of accumulated surplus and shows the anticipated use of \$9.0 million. The proposed alignment of accumulated surplus at the end of the year is also shown. The Ministry has been advised of the circumstances underlying the continued reliance on the accumulated surplus.

Table 2 – Accumulated Surplus Available for Compliance

	Projected as at 31 Aug 2023	Projected as at 31 Aug 2022	Change increase (decrease)
	\$	\$	\$
Available for compliance			
Restricted-committed capital	11,620,084	12,372,018	(751,934)
Internally appropriated			
Extended Day Program	(1,139,366)	(1,139,366)	-
Budgets carried forward	2,000,000	2,500,000	(500,000)
Business Systems	1,000,000	1,000,000	-
Contingencies	8,500,000	9,200,000	(700,000)
Unappropriated	200,826	7,240,312	(7,039,486)
	22,181,544	31,172,964	(8,991,420)

The most recent forecast presented to COW Budget was used as the basis for projecting the accumulated surplus available at August 31, 2022.

13. Revenues

As illustrated in Table 1, a projected revenue increase of \$50.7 million is expected in 2022-2023. This is a significant increase relative to the 2021-2022 Budget. The increase reflects increased grants resulting from anticipated higher enrolment, the effect of funding benchmark increases to help with inflationary pressures and information technology infrastructure, improved Extended Day Program (EDP) revenues due to normalization of participation rates following the temporary pandemic-related decline, increased deferred capital contributions (DCC) relating to amortization costs, and additional special purpose grants.

The anticipated revenues from all sources are summarized in Appendix C; however, additional commentary on the effect of higher enrolment and program participation is warranted. When reviewing the commentary, it is important to recognize that benchmark increases relating to salaries reflect a 1.0% provision for a cost of living adjustment (COLA) wage increase and this will account for some of the significant increases in the revenues. The District has estimated that the adjustment has resulted in a \$7.0 million revenue increase generated across the various allocations that comprise the GSN. In accordance with Ministry requirements, an equivalent amount has been reported as a provision for contingencies.

Enrolment Estimates and Grants

Enrolment estimates have a direct impact on various grants and in particular the Pupil Foundation Grant (PFG). This grant applies to students of the District under 21 years of age and excludes high credit and adult day school ADE. Table 3 shows that the District's PFG is expected to be \$12.0 million more than last year. The increase would have been less had the funding benchmarks not increased to reflect inflationary pressures, new investments for the broadband network and the 1.0% COLA provision.

Table 3 - Effect of Increased Average Daily Enrolment on Pupil Foundation Grant

	Enrolment (Pupils of the Board)			Pupil Foundation Grant		
	2022-23 Rcmd. Budget	2021-22 Budget	Change	2022-23 Recommended Budget	2021-22 Budget	Change
				\$	\$	\$
Elementary	50,560	49,362	1,198	284,627,093	274,092,287	10,534,806
Secondary	23,605	23,616	(11)	139,805,152	138,376,478	1,428,674
Total	74,165	72,978	1,187	424,432,245	412,468,765	11,963,480

Some notable increases to other grants are:

- The Special Education grant will increase by \$4.5 million. This includes the effect of additional enrolment and increased use of the Special Equipment Amount, growth in the Special Incidence Portion (SIP) and the introduction of a Local Special Education Priorities Amount;
- The School Foundation grant will increase by \$1.5 million. The increase reflects the standardization of funding benchmarks for principals and vice-principals across both panels. It also includes the addition of a \$75,000 Parents Reaching Out grant that was previously provided as a PPF grant;
- The School Operations grant will provide over \$2.4 million in additional funding which will be used to support increased utility and services costs;
- The Indigenous Education grant is expected to provide close to \$1.9 million in additional revenue. The District's grant is comprised of a base amount to support the Board's action plan on Indigenous education, a per pupil amount reflective of the enrolment of Indigenous students and an Indigenous studies amount which provides funding based on student enrolment in qualifying secondary panel courses. The increase in funding relates primarily to Indigenous studies where 5,000 pupil credits are anticipated as compared to the 3,503 pupil credits assumed in last year's budget. The increase is attributable to enrolment in compulsory English credit courses which qualify for the supplemental funding. This grant is fully enveloped and a corresponding increase in expenses is reported;
- The Mental Health and Well-Being grant has increased by \$1.1 million. Most of the increase is tied to new funding for student mental health initiatives;
- The Learning Opportunities grant will decrease by \$1.1 million. The decrease is fully attributable to lower enrolment in literacy and numeracy programs that are offered outside of the normal school day. A reduction in the costs associated with the programs are also reflected in the budget; and
- The COVID-19 Learning Recovery Fund of \$10.0 million is a new GSN allocation for the coming year. It replaces funding that was previously provided as a PPF grant. Approximately half of the funding has been used to support costs that were incorporated into the budget base in 2021-2022.

Priorities and Partnerships Fund (PPF) Grants

In addition to GSN funding, the District receives special funding which targets Ministry priorities. The grants are termed PPF grants and the funding received must be used for the specified purpose. Amounts not spent are recovered by the Ministry or, if the funding agreements permit, are carried forward for use in the subsequent year. In recent years, the Ministry has announced the majority of PPF grants at the same time as the GSN; however, it is common practice to receive additional funding throughout the school year.

Significant PPF funding totaling \$6.5 million is shown in the recommended budget; however, this is a reduction of \$4.2 million relative to the current year. The reduction recognizes the significant pandemic-related funding that was provided to the District for 2021-2022 that isn't being provided as a PPF in the coming year. However, significant funding is being provided by the COVID-19 Learning Recovery Fund of \$10.0 million that was added to the GSN and this more than offsets the decrease.

Appendix G presents the list of PPF grants included in the recommended budget.

It is also important to note that some of the PPF grants have been transferred to the GSN, as follows:

FSL Areas of Intervention	\$296,634
Parents Reaching Out	\$75,000
Learning and Innovation Fund for Teachers	\$63,000
Supporting Student Mental Health	\$90,482

Incorporating this funding into the GSN provides increased assurance that it will continue in future years.

Deferred Capital Contributions

Funding received to acquire or develop a depreciable tangible capital asset is termed a DCC. Such contributions are recognized as revenue at the same rate as the related tangible capital asset is amortized into expense. Straight-line amortization expense is based on the remaining service life of the asset.

Various capital projects will be completed and a variety of capital assets will be acquired during the coming year. These items increase the net value of the tangible capital assets managed by the District. In accordance with accounting requirements, the amortization of an asset's value commences immediately upon completion of the capital project. This has a direct impact on both revenues and expenses.

The recommended budget shows that DCC revenue of \$70.0 million will be recognized in 2022-2023. This is an increase of \$8.7 million. The revenue increase substantially covers the additional amortization expenses reported in the staff-recommended budget.

International Students

The Ottawa-Carleton Education Network (OCENET) is a not-for-profit organization that offers international students the opportunity to learn alongside the District's students. OCENET helps prospective students to submit their applications and fees. It also supports their transition into the school and community. Fees collected cover OCENET's administrative costs and approximately 60% of the fee is remitted to the District.

The recommended budget projects fees and facility charge recoveries of \$9.2 million, an increase of \$2.4 million relative to the budget for the current year. Enrolment is expected to be 570 students which is 127 more than last year.

The recommended budget also reflects a return of \$1.0 million of OCENET's accumulated surplus which is reported as miscellaneous revenue.

Extended Day Program

EDP participation was strong prior to the onset of the pandemic. A significant decrease in the number of students attending the program occurred following the outbreak, but staff are optimistic that increased participation will be observed during the coming year. Previously, the program was serving approximately 5,500 students and registration trends suggest that the number of students will increase from the pandemic low of 1,400 to more than 3,800. Accordingly, the revenue generated to support this not-for-profit operation is expected to increase by \$7.2 million for a total of \$15.6 million.

Staff believe that the EDP is an integral part of the District's Early Learning programs. In fact, it is highly integrated with the kindergarten program in that the ECEs who work in the EDP also spend a portion of their day working in kindergarten classes. Recognizing recent government commitments to increase investments in child care in the coming years, the retention of qualified staff is extremely important. Furthermore, even though the current participation estimates are conservative in nature, it is expected that interest in the program will continue to increase during 2022-2023.

Additional information on the EDP budget is shown in the 2022-2023 Staff-Recommended Budget Binder, which is attached as Appendix H.

14. Expenses

There has been significant discussion during COW Budget meetings around the importance of ensuring that resources are allocated in a manner that enhances the cultures of innovation, caring, and social responsibility as identified in the District's 2019-2023 Strategic Plan.

A key task when developing the annual budget is an assessment of how the limited resources can best be used to achieve the desired outcomes. The staff-recommended budget attempts to balance needs to:

- Align with the strategic priorities identified by the Board for improving student achievement and well-being;
- Meet Ministry, regulatory and collective agreement obligations related to the number and/or the nature of positions established by the District;

- Maintain, to the extent possible, existing core services and supports provided by teachers and support staff; and
- Prioritize services and supports for students who may be at risk, for students who have traditionally been underserved as a result of systemic barriers, and for students with the highest needs.

The net increase in expenses for 2022-2023 in comparison to last year's approved budget is \$44.8 million.

The most significant cost adjustments relate to the level of academic staffing. Most of the adjustments were previously approved by the Board through Report 22-026, Academic Staffing Plan for 2022-2023. The increases are primarily due to increased enrolment, although some refinements to staffing were made in response to the special education needs of students and in response to Board-identified priorities in the areas of literacy and guidance. In total, elementary staffing increased by 60.69 FTE while secondary staffing increased by 14.99 FTE.

In addition, 6.0 FTE principal and vice-principal positions were added as follows:

- The addition of 3.0 FTE school principals and vice-principals. The positions are required for the opening of Fernbank Elementary School and to assist with the planning needed for Stittsville Secondary and Half Moon Bay 2 Elementary schools which will both open in 2023-2024;
- The addition of 1.0 FTE principal in support of ongoing de-streaming of all compulsory courses in grade 9 and grade 10 math, with the goal of ensuring all students, especially those groups of learners underserved in present structures, have full access to all pathway opportunities;
- The addition of 1.0 FTE principal to provide dedicated support and coordination of the implementation of the commitments made in the Indigenous, Human Rights and Equity Roadmap; and
- The addition of 1.0 FTE vice-principal to coordinate and lead implementation of the Student Achievement Through Equity (SATE) initiative, including supporting parent and community engagement.

The staff-recommended budget also presents a number of changes to the staff complement. These include:

- Increases in response to increased enrolment in EDP (+85.35 FTE);
- Additional special education supports addressing both learning and mental health needs (+40.50 FTE);
- Augmenting central office staff in response to increased needs to support the system in the areas of information technology, health and safety, and community engagement (+6.0 FTE);
- Adding office staff to schools to ensure capacity to support new school openings (+2.5 FTE);
- Adding custodial staff to the Facilities department to ensure capacity to support new school openings (+2.0 FTE); and
- A net zero adjustment to the Child Care Program complement.

The recommendations, inclusive of those previously approved by the Board, reflect a net increase of 218.03 FTE, which if fully approved, would increase the staff complement to 8,326.43 FTE.

Other compensation adjustments are also reflected in the recommendations. Most of the adjustments relate to incremental costs that result from staff's movement on salary grids in response to increased qualifications and experience. A 1.0% COLA provision is separately identified as a provision for contingency in accordance with Ministry requirements.

A significant non-cash adjustment totaling \$8.9 million is reflected in the staff-recommended budget. The adjustment relates to the tangible capital assets that are managed by the District. As a result of the increased capital investments that are projected to be completed by the end of 2022-2023, the net value of the asset portfolio is expected to increase. In accordance with accounting requirements, the amortization of an asset's value commences immediately upon completion of the capital project or upon acquisition of depreciable property. This accounts for the increased expenses that are shown. A similar increase in DCC revenue has also been reported in the recommended budget.

The changes in expenses are summarized in Appendix D based on cost groupings. Appendix E expands on these changes with additional detail, which includes explanations of how and/or why a change was recommended. Appendix F presents a comparative expense summary by program area.

15. Capital Budget

The 2022-2023 capital budget is a high-level spending plan that identifies the cumulative amount of planned spending by funding source. Total capital spending authorization is expected to be \$124.5 million.

Use of funding identified as education development charges (EDC), school condition improvement (SCI), and the school renewal allocation (SRA) have either been previously approved by the Board with expected completion in 2022-2023 or are subject to further Board approval. Such approvals may be submitted individually (e.g., land acquisition) or be identified as part of the Facilities department's comprehensive capital spending program.

Of the total capital budget, \$7.8 million has been identified to acquire physical assets such as furniture, equipment and computers. These assets, commonly referred to as minor tangible capital assets (MTCA), are supported by the use of GSN funding that has been set aside for such investments. If not used during the school year, the GSN funds identified for MTCA will be redirected to support operating costs in accordance with Ministry requirements. Acquisitions using MTCA are subject to procurement limits and processes authorized by Board policy.

Table 4 summarizes the anticipated capital spending capacity as presented in the 2022-2023 Staff-Recommended Budget.

Table 4 - Capital Spending Capacity by Funding Source (amounts in millions)

	Ministry Grants	MTCA Funding	EDC/ POD	Total
	\$	\$	\$	\$
Capital Priorities	35.0	-	-	35.0
Resilience Infrastructure Stream (CVRIS)	4.0	-	-	4.0
Child Care	1.5	-	-	1.5
Land (Development Charges) (EDC)	-	-	12.1	12.1
Proceeds of Disposition (POD)	-	-	6.0	6.0
School Renewal	9.0	-	-	9.0
School Condition Improvement	49.1	-	-	49.1
Furniture and Equipment	-	7.8	-	7.8
	98.6	7.8	18.1	124.5

Almost all capital funding sources have strict guidelines on the types of eligible expenses that may be incurred. For example, EDC are collected solely for the acquisition and/or servicing of land for new schools or for major renovations to existing schools. Similarly, school boards are required to direct 70% of their SCI funding to address major building components (e.g., foundations, roofs, windows) and systems (e.g., plumbing and heating, ventilation and air conditioning). The remaining 30% of SCI funding can be used to address the above listed building components or, alternatively, building interiors and surrounding site components (e.g., utilities, parking and pavements). SCI spending is restricted to depreciable assets and must also be reported to the Ministry in its prescribed format. Other capital grants have similar restrictions.

