



2019-2020 Staff-Recommended Budget 29 May 2019

Revised 31 May 2019

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Letter of Transmittal and Board Motion for Approval

**COMMITTEE OF THE WHOLE (BUDGET)
Report No. 19-066**

29 May 2019

2019-2020 Staff-Recommended Budget

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

PURPOSE:

1. To present and seek approval of the 2019-2020 Staff-Recommended Budget.

CONTEXT:

2. The Committee of the Whole (COW) Budget has had two meetings this year which have helped to inform the process for the development of the 2019-2020 Staff-Recommended Budget. To date, the Committee has received an overview of the District's financial position, the provincial outlook and possible areas of focus and investment in the coming year. In addition, members of the Committee have expressed opinions regarding priorities for the OCDSB in the coming year. In developing its recommendations, staff has considered those suggestions as well as input provided by principals and others throughout the year.

The development of a budget is always complicated because of the necessity to rely on estimates. Line items for both revenue and expenses rely on the estimates of enrolment, general price increases and trends in staff recruitment, retention and benefit costs. This year's process has been complicated by the timing of the release of information from the Ministry of Education. Memo 2019:B1, Grants For Student Needs (GSN) Funding, providing information about funding for 2019-2020 was released on 26 April 2019, the technical paper that supports the provincial announcement of changes to the GSNs has not yet been released.



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On 10 May 2019, the Ministry provided access to its electronic reporting tool and this has allowed staff to proceed with the calculations necessary to finalize the budget. However, the absence of some of the technical details make it likely there will be some variances with certain funding allocations, specifically, the attrition funding related to secondary class size and the increases in special education funding.

Notwithstanding the above, staff is confident in the accuracy of the proposed budget.

As outlined further in this report, this year's budget is designed to maintain as much as possible, service to students without making large investments that may need to be amended in the future. This approach will allow the District to begin work on the changes that will be necessary over the next 3 to 4 years to manage the decreases in funding that have already been announced, as well as the likelihood of further reductions.

The District is well on the way to the approval of a new 2019-2023 Strategic Plan to guide it over the next 4 years. Throughout budget discussions, staff has made every effort to ensure decisions were guided by the spirit of the plan. The planning for the 2020-2021 Staff-Recommended Budget, which will commence in the fall of 2019, will be more clearly linked to the approved plan. A copy of the Draft 2019-2023 Strategic Plan is attached as Appendix A.

KEY CONSIDERATIONS:

3. Budget Risk
Annually, staff evaluates significant risk factors that could affect next 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:



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- enrolment variability;
- fluctuations in revenues and expenses;
- in-year budget pressures; and
- political environment.

4. Enrolment Variability

Student enrolment projections for the coming 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% of actuals; however, there can be larger school-by-school variances that can create staffing pressures or savings opportunities.

The District has recently experienced enrolment growth and staff is cautiously optimistic that this will continue, but it is unlikely to be as strong as what has been experienced in the past 2 years. The recommended budget shows projected 2019-2020 day school ADE of 73,619. This number represents an ADE increase of 1,370 (1.9%) relative to the 2018-2019 budgeted ADE of 72,249.

Increased enrolment is accompanied by additional funding and, potentially, additional student support costs. Should enrolment be greater than projected, staff would 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 2019-2020 school year.

The funding associated with enrolment growth, beyond that required to provide the mandatory staffing, has been applied to offset the revenue reductions that will be faced in 2019-2020.



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5. 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 anticipated changes. For example, the recommended budget continues to show an increase in costs associated with staff replacement. Although the increased provision is believed appropriate, there are always fluctuations in the actual patterns experienced. Most recently, the challenge has been finding sufficient replacement staff. These uncertainties and fluctuations create variances that must be monitored on a continual basis in an effort to improve budget accuracy.

The funding reductions as a result of the phasing in of the class size increase at the secondary level will not be finalized until the end of the next fiscal year. As identified during the approval of academic staffing in March 2019, the provisions of local collective agreements across the province contain conditions that limit the ability to move towards the implementation of larger classes. This has not been recognized at this time in the Ministry's calculations. Preliminary calculations estimate that this may create a gap of approximately \$4.0 million next year.

6. 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 and safety issues 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.

The OCDSB has experienced surpluses in past years due to a combination of factors. In order to create a balanced budget and to allow time to transition to the new fiscal reality staff has been attentive in ensuring that they have not over-estimated costs in budgeting. This approach increases the possibility that circumstances in the next year will require over-expenditure. At the time of filing the 2019-2020 Revised Estimates in December 2019, the District would need to identify its plan to eliminate that deficit within a two-year period.



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7. Political Environment

The Province of Ontario Budget published 1 March 2019 has significantly reduced funding to a number of organizations in the community service, municipal and health care sectors. As those partner agencies realign service with their new funding levels, it can be expected that the District will face greater demands in responding to the needs of students and families.

8. Summary of Changes in the Operating Budget

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

	2019-2020 Recommended Budget	2018-2019 Approved Budget	Change	Change increase (decrease)
	\$	\$	\$	%
Revenues	980,096,000	974,300,600	5,795,400	0.6
Expenses	980,096,000	974,300,600	5,795,400	0.6
Surplus	-	-	-	

9. Revenues

As illustrated in Table 1, a projected increase of \$5.8 million in revenue is expected in 2019-2020. This is a 0.6% increase over the revenue budgeted for 2018-2019. The increase reflects the additional revenue generated by growth in enrolment, as well as the reductions in net funding due to the provincial announcements with respect to changes in secondary class sizes (net of attrition funding), program enhancement funding, elimination of Local Priorities Funding (LPF) and other funding adjustments. The anticipated revenues are summarized in Appendix B.



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10. Expenses

The net increase in expenses for 2019-2020 in comparison to last year's approved budget is \$5.8 million, which is a 0.6% increase. Staff has been extremely diligent in reviewing the assumptions and projections in the budget and this has allowed for a reduction of approximately 1.0% in estimated costs for 2019-2020, which partially offsets the other cost pressures for the next year. Appendix C provides a summary of planned expenditures by funding envelope.

The costs include changes resulting from approved academic staffing levels as presented in Report 19-037, 2019-2020 Academic Staffing which is attached as Appendix D. The changes reflect enrolment-related changes in both the elementary and secondary panels as well as adjustments resulting from the expiry of LPF.

In addition to the academic staffing changes, the recommended budget includes adjustments to the number of professional and support positions in response to emerging needs. Importantly, the retention of all positions supported by LPF is recommended as are some new positions to support various needs including those for special education.

Other changes, including those resulting from adjustments to Priorities and Partnership Funds, formerly termed Education Program Other Grants (EPOs), are included in the recommended budget. Overall, there are a number of new investments being recommended to meet specific areas of need.