The most flexible funding source is the MTCA allocation established using the GSN operating allocation. The use of the funding is highly flexible given that any unspent money can be used for any operating need, but it is also the only grant funding specifically identified for the acquisition of furniture and equipment, including computers.

16. In-Year Deficit Elimination Plan

The Ministry requires that a board provide a deficit elimination plan when a district is projecting an in-year deficit. The plan identifies how the deficit may be eliminated within two fiscal years. Increased enrolment, managing transportation within available funding and the identification of various cost savings will form the basis of the plan.

RESOURCE IMPLICATIONS:

17. The District’s combined operating and capital needs as shown in the 2022-2023 Staff-Recommended Budget is close to \$1.2 billion. The spending plan, which is aligned with the strategic plan, serves as the foundation for financial plans that will be presented in subsequent years.

The budget contains previously approved adjustments in the number of teachers in response to increased enrolment, more specialized classes for students with special

needs, increases to supports for mental health issues that impact students, and investments in human and technological infrastructure.

The Board's past decision to establish a provision for contingencies as an appropriation within the accumulated surplus has allowed the District to support larger than expected planned deficits in recent years. In the absence of this critical decision, it is likely that some recent decisions to invest in system priorities would have instead been removed from the Board-approved budget.

The 2022-2023 Staff-Recommended Budget anticipates the continued use of the District's accumulated surplus in an amount that is compliant with the level authorized by the *Education Act*. This amount, commonly referred to as the 1.0% compliance limit, restricts its use to \$9.2 million. The recommended budget proposes the use of \$9.0 million of the accumulated surplus.

COMMUNICATION/CONSULTATION ISSUES:

18. Staff has continued to take into account the advice received from COW Budget, Board advisory committees, principals and other staff. Information regarding pandemic-related challenges received from Ottawa Public Health, the Ministry and other organizations has also been considered as part of the overall budget recommendations. As in past years, recommendations have been guided by the Board's strategic plan.

The District website includes a landing page for financial information with quick links to both the current budget and budgets for prior years. Relevant supporting information such as budget questions and answers is also available. The webpage has been updated so that focus is placed on the development of the 2022-2023 Staff-Recommended Budget. Access to all public documents, such as budget reports and presentations, is easily obtained from the webpage.

As has been done in the past, an email link for budget questions and comments has been established. While individual responses are not always possible, every effort is made to respond to questions in a timely manner. Responses are published in a 'questions and answers' document that is posted on the website.

RECOMMENDATIONS:

- A. THAT the unconsolidated 2022-2023 operating budget of \$1,055,669,715 as presented in Report 22-032, 2022-2023 Staff-Recommended Budget and detailed in the 2022-2023 Staff-Recommended Budget Binder be approved; and
- B. THAT the 2022-2023 capital budget of \$124,502,751 as presented in Report 22-032, 2022-2023 Staff-Recommended Budget and detailed in the 2022-2023 Staff-Recommended Budget Binder be approved.

Mike Carson
Chief Financial Officer

Camille Williams-Taylor
Director of Education and Secretary
of the Board

APPENDICES:

- Appendix A – 2019-2023 Strategic Plan
- Appendix B – Enveloping by Program Area
- Appendix C – Comparative Summary of Grants and Other Revenues
- Appendix D – Summary of Changes in Operating Expenses
- Appendix E – Explanations of Changes in Operating Expenses
- Appendix F – Comparative Summary of Operating Expenses by Program Area
- Appendix G – Priorities and Partnerships Fund Grants
- Appendix H – 2022-2023 Staff-Recommended Budget Binder

Recognizing that learning, well-being and equity are the core of our work, our strategic plan is focused on building a culture that supports and engages students, staff and community. Our new plan has three key objectives —

to create a Culture of Innovation, a Culture of Caring, and a Culture of Social Responsibility. Each objective has one of three goals — one with a student focus, one with a staff focus and one with a system focus.

These goals are supported by strategies that will guide our work; outcomes that describe the change we want to happen; and key performance indicators that will help us to measure our progress.

Culture of Innovation

We will build a learning community where innovation and inquiry drive learning.



Goals

- Champion high learning expectations for all students in all programs;
- Promote collaborative environments which foster innovation and creativity; and
- Modernize instruction and administrative processes.

- Modernize learning and enhance student experience; and
- Optimize resources and technology to modernize business processes.

Desired Outcomes:

For Students

- Improved student achievement;
- Increased graduation success in all pathways;
- Increased sense of relevance and motivation for students;

For Staff

- Increased capacity to support personalization of learning;
- Increased leadership capacity; and

For System

- Improved business processes and efficiency.

Strategies:

- Establish targets for student achievement;
- Provide professional learning and tools to support quality instruction and collaboration;
- Create conditions to support creativity, innovation and evidence-based practice;

Culture of Caring

We will advance equity and a sense of belonging to promote a safe and caring community.



Goals

- Prioritize the dignity and well-being of students in inclusive and caring classrooms;
- Champion and nurture a safe, caring and respectful workplace; and
- Build authentic engagement with and among our communities.

- Provide learning opportunities and resources to support student well-being;
- Foster conditions to improve workplace safety and employee well-being;
- Enhance communications and develop mechanisms to build employee engagement; and
- Build system capacity to support parent and family engagement at the classroom, school and district levels.

Desired Outcomes:

For Students

- Improved equity of access, opportunity and outcomes;
- Improved student well-being;
- Enhanced student safety;

For Staff

- Improved employee well-being;
- Improved employee engagement;

For System

- Increased parent voice;
- Increased community partnerships; and
- More representative workforce.

Strategies:

- Build system capacity in equity and inclusive practice to support education, engagement and reconciliation with historically marginalized groups;

Culture of Social Responsibility

We will strengthen our community through ethical leadership, equitable practice, and responsible stewardship.



Goals

- Remove barriers to equity of access, opportunity, and outcomes;
- Model responsive and ethical leadership and accountability; and
- Foster progressive stewardship of the environment, and human and financial resources.

- Build leadership capacity and succession plans;
- Build system capacity in environmental stewardship, resource allocation and risk management; and
- Collect and use data to inform instructional practice, policy, and decision making.

Desired Outcomes:

For Students

- Improved social and emotional skills;
- Increased student voice;
- Improved student behaviour;
- Reduced disproportionate representation;

For Staff

- Improved leadership capacity;
- Improved employee engagement and recognition;

For System

- Improved decision-making;
- Improved governance practices; and
- Improved environmental practice and reduction in greenhouse gas emissions.

Strategies:

- Support and encourage the development of our Exit Outcomes and life skills in all students;

EXIT OUTCOMES — What we want for our graduates

CHARACTERISTICS

SKILLS

Appendix A
to Report 22-032

- | | | | | | | | | | |
|---------------|-------------------------|---------------|----------------|-----------|----------------------------|------------------|-------------------------|----------------------------|-------------------|
| Goal-oriented | Innovative/
Creative | Collaborative | Globally Aware | Resilient | Ethical
Decision-makers | Digitally Fluent | Academically
Diverse | Effective
Communicators | Critical Thinkers |
|---------------|-------------------------|---------------|----------------|-----------|----------------------------|------------------|-------------------------|----------------------------|-------------------|

Ottawa-Carleton District School Board
2022-2023 Staff-Recommended Budget
 Enveloping by Program Area

Appendix B
 to Report 22-032

	Grants and Other Revenues	Expenses	Difference
	\$	\$	\$
Instruction	631,657,097	630,774,422	882,675
Instruction - Special Education	129,136,440	137,422,160	(8,285,720)
Continuing Education	10,530,690	10,665,680	(134,990)
Transportation	44,395,820	47,183,238	(2,787,418)
Facilities/Learning Environment	98,288,880	98,142,278	146,602
Central Administration	24,722,303	22,612,954	2,109,349
Amortization	70,004,315	70,560,811	(556,496)
Staff Secondments	6,366,984	6,717,692	(350,708)
Net Interest Charges for Debt and Capital Works	6,679,226	6,120,199	559,027
Extended Day and Child Care Programs	17,896,540	18,470,281	(573,741)
Provision for Contingencies (COLA Increase)	7,000,000	7,000,000	-
Total	1,046,678,295	1,055,669,715	(8,991,420)

Ottawa-Carleton District School Board
2022-2023 Staff Recommended Budget
Comparative Summary of Grants and Other Revenues

Appendix C
to Report 22-032

	2022-23 Budget	2021-22 Budget	Budget minus PY Budget	Change from PY
	\$	\$	\$	
GSN Operating Allocations				
Pupil Foundation	424,432,245	412,468,765	11,963,480	2.9%
School Foundation	55,352,516	53,818,017	1,534,499	2.9%
Special Education	106,791,812	102,354,193	4,437,619	4.3%
Language	37,740,077	37,052,541	687,536	1.9%
Rural and Small Community Allocation	202,194	197,457	4,737	2.4%
Learning Opportunity	18,519,228	19,603,746	(1,084,518)	-5.5%
Adult Education, Continuing Ed, Summer School	6,940,635	7,088,686	(148,051)	-2.1%
Cost Adjustment / Teacher Qualification and Exp.	83,837,278	82,864,015	973,263	1.2%
New Teacher Induction Program (NTIP)	532,866	545,811	(12,945)	-2.4%
ECE Qualification and Experience Allocation	4,167,773	4,150,167	17,606	0.4%
Restraint Savings (Regulatory)	(279,158)	(279,158)	-	0.0%
Transportation	44,097,820	43,402,687	695,133	1.6%
Administration and Governance	20,703,352	19,736,396	966,956	4.9%
School Operations	81,697,875	79,250,803	2,447,072	3.1%
Community Use of Schools	1,070,023	1,063,885	6,138	0.6%
Declining Enrolment Adjustment	-	718,857	(718,857)	-100.0%
Indigenous Education Allocation	6,804,500	4,921,521	1,882,979	38.3%
Mental Health and Well-Being (Safe and Accepting)	3,858,905	2,787,934	1,070,971	38.4%
Supports for Students Fund	7,010,965	6,871,859	139,106	2.0%
Program Leadership	1,092,654	1,091,687	967	0.1%
Permanent Financing of NPF (Board 55 Trust)	2,523,115	2,523,115	-	0.0%
COVID-19 Recovery Fund	9,982,835	-	9,982,835	n/a
	917,079,510	882,232,984	34,846,526	3.9%
GSN Capital Allocations and Revenue Adjustments				
School Renewal (Operating)	5,087,333	5,087,333	-	0.0%
Temporary Accommodation	1,768,638	1,495,911	272,727	18.2%
Interest on Capital Projects (OFA)	3,597,084	3,830,199	(233,115)	-6.1%
Interest on Capital Projects under Construction	559,027	474,871	84,156	17.7%
Trustees' Association Fee	58,084	57,394	690	1.2%
Deferred Revenue - Special Education	(854,020)	(904,858)	50,838	-5.6%
Deferred Revenue - Minor Tangible Capital Assets	(7,788,392)	(7,521,342)	(267,050)	3.6%
subtotal: GSN Revenues, Deferrals and Transfers	919,507,264	884,752,492	34,754,772	3.9%
Non-GSN Revenues				
Priorities and Partnerships Funds (Regular)	6,500,326	2,968,083	3,532,243	119.0%
Priorities and Partnerships Funds (COVID)	-	7,683,486	(7,683,486)	-100.0%
Other Provincial Grants (LBS, ESL, OYAP))	2,880,644	2,879,771	873	0.0%
Ontario Works, Breakfast Program	1,577,200	1,653,271	(76,071)	-4.6%
Federal Grants (LINC)	2,607,735	2,406,887	200,848	8.3%
Investment Income	800,000	800,000	-	0.0%
Community Use and Facility Rentals	3,961,000	4,045,000	(84,000)	-2.1%
Extended Day Program Fees	15,639,551	8,449,941	7,189,610	85.1%
Child Care Centre Fees	1,706,225	1,807,664	(101,439)	-5.6%
Staff on Loan (Compensation Recoveries)	6,366,984	6,396,000	(29,016)	-0.5%
Miscellaneous Revenue-Realizable	3,350,051	3,724,678	(374,627)	-10.1%
OCENET Student Fees	8,436,000	6,268,450	2,167,550	34.6%
OCENET (capital return / facilities fee)	1,741,000	470,600	1,270,400	270.0%
Solar Power Generation	500,000	400,000	100,000	25.0%
Enrolment Adjustment	1,100,000	-	1,100,000	n/a
subtotal: Non-GSN Revenues	57,166,716	49,953,831	7,212,885	14.4%
Deferred Capital Contributions (re Amortization)	70,004,315	61,291,245	8,713,070	14.2%
Revenues for Compliance Purposes	1,046,678,295	995,997,568	50,680,727	5.1%

		FTE		\$			
Approved 2021-2022 Budget		8,108.40		1,010,885,957			
Contractual Changes							
Salary Increase Contingency (Funded by Province)				7,000,000			
Net Increase in Salaries and Wages (Grid Placement and Progression)				3,407,887			
Net Increase in Statutory and Fringe Benefits				3,003,074			
				13,410,961			
Changes in Costs - Appendix A							
A1	Employee & Family Assistance Program Expansion			40,000			
A2	Parent Engagement			90,000			
A3	Replacement Staff for Principals and Vice-Principals			50,000			
A4	Occasional Teachers General Provision			1,350,000			
A5	Cell Phone/Hotspot Cost Reduction			(655,000)			
A6	Software/Hardware Licenses and Services			2,468,000			
A7	Utility Cost Pressures (Gas, Electricity)			2,000,000			
A8	Temporary Accommodation			87,671			
				5,430,671			
Changes in Grants, PSAB and Legislation - Appendix B							
B1	Amortization of Capital Assets			8,876,084			
B2	Change in Secondments			(29,016)			
B3	Continuing Education			(434,123)			
B4	Employee Future Benefits Actuarial Valuation			31,010			
B5	OCENET - Contractual Services			1,281,534			
B6	Ottawa Student Transportation Authority (OSTA)			2,625,441			
B7	Interest on Debentures & Long Term Loans			(233,115)			
B8	New Teacher Induction Program (NTIP)			21,654			
B9	Indigenous Education Supplemental Enveloping Capacity			452,495			
B10	Priorities and Partnerships Fund Grants (Net Change)			(4,151,243)			
B11	Priorities and Partnerships Fund Grants Transferred to GSN			528,944			
B12	Specialized Equipment Amount (SEA)			352,879			
				9,322,544			
Staffing: Board Decisions - Appendix C							
		General Instruction		Spec Ed/Central			
		FTE Amount		FTE Amount		FTE	
C1	Elementary Academic Staffing	62.99	6,899,120	(2.30)	(255,650)	60.69	6,643,470
C2	Secondary Academic Staffing	9.32	1,041,100	5.67	643,500	14.99	1,684,600
C3	School Administration	6.00	877,040	-	-	6.00	877,040
		78.31	8,817,260	3.37	387,850	81.68	9,205,110