The projected operating expenses are fully supported by revenues; however, proposed investments in the District's Wi-Fi network will create a need to use reserves in an amount of \$8.3 million. This amount is compliant with Ministry guidelines for the use of reserves and it will not require Ministerial approval.

11. Reserves

Table 3 outlines the projected balances of the OCDSB reserves at the end of 2018-2019 as well as next year. Even with the use of approximately \$8.3 million



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to support Wi-Fi investments, the District will still have reserves approximately equal to 3.5% of its annual operating revenue.

Table 3 – Accumulated Surplus Available for Compliance

	Projected as at 31 Aug 2020	Projected as at 31 Aug 2019	Change increase (decrease)
	\$	\$	\$
Available for compliance			
Restricted-committed capital	1,648,200	430,000	1,218,200
Internally appropriated			
Extended Day Program	1,414,800	1,327,400	87,400
Budgets carried forward	2,149,000	2,149,000	-
Business Systems	2,000,000	2,000,000	-
Contingencies	17,200,000	17,200,000	-
Unappropriated	9,948,500	19,547,600	(9,599,100)
	34,360,500	42,654,000	(8,293,500)

RESOURCE IMPLICATIONS:

- For 2019-2020, the recommended budget reflects the changes in the level of services to students. The reduction in funding for secondary staffing will result in approximately 120 fewer sections being available for scheduling across the District, which will impact timetabling. This impact will be partially offset in schools with the increased enrolment.

The budget also contains very modest increases in the number of specialized classes for students with special needs, increases to supports in Learning



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Support Services (LSS) including additional educational assistants (EA) and additional staffing to address the ongoing behavioural and mental health issues that are impacting students.

The recommended budget uses close to the maximum allowable amount of reserves which provides an opportunity for the District to develop an effective plan to address the new reduced funding levels while mitigating the impact on students and continuing in the pursuit of the District goals as identified in the Draft 2019-2023 Strategic Plan.

COMMUNICATION/CONSULTATION ISSUES:

13. The late announcement of funding details and the restrictions on the use of reserves has made this an unusual year for budget development. Opportunities for broad consultation were limited as the intent was to work on a budget that maintained as much of the status quo as possible. However, staff has continued to take into account the advice received from COW Budget, Board advisory committees, as well as principals and other staff. Information collected during the development of the Draft Strategic Plan has also been considered in formulating the budget.

Now that information on funding has been confirmed, the work on the 2020-2021 Budget will allow for the engagement of all stakeholders through budget discussions.

The 2019-2020 Budget is scheduled to be approved by the Board before the end of June 2019. A revised budget approval timeline was shared with COW Budget at the 16 April 2019 meeting. The remaining scheduled meeting dates for COW Budget are as follows:

- 29 May 2019 – Presentation of the staff-recommended budget;
- 03 June 2019 – Public delegations and debate;
- 10 June 2019 – Debate (further delegations, if required); and
- 17 June 2019 – Budget debate (if required) and recommendation to the Board.



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Provision will be made for a Special Board meeting to immediately follow the COW Budget meeting, once a recommendation has been approved.

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 are also available. The webpage has been updated so that focus is placed on the development of the 2019-2020 Budget. Access to all public documents, such as budget reports and presentations, is easily accessed 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. Staff has also attended meetings of the Special Education Advisory Committee (SEAC), and the Advisory Committee on Equity (ACE).

STRATEGIC LINKS:

14. The Strategic Plan's stewardship objective identifies that, by 2019, the District will optimize learning conditions for all students through the responsible and sustainable management of resources. The Draft 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 OCDSB to develop a budget that mitigates some of the immediate impacts of this year's funding reductions, allowing time for a more complete review of how to move forward in the face of decreasing resources.



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RECOMMENDATION:

- A. THAT the unconsolidated 2019-2020 operating budget of \$980.1 million as presented in Report 19-066, 2019-2020 Staff-Recommended Budget and detailed in the 2019-2020 Staff-Recommended Budget Binder be approved; and
- B. THAT the 2019-2020 capital budget of \$82.8 million as presented in the 2019-2020 Staff-Recommended Budget Binder be approved.

Mike Carson
Chief Financial Officer

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

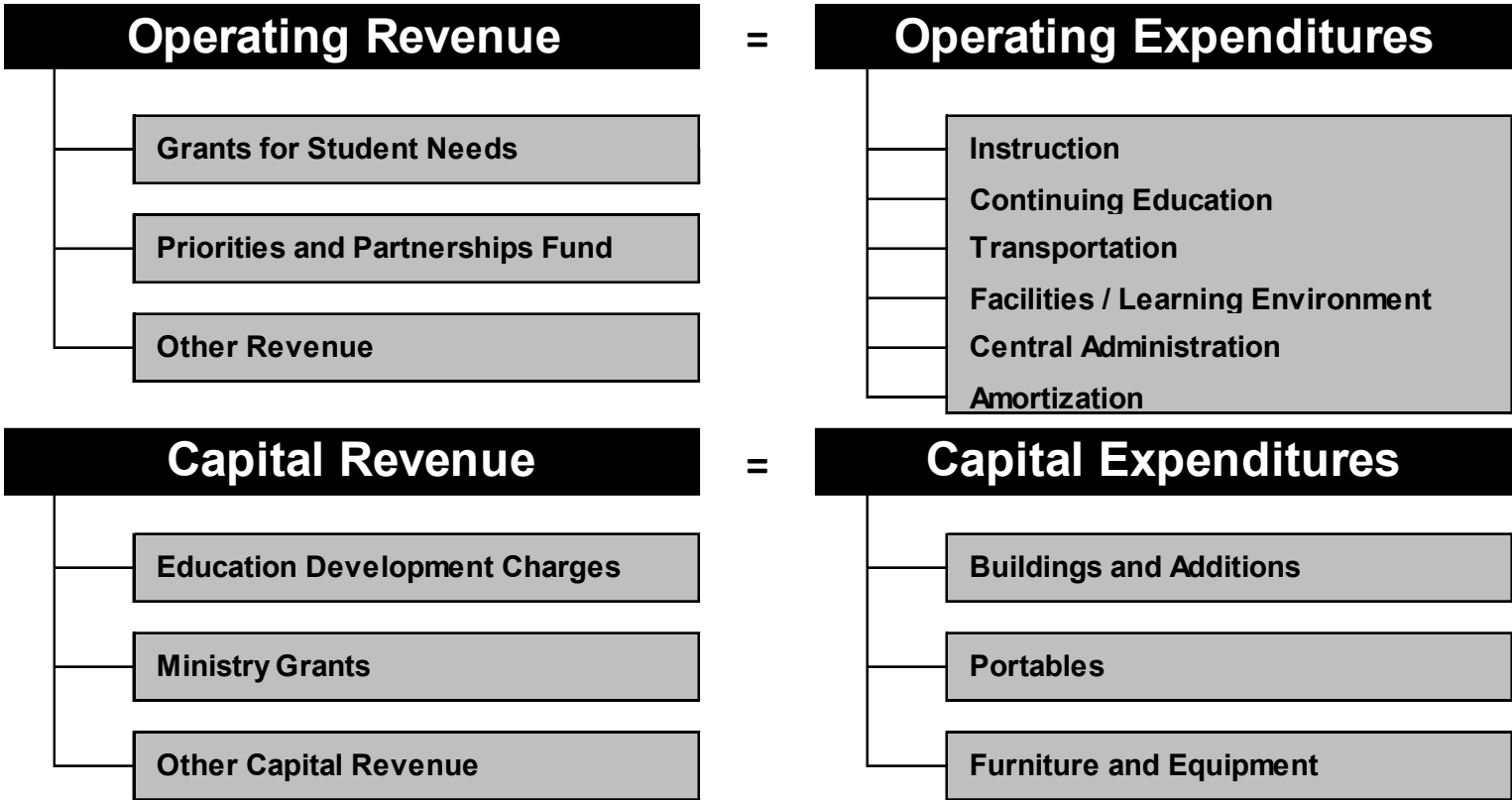


Budget Overview



Balanced Budget Overview

The Ministry of Education requires school boards to adopt a balanced consolidated Public Sector Accounting Board (PSAB) budget, whereby the in-year revenues are equal to in-year expenses. The Ministry determines the compliance based on the criterion outlined in Sections 231(1) and (2) of the Education Act. The calculation excludes the impact of school generated funds, amortization of employee future benefits and interest earned on sinking funds (where applicable).



Revenues and Expenditures Information

Operating Revenue

Grants for Student Needs	The Grants for Student Needs (GSN) are a collection of grants that support funding for the classroom, school leadership and operations, specific student-related priorities and local management by school boards. The key determinant for these grants is student enrolment. For the school board sector as a whole, GSN funding represents more than 85% of revenues.
Priorities and Partnerships Fund	Priorities and Partnerships Fund (PPF) (formerly Education Programs-Other) are typically one-time or limited period grants that are enveloped for specific programs. Due to the uncertainty and unpredictability of this funding, only grants included in the Ministry's Memorandum 2019:B15 or previously approved multi-year funding agreements are included in the budget. Future funding of programs will be reported separately to the Board as supplementary funding.
Other Revenues	These sources of funding are comprised of additional earned revenues such as staff on loan, tuition fees, rentals and the District's Extended Day and Infant, Toddler & Preschool Childcare Programs.

Capital Revenue

Education Development Charges	Education Development Charges (EDC) are governed with a bylaw which charges each new residential building permit with a fee, which provides the Board funding to purchase school sites in growth areas.
Ministry Grants	Ministry Grants include funding for facility upgrades, temporary accommodations and the construction and furnishing of new schools and additions. Revenue is also received from the Ministry to support the payments associated with the long-term debt resulting from new construction.
Other Capital Revenue	Other Capital Revenue includes proceeds from the sale of Board owned properties and contributions from third parties for facility upgrades and new construction.



Revenues and Expenditures Information

Operating Expenditures

Instruction	Instruction expenditures include instructional staff, principals and vice-principals, school office staff, instructional support staff and school-based technology and supplies.
Continuing Education	Continuing Education expenditures include a principal, office and instructional staff and supplies to support programs such as the International Language Program, Ontario Works Child Care, Language Instruction for Newcomers to Canada (LINC) and Literacy and Basic Skills (LBS).
Transportation	Transportation includes the cost of transporting students to and from home and school, including students with special needs as well as school teams / clubs. These services are provided by the Ottawa Student Transportation Authority (OSTA).
Facilities / Learning Environment	Facilities / Learning Environment expenditures include the costs that support the operations of school facilities such as custodial staff, maintenance, heating, lighting, cleaning and insurance.
Central Administration	Central Administration expenditures include the administration and governance costs of operating board offices and central facilities. This encompasses trustees, director's office, superintendents and central support departments such as finance, human resources and admissions and enrolment.
Amortization	This represents the depreciation expense of the Board's tangible capital assets. Expenditures are based on the useful life of the assets which are applicable to Ministry and internally approved capital projects.



Budget Assumptions

General Assumptions:

- The Recommended 2019-2020 Budget was prepared in accordance with the Ministry of Education's Balanced Budget Calculation as defined by Regulation (Excluding benefits under Regulation 488/10).
- Class size, projected revenues and expenditures were developed in conjunction with the Government of Ontario's new vision for 'Education that Works for You'.

Revenue Assumptions:

- The financial impact of the Priorities and Partnerships Fund (formerly Education Programs - Other) for the OCDSB is included in the 2019-2020 Recommended Budget along with corresponding expenditures
- Revenues have been adjusted to reflect projected 2019-2020 Average Daily Enrolment (ADE).

Expenditure Assumptions:

- Statutory and benefit costs have been adjusted to reflect estimated increases / changes including the impact of Employee Life and Health Trusts.
- Debt and amortization expenses have been revised to reflect 2019-2020 obligations.
- Operating budgets such as school budgets, school support funds and facilities renewal programs have been adjusted to reflect the projected change in Average Daily Enrolment (ADE).
- The budget includes a provision for the benefit expenses created by amendments to the Ontario Regulation 488/10 under the Public Sector Accounting Board (PSAB) regarding the determination of surplus / deficit.
- Changes in program and operating costs have been updated to reflect projected usage.



Reporting Requirements, Enveloping and Flexibility

- School boards are required to organize elementary classes to achieve the class size requirements set out in Ontario Regulation 132/12. The Ministry of Education imposes financial penalties on school boards that do not comply. The OCDSB has consistently been compliant with class size requirements and has therefore avoided any financial penalties.
- The allocations within the Student Achievement Envelope of the Learning Opportunities Grant are limited for use collectively on the following six programs:
 - i) Literacy and Math Outside the School Day Allocation
 - ii) Student Success, Grades 7 to 12 Allocation
 - iii) Grade 7 and 8 Literacy and Numeracy and Student Success Teachers Allocation
 - iv) Ontario Focused Intervention Partnership (OFIP) Tutoring Allocation
 - v) Specialist High Skills Major (SHSM) Allocation
 - vi) Outdoor Education Allocation
- The Rural and Northern Education Fund is to be used to further improve education for students from rural communities.
- New Teacher Induction Program (NTIP) funding is to be used for eligible expenditures which are required to meet the program requirements.
- The School Condition Improvement Allocation is to be used for renewal expenditures that are capitalized.
- Capital funding must be used for approved capital projects.
- The Temporary Accommodation Allocation must be used for portable moves, leases, and purchases, as well as lease costs for permanent instructional space.
- The Board Administration and Governance spending cannot exceed the Ministry allocated funding (excluding the Internal Audit and Program Leadership allocations and expenses).
- The Special Education Grant is limited to special education expenditures.
- The School Renewal Allocation is primarily limited to capital renewal expenditures.
- The Per-Pupil Amount (PPA) Allocation and Board Action Plan (BAP) Allocation within the Indigenous Education Grant are limited to expenditures that support the Framework, including a maximum of the PPA Allocation that may be transferred to the Program Leadership Allocation (PLA) for the Indigenous Education Lead salary and benefits.