Ottawa-Carleton District School Board
2022-2023 Staff-Recommended Budget
 Summary of Changes in Operating Expenses

Appendix D
 to Report 22-032

		FTE	\$
		FTE	
D1	Facilities and Learning Environment - Custodians	2.00	130,000
D2	Facilities and Learning Environment - Office Administrators	2.50	145,000
D3	RAISE Community Engagement Liaison (Internally Funded)	1.00	95,000
D4	Safe Schools Professional Supports - Social Workers	1.50	150,000
D5	Educational Assistants	35.00	1,392,700
D6	Psychology Interns	2.00	64,000
D7	Social Worker for LGBTQ+	1.00	101,000
D8	Senior Administration	2.00	321,886
D9	Network Security Analyst	1.00	80,236
D10	Asbestos Technician (Internally Funded)	1.00	80,000
D11	Corporate Records Systems Analyst	1.00	75,000
D12	Kindergarten and EDP Enrolment-Based Changes	85.35	4,406,296
D13	Child Care Program	-	8,881
D14	Social Emotional Learning Teacher	1.00	111,152
		136.35	7,161,151
Recommended Changes in Operating Budgets - Appendix E			
E1	OECD Study on Social and Emotional Skills		(500,000)
E2	Transition - School Resource Officers		(200,000)
E2	Transition - School Resource Officers (Spec Ed)		(200,000)
E3	Reallocation of Funds to Support Staffing Costs		(399,000)
E4	School Budget Allocation Reduction		(86,622)
E5	Linen Services		110,000
E6	Menstrual Equity		600,000
E7	Additional Lunch Time Monitors		646,000
E8	Associate Director Business Operations Office Budget		15,000
E9	Multicultural Liaison Officer Program		17,000
E10	Supplies and Services for EDP/ITP		250,943
			253,321
Total Increase in Operating Expenses		218.03	44,783,758
Recommended 2022-2023 Budget		8,326.43	1,055,669,715

Explanations of Changes in Operating Expenses

Appendix Ref	Area of Investment	FTE			Amount
		Required by Regulation or Agreement	Board Decision	Total	

The academic staffing plan has two components. The first component is staffing to meet regulated class size requirements or obligations included in the underlying collective agreement for the bargaining unit.

The second component reflects Board decisions that allocate staff resources in alignment with the strategic plan. As discussed in the academic staffing report, all discretionary positions are reviewed to ensure that the area of focus continues to be relevant with recommended changes being prioritized to areas of need. Recent investments focused on special education, guidance, literacy and student success.

C1	Elementary Academic Staffing	60.99	(0.30)	60.69	6,643,470
C2	Secondary Academic Staffing	2.99	12.00	14.99	1,684,600
		63.98	11.70	75.68	8,328,070

The increase in the complement of principals and vice-principals was presented as part of the academic staffing report. Three positions were added to support the opening of Fernbank Elementary School and to provide release for the administrators to prepare for the opening of Half Moon Bay 2 Elementary and Stittsville Secondary schools.

Three positions were also added in response to the priority areas of De-streaming, SATE and the implementation of the Indigenous, Human Rights and Equity Roadmap

C3	Principals and Vice-Principals	-	6.00	6.00	877,040
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Fernbank Elementary school is scheduled to open in 2021-2022. The proposed complement increase recognizes the need to staff a chief custodian, an office administrator and an office assistant positions for the coming year.

In addition, the opening of Half Moon Bay 2 Elementary and Stittsville Secondary schools is anticipated infor 2023-2024. Opening new schools involves significant work for both the Facilities department and school administration staff. The provisions shown below include a custodian and office administrator for each site. Staffing would occur mid-year and for this reason each position is reflected at as 0.5 FTE.

D1	Chief Custodians	-	2.00	2.00	130,000
D2	Office Administrators	-	2.00	2.00	120,000
D2	Office Assistant	-	0.50	0.50	25,000
		-	4.50	4.50	275,000

Appendix Ref	Area of Investment	FTE			Amount
		Required by Regulation or Agreement	Board Decision	Total	

One new positions is reflected in the staff-recommended budget to support the RAISE school community. The position is aligned with equity and inclusion. It is to be funded by a reallocation of RAISE operating funds referenced as budget item E3.

D3	RAISE Community Engagement Liaison	-	1.00	1.00	95,000
		-	1.00	1.00	95,000

Significant investments in special education supports have been made in recent years. The staff-recommended budget includes adjustments to reflect the addition of a new specialized class for students with developmental disabilities, recommends the addition of educational assistants (EAs) and professional supports who will promote student well-being and mental health, student development and reengagement support.

One social worker will be identified to support LGBTQ+ and the other social workers will focus on supporting prevention and intervention approaches for building positive school climates and bias aware progressive discipline and trauma informed responses as part of the Safe Schools program.

The SELT position will focus on supporting and building staff skills in using relationship based emotional and behavioural regulation interventions and continue to develop staff capacity in responding with restorative practices, collaborative problem solving and The Third Path approaches. The SELT will collaborate with the psychology, social work and the IEA teams associated with the Safe Schools department. This recommendation aligns with the requests for supports reflective of deeper implementation of bias aware progressive discipline practices and relationship based interventions and responses as we ended our engagement with the School Resource Officer program. Funding for the position is from the temporary transitional support fund.

D5	Educational Assistants - Specialized Classes	-	35.00	35.00	1,392,700
D4, D7	Social Workers	-	2.50	2.50	251,000
D6	Psychology Interns	-	2.00	2.00	64,000
D14	Social Emotional Learning Teacher	-	1.00	1.00	111,152
		-	40.50	40.50	1,818,852

Explanations of Changes in Operating Expenses

Appendix Ref	Area of Investment	FTE			Amount
		Required by Regulation or Agreement	Board Decision	Total	

A review of operational requirements to support the system has identified the need to reorganize the leadership team and augment staff in central departments. The key changes to the leadership team include the staffing of an associate director position overseeing business operations upon the retirement of the chief financial officer; the reclassification of the legal manager position to general (legal) counsel as part of the commitment to the oversight of legal, labour relations and risk management portfolios; and the creation of a chief information officer (CIO) position to focus on the District's growing information management/information technology needs. Having a dedicate CIO will provide the added benefit of allowing the current SOI assigned the role to be fully dedicated to school leadership responsibilities in the coming year.

Three additional positions are recommended: An asbestos technician who will document and maintain an inventory of facilities that contain asbestos as part of the District's commitment to health and safety, a corporate records systems analyst who will continue to advance business process improvements through the use of Laserfiche Records Management System's workflows, and a senior security analyst position which was a 2021-2022 in-year initiative to help safeguard the District's IT infrastructure.

The asbestos technician position is to be funded by a reallocation of the budget provision established for asbestos consulting and is referenced as budget item E3.

D8	Chief Financial Officer	-	(1.00)	(1.00)	(209,175)
D8	Manager, Legal and Labour Relations	-	(1.00)	(1.00)	(194,664)
D8	Chief Information Officer	-	1.00	1.00	212,315
D8	Chief Information Officer Admin Assistant	-	1.00	1.00	83,529
D8	Associate Director Business Operations	-	1.00	1.00	227,992
D8	General Counsel	-	1.00	1.00	201,889
D9	Senior Security Analyst	-	1.00	1.00	80,236
D10	Asbestos Technician (Internally Funded)	-	1.00	1.00	80,000
D11	Corporate Records Systems Analyst	-	1.00	1.00	75,000
		-	5.00	5.00	557,122

The District's kindergarten classes are supported by educator teams that include teachers and early childhood educators (ECEs), regardless of class size. The increased complement reflects the lower enrolment projection for the kindergarten program. However, staff employed to meet the needs of the Extended Day Program (EDP) also work to support the kindergarten program which provides additional classroom support.

D12	Early Childhood Educators - Core Program	(8.00)	-	(8.00)	(448,380)
D12	Early Childhood Educators - EDP		36.72	36.72	2,058,063
		(8.00)	36.72	28.72	1,609,683

Explanations of Changes in Operating Expenses

Appendix Ref	Area of Investment	FTE			Amount
		Required by Regulation or Agreement	Board Decision	Total	

The EDP operates on a fee for service, not-for-profit basis. The approved staffing complement, which aligns with mandated staffing levels for the program, was reduced to reflect lower enrolment. A cautious approach to staffing the positions has been taken given the uncertainty regarding the level of participation that the COVID-19 pandemic has caused.

D12	Early Childhood Educators	-	33.78	33.78	1,906,331
D12	Early Learning Assistants	-	22.85	22.85	890,282
		-	56.63	56.63	2,796,613

The Child Care Program operates at two locations: Woodroffe High School and Queen Elizabeth Public School. The following adjustments reflect current staffing needs. Food services for the Queen Elizabeth site are contracted given that there is no kitchen facilities. Accordingly, the vacant cook position has been removed and an early childhood educator position added.

D13	Cook	-	(1.00)	(1.00)	(56,076)
D13	Early Childhood Educator	-	1.00	1.00	64,957
		-	-	-	8,881

Total Staffing Approvals		55.98	162.05	218.03	16,366,261
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Explanations of Changes in Operating Expenses

Appendix Ref	Area of Investment	FTE			Amount
		Required by Regulation or Agreement	Board Decision	Total	

Compensation costs will remain relatively stable for 2022-2023 budget planning despite the fact that the various collective agreements expire August 31, 2022. Recognizing that agreements resulting from the collective bargaining process will have retroactive application, the Ministry has provided funding to offset these costs. The Ministry has directed that the amount of funding received be reported as a provision for contingency in 2022-2023. The cost adjustment reflects the estimated impact of a 1% wage increase across the bargaining units.

Other compensation adjustments are also reflected in the estimates. Salaries and wages show the estimated impact of grid placement when a position is filled and grid progression for staff who gain additional qualifications and experience. Grid progression respects provisions of the respective collective agreement. The increase in statutory and fringe benefits reflect the cost adjustments of additional staff plus changes in premium rates for the various benefit categories.

Contracts	Salary Increase Contingency (Funded by Province)	7,000,000
Contracts	Net Increase in Salaries and Wages (Grid Placement and Progression)	3,407,887
Contracts	Net Increase in Statutory and Fringe Benefits	3,003,074
		13,410,961

Staff are proposing to extend the Employee and Family Assistance Program to casual and part-time staff as part of its commitment to promoting staff well-being. The adjustment to the parent engagement budget formalizes a budget increase approved by the Board in the previous year.

A1	Employee & Family Assistance Program Expansion	40,000
A2	Parent Engagement	90,000
		130,000

There has been continued pressure on staff replacement costs. The recommended increases in the budgets for temporary staffing will ensure that funds are set aside to support these costs.

A3	Principal and Vice-Principal Staff Replacement	50,000
A4	Occasional Teachers and Educational Assistants Staff Replacement	1,350,000
		1,400,000

Explanations of Changes in Operating Expenses

Appendix Ref	Area of Investment	FTE			Amount
		Required by Regulation or Agreement	Board Decision	Total	

The Business and Learning Technologies department has identified a number of adjustments to its operating costs. The reduction in cell phone and hotspot costs recognizes that the increase in the use of these products during the pandemic has lessened. The funds will be reallocated within the department to support increased software licensing costs. Also included in the cost pressure are costs associated with maintaining the broadband network in compliance with Ministry expectations. The Ministry has provided \$1.4 million in new funding to support the broadband network initiative.

A5	Cell Phone/Hotspot Cost Reduction	(655,000)
A6	Software/Hardware Licenses and Services	2,468,000
		<u>1,813,000</u>

The Facilities department has identified significant cost pressures for both natural gas and electricity. The pressures reflect increased commodity prices and the effect of the carbon tax. An increased provision to support the cost of portable relocations is also shown.

A7	Utility Cost Pressures (Gas, Electricity)	2,000,000
A8	Temporary Accommodation	87,671
		<u>2,087,671</u>

As a result of the increased capital investments that are projected to be completed by the end of 2022-2023, the net value of the asset portfolio will increase. In accordance with accounting requirements, the amortization of an asset's value commences immediately upon completion of the capital project or upon acquisition of depreciable property. This accounts for the increased expenses that are shown. It is important to recognize that the majority of the cost increase is supported by revenues termed deferred capital contributions.

B1	Increased Tangible Capital Assets Amortization Expense	8,876,084
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At times, District staff may take assignments in other organizations. The individual remains an employee of the Board during the assignment and costs are recovered from the host organization. The costs for individuals participating in such arrangements are expected to decrease in 2022-2023 by a modest amount. The adjustment reflects confirmed secondments for the coming year.

B2	Staff Secondments	(29,016)
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Explanations of Changes in Operating Expenses

Appendix Ref	Area of Investment	FTE			Amount
		Required by Regulation or Agreement	Board Decision	Total	

The Continuing Education department provides various programs. Some of these are funded by the Ministry of Education while other programs are supported by other ministries or by the federal government. The costs are adjusted in accordance with the funding.

A significant adjustment relating to participation in literacy and numeracy programs offered outside of the school day is reflected in the 2022-2023 recommended budget. The reduction in staffing costs attributable to lower participation in the program is close to \$845,000.

B3	Continuing Education	(434,123)
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The District is obligated to pay eligible employees a retirement gratuity when they terminate employment. Obligations also exist in cases where the Workplace Safety and Insurance Board has determined a liability exists in regards to a workplace injury. These obligations are subject to an annual actuarial review. The costs are influenced by various factors including changes in the rates of interest used in valuation calculations and obligations related to awards. The amount reflects a modest change in the the actuarial liability for these benefits.

B4	Actuarial Valuation of Employee Future Benefits	31,010
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The District has benefitted from the enrolment of international students over the past number of years. The students contribute to a diverse school community and foster an appreciation of other world cultures. The COVID-19 pandemic resulted in a significant reduction in enrolment, but the coming year will see greater participation in the program which is accompanied by additional revenues. There are corresponding increases in administrative fees paid by the District to the Ottawa-Carleton Education Network (OCENET).