Significant Changes in Ministry of Education Funding

<p>Class Size: Kindergarten</p>	<p>The maximum Board-wide average remains at 26.0 with a hard cap of 29.0. Up to 10% of classes may exceed the class size limit to a maximum hard cap ceiling of 32.0, if purpose-built accommodation is not available. It should be noted that the accommodation provision will sunset after 2021-2022. In the interim, the Ministry will continue to fund this class category at 25.57.</p>	<p>No Change</p>
<p>Class Size: Grades 1 to 3</p>	<p>The maximum Board-wide average class size remains at 19.8 and must include at least 90% of the student population. The residual 10% is subject to a hard cap limit of 23.0. The calculated financial impact includes funding from the Qualifications and Experience Grant.</p>	<p>No Change</p>
<p>Class Size: Grades 4 to 8</p>	<p>The maximum Board-wide average was adjusted to 24.5. The Ministry funded average class size was decreased to 23.84 from 24.50. The number of teachers funded per 1,000 students for Grades 4 to 8 was adjusted to 48.78 from 50.11. The calculated financial impact includes funding from the Qualifications and Experience Grant.</p>	<p>(\$2,645,038)</p>



Significant Changes in Ministry of Education Funding

Grant	Description	\$ Impact
<p>Class Size: Grades 9 to 12 Reduction in Grant</p>	<p>The maximum Board-wide average was adjusted to 28.0. The funded average class size was adjusted to 28.0 from 22.0. The number of teachers funded per 1,000 students for Grades 9 to 12 was decreased to 48.58 from 57.76. The calculated financial impact includes funding from the Qualifications and Experience Grant.</p>	<p>(\$29,164,559)</p>
<p>Class Size: Attrition Funding</p>	<p>The Teacher Job Protection/Attrition Funding was introduced to phase-in the regulated class size increase. The funding will be available for up to four years to protect classroom teachers impacted by this change.</p>	<p>\$24,719,330</p>
<p>Kindergarten: Early Childhood Educators</p>	<p>The classroom staffing funding ratio changed to 1.0 FTE from 1.14 FTE. The number of funded early childhood educators per 1,000 kindergarten students was decreased to 39.11 from 44.58. The calculated financial impact includes funding from the Qualifications and Experience Grant.</p>	<p>(\$2,727,191)</p>
<p>Secondary Programming: Pupil Foundation Grant</p>	<p>Effective September 2019, the secondary programming funding of 1.02 staff per 1000 ADE will no longer be provided. Starting in September 2020, the provincial government will centralize the delivery of all e-learning courses to allow students greater access to programming and educational opportunities. The funded average class size will change to 35.0 at that time. Secondary students will be required to take a minimum of four e-learning credits to fulfil the requirements of an Ontario Secondary School Diploma.</p>	<p>(\$2,442,352)</p>



Significant Changes in Ministry of Education Funding

Grant	Description	\$ Impact
Local Priorities Fund	The Local Priorities Fund (LPF), established in 2017-2018 during the last round of collective bargaining, expires on 31 August 2019. This represented the equivalent of 87.67 full-time equivalent (FTE) positions for the OCDSB.	(\$8,106,810)
Cost Adjustment Allocation	Historically, the base amount of the Cost Adjustment Allocation was providing supplemental funding for education worker benchmarks. This grant is discontinued for the 2019-2020 school year.	(\$1,187,543)
Human Resources: Transition Supplement	The Human Resources Transition Supplement was a temporary support to assist school boards with the centrally negotiated 2017-2019 collective agreements. This transitional supplement amount is discontinued for the 2019-2020 school year.	(\$338,206)
Classroom Loading Factors in School Facility Operations and Renewal	This change in grant funding reflects the projected class size changes in the OCDSB facilities. The full impact of the reduction will be phased in over five years using the newly created Supplementary Area Factor - School Facility Operations.	(\$1,281,426)



Significant Changes in Ministry of Education Funding

Grant	Description	\$ Impact
School Facility Operations and Renewal	Funding has been increased to support the costs associated with the heating, lighting and general maintenance of our school facilities.	\$1,238,227
Student Transportation	Stabilization funding is provided for school boards that run efficient transportation operations where the cost of student transportation exceeds the funding. The funding is provided for 2019-2020 based on the Board's transportation deficit for 2018-2019. The calculated financial impact reflects stabilization funding and cost adjustment.	\$1,733,153
Salary Benchmarks	A 1.0 % salary benchmark increase is included in the Grants for Student Needs to fund the 2017-2019 central labour agreements.	\$3,162,271
Adult Day School	The 2017-2019 Central Labour Agreements included a provision to close the gap in compensation between adult day school teachers and regular day school teachers. This funding is being maintained for 2019-2020.	\$1,076,255
International Student Recovery Amount	Beginning in 2019-2020, the District's GSN operating grants are being reduced by an amount equal to a flat fee of \$1,300 multiplied by the international student enrolment, pro-rated where the students are not full-time. The Board continues to be responsible for setting tuition fee amounts for international students per the tuition fees regulation which sets the minimum amount that must be charged to non-resident students.	(\$1,099,800)



Comparative Dashboard

Summary of Financial Results	2018-2019 Approved Budget	2019-2020 Recommended Budget	Year over Year Change	
			\$	%
Revenue				
Grants for Student Needs	\$ 844,813,043	\$ 835,917,956	\$ (8,895,087)	(1.1%)
Capital Grants and Other	129,487,511	135,884,539	6,397,028	4.9%
Total Revenue	\$ 974,300,554	\$ 971,802,494	\$ (2,498,059)	(0.3%)
Expenditures				
Instruction	\$ 721,664,657	\$ 713,360,111	\$ (8,304,546)	(1.2%)
Continuing Education	10,954,538	11,641,670	687,132	6.3%
Transportation	41,461,358	46,044,956	4,583,598	11.1%
Facilities / Learning Environment	91,583,899	92,015,012	431,113	0.5%
Central Administration	20,208,432	21,428,731	1,220,299	6.0%
Amortization and Other	88,427,670	95,605,489	7,177,819	8.1%
Total Expenditures	\$ 974,300,554	\$ 980,095,968	\$ 5,795,415	0.6%
Projected Surplus (Shortfall)	\$ -	\$ (8,293,474)	\$ (8,293,474)	-

Numbers may not add due to rounding



Comparative Dashboard

Summary of Enrolment	2018-2019 Approved Budget	2019-2020 Recommended Budget	Year over Year Change	
			ADE	%
Elementary				
Junior Kindergarten to Grade 8	49,295.50	50,246.00	950.50	1.9%
Tuition Paying	62.00	60.00	(2.00)	(3.2%)
Total Elementary	49,357.50	50,306.00	948.50	1.9%
Secondary				
Under age 21	22,990.26	23,372.65	382.39	1.7%
Age 21 and over	751.37	931.47	180.10	24.0%
Tuition Paying	755.00	786.00	31.00	4.1%
Total Secondary	24,496.63	25,090.12	593.49	2.4%
Grand Total	73,854.13	75,396.12	1,541.99	2.1%

Numbers may not add due to rounding

Summary of Staffing	2018-2019 Approved Budget	2019-2020 Recommended Budget	Year over Year Change	
			FTE	%
Classroom and Resource Teachers	4,847.31	4,876.31	29.00	0.6%
Principals and Vice-Principals	247.75	250.75	3.00	1.2%
Educational Assistants / Early Childhood Educators	1,110.20	1,143.20	33.00	3.0%
Custodial and Maintenance	705.62	705.62	0.00	0.0%
School Office and Technicians	390.65	393.05	2.40	0.6%
Central Support and Administration	369.50	374.50	5.00	1.4%
Other Categories*	384.75	407.80	23.05	6.0%
Total Staffing	8,055.78	8,151.23	95.45	1.2%

Numbers may not add due to rounding

* Includes 1.0 FTE Continuing Education Principal and 1.0 FTE Teacher



Comparative Budget Summary

	2018-2019 Approved Budget	2019-2020 Recommended Budget
Revenues		
Grants for Student Needs, Capital Grants and Deferred Capital Contributions Priorities and Partnerships Fund and Other Revenues	\$ 913,948,441 42,109,096	\$ 910,750,222 41,310,666
Board Programs:		
Extended Day Program and Infant, Toddler & Preschool Childcare Program	18,243,017	19,741,606
Total Revenues	\$ 974,300,554	\$ 971,802,494
Expenditures		
By Funding Envelope:		
Instruction	\$ 721,664,657	\$ 713,360,111
Continuing Education	10,954,538	11,641,670
Transportation	41,461,358	46,044,956
Facilities / Learning Environment	91,583,899	92,015,012
Central Administration	20,208,432	21,428,731
Amortization	53,399,661	61,831,883
Other:		
Extended Day Program and Infant, Toddler & Preschool Childcare Program	19,136,462	19,654,177
Debt Repayment	8,715,873	6,788,768
Staff on Loan	7,175,674	7,330,661
Total Expenditures	\$ 974,300,554	\$ 980,095,968
Projected Surplus (Shortfall)	\$ -	\$ (8,293,474)

	2018-2019 Approved Budget	2019-2020 Recommended Budget
Use of Reserves		
Appropriated Reserves		
Amortization on Board Approved Projects	\$ 41,613	\$ 74,767
Capital Projects - Business and Learning Technologies		8,218,707
Total Use of Reserves	\$ 41,613	\$ 8,293,474