B5	Increased OCENET Administrative Fees	1,281,534
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Transportation of the District's students is provided by the Ottawa Student Transportation Authority (OSTA). The OSTA Board has approved a budget reflecting costs relating to compensation, supplies and rental expenses, and the cost of student transportation contracts.

B6	Transportation Contracts	2,625,441
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Appendix Ref	Area of Investment	FTE			Amount
		Required by Regulation or Agreement	Board Decision	Total	

The District receives grants for specific purposes including those supported by the Ministry through its PPF grant program. The funding recognized is directly tied to the expenses incurred. The recommended budget reflects a net reduction in the level of funding confirmed for the year; however, as in past years, additional funding announcements are anticipated during 2022-2023 and will be reflected in financial updates.

The increase in the Indigenous Education budget reflects the incremental net funding available. Staff will be reviewing opportunities to use the the additional resources.

B7	Interest on Debentures & Long Term Loans	(233,115)
B8	New Teacher Induction Program (NTIP)	21,654
B9	Indigenous Education Supplemental Enveloping Capacity	452,495
B10	Priorities and Partnerships Fund Grants (Net Change)	(4,151,243)
B11	Priorities and Partnerships Fund Grants Transferred to GSN	528,944
B12	Specialized Equipment Amount (SEA)	352,879
		<u>(3,028,386)</u>

Explanations of Changes in Operating Expenses

Appendix Ref	Area of Investment	FTE			Amount
		Required by Regulation or Agreement	Board Decision	Total	

A review of operating budget provisions during the year has allowed for the release of \$1.4 million to assist with addressing other budget priorities including the staffing of several new positions. The savings relate to a completed study conducted in cooperation with the Organization for Economic Cooperation and Development (OECD) and the temporary transitional support fund established to support needs following the cancellation of the School Resource Officer (SRO) program. A portion of the SRO funds are identified for use in staffing 1.5 FTE social worker positions referenced as budget item D4 and the 1.0 FTE social emotional learning teachers referenced as budget item D14.

The reallocation of funds referenced as budget item E3 relate to the repurposing RAISE operating funds to staff the RAISE community engagement liaison position (D3), the transfer of the provision used for asbestos consulting to staff the asbestos technician position (D10), and the use of Student Success operating funds to support the two elementary literacy coach positions (C1) approved as part of the Academic Staffing report.

The budget savings will also be used to support the continuation of a contract for linen services (PPE), the implementation of the Menstrual Equity plan to ensure free access to menstrual products in schools, and a provision for additional lunch time monitors to meet supervision needs in schools.

Other cost adjustments include the provision of an office budget for the associate director and a small increase in the MLO allocation to cover known inflationary pressures.

The supplies and services adjustment applicable to the Extended Day and Child Care programs reflect increased costs as a result of increased participation rates.

E1	OECD Study of Social and Emotional Skills	(500,000)
E2	Transitional Supports (School Resource Officer Program Cancellation)	(400,000)
E3	Reallocation of Funds to Support Staffing Costs	(399,000)
E4	School Budget Allocation Reduction	(86,622)
E5	Linen Services	110,000
E6	Menstrual Equity	600,000
E7	Additional Lunch Time Monitors	646,000
E8	Associate Director Business Operations Office Budget	15,000
E9	Multicultural Liaison Officer Program	17,000
E10	Supplies and Services for EDP/ITP	250,943
		253,321

Total Increase in Operating Expenses	44,783,758
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**Ottawa-Carleton District School Board
2022-2023 Staff Recommended Budget**

Appendix F
to Report 22-032

Comparative Summary of Operating Expenses by Program Area

In \$ Millions EXPENSE CATEGORY	2022-23			2021-22					
	Budget	Variance		Budget	Revised Estimates	YTD March 2022	Year End Forecast	Variance	
		Budget minus PY Budget	Change from Budget					Forecast minus Budget	Change from Budget
Instruction									
Salaries and Benefits	706.9	16.3	2.3%	690.5	694.3	401.9	696.7	6.2	0.9%
Salaries and Benefits (Occasional Teachers)	20.0	1.4	6.8%	18.6	19.6	21.5	25.4	6.7	36.2%
Staff Development, Supplies and Services	27.0	0.0	0.1%	26.9	28.2	12.5	22.4	(4.6)	-17.0%
Fees, Contractual and Rentals	14.4	6.3	43.6%	8.1	7.7	10.2	12.0	3.9	48.6%
Instruction Sub-Total	768.2	24.0	3.1%	744.2	749.8	446.1	756.5	12.3	1.6%
Continuing Education									
Salaries and Benefits	9.7	(0.2)	-2.0%	9.9	9.5	4.6	9.5	(0.4)	-4.2%
Staff Development, Supplies and Services	0.5	-	0.0%	0.5	0.5	0.2	0.5	-	0.0%
Fees, Contractual and Rentals	0.5	-	0.0%	0.5	0.5	0.4	0.5	-	0.0%
Continuing Education Sub-Total	10.7	(0.2)	-1.8%	10.9	10.4	5.1	10.4	(0.4)	-3.8%
Transportation									
Salaries and Benefits	1.6	0.3	16.2%	1.4	1.4	0.9	1.4	-	0.0%
Staff Development, Supplies and Services	0.5	0.2	34.1%	0.3	0.3	0.3	0.3	-	0.0%
Fees, Contractual and Rentals	45.1	0.5	1.0%	44.6	42.7	31.5	42.7	(1.8)	-4.1%
Transportation Sub-Total	47.2	0.9	1.9%	46.3	44.4	32.7	44.4	(1.8)	-4.0%
School Facilities									
Salaries and Benefits	55.1	(0.7)	-1.3%	55.8	56.6	30.2	56.0	0.2	0.4%
Staff Development, Supplies and Services	27.0	2.1	7.6%	25.0	25.7	15.1	25.7	0.7	2.8%
Fees, Contractual and Rentals	9.0	-	0.0%	9.0	9.0	9.1	9.0	-	0.0%
Other/Temporary Pupil Accommodation	2.0	0.1	4.4%	1.9	2.0	0.4	2.0	0.1	4.6%
Interest Charges on Capital	3.6	(0.2)	-6.5%	3.8	3.8	1.9	3.8	-	0.0%
School Facilities Renewal Expense	5.1	-	0.0%	5.1	6.5	6.9	6.5	1.4	27.8%
School Facilities Sub-Total	101.7	1.2	1.2%	100.5	103.6	63.6	102.9	2.4	2.4%
Central Administration									
Salaries and Benefits	18.7	(0.0)	0.0%	18.7	18.9	10.5	18.9	0.2	1.3%
Staff Development, Supplies and Services	2.1	(0.0)	-0.2%	2.1	2.1	1.4	1.8	(0.3)	-15.4%
Fees, Contractual and Rentals	1.8	(0.1)	-2.9%	1.9	1.9	0.9	1.6	(0.3)	-16.4%
Central Administration Sub-Total	22.6	(0.1)	-0.3%	22.7	22.9	12.8	22.3	(0.4)	-1.7%

**Ottawa-Carleton District School Board
2022-2023 Staff Recommended Budget**

Appendix F
to Report 22-032

Comparative Summary of Operating Expenses by Program Area

In \$ Millions EXPENSE CATEGORY	2022-23			2021-22					
	Budget	Variance		Budget	Revised Estimates	YTD March 2022	Year End Forecast	Variance	
		Budget minus PY Budget	Change from Budget					Forecast minus Budget	Change from Budget
Other									
Extended Day Program Compensation	15.6	3.0	19.2%	12.6	14.4	7.8	13.0	0.4	3.4%
Extended Day Program Supplies/Int Svcs	0.9	0.2	23.6%	0.7	0.8	0.3	0.7	(0.0)	-6.3%
Child Care Program Compensation	1.8	(0.1)	-8.1%	1.9	1.9	0.9	1.8	(0.1)	-7.3%
Child Care Program Supplies/Int Svcs	0.2	0.0	17.3%	0.1	0.1	0.1	0.1	0.0	0.8%
Recoverable Compensation (Secondments)	6.7	(0.0)	-0.4%	6.7	6.7	4.1	6.7	-	0.0%
COVID Response, Legal Provisions	7.0	7.0	100.0%	-	3.0	0.2	4.1	4.1	n/a
Fifty-Five Board Trust (Capital and Interest)	2.5	-	0.0%	2.5	2.5	-	2.5	-	0.0%
Other Sub-Total	34.7	10.1	29.0%	24.6	29.5	13.3	29.0	4.3	17.5%
Amortization									
Ministry Approved Projects	70.0	8.7	12.4%	61.3	66.4	37.9	66.4	5.1	8.4%
Board Approved Projects	0.8	0.1	19.2%	0.6	0.6	0.1	0.6	0.0	0.8%
Compliance Adjustment	(0.2)	0.0	-9.5%	(0.2)	(0.2)	-	(0.2)	0.0	-12.7%
Amortization Sub-Total	70.6	8.9	12.6%	61.7	66.9	38.0	66.9	5.2	8.4%
Grand Total	1,055.7	44.8	4.2%	1,010.9	1,027.5	611.8	1,032.4	21.5	2.1%

Finance 2022.01.07 (numbers may not add due to rounding)

Ottawa-Carleton District School Board
2022-2023 Staff-Recommended Budget
 Priorities and Partnerships Fund Grants

Appendix G
 to Report 22-032

	2022-23 Budget	2021-22 Budget	Budget minus PY Budget
	\$	\$	\$
Priorities and Partnerships Fund			
General			
Autism Spectrum Disorder Additional Qualification Subsidy	26,000	50,000	(24,000)
Pilot to Improve School-Based Supports for Students with Autism	-	34,000	(34,000)
Pilot to Support Early Intervention in Math for Spec Ed Students	114,600	-	114,600
Summer Learning for Students Weith Special Education Needs	241,200	-	241,200
Physical Activity through Cricket Program (By Application)	6,500	8,750	(2,250)
Math Strategy (Focusing on Fundamental Mathematics)	1,236,000	1,236,000	-
De-streaming Targeted Math and Literacy Program	73,900	-	73,900
Math Strategy-Additional Qualification Subsidy for Math Courses	104,000	74,750	29,250
Human Rights and Equity Advisor	170,430	170,430	-
Focus on Youth	476,000	-	476,000
Graduation Coach Program: Indigenous Students	115,385	115,385	-
Graduation Coach Program: Pilot for Black Students	226,404	224,162	2,242
Learning and Innovation Funds for Teachers	-	63,000	(63,000)
Entrepreneurship Education Pilot Projects	50,000	-	50,000
Health Resources, Training and Supports	37,700	-	37,700
Enhanced Student Access to Free Menstrual Products	71,707	-	71,707
Mental Health and Well-Being	-	90,482	(90,482)
Parents Reaching Out	-	78,800	(78,800)
Demographic Data Gathering	35,000	70,000	(35,000)
Skilled Trades Bursary Program	21,000	-	21,000
Specialist High Skills Major Expansion	39,000	-	39,000
OSSTF Education Workers Apprenticeship	-	212,682	(212,682)
OSSTF Education Workers Professional Learning	-	157,764	(157,764)
Tutoring Supports	3,157,500	-	3,157,500
Transportation Funding for Children and Youth in Care	298,000	381,878	(83,878)
	<u>6,500,326</u>	<u>2,968,083</u>	<u>3,532,243</u>
COVID-Related			
Additional Staffing	-	4,991,418	(4,991,418)
Additional School Operations Support	-	536,683	(536,683)
Transportation	-	1,342,000	(1,342,000)
Special Education	-	203,203	(203,203)
Mental Health	-	267,530	(267,530)
Re-engaging Students and Reading Assessment	-	342,652	(342,652)
	<u>-</u>	<u>7,683,486</u>	<u>(7,683,486)</u>
Total PPF Grants	<u>6,500,326</u>	<u>10,651,569</u>	<u>(4,151,243)</u>



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



2022-2023

Board Recommended Budget Binder

30 May 2022

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Comparative Budget Summary

	2021-2022 Approved Budget	2022-2023 Recommended Budget
Revenues		
Grants for Student Needs, Capital Grants and Deferred Capital Contributions Priorities and Partnerships Fund and Other Revenues	\$ 945,572,291 39,696,226	\$ 988,960,815 39,820,940
Board Programs:		
Extended Day Program and Infant, Toddler & Preschool Childcare Program	10,729,051	17,896,540
Total Revenues	\$ 995,997,568	\$ 1,046,678,295
Expenditures		
By Funding Envelope:		
Instruction	\$ 744,226,440	\$ 768,196,582
Continuing Education	10,858,323	10,665,680
Transportation	46,281,675	47,183,238
Facilities / Learning Environment	96,686,210	98,142,279
Central Administration	22,673,287	22,612,953
Amortization	61,684,727	70,560,811
Other:		
Extended Day Program and Infant, Toddler & Preschool Childcare Program	15,375,272	18,470,281
Debt Repayment	6,353,314	6,120,199
Staff on Loan	6,746,708	6,717,692
Provision for Contingencies (COLA Increase)	-	7,000,000
Total Expenditures	\$ 1,010,885,957	\$ 1,055,669,715
Projected Surplus (Shortfall)	\$ (14,888,389)	\$ (8,991,420)

	2021-2022 Approved Budget	2022-2023 Recommended Budget
Use of Reserves		
Appropriated Reserves		
Amortization on Board Approved Capital Projects	\$ 401,174	\$ 751,934
Other Operating and Capital Needs	14,487,215	8,239,486
Total Use of Reserves	\$ 14,888,389	\$ 8,991,420

Numbers may not add due to rounding



Net Enveloping - Table

Summary

	Grants and Other Revenues	Recommended Expenditures	Difference
Instruction	\$ 631,657,097	\$ 630,774,422	\$ 882,675
Instruction - Special Education	129,136,440	137,422,160	(8,285,720)
Continuing Education	10,530,690	10,665,680	(134,990)
Transportation	44,395,820	47,183,238	(2,787,418)
Facilities/Learning Environment	98,288,880	98,142,278	146,602
Central Administration	24,722,303	22,612,954	2,109,349
Amortization	70,004,315	70,560,811	(556,496)
Staff Secondments	6,366,984	6,717,692	(350,708)
Net Interest Charges for Debt and Capital Works	6,679,226	6,120,199	559,027
Extended Day and Child Care Programs	17,896,540	18,470,280	(573,740)
Provision for Contingencies (COLA Increase)	7,000,000	7,000,000	-
Total	\$ 1,046,678,295	\$ 1,055,669,715	\$ (8,991,420)

Numbers may not add due to rounding



Summary of Changes in the Expense Budget

Approved 2021-2022 Budget		\$1,010,885,957
Contractual Changes		
	Salary Increase Contingency (Funded by Province)	\$ 7,000,000
	Net Increase in Salaries and Wages (Grid Placement and Progression)	3,407,887
	Net Increase in Statutory and Fringe Benefits	3,003,074
	Sub-Total	\$ 13,410,961
Changes in Costs - Details on Appendix A		
	Sub-Total	\$ 5,430,671
Changes in Grants, Public Sector Accounting Board (PSAB) & Legislation - Details on Appendix B		
	Sub-Total	\$ 9,322,544
Board Recommended Decisions: Academic Staffing - Details on Appendix C		
	Elementary Teachers	\$ (33,346)
	Elementary Teachers - Impact of Average Daily Enrolment (ADE) based changes	6,676,816
	Secondary Teachers	1,350,599
	Secondary Teachers - Impact of Average Daily Enrolment (ADE) based changes	334,001
	Administration - Schools	877,040
	Sub-Total	\$ 9,205,110
Recommended Changes in Staffing - Details on Appendix D		
	Schools & Learning Support Services	\$ 2,197,733
	Administration	557,122
	Extended Day and Infant Toddler Program	4,406,296
	Sub-Total	\$ 7,161,151
Recommended Changes in Operating Budgets - Details on Appendix E		
	Sub-Total	\$ 253,321
Recommended 2022-2023 Budget		\$1,055,669,715

Numbers may not add due to rounding



Appendix A & B - Changes in Cost & Changes in Grants

Recommended Changes in Costs - Appendix A

Description	Amount
Employee & Family Assistance Program Expansion	\$ 40,000
Parent Engagement	90,000
Replacement Staff for Principals and Vice-Principals	50,000
Occasional Teachers General Provision	1,350,000
Cell Phone/Hotspot Cost Reduction	(655,000)
Software/Hardware Licenses and Services	2,468,000
Utility Cost Pressures (Gas, Electricity)	2,000,000
Temporary Accommodation	87,671
Total	\$ 5,430,671

Changes in Grants, PSAB and Legislation - Appendix B

Description	Amount
Amortization of Capital Assets	\$ 8,876,084
Change in Secondments	(29,016)
Continuing Education	(434,123)
Employee Future Benefits Actuarial Valuation	31,010
OCENET - Contractual Services	1,281,534
Ottawa Student Transportation Authority (OSTA)	2,625,441
Interest on Debentures & Long Term Loans	(233,115)
New Teacher Induction Program (NTIP)	21,654
Indigenous Education Supplemental Enveloping Capacity	452,495
Priorities and Partnerships Fund Grants (Net Change)	(4,151,243)
Priorities and Partnerships Fund Grants Transferred to GSN	528,944
Specialized Equipment Amount (SEA)	352,879
Total	\$ 9,322,544



Numbers may not add due to rounding

Appendix C – Board Decisions on Staffing

Board Recommended Decisions: - Elementary Academic Staffing

Position Description	Board Approval	Teachers General Instruction		Teachers Special Education		Total	
		FTE	Amount	FTE	Amount	FTE	Amount
Close Intermediate Gifted	29-Mar-22	-	\$ -	(2.38)	\$ (264,542)	(2.38)	\$ (264,542)
Close Dual Support Program Class	29-Mar-22	-	-	(1.19)	(132,271)	(1.19)	(132,271)
LD SIP Model Learning Resource Teachers	29-Mar-22	-	-	(4.84)	(537,977)	(4.84)	(537,977)
LD SIP Model Contingency	29-Mar-22	4.76	529,085	-	-	4.76	529,085
Hearing and Visual Teacher	29-Mar-22	-	-	1.35	150,056	1.35	150,056
Literacy Coaches	29-Mar-22	2.00	222,304	-	-	2.00	222,304
Sub-Total		6.76	\$ 751,389	(7.06)	\$ (784,735)	(0.30)	\$ (33,346)
Average Daily Enrolment (ADE) based changes	29-Mar-22	60.99	\$ 6,676,816	-	\$ -	60.99	\$ 6,676,816
Total		67.75	\$ 7,428,206	(7.06)	\$ (784,735)	60.69	\$ 6,643,471

Numbers may not add due to rounding



Appendix C – Board Decisions on Staffing

Board Recommended Decisions: Secondary Academic Staffing							
Position Description	Board Approval	Teachers General Instruction		Teachers Special Education		Total	
		FTE	Amount	FTE	Amount	FTE	Amount
LSS - System Classes/Programs	29-Mar-22	-	\$ -	5.67	\$ 643,500	5.67	\$ 643,500
Guidance Teachers	29-Mar-22	3.00	335,118	-	-	3.00	335,118
Program Overlays - School Within a College (SWAC) Teacher	29-Mar-22	2.00	223,412	-	-	2.00	223,412
Program Overlay-IAL Student Success Teacher	29-Mar-22	1.33	148,569	-	-	1.33	148,569
Sub-Total		6.33	\$ 707,099	5.67	\$ 643,500	12.00	\$ 1,350,599
Average Daily Enrolment (ADE) based Changes	29-Mar-22	2.82	\$ 315,011	-	\$ -	2.82	\$ 315,011
Collective Agreement / Legislative based changes - Net	29-Mar-22	0.17	18,990	-	-	0.17	18,990
Sub-Total		2.99	\$ 334,001	-	\$ -	2.99	\$ 334,001
Total		9.32	\$ 1,041,100	5.67	\$ 643,500	14.99	\$ 1,684,600
Total Academic Staff		77.07	\$ 8,469,305	(1.39)	\$ (141,235)	75.68	\$ 8,328,070

Numbers may not add due to rounding



Appendix C – Board Decisions on Staffing

Board Recommended Decisions: School Administration

Position Description	Board Approval	Schools		Central Support		Total	
		FTE	Amount	FTE	Amount	FTE	Amount
Increase in Secondary Principals	29-Mar-22	0.50	\$ 75,798	-	-	0.50	\$ 75,798
Increase in Elementary Principals	29-Mar-22	1.50	216,894	-	-	1.50	216,894
Increase in Elementary Vice Principals	29-Mar-22	1.00	134,993	-	-	1.00	134,993
Increase in Central Prinipals	29-Mar-22	3.00	449,355	-	-	3.00	449,355
Total		6.00	\$ 877,040	0.00	\$ -	6.00	\$ 877,040

Numbers may not add due to rounding

Summary of Recommended Changes

Position Description	General Instruction		Special Education Central Support		Total	
	FTE	Amount	FTE	Amount	FTE	Amount
Elementary Academic Staffing	67.75	\$ 7,428,206	(7.06)	\$ (784,735)	60.69	\$ 6,643,471
Secondary Academic Staffing	9.32	1,041,100	5.67	643,500	14.99	1,684,600
School Administration	6.00	877,040	-	-	6.00	877,040
Total	83.07	\$ 9,346,345	(1.39)	\$ (141,235)	81.68	\$ 9,205,110

Numbers may not add due to rounding



Appendix D – Recommended Changes in Staffing

Description	FTE	Amount
Schools & Learning Support Services		
New Fernbank ES-Chief Custodian	1.00	\$ 65,000
New Stittsville HS-Chief Custodian	0.50	32,500
New Half Moon Bay 2 ES-Chief Custodian	0.50	32,500
New Fernbank ES-Office Administrator	1.00	60,000
New Stittsville HS-Office Administrator	0.50	30,000
New Half Moon Bay 2 ES-Office Administrator	0.50	30,000
New Fernbank ES-Office Assistant	0.50	25,000
ITP Child Care Cook	(1.00)	(56,076)
ITP Child Care ECE	1.00	64,957
SELT Elementary Teacher	1.00	111,152
RAISE Community Engagement Liaison (internally Funded)	1.00	95,000
Safe Schools Professional Support Initiatives (Social workers)	1.50	150,000
LSS-Educational Assistants (Close 1 Elementary DSP class)	(2.00)	(117,000)
LSS-Educational Assistants (Add 3 Secondary ASD classes)	6.00	351,000
LSS-Educational Assistants (Add 1 Secondary DD)	1.50	87,750
LSS-Educational Assistants	9.50	555,750
LSS-Educational Assistants Floater Positions	20.00	515,200
LSS-Psychology Interns	2.00	64,000
LSS-Social Worker for LGBTQ+ Support	1.00	101,000
Sub-Total	46.00	\$ 2,197,733

Numbers may not add due to rounding



Appendix D – Recommended Changes in Staffing

Description	FTE	Amount
Administration		
Chief Financial Officer	(1.00)	\$ (209,175)
Manager, Legal and Labour Relations	(1.00)	(194,664)
Associate Director Business Operations	1.00	227,992
Chief Information Officer	1.00	212,315
Chief Information Officer Admin Assistant	1.00	83,529
General Counsel	1.00	201,889
Asbestos Technician (Internally Funded)	1.00	80,000
Corporate Records Systems Analyst	1.00	75,000
Senior Security Analyst	1.00	80,236
Sub-Total	5.00	\$ 557,122
Average Daily Enrolment (ADE) based Changes		
Early Childhood Educators - Core Program	28.72	\$ 1,609,683
Early Childhood Educators - Extended Day Program	33.78	1,906,331
Early Learning Assistants - Extended Day Program	22.85	890,282
Sub-Total	85.35	\$ 4,406,296
Total	136.35	\$ 7,161,151

Numbers may not add due to rounding



Appendix E – Recommended Changes in Operations

Description	Amount
Support to Schools and District	
OECD Study on Social and Emotional Skills	\$ (500,000)
Transition - School Resource Officers	(200,000)
Transition - School Resource Officers (Spec Ed)	(200,000)
Reallocation of Funds to Support Staffing Costs	(399,000)
School Budget Allocation Reduction	(86,622)
Linen Services	110,000
Menstrual Equity	600,000
Additional Lunch Time Monitors	646,000
Associate Director Business Operations Office Budget	15,000
Multicultural Liaison Officer Program	17,000
Supplies and Services for EDP/ITP	250,943
Total	\$ 253,321

Numbers may not add due to rounding



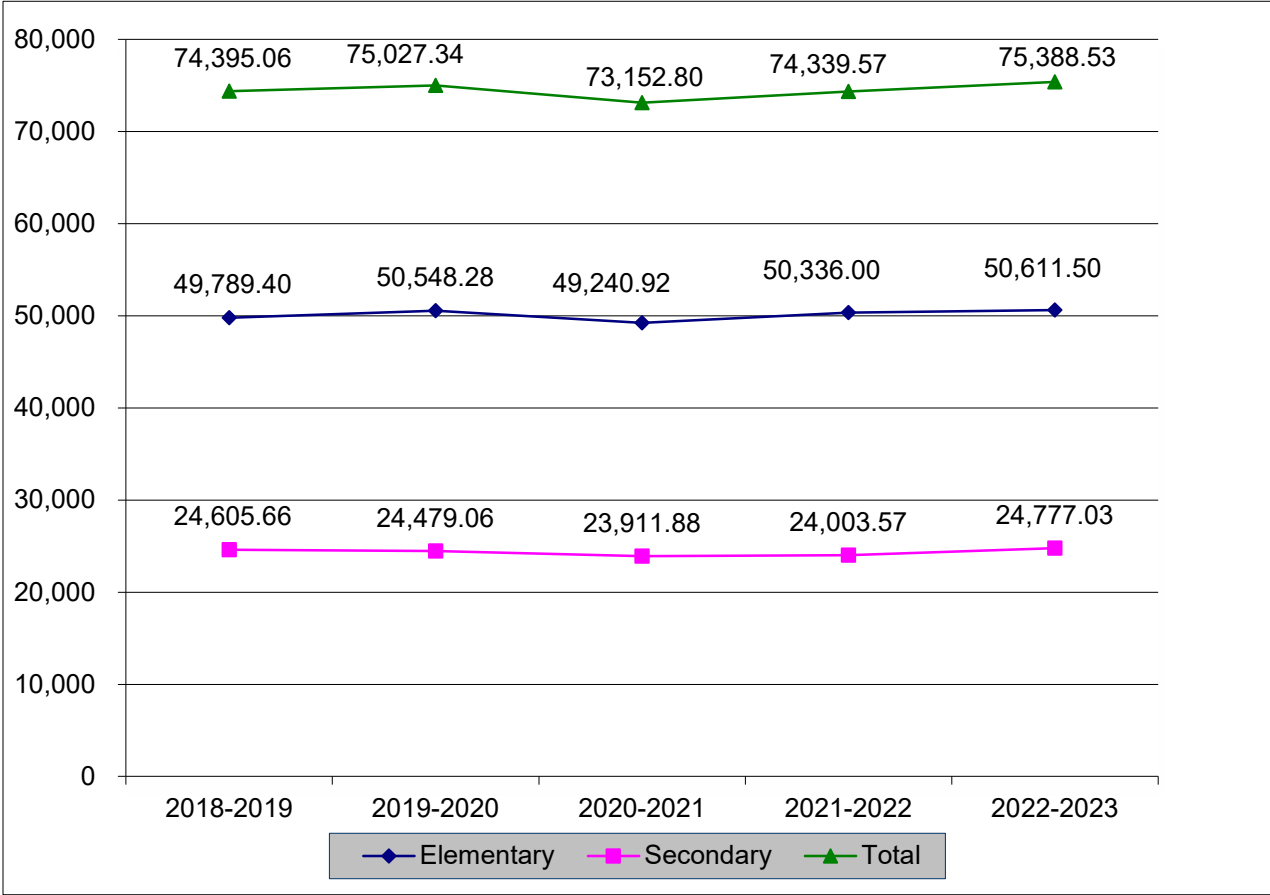
Average Daily Enrolment - Table

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Revised	2022-2023 Projection
Elementary Students					
Junior Kindergarten	4,523.78	4,451.00	3,822.88	4,249.00	4,393.00
Senior Kindergarten	4,774.14	4,855.23	4,524.54	4,656.50	4,587.00
Grades 1 to 3	14,920.95	15,077.19	14,875.00	15,057.50	15,078.50
Grades 4 to 8	25,504.03	26,096.36	25,991.50	26,346.50	26,502.00
Sub-Total	49,722.90	50,479.78	49,213.92	50,309.50	50,560.50
Tuition Paying	66.50	68.50	27.00	26.50	51.00
Total Elementary Students	49,789.40	50,548.28	49,240.92	50,336.00	50,611.50
Secondary Students					
Under age 21	22,922.31	22,966.62	23,033.78	23,165.57	23,639.48
Age 21 and over	897.35	772.13	527.80	492.50	618.55
Sub-Total	23,819.66	23,738.75	23,561.58	23,658.07	24,258.03
Tuition Paying	786.00	740.31	350.30	345.50	519.00
Total Secondary Students	24,605.66	24,479.06	23,911.88	24,003.57	24,777.03
Grand Total	74,395.06	75,027.34	73,152.80	74,339.57	75,388.53