Numbers may not add due to rounding



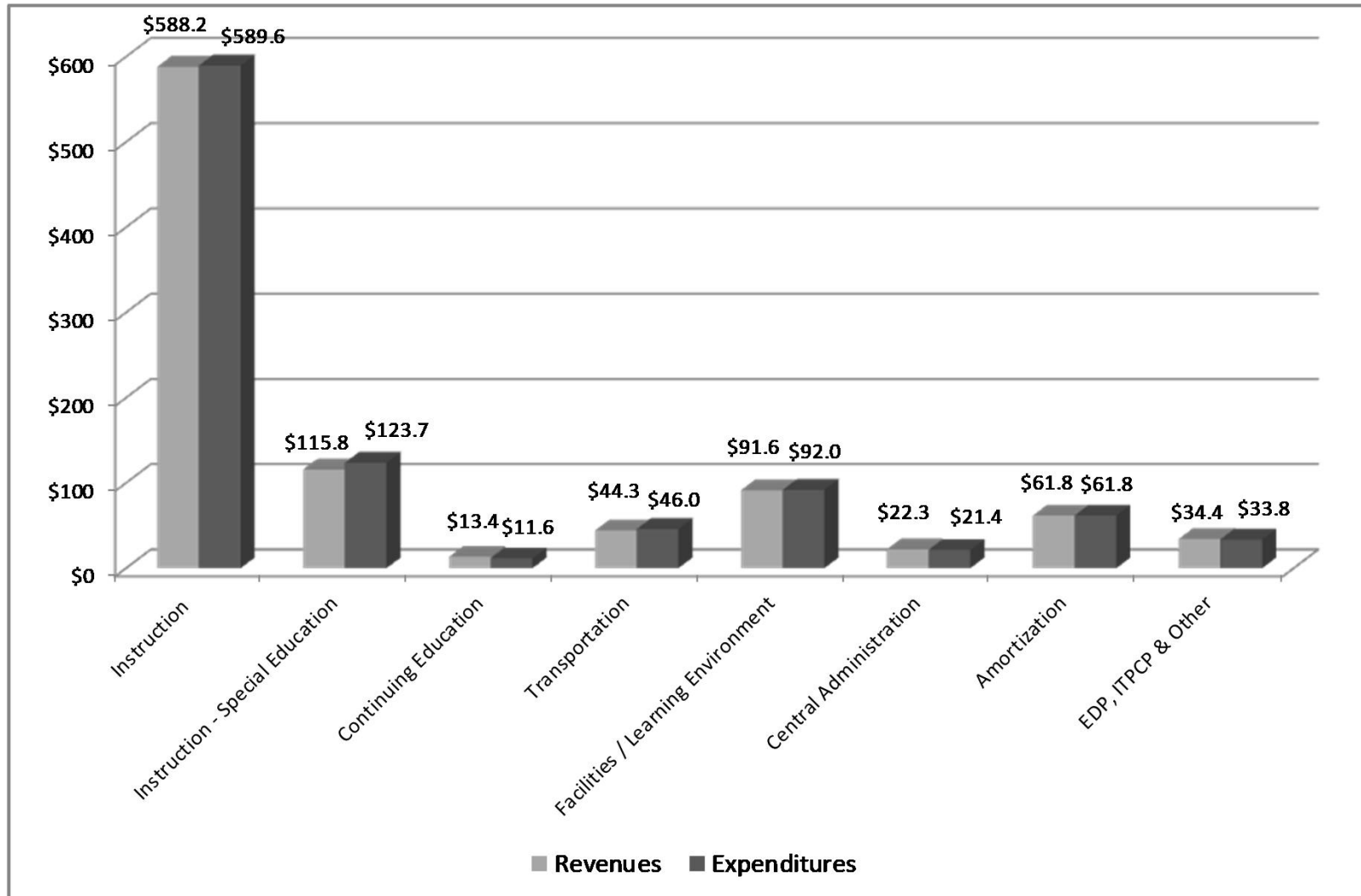
Net Enveloping Summary – Table

	Grants and Other Revenues	Approved Expenditures	Difference
Instruction	\$ 588,225,078	\$ 589,639,462	\$ (1,414,384)
Instruction - Special Education	115,821,360	123,720,649	(7,899,289)
Continuing Education	13,432,377	11,641,670	1,790,707
Transportation	44,337,754	46,044,956	(1,707,202)
Facilities / Learning Environment	91,550,194	92,015,012	(464,818)
Central Administration	22,253,571	21,428,731	824,840
Amortization	61,757,118	61,831,883	(74,767)
Extended Day Program, Infant, Toddler & Preschool Childcare Program and Other	34,425,043	33,773,606	651,437
Total	\$ 971,802,494	\$ 980,095,968	\$ (8,293,474)

Numbers may not add due to rounding



Net Enveloping Chart of Revenue and Expenditures (In \$Millions)



Summary of Changes in the Expense Budget

Approved 2018-2019 Budget	\$ 974,300,554
Contractual Changes	
Change in Staffing, New Hire and Vacancy Assumptions	\$ (12,490,380)
Net changes in Fringe and Statutory Benefits	160,518
Salary Increases - Labour Framework Extension	3,138,085
Sub-Total	\$ (9,191,777)
Changes in Costs - Details on Appendix A	
Sub-Total	\$ 3,439,007
Changes in Grants, Public Sector Accounting Board (PSAB) & Legislation - Details on Appendix B	
Sub-Total	\$ 27,949
Board Decisions: Academic Staffing - Details on Appendix C	
Elementary Teachers	\$ 1,283,512
Elementary Teachers - Impact of Average Daily Enrolment (ADE) based changes	3,465,065
Elementary Teachers - Collective Agreements / Legislative based changes	(2,129,950)
Administration - Schools	383,400
Secondary Teachers	(1,340,919)
Secondary Teachers - Impact of Average Daily Enrolment (ADE) based changes	2,766,393
Secondary Teachers - Collective Agreements / Legislative based changes	(1,107,546)
Sub-Total	\$ 3,319,955
Recommended Changes in Staffing - Details on Appendix D	
Administration - Schools	\$ 588,200
Administration - Learning Support Services	4,063,330
Facilities - Learning Environment	828,230
Central Departments	311,600
Continuing Education	65,600
Impact of Average Daily Enrolment (ADE) based changes	832,620
Sub-Total	\$ 6,689,580
Recommended Changes in Operating Budgets - Details on Appendix E	
Support to Schools / District	\$ 1,510,700
Sub-Total	\$ 1,510,700
Recommended 2019-2020 Budget	\$ 980,095,968

Numbers may not add due to rounding



Appendix A – Changes in Costs

Description	Amount
Ottawa Student Transportation Authority (OSTA) - Net change in projection	\$ 4,583,598
Support to OCDSB Foundation	155,000
School Board Co-Operative Inc. Membership	14,000
Apply to Education Licence Fees	13,000
Increase in provision for New Class set-ups	50,000
Changes in Operating Budgets	(226,766)
Software license for IOL System	60,000
Communication - Translation Costs	50,000
Central Microsoft EES License	30,000
Vacation Payouts	241,113
Continuing Education	581,850
OCENET - Contractual Services	306,477
Change in Cross-Departmental Savings	(250,000)
Average Daily Enrolment (ADE) based changes	57,509
Net change in salary differential between new hires and retired employees	(1,154,966)
Staff on Loan	154,986
Interest on Central Loans	(1,927,105)
Extended Day Program - Operating Budget	247,813
Infant, Toddler & Preschool Childcare Program - Operating Budget	1,659
Facilities Operating Costs - Inflationary Pressures	450,839
Total	\$ 3,439,007

Numbers may not add due to rounding



Appendix B – Changes in Grants, PSAB and Legislation

Description	Amount
Priorities and Partnerships Fund	\$ (1,328,808)
Local Priorities Funding - Administrative positions	(7,967,704)
Amortization on Capital Assets	8,432,222
Public Sector Accounting Board (PSAB) Benefit Adjustment	188,789
Grants for Student Needs:	
Program Leadership Allowance	(139,106)
Specialized Equipment Amount	(59,079)
Applied Behavioural Expertise	416,130
School Renewal Allocation	(606,443)
Temporary Accommodations	1,072,329
Learning Opportunities Grant	114,460
New Teacher Induction Program	(93,206)
Program Leadership Allocation	1,635
Urban Priorities	(9,611)
Rural and Northern Funding	6,341
Total	\$ 27,949

Numbers may not add due to rounding



Appendix C – Board Decisions: Academic Staffing

Board Decisions: Elementary Academic Staffing						
Position Description	Teachers General Instruction		Teachers Special Education		Total	
	FTE	Amount	FTE	Amount	FTE	Amount
Increase / Retention of Itinerant English as a Second Language Teachers	4.00	\$ 415,600	-	\$ -	4.00	\$ 415,600
Increase in English Language Development Teachers (ELD)	2.00	207,800	-	-	2.00	207,800
Reduction in Instructional Coaches	(6.00)	(623,400)	-	-	(6.00)	(623,400)
Increase in Itinerant Indigenous Education Teachers	1.00	103,900	-	-	1.00	103,900
Reduction in Gifted Classes <i>(Includes .76 FTE Prep Time)</i>	-	-	(4.76)	(503,132)	(4.76)	(503,132)
Increase in Teachers - Hearing and Visual	-	-	1.20	126,840	1.20	126,840
Increase in Special Education System Classes <i>(Includes 1.47 FTE Prep Time)</i>	-	-	9.22	974,554	9.22	974,554
Increase in Learning Support Teachers (LST)	-	-	2.50	264,250	2.50	264,250
Increase in Teachers for Social Emotional Learning (SELT)	-	-	3.00	317,100	3.00	317,100
Sub-Total	1.00	\$ 103,900	11.16	\$ 1,179,612	12.16	\$ 1,283,512
Average Daily Enrolment (ADE) based changes	33.35	\$ 3,465,065	-	\$ -	33.35	\$ 3,465,065
Collective Agreement / Legislative based changes	(5.00)	(519,500)	(15.50)	(1,610,450)	(20.50)	(2,129,950)
Sub-Total	28.35	\$ 2,945,565	(15.50)	\$ (1,610,450)	12.85	\$ 1,335,115
Total	29.35	\$ 3,049,465	(4.34)	\$ (430,838)	25.01	\$ 2,618,627