Numbers may not add due to rounding



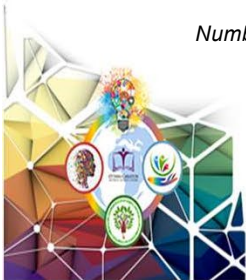
Average Daily Enrolment – Chart



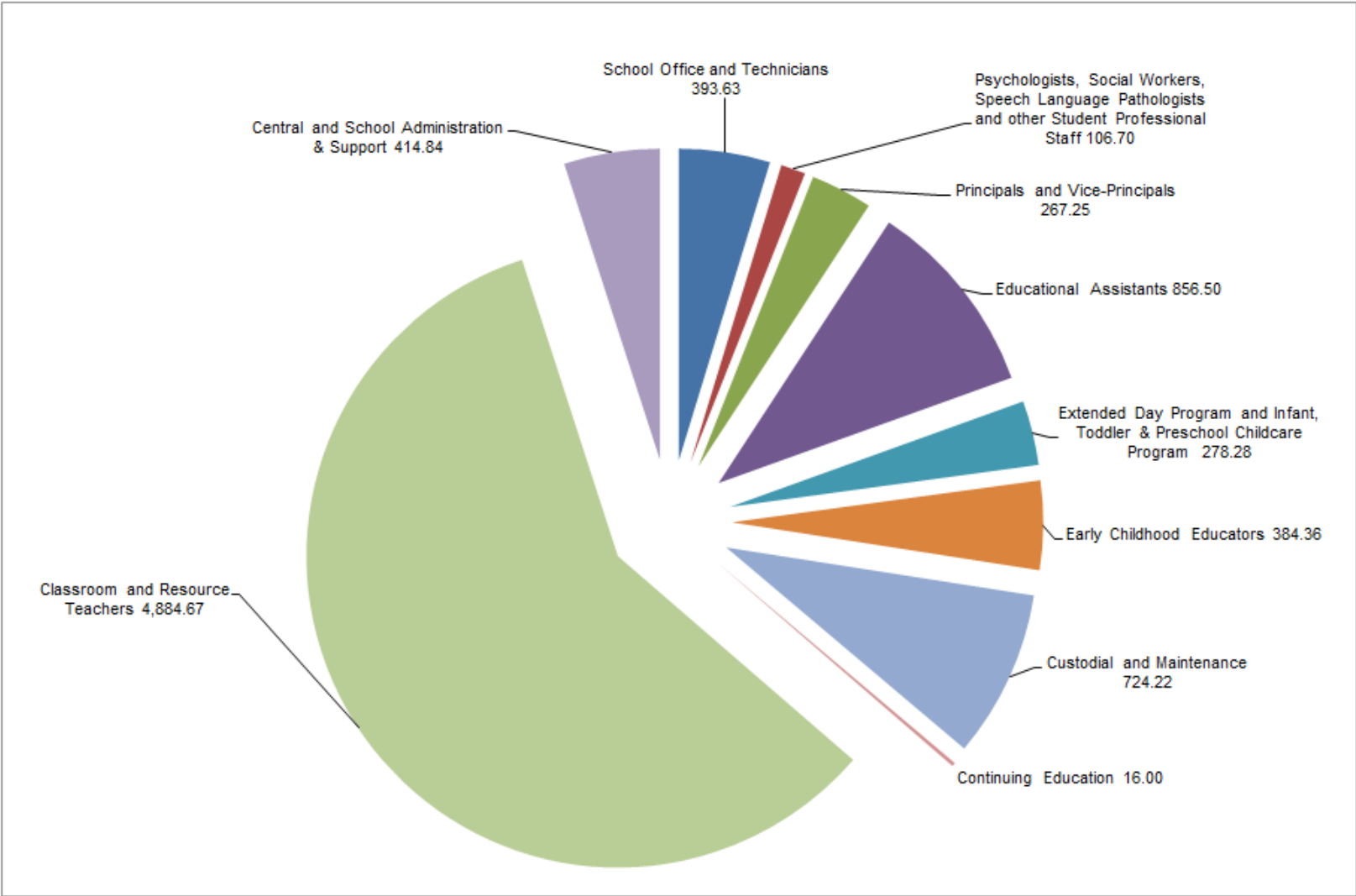
Staffing by Full-Time Equivalency (FTE) Table

Staffing Group	Approved 2021-2022		Recommended 2022-2023	
	FTE	% Total	FTE	% Total
Classroom and Resource Teachers	4,807.96	59.30%	4,884.67	58.66%
Educational Assistants	821.50	10.13%	856.50	10.29%
Custodial and Maintenance	722.22	8.91%	724.22	8.70%
Early Childhood Educators	355.64	4.39%	384.36	4.62%
School Office and Technicians	390.15	4.81%	393.63	4.73%
Central and School Administration & Support	409.84	5.05%	414.84	4.98%
Extended Day Program and Infant, Toddler & Preschool Childcare Program	221.64	2.73%	278.28	3.34%
Principals and Vice-Principals	261.25	3.22%	267.25	3.21%
Psychologists, Social Workers, Speech Language Pathologists and other Student Professional Staff	102.20	1.26%	106.70	1.28%
Continuing Education	16.00	0.20%	16.00	0.19%
Total	8,108.40	100.00%	8,326.45	100.00%

Numbers may not add due to rounding



Staffing by Full-Time Equivalency Pie Chart



Staffing Changes by Union Affiliation

	Elementary Teachers	Secondary Teachers	Principals and Vice-Principals	Professional Student Services Personnel	Educational Assistants	Early Childhood Educators	Education Support Professionals	Facilities Learning Environment	Union Exempt (Includes ITP Program)	Total
						<i>Core and EDP</i>				
Approved 2021-2022 Staffing	3,153.13	1,655.83	262.25	102.20	821.50	522.00	646.49	725.22	219.78	8,108.40
Collective Agreement / Legislative based Changes										
Elementary Teachers	-	-	-	-	-	-	-	-	-	-
Secondary Teachers	-	-	-	-	-	-	-	-	-	-
Sub-Total	-	-	-	-	-	-	-	-	-	-
ADE Based Changes										
Elementary Teachers	60.99	-	-	-	-	-	-	-	-	60.99
Secondary Teachers	-	2.82	-	-	-	-	-	-	-	2.82
Early Learning Assistants - Extended Day Program	-	-	-	-	-	-	-	-	22.85	22.85
Early Childhood Educators - Extended Day Program	-	-	-	-	-	28.72	-	-	-	28.72
Infant Toddler Program - Support Staff	-	-	-	-	-	-	-	(1.00)	1.00	-
Early Childhood Educators - Core Program	-	-	-	-	-	33.78	-	-	-	33.78
Sub-Total	60.99	2.82	-	-	-	62.50	-	(1.00)	23.85	149.16

Numbers may not add due to rounding



Staffing Changes by Union Affiliation

	Elementary Teachers	Secondary Teachers	Principals and Vice-Principals	Professional Student Services Personnel	Educational Assistants	Early Childhood Educators	Education Support Professionals	Facilities Learning Environment	Union Exempt	Total
Board Decisions - 30 March 2022										
Elementary										
LSS - Specialized Classes	(8.41)	-	-	-	-	-	-	-	-	(8.41)
LSS - System Classes/Programs	-	-	-	-	-	-	-	-	-	0.00
LSS -LD SIP Model Contingency	4.76	-	-	-	-	-	-	-	-	4.76
LSS - Teachers for Hearing and Visual	1.35	-	-	-	-	-	-	-	-	1.35
PAL-Literacy Coaches	2.00	-	-	-	-	-	-	-	-	2.00
Secondary										
LSS -Learning Support	-	5.67	-	-	-	-	-	-	-	5.67
Guidance Teacher	-	0.17	-	-	-	-	-	-	-	0.17
Program Overlays	-	4.33	-	-	-	-	-	-	-	4.33
Principals and Vice-Principals	-	-	6.00	-	-	-	-	-	-	6.00
Sub-Total	(0.30)	10.17	6.00	-	-	-	-	-	-	15.87

Numbers may not add due to rounding



Staffing Changes by Union Affiliation

	Elementary Teachers	Secondary Teachers	Principals and Vice-Principals	Professional Student Services Personnel	Educational Assistants	Early Childhood Educators/ Assistants	Education Support Professionals	Facilities Learning Environment	Union Exempt	Total
Mid Year & Recommended Staffing Changes										
Secondary Teachers - Instructional Coaches	-	2.00	-	-	-	-	-	-	-	2.00
LSS - Elementary Teachers - SELT	1.00	-	-	-	-	-	-	-	-	1.00
LSS - Social Workers	-	-	-	2.50	-	-	-	-	-	2.50
LSS - Psychology Interns	-	-	-	2.00	-	-	-	-	-	2.00
LSS - Educational Assistants	-	-	-	-	35.00	-	-	-	-	35.00
CS-Corporate Records Systems Analyst	-	-	-	-	-	-	1.00	-	-	1.00
RAISE-Community Engagement Liaison	-	-	-	-	-	-	1.00	-	-	1.00
HR-OHS Asbestos Technician	-	-	-	-	-	-	1.00	-	-	1.00
Senior Security Analyst	-	-	-	-	-	-	-	-	1.00	1.00
Chief Financial Officer	-	-	-	-	-	-	-	-	(0.50)	(0.50)
Admin Assistant to Superintendent of Finance	-	-	-	-	-	-	-	-	(0.50)	(0.50)
Chief Information Officer	-	-	-	-	-	-	-	-	1.00	1.00
Admin Assistant to Chief Information Officer	-	-	-	-	-	-	-	-	1.00	1.00
Superintendent of Facilities	-	-	-	-	-	-	-	-	(0.50)	(0.50)
Admin Assistant to Superintendent of Facilities	-	-	-	-	-	-	-	-	(0.50)	(0.50)
Associate Director Business Operations	-	-	-	-	-	-	-	-	1.00	1.00
Admin Assistant to Associate Director Business Operations	-	-	-	-	-	-	-	-	1.00	1.00
Executive Level - General Counsel	-	-	-	-	-	-	-	-	1.00	1.00
Manager, Legal and Labour Relations	-	-	-	-	-	-	-	-	(1.00)	(1.00)
Office Administrators - New Schools	-	-	-	-	-	-	2.50	-	-	2.50
Chief Custodians - New Schools	-	-	-	-	-	-	-	2.00	-	2.00
Sub-Total	1.00	2.00	-	4.50	35.00	-	5.50	2.00	3.00	53.00

Numbers may not add due to rounding

Total 2022-2023 Recommended Changes in Staffing	61.69	14.99	6.00	4.50	35.00	62.50	5.50	1.00	26.85	218.03
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Total 2022-2023 Recommended Staffing	3,214.82	1,670.82	268.25	106.70	856.50	584.50	651.99	726.22	246.63	8,326.43
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Numbers may not add due to rounding



Comparative Full-Time Equivalency (FTE) Staffing

OPERATIONS / DEPARTMENTS	2018-2019 Approved FTE	2019-2020 Approved FTE	2020-2021 Approved FTE	2021-2022 Approved FTE	2022-2023 Recommended FTE
Instructional Day School					
Elementary Principals / Vice-Principals	164.25	167.25	169.25	172.25	174.75
Elementary Teachers	2,668.97	2,704.32	2,770.57	2,674.33	2,725.58
Elementary Office Administrators & Assistants	193.50	192.00	205.00	205.00	206.18
Elementary Library Technicians	55.90	56.30	55.90	55.90	56.20
Early Childhood Educators - Full-Day Kindergarten	389.20	392.20	410.00	354.64	383.36
Administration & Support-Regular Instruction / Learning Support Services	6.00	6.00	5.00	6.00	6.00
Executive Director - OCDSB Foundation	0.00	1.50	1.50	1.50	1.50
Equity / Diversity Coordinator	1.00	1.00	1.00	1.00	1.00
Total Elementary Schools	3,478.82	3,520.57	3,618.22	3,470.62	3,554.57
Secondary Principals / Vice-Principals	73.50	73.50	74.00	77.00	77.50
Secondary Teachers	1,541.50	1,543.33	1,536.00	1,483.49	1,479.51
Secondary Office Administrators, Assistant Administrators & Assistants	107.75	110.75	110.75	111.75	113.25
Secondary Technicians	33.50	34.00	17.50	17.50	18.00
Secondary Assistant Chef, Kitchen Helpers & Technological Studies Technician	5.50	5.50	5.50	5.50	5.50
Total Secondary Schools	1,761.75	1,767.08	1,743.75	1,695.24	1,693.76
Total Elementary & Secondary Schools	5,240.57	5,287.65	5,361.97	5,165.86	5,248.33
Associate Director, Safe Schools and Urban Priorities					
Associate Director & Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Safe Schools - Secondary Principal	1.00	1.00	1.00	1.00	1.00
Safe Schools - Secondary Teachers	4.00	4.00	4.00	2.00	2.00
Safe Schools - Student Counsellor	1.00	1.00	1.00	1.00	1.00
Safe Schools - Itinerant Educational Assistants	21.00	21.00	21.00	21.00	21.00
Safe Schools - Psychologists & Social Workers	2.00	2.00	2.00	2.00	3.50
Urban Priorities - Psychologists & Social Workers	2.80	2.80	2.80	2.80	2.80
Urban Priorities - Student Counsellor	1.00	1.00	1.00	1.00	1.00
Total Associate Director, Safe Schools and Urban Priorities	34.80	34.80	34.80	32.80	34.30
Other School Support Programs					
Outdoor Education	7.00	7.00	7.00	7.00	7.00
Superintendent of Instruction	7.00	7.00	7.00	7.00	7.00
Indigenous Education - Early Childhood Educator	1.00	1.00	1.00	1.00	1.00
Indigenous Education - Elementary Teachers	2.00	2.00	2.00	5.00	16.00
Indigenous Education - Secondary Teacher	1.00	1.00	1.00	2.00	7.00
Odawa Centre - Secondary Teachers	2.00	2.00	2.00	2.00	2.00
Indigenous Education - Elementary Vice-Principal	1.00	1.00	1.00	2.00	3.00
Indigenous Education - Secondary Teachers	3.67	3.67	3.67	3.67	5.00
Indigenous Administrative Support	1.00	1.00	1.00	6.00	6.00
Superintendent of Instruction-Shannon Smith	11.67	11.67	11.67	21.67	40.00
Innovations - Secondary Principals	0.00	0.00	0.00	1.00	1.00
Various - Secondary Teachers	0.00	0.00	0.00	7.33	14.00
Innovations-Administration & Support	0.00	0.00	0.00	1.00	0.40
Superintendent of Instruction-Reg Lavergne	0.00	0.00	0.00	9.33	15.40
RAISE-Community Partnership Coordinator and Liaison	0.00	0.00	0.00	0.00	2.00
RAISE-SATE - Elementary Teachers	0.00	0.00	0.00	0.00	2.00
RAISE-SATE - Elementary Vice-Principal	0.00	0.00	0.00	0.00	1.00
Superintendent of Instruction-Prince Duah	0.00	0.00	0.00	0.00	5.00
Other School Support Programs	18.67	18.67	18.67	38.00	67.40
Total Associate Director, Safe Schools, Urban Priorities & School Support Programs	53.47	53.47	53.47	70.80	101.70
Total Instruction	5,294.04	5,341.12	5,415.44	5,236.66	5,350.03

Numbers may not add due to rounding



Comparative Full-Time Equivalency (FTE) Staffing

OPERATIONS / DEPARTMENTS	2018-2019 Approved FTE	2019-2020 Approved FTE	2020-2021 Approved FTE	2021-2022 Approved FTE	2022-2023 Recommended FTE
Learning Support Services / Special Education					
Superintendent of Learning Support Services & Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Elementary Teachers	449.16	444.82	448.95	452.30	451.74
Secondary Teachers	133.84	135.00	142.67	144.00	149.67
Professional Student Services Personnel (Includes Regular Instruction)	83.80	83.80	86.40	91.40	94.40
Orientation Mobility Instructors / Board Certified Behaviour Analysts / Communication Disorder Assistants	1.00	6.00	6.00	6.00	6.00
Educational Assistants	699.00	729.00	792.50	800.50	835.50
Elementary Principals	2.00	2.00	2.00	2.00	2.00
Administration & Support	7.00	8.00	9.00	9.34	8.34
Total Learning Support Services	1,377.80	1,410.62	1,489.52	1,507.54	1,549.65
Finance Department					
Chief Financial Officer & Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Budget Services	5.00	5.00	5.00	5.00	5.00
Financial Reporting / School Support / Enterprise Resource Planning	22.50	21.50	21.50	21.50	21.50
Payroll	14.00	14.00	14.00	15.00	15.00
Supply Chain Management / Risk Management	11.50	13.00	13.00	13.00	13.00
Mail & Courier	1.00	1.00	1.00	1.00	1.00
Document Reproduction	5.00	5.00	5.00	5.00	5.00
Total Finance Department	60.00	60.50	60.50	61.50	61.50
Planning and Facilities					
Superintendent of Facilities & Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Custodial Services, Trades & Maintenance	711.12	711.12	727.72	728.72	730.72
Facilities Management, Design & Construction	47.00	47.00	47.00	47.00	47.00
Physical Planning	11.00	11.00	11.00	11.00	11.00
Facilities & Planning Office, Real Estate & Community Use	6.00	6.00	6.00	6.00	6.00
Admissions & Enrolment	4.00	4.00	4.00	4.00	4.00
Total Planning and Facilities	780.12	780.12	796.72	797.72	799.72
Program and Learning					
Superintendent of Program and Learning & Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Elementary Principals / Vice-Principals	3.00	3.00	3.00	2.00	2.00
Secondary Principals / Vice-Principals	2.00	2.00	2.00	1.00	2.00
Elementary Teachers	22.00	16.00	20.00	17.00	15.00
Secondary Teachers	13.00	14.00	15.00	8.67	9.00
Administration & Support	5.00	5.00	5.00	4.00	4.60
Total Program and Learning	47.00	42.00	47.00	34.67	34.60
Family Reception Centre					
Office of the Director					
Director's Office	3.00	2.00	3.00	3.00	2.00
Human rights and Equity	0.00	0.00	0.00	0.00	0.00
Superintendents & Administrative Assistants & Central Principals	12.00	12.00	14.00	14.00	16.00
Legal Advisor	1.00	1.00	1.00	1.00	1.00
Total Office of the Director	16.00	15.00	18.00	18.00	19.00
Corporate Services					
Executive Officer, Administrative Assistant & Analyst	3.00	3.00	3.00	3.00	3.00
Board Services	6.00	6.00	6.00	7.00	7.00
Communications	10.00	10.00	10.00	10.00	10.00
Corporate Records	6.00	6.00	6.00	6.00	7.00
Research, Evaluation and Analytics Division (Included in Curriculum Services prior to 2017-2018)	8.00	8.00	8.00	8.00	8.00
Trustees	12.00	12.00	12.00	12.00	12.00
Total Corporate Services	45.00	45.00	45.00	46.00	47.00

Numbers may not add due to rounding



Comparative Full-Time Equivalency (FTE) Staffing

OPERATIONS / DEPARTMENTS	2018-2019 Approved FTE	2019-2020 Approved FTE	2020-2021 Approved FTE	2021-2022 Approved FTE	2022-2023 Recommended FTE
Human Resources					
Superintendent of Human Resources & Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Recruitment and Operations	40.50	31.50	33.50	35.50	35.50
Employee Wellness	0.00	8.00	8.00	10.00	10.00
Staff Development	2.00	3.00	3.00	3.00	3.00
Labour Relations	5.00	7.00	7.00	9.00	9.00
Occupational Health & Safety (Includes .50 FTE Elementary Teacher)	5.50	6.50	6.50	5.50	6.50
Elementary Staffing Resource Teacher	1.00	1.00	1.00	1.00	1.00
Secondary Staffing Resource Teacher	0.67	0.67	0.67	0.67	0.67
Total Human Resources	56.67	59.67	61.67	66.67	67.67
Continuing Education					
Secondary Principal	1.00	1.00	1.00	1.00	1.00
Secondary Teacher	1.00	1.00	1.00	1.00	1.00
Administration & Support	13.00	14.00	14.00	14.00	14.00
Total Continuing Education	15.00	16.00	16.00	16.00	16.00
Business and Learning Technologies					
Elementary Vice-Principal	1.00	1.00	1.00	1.00	1.00
Elementary Teachers	3.00	3.00	3.00	3.00	3.00
Secondary Teacher	1.00	1.00	1.00	1.00	1.00
Administration & Support	87.00	87.00	105.00	105.00	106.00
Total Business and Learning Technologies	92.00	92.00	110.00	110.00	111.00
Other Departmental Expenses					
Total Staff on Loan	66.85	67.95	61.45	63.80	62.90
Early Childhood Educators	204.43	209.14	220.00	166.36	200.14
Early Learning Assistants	33.72	47.06	57.32	14.28	37.14
Administration & Support	10.75	10.75	10.75	12.75	12.75
Total Extended Day Program	248.90	266.95	288.07	193.39	250.03
Early Childhood Educators / Administration & Support	22.25	22.25	23.25	21.25	22.25
Program Coordinators	2.00	2.00	2.00	2.00	2.00
Program Assistants	3.00	3.00	2.00	2.00	2.00
Cooks / Housekeepers	4.00	3.00	3.00	3.00	2.00
Total Infant, Toddler and Preschool Childcare Program	31.25	30.25	30.25	28.25	28.25
Total Other Departmental Expenses	347.00	365.15	379.77	285.44	341.18
Grand Total FTE	8,134.63	8,231.18	8,443.62	8,184.20	8,401.35
Reconciliation (Staff not included in Comparative Staffing)					
Trustees	(12.00)	(12.00)	(12.00)	(12.00)	(12.00)
Staff on Loan	(66.85)	(67.95)	(61.45)	(63.80)	(62.90)
Total FTE	8,055.78	8,151.23	8,370.17	8,108.40	8,326.45

Numbers may not add due to rounding



Revenues – Grants for Student Needs

Summary of Grants and Other Revenues

	2020-2021 Actual	2021-2022 Approved Budget	2022-2023 Recommended Budget
Grants for Student Needs (GSN)			
GSN - Operating Grants			
Pupil Foundation	\$ 404,573,382	\$ 412,468,765	\$ 424,432,245
School Foundation	53,121,014	53,818,017	55,352,516
Special Education	100,786,430	102,354,193	106,791,812
French as a Second Language	17,856,485	18,823,933	19,337,570
English as a Second Language	16,045,932	18,228,608	18,402,507
Rural and Northern Education Allocation	197,694	197,457	202,194
Learning Opportunities	17,794,200	19,603,746	18,519,228
Adult Education, Continuing Ed, Summer School	6,899,329	7,088,686	6,940,635
Teacher and ECE Qualifications and Experience	83,875,449	87,014,182	88,005,051
New Teacher Induction Program	162,551	545,811	532,866
Restraint Savings	(279,158)	(279,158)	(279,158)
Student Transportation	42,255,359	43,402,687	44,097,820
Administration and Governance	19,829,692	19,736,396	20,703,352
School Operations (Facilities)	77,687,401	79,250,803	81,697,875
Community Use of Schools	1,073,525	1,063,885	1,070,023
Declining Enrolment	3,474,162	718,857	-
Indigenous Education Allocation	4,094,924	4,921,521	6,804,500
Mental Health and Well-Being	2,547,727	2,787,934	3,858,905
Support for Students	6,871,859	6,871,859	7,010,965
Program Leadership	989,383	1,091,687	1,092,654
Interest on Non-Ontario Financing Authority Debt	2,523,115	2,523,115	2,523,115
COVID-19 Learning Recovery Fund	709,607	-	9,982,835
Stabilization	19,824,878	-	-
Total Operating Grants	\$ 882,914,940	\$ 882,232,984	\$ 917,079,510
GSN - Capital Grants			
School Renewal	\$ 5,087,333	\$ 5,087,333	\$ 5,087,333
Temporary Accommodations	1,228,470	1,495,911	1,768,638
Interest on Ontario Financing Authority Debt	4,052,899	3,830,199	3,597,084
Interest on Capital Projects under Construction	209,596	474,871	559,027
Trustees' Association Fee and CVRIS Operating Funding	142,574	57,394	58,084
Net Transfer to Deferred Revenue	(8,621,999)	(8,426,200)	(8,642,412)
Total Capital Grants	\$ 2,098,873	\$ 2,519,508	\$ 2,427,754
Total GSN for Operating and Capital Grants	\$ 885,013,813	\$ 884,752,492	\$ 919,507,264

Numbers may not add due to rounding



Non Grants and Reserves

	2020-2021 Actual	2021-2022 Approved Budget	2022-2023 Recommended Budget
Non GSN Revenue			
Education Programs			
Rentals	\$ 3,244,397	\$ 4,045,000	\$ 3,961,000
Continuing Education	5,474,539	5,696,800	5,786,333
Other Ministry of Education Grants (including OYAP)	26,589,270	11,057,498	6,899,050
Secondments	6,788,828	6,396,000	6,366,984
Tuition Fees	5,241,264	6,268,450	8,436,000
Interest Income	721,674	800,000	800,000
Miscellaneous Revenues	6,703,509	4,961,878	5,830,573
OCENET Facilities Fees and Capital Return	233,870	470,600	1,741,000
Board Programs:			
Extended Day Program	6,769,809	8,449,941	15,639,551
Infant, Toddler & Preschool Childcare Program	1,887,808	1,807,664	1,706,225
Total Non GSN Revenue	\$ 63,654,968	\$ 49,953,831	\$ 57,166,716
Deferred Capital Contributions (Ministry Approved Capital)	\$ 62,959,070	\$ 61,291,245	\$ 70,004,315
Total Revenue	\$ 1,011,627,851	\$ 995,997,568	\$ 1,046,678,295
Use of Accumulated Surplus			
Amortization of Board Approved Capital Projects	\$ 799,313	\$ 401,174	\$ 751,934
Other Operating and Capital Needs	-	14,487,215	8,239,486
Use of Accumulated Surplus	\$ 799,313	\$ 14,888,389	\$ 8,991,420
Total Revenue and Use of Accumulated Surplus	\$ 1,012,427,164	\$ 1,010,885,957	\$ 1,055,669,715

Numbers may not add due to rounding



Capital Budget

	Funding Sources			Total	
	Ministry Funding	Capital Expenses from Operating Budget	Proceeds of Disposition	Education Development Charges	Capital Funding
Buildings, Additions and Portables:					
Capital Priorities	\$ 35,044,092	\$ -	\$ -	\$ -	\$ 35,044,092
COVID-19 Resilience Infrastructure Stream	4,000,000	-	-	-	4,000,000
Child Care	1,506,105	-	-	-	1,506,105
Education Development Charges	-	-	-	12,126,126	12,126,126
Proceeds of Disposition	-	-	5,949,697	-	5,949,697
School Renewal	8,955,533	-	-	-	8,955,533
School Condition Improvement	49,132,806	-	-	-	49,132,806
Sub-Total	\$ 98,638,536	\$ -	\$ 5,949,697	\$ 12,126,126	\$ 116,714,359
Other Assets:					
Furniture, Equipment, Computer Hardware / Software	\$ -	\$ 7,788,392	\$ -	\$ -	\$ 7,788,392
Sub-Total	\$ -	\$ 7,788,392	\$ -	\$ -	\$ 7,788,392
Total	\$ 98,638,536	\$ 7,788,392	\$ 5,949,697	\$ 12,126,126	\$ 124,502,751