Numbers may not add due to rounding



Appendix C – Board Decisions: Academic Staffing

Board Decisions: Secondary Academic Staffing						
Position Description	Teachers General Instruction		Teachers Special Education		Total	
	FTE	Amount	FTE	Amount	FTE	Amount
Decrease in Program Enhancement Teachers	(17.33)	\$ (1,856,043)	-	\$ -	(17.33)	\$ (1,856,043)
Specialist High Skills Major / Focus Programs	(1.17)	(125,307)	-	-	(1.17)	(125,307)
Increase in International Baccalaureate Coordinator Positions	0.50	53,550	-	-	0.50	53,550
Increase in System Classes / Program Teachers	-	-	2.99	319,631	2.99	319,631
Increase in Learning Support Teachers (LST)	-	-	2.50	267,250	2.50	267,250
Sub-Total	(18.00)	\$ (1,927,800)	5.49	\$ 586,881	(12.51)	\$ (1,340,919)
Average Daily Enrolment (ADE) based Changes	25.83	\$ 2,766,393	0.00	\$ -	25.83	\$ 2,766,393
Collective Agreement / Legislative based changes	(6.00)	(599,276)	(4.34)	(508,270)	(10.34)	(1,107,546)
Sub-Total	19.83	\$ 2,167,117	(4.34)	\$ (508,270)	15.49	\$ 1,658,847
Total	1.83	\$ 239,317	1.15	\$ 78,611	2.98	\$ 317,928
Total Academic Staff	31.18	\$ 3,288,782	(3.19)	\$ (352,227)	27.99	\$ 2,936,555

Numbers may not add due to rounding



Appendix C – Board Decisions: Academic Staffing

Board Decisions: School Administration						
Position Description	Elementary Schools		Central Support		Total	
	FTE	Amount	FTE	Amount	FTE	Amount
Decrease in Vice-Principal - Special Education	-	\$ -	(1.00)	\$ (127,800)	-	\$ (127,800)
Increase in Principal - Special Education	-	-	1.00	138,700	-	138,700
Increase in Elementary Vice-Principals	4.00	511,200	-	-	4.00	511,200
New: Decrease in Elementary Principals - Adjustment for School Closure	(1.00)	(138,700)	-	-	(1.00)	(138,700)
Total	3.00	\$ 372,500	-	\$ 10,900	3.00	\$ 383,400

Numbers may not add due to rounding

Summary of Board Decisions						
Position Description	General Instruction		Special Education		Total	
	FTE	Amount	FTE	Amount	FTE	Amount
Elementary Academic Staffing	29.35	\$ 3,049,465	(4.34)	\$ (430,838)	25.01	\$ 2,618,627
Secondary Academic Staffing	1.83	239,317	1.15	78,611	2.98	317,928
School Administration	3.00	372,500	-	10,900	3.00	383,400
Total	34.18	\$ 3,661,282	(3.19)	\$ (341,327)	30.99	\$ 3,319,955

Numbers may not add due to rounding



Appendix D – Recommended Changes in Staffing

Description	FTE	Amount
Administration - Schools		
School Office Positions - Maintain positions funded by expired grant	9.00	\$ 483,200
Increase in Dual Credit Support Worker Teaching Position	1.00	105,000
Increase of 1.0 FTE to support OYAP (position and funding included in PPF grant)	-	-
Sub-Total	10.00	\$ 588,200
Learning Support Services		
Educational Assistants - Maintain positions funded by expired grant	28.50	\$ 1,633,905
Social Worker - Maintain position funded by expired grant	0.50	49,500
Psychologist - Maintain position funded by expired grant	1.00	111,525
Educational Assistants - Incremental needs of the District	13.00	744,900
Educational Assistants - New System Classes	17.00	974,100
Behavior Management Technician	1.00	70,000
Applied Behavior Analysis (ABA) Coordinator	1.00	95,100
Board Certified Behavior Analysts	3.00	269,700
Communication Disorder Assistants	2.00	114,600
Sub-Total	67.00	\$ 4,063,330
Total	77.00	\$ 4,651,530

Numbers may not add due to rounding



Appendix D – Recommended Changes in Staffing

Description	FTE	Amount
Facilities - Learning Environment		
Custodial Positions - Maintain positions funded by expired grant	13.00	\$ 828,230
Sub-Total	13.00	\$ 828,230
Central Departments		
Increase in Staff Development Position - Succession Planning	1.00	\$ 100,000
Enterprise Resource Project and Payroll - Maintain positions funded by expired grant	3.00	211,600
Sub-Total	4.00	\$ 311,600
Continuing Education		
Increase in Office Support Position	1.00	\$ 65,600
Sub-Total	1.00	\$ 65,600
Average Daily Enrolment (ADE) based Changes		
Elementary Office Staff	(1.50)	\$ (91,700)
Elementary Library Technicians	0.40	20,800
Secondary Office Staff	3.00	140,700
Secondary School Technicians	0.50	44,300
Early Childhood Educators - Extended Day Program	4.71	259,050
Early Learning Assistants - Extended Day Program	13.34	343,970
Early Childhood Educators - Core Program	3.00	165,000
Cook - Infant Toddler & Preschool Program	(1.00)	(49,500)
Sub-Total	22.45	\$ 832,620
Total	40.45	\$ 2,038,050
Grand Total	117.45	\$ 6,689,580

Numbers may not add due to rounding



Appendix E – Recommended Changes in Operating Budgets

Description	Amount
Support to Schools and District	
Continuing Education Casual / Temporary Assistance	\$ 65,000
Occupational Therapist - Contractual Services	91,700
Board Development Learning Strategy	74,000
Ottawa Community Immigrant Services Org - MLO	180,000
International Baccalaureate Program Administrative Costs	60,000
System Classes - New Class Resources	100,000
Integrity Commissioner	50,000
Organisation for Economic Co-operation & Development - OECD Project	500,000
Innovation Fund	300,000
Family Resource Centre Summer Support	40,000
Identity Based Data Collection	50,000
Total	\$ 1,510,700