Numbers may not add due to rounding



Special Education – Revenues and Expenditures

Grant Revenues	2021-2022 Approved Budget	2022-2023 Recommended Budget
Special Education Allocation		
Special Education Per Pupil Amount (SEPPA)	\$ 57,717,963	\$ 59,386,507
Differentiated Special Education Needs Amount (DSENA)	37,780,947	39,919,821
Behavioural Expertise Amount (BEA)	973,714	992,213
Special Incidence Portion (SIP)	2,636,974	2,946,635
Specialized Equipment Amount (SEA)	3,244,595	3,546,636
Less SEA Deferred Revenue	(904,858)	(854,020)
Total Special Education Grants	\$ 101,449,335	\$ 105,937,792
Special Education Grant Allocations		
Proportionate Foundation Allocation	\$ 9,188,415	\$ 9,259,691
Proportionate Teacher Compensation Allocation	1,545,619	1,550,083
Total Special Education Grant Allocations	\$ 10,734,034	\$ 10,809,774
Special Education Other Grants		
Summer Learning Program	\$ 123,177	\$ 61,387
Program Leadership Allocation - Mental Health Leader component	146,235	147,489
Supports for Students Fund (In year approved/retained Educational Assistants)	1,135,596	1,158,421
Supports for Students Fund (In year approved/retained Teachers)	-	2,278,133
Supports for Students Fund (PSSP)	143,237	146,116
Supports for Students Fund (Other Enhancements)	-	220,144
Total Special Education - Other Grants	\$ 1,548,245	\$ 4,011,690
Special Education Other Income		
Other Revenue from Recoveries	\$ 865,331	\$ 736,320
Priorities and Partnerships Fund (PPF)	1,027,093	565,200
Funding for positions from Covid PPFs	\$ 1,124,390	2,907,145
Employee Life and Health Trusts (Proportionate share)	4,086,714	4,168,519
Total Special Education Other Income	\$ 7,103,528	\$ 8,377,184
Total Revenues	\$ 120,835,142	\$ 129,136,440

Expenditures	2021-2022 Approved Budget	2022-2023 Recommended Budget
Staffing	\$ 126,862,795	\$ 129,173,293
Operating	8,549,911	8,248,867
Total Expenditures	\$ 135,412,706	\$ 137,422,160
Projected Surplus (Shortfall)	\$ (14,577,564)	\$ (8,285,719)

Numbers may not add due to rounding



Special Education – Detailed Expenditures

Expenditures	2021-2022 Approved Budget		2022-2023 Recommended Budget	
	FTE	COSTS	FTE	COSTS
Teaching Staff				
Elementary Teachers	474.80	\$ 52,345,541	474.24	\$ 52,712,831
Secondary Teachers	137.75	15,416,490	143.42	16,276,680
Total Teaching Staff	612.55	\$ 67,762,031	617.66	\$ 68,989,511
Educational Assistants				
	800.50	\$ 47,619,939	827.50	\$ 48,639,605
Total Educational Assistants	800.50	\$ 47,619,939	827.50	\$ 48,639,605
Professional Student Services Personnel (PSSP)				
Psychologists	26.64	\$ 3,041,806	28.44	\$ 3,141,233
Social Workers	26.55	2,735,662	27.45	2,807,004
Speech and Language Pathologists	28.17	2,842,054	28.17	2,847,140
Orientation & Mobility Instructor, Behavioural Analysts, and Communication Disorder Assistant	6.00	487,327	6.00	493,199
Occupational Therapist	1.00	101,398	1.00	202,796
Total Professional Student Services Personnel	88.36	\$ 9,208,247	91.06	\$ 9,491,372
Total Administration and Support Staff				
Principals and Vice-Principals	5.00	\$ 730,677	5.00	\$ 727,658
Program Evaluator	1.00	112,439	1.34	103,123
Managers/Supervisors of Professional Services	5.00	786,772	5.00	746,955
Braillist, Behaviour Management Technician, and Applied Behaviour Analysis Coordinator	3.34	236,140	1.00	76,958
Office Support Staff at Crystal Bay and Clifford Bowey	3.00	186,244	3.00	177,805
Child and Youth Worker	-	50,000	-	50,000
Feeding Skills Assistants	-	25,000	-	25,000
Technicians - Equipment Support	2.00	145,305	2.00	145,305
Administration and Support Staff	14.34	1,541,900	12.34	1,325,146
Total Administration and Support Staff	19.34	\$ 2,272,578	17.34	\$ 2,052,804
Total Special Education Staff	1,520.75	\$ 126,862,795	1,553.56	\$ 129,173,293
Operating Budget				
General Operating Budget		\$ 2,049,546		\$ 2,049,546
Specialized Equipment for Students		2,496,513		2,849,392
School Resource Officer Transition Supports		200,000		-
Summer Learning Program		610,800		610,800
Short Term Response Fund		474,000		474,000
Occasional Teachers for Special Education Teachers		1,420,622		1,428,593
Staff Development		271,336		271,336
Other Programs / Priorities and Partnerships Fund (PPF) Expenses		1,027,093		565,200
Total Operating Budget		\$ 8,549,911		\$ 8,248,867
Grand Total	1,520.75	\$ 135,412,706	1,553.56	\$ 137,422,160

Numbers may not add due to rounding



Learning Support Services – Financial Summary

Revenues	2022-2023		2022-2023		2022-2023		2022-2023		2022-2023	
	Special Education		Accounting Adjustments		Special Education Ministry Totals		Safe Schools and Urban Priorities (applicable to LSS)		Learning Support Services Totals	
Grants for Students Needs		\$ 105,937,792				\$ 105,937,792		\$ 1,907,729		\$ 107,845,521
Grant Allocations (Foundation and Q&E)		10,809,774				10,809,774				10,809,774
Other Grants			\$ 4,011,690			4,011,690				4,011,690
Other Income			8,377,184			8,377,184				8,377,184
Total Revenues		\$ 116,747,566		\$ 12,388,874		\$ 129,136,440		\$ 1,907,729		\$ 131,044,168
Expenditures										
Elementary Teachers	451.74	\$ 50,211,906			474.24	\$ 52,712,831			474.24	\$ 52,712,831
<i>Ministry Totals include partially integrated classes</i>			22.50	\$ 2,500,925						
Secondary Teachers	149.67	16,985,990			143.42	16,276,680			143.42	16,276,680
<i>Ministry Totals include partially integrated classes</i>			14.50	1,645,599						
<i>Ministry Totals exclude Gifted classes that do not qualify for grant</i>			(20.75)	(2,354,909)						
Educational Assistants	827.50	49,113,605		(474,000)	827.50	48,639,605	21.00	1,251,063	848.50	49,890,668
Professional Student Services Personnel (PSSP):										
Psychologists	31.60	3,490,259	(3.16)	(349,026)	28.44	3,141,233	1.80	198,839	30.24	3,340,071
Social Workers	30.50	3,114,448	(3.05)	(307,445)	27.45	2,807,004	4.50	457,827	31.95	3,264,831
Speech and Language Pathologists	31.30	3,163,489	(3.13)	(316,349)	28.17	2,847,140			28.17	2,847,140
Orientation & Mobility Instructor, Behavioural Analysts, and Communication Disorder Assistant	6.00	493,199			6.00	493,199			6.00	493,199
Occupational Therapist	1.00	101,398		101,398	1.00	202,796			1.00	202,796
School Resource Officer Transition Supports						-				
<i>Ministry Totals exclude 10% of PSSP salaries allocated to instruction</i>										
Administration and Support Staff:										
Program Evaluator	1.34	103,123			1.34	103,123			1.34	103,123
Managers/Supervisors of Professional Services	5.00	746,955			5.00	746,955			5.00	746,955
Brailist, Behaviour Management Technician, and Applied Behaviour Analysis Coordinator	1.00	76,958			1.00	76,958			1.00	76,958
Clerical and secretarial - CB Schools	-	-	3.00	177,805	3.00	177,805			3.00	177,805
Child and Youth Worker		50,000				50,000				50,000
Feeding skills assistant		25,000				25,000				25,000
Principals and Vice-Principals:										
Principals / Vice-Principal - Clifford Bowey & Crystal Bay			3.00	428,088	3.00	428,088			3.00	428,088
Central Principal / Vice Principal	2.00	299,570			2.00	299,570			2.00	299,570
Other										
Business and Learning Technology Technicians			2.00	145,305	2.00	145,305			2.00	145,305
Operating Expenses										
General Operating Budget:		2,049,546				2,049,546				2,049,546
SEA equipment		2,849,392				2,849,392				2,849,392
Staff Development		271,336				271,336				271,336
School Resource Officer Transition Supports						-				-
Emergency Educational Assistance / Short term				474,000		474,000				474,000
Summer Learning Program		610,800				610,800				610,800
Other program and PPF expenses				565,200		565,200				565,200
Occasional Teachers for Special Education Teachers				1,428,593		1,428,593				1,428,593
Total Expenses	1,538.65	\$ 133,756,976	14.91	\$ 3,665,184	1,553.56	\$ 137,422,160	27.30	\$ 1,907,729	1,580.86	\$ 139,329,889
Projected Surplus (Shortfall)		\$ (17,009,410)		\$ 8,723,690		\$ (8,285,720)		\$ -		\$ (8,285,720)

Numbers may not add due to rounding



Salary Differential

	OCDSB Average Salary and Benefits			Ministry Funded Salary and Benefits			Difference
	Salary	Benefits	Total	Salary	Benefits	Total	
Elementary							
Teacher *	\$ 96,607	\$ 13,949	\$ 110,556	\$ 92,099	\$ 11,064	\$ 103,163	\$ (7,393)
Principal	129,643	16,236	145,879	127,058	15,206	142,264	(3,615)
Vice-Principal	118,471	17,859	136,330	121,496	14,676	136,172	(158)
School Office Staff	44,808	15,120	59,928	46,922	14,210	61,132	1,204
Secondary							
Teacher *	\$ 98,204	\$ 14,568	\$ 112,772	\$ 93,205	\$ 10,719	\$ 103,924	\$ (8,848)
Principal	136,441	16,506	152,947	127,058	15,206	142,264	(10,683)
Vice-Principal	122,130	16,384	138,514	121,496	14,676	136,172	(2,342)
School Office Staff	47,304	15,680	62,984	46,922	14,210	61,132	(1,852)
Support Staff							
Educational Assistants	\$ 44,661	\$ 14,469	\$ 59,130	\$ 46,766	\$ 14,217	\$ 60,983	\$ 1,853
Early Childhood Educators *	42,518	14,052	56,570	43,820	10,722	54,542	(2,028)

Numbers may not add due to rounding

* Ministry funding for salaries includes the Qualifications & Experience Grant

Ministry funding for benefits includes projected 2022-2023 Employee Life and Health Trust Payments



Extended Day Program and Infant, Toddler & Preschool Program

2022-2023 Revenue	Extended Day Program	Infant, Toddler & Preschool Childcare Program	Total
Extended Day and Infant, Toddler & Preschool Childcare Programs			
Extended Day Fee Revenue - Regular Day	\$ 15,294,910		\$ 15,294,910
Extended Day Fee Revenue - PD Days, Winter & Spring Break	344,641		344,641
Infant, Toddler & Preschool Childcare Program		\$ 1,706,225	1,706,225
Government Contribution to Benefits	497,521	53,244	550,764
Total	\$ 16,137,072	\$ 1,759,469	\$ 17,896,540

2022-2023 Expenditures	Extended Day Program		Infant, Toddler & Preschool Childcare Program		Total	
	FTE	Amount	FTE	Amount	FTE	Amount
Extended Day Program						
Staffing and Operating Expenses:						
Central Staffing	12.75	\$ 1,271,659			12.75	\$ 1,271,659
Early Childhood Educators	200.14	11,233,647			200.14	11,233,647
Supply Early Childhood Educators		1,006,707				1,006,707
Early Learning Assistants (including Supply Early Learning Assistants)	28.93	1,077,413			28.93	1,077,413
Support for Children with Special Needs (ELAs)	8.21	300,000			8.21	300,000
Staff Costs - Professional Development Days, Winter & Spring Break		81,574				81,574
Snacks		421,600				421,600
Supplies and Services		129,248				129,248
Professional Development		40,000				40,000
EDP Information System		20,000				20,000
Departmental Costs:						
School Operations		333,573				333,573
Sub-total Staffing, Operating and Departmental Costs	250.03	\$ 15,915,420			250.03	\$ 15,915,420
Departmental Transfer Costs:						
Business & Learning Technologies		\$ 199,195				\$ 199,195
Finance		115,354				115,354
Human Resources		202,741				202,741
Payroll		70,854				70,854
Sub-total Departmental Transfer Costs		\$ 588,144				\$ 588,144
Total Extended Day Program	250.03	\$ 16,503,564			250.03	\$ 16,503,564
Infant, Toddler & Preschool Childcare Program						
Staffing			28.25	\$ 1,803,472	28.25	\$ 1,803,472
Operating Expenses				163,246		163,246
Total Infant, Toddler & Preschool Childcare Program			28.25	\$ 1,966,718	28.25	\$ 1,966,718
Projected Surplus (Shortfall)		\$ (366,493)		\$ (207,249)		\$ (573,742)

Numbers may not add due to rounding



English as a Second Language

Projected Revenues	FTE	2021-2022 Approved Budget	FTE	2022-2023 Recommended Budget
Grant Revenue		\$ 18,228,008		\$ 18,402,507
OCENET				
Teaching Positions funded by OCENET	6.33	679,517	6.33	694,695
Total Revenue		\$ 18,907,525		\$ 19,097,202

Projected Expenditures	FTE	2021-2022 Approved Budget	FTE	2022-2023 Recommended Budget
Elementary				
Classroom Teachers (Includes 0.5 FTE position funded from OCENET)	93.25	\$ 10,105,409	97.25	\$ 10,751,474
Principal of English Language Learners	1.00	134,630	1.00	145,879
Sub-Total	94.25	\$ 10,240,039	98.25	\$ 10,897,353
Secondary				
Classroom Teachers (Includes 5.83 FTE positions funded from OCENET)	37.00	\$ 4,080,656	37.00	\$ 4,172,564
Central Orientation Class (Academic Staff)	2.00	220,576	2.00	225,544
Sub-Total	39.00	\$ 4,301,232	39.00	\$ 4,398,108
Administration and Support				
Family Reception Centre	4.00	\$ 311,945	4.00	\$ 307,831
Multi-Cultural Liaison Contractual Services		292,500		292,500
Operating Budget		65,000		65,000
Sub-Total	4.00	\$ 669,445	4.00	\$ 665,331
Total Expenditures	137.25	\$ 15,210,716	141.25	\$ 15,960,792
Projected Surplus (Shortfall)		\$ 3,696,809		\$ 3,136,410

Numbers may not add due to rounding