Numbers may not add due to rounding



Recommended Initiatives

Category	Summary of Initiatives	Maintain Initiatives		New Initiatives		Total Initiatives	
		FTE	Amount	FTE	Amount	FTE	Amount
Total: Staffing	Administration - Schools	9.00	\$ 483,200	1.00	\$ 105,000	10.00	\$ 588,200
	Learning Support Services	30.00	1,794,930	37.00	2,268,400	67.00	4,063,330
	Facilities - Learning Environment	13.00	828,230	-	-	13.00	828,230
	Central Departments	3.00	211,600	1.00	100,000	4.00	311,600
	Continuing Education	-	-	1.00	65,600	1.00	65,600
	Average Daily Enrolment (ADE) based Changes	-	-	22.45	832,620	22.45	832,620
	Sub-Total	55.00	\$ 3,317,960	62.45	\$ 3,371,620	117.45	\$ 6,689,580
Total: Operations	Support to Schools / District	-	\$ -	-	\$ 1,510,700	-	\$ 1,510,700
	Sub-Total	-	\$ -	-	\$ 1,510,700	-	\$ 1,510,700
	Total	55.00	\$ 3,317,960	62.45	\$ 4,882,320	117.45	\$ 8,200,280

Numbers may not add due to rounding



Recommended Initiatives

Staffing	Position Description	Maintain Initiatives		New Initiatives		Total Initiatives	
		FTE	Amount	FTE	Amount	FTE	Amount
Administration - Schools	School Office Positions	9.00	\$ 483,200	-	\$ -	9.00	\$ 483,200
	Dual Credit Support Worker	-	-	1.00	105,000	1.00	105,000
	Increase of 1.0 FTE to support OYAP (Included in PPF Grant)	-	-	-	-	-	-
	Total	9.00	\$ 483,200	1.00	\$ 105,000	10.00	\$ 588,200
Learning Support Services	Educational Assistants	28.50	\$ 1,633,905	-	\$ -	28.50	\$ 1,633,905
	Social Worker	0.50	49,500	-	-	0.50	49,500
	Psychologist	1.00	111,525	-	-	1.00	111,525
	Educational Assistants - Incremental needs of District	-	-	13.00	744,900	13.00	744,900
	Educational Assistants - New System Classes	-	-	17.00	974,100	17.00	974,100
	Behavior Management Technician	-	-	1.00	70,000	1.00	70,000
	Applied Behavior Analysis (ABA) Coordinator	-	-	1.00	95,100	1.00	95,100
	Board Certified Behavior Analysts	-	-	3.00	269,700	3.00	269,700
	Communication Disorder Assistants	-	-	2.00	114,600	2.00	114,600
Total	30.00	\$ 1,794,930	37.00	\$ 2,268,400	67.00	\$ 4,063,330	
Facilities - Learning Environment	Custodial Positions	13.00	\$ 828,230	-	\$ -	13.00	\$ 828,230
	Total	13.00	\$ 828,230	-	\$ -	13.00	\$ 828,230

Numbers may not add due to rounding



Recommended Initiatives

Staffing	Position Description	Maintain Initiatives		New Initiatives		Total Initiatives	
		FTE	Amount	FTE	Amount	FTE	Amount
Central Departments	Staff Development Position	-	\$ -	1.00	\$ 100,000	1.00	\$ 100,000
	Enterprise Resource Project and Payroll	3.00	211,600	-	-	3.00	211,600
	Total	3.00	\$ 211,600	1.00	\$ 100,000	4.00	\$ 311,600
Continuing Education	Office Support Position	-	\$ -	1.00	\$ 65,600	1.00	\$ 65,600
	Total	-	\$ -	1.00	\$ 65,600	1.00	\$ 65,600
Average Daily Enrolment Changes	Elementary Office Staff	-	\$ -	(1.50)	\$ (91,700)	(1.50)	\$ (91,700)
	Elementary Library Technicians	-	-	0.40	20,800	0.40	20,800
	Secondary Office Staff	-	-	3.00	140,700	3.00	140,700
	Secondary School Technicians	-	-	0.50	44,300	0.50	44,300
	Early Childhood Educators - Extended Day Program	-	-	4.71	259,050	4.71	259,050
	Early Learning Assistants - Extended Day Program	-	-	13.34	343,970	13.34	343,970
	Early Childhood Educators - Core Program	-	-	3.00	165,000	3.00	165,000
	Cook - Infant Toddler & Preschool Program	-	-	(1.00)	(49,500)	(1.00)	(49,500)
Total	-	\$ -	22.45	\$ 832,620	22.45	\$ 832,620	
Supplies and Services	Description	FTE	Amount	FTE	Amount	FTE	Amount
	Continuing Education Casual / Temporary Assistance	-	\$ -	-	\$ 65,000	-	\$ 65,000
	Occupational Therapist - Contractual Services	-	-	-	91,700	-	91,700
	Board Development Learning Strategy	-	-	-	74,000	-	74,000
	Ottawa Community Immigrant Services Org - MLO	-	-	-	180,000	-	180,000
	International Baccalaureate Program Admin Costs	-	-	-	60,000	-	60,000
	System Classes - New Class Resources	-	-	-	100,000	-	100,000
	Integrity Commissioner	-	-	-	50,000	-	50,000
	Organisation for Economic Co-operation & Development	-	-	-	500,000	-	500,000
	Innovation Fund	-	-	-	300,000	-	300,000
	Family Resource Centre Summer Support	-	-	-	40,000	-	40,000
	Identity Based Data Collection	-	-	-	50,000	-	50,000
	Total	-	\$ -	-	\$ 1,510,700	-	\$ 1,510,700

Numbers may not add due to rounding



Average Daily Enrolment



Enrolment Background

Enrolment

Background

Enrolment denotes the number of students attending the OCDSB and is the key driver for revenue and expenditure calculations. The Ministry determines funding for school boards through funding calculations that use Average Daily Enrolment (ADE) as the driver. ADE is equal to the average Full-Time Equivalent (FTE) student count at October 31 and March 31. For part-time students, the FTE equivalency is calculated using the proportionate day enrolled.

Enrolment Risk

Enrolment Overstatement

If enrolment projections are overstated when compared to actual student enrolment, the projected revenue is overstated and the initial staffing is higher than required. As individual school and classroom organization is determined in the spring / summer, the ability to reduce teaching positions and collapse classes is limited. The result is lower revenue and the inability to reduce corresponding expenditures, consequently creating a budget deficit risk. In an effort to mitigate this risk, the District holds a limited number of teaching positions until enrolment is confirmed in September.

Enrolment Understatement

If enrolment projections are understated when compared to actual student enrolment, the projected revenue is understated and the initial staffing is lower than required. As individual school and classroom organization is determined in the spring / summer, adding teachers and classes is very disruptive for the schools. Furthermore, understated revenue may result in lost opportunities and / or initiatives and possibly unnecessary budget reductions.



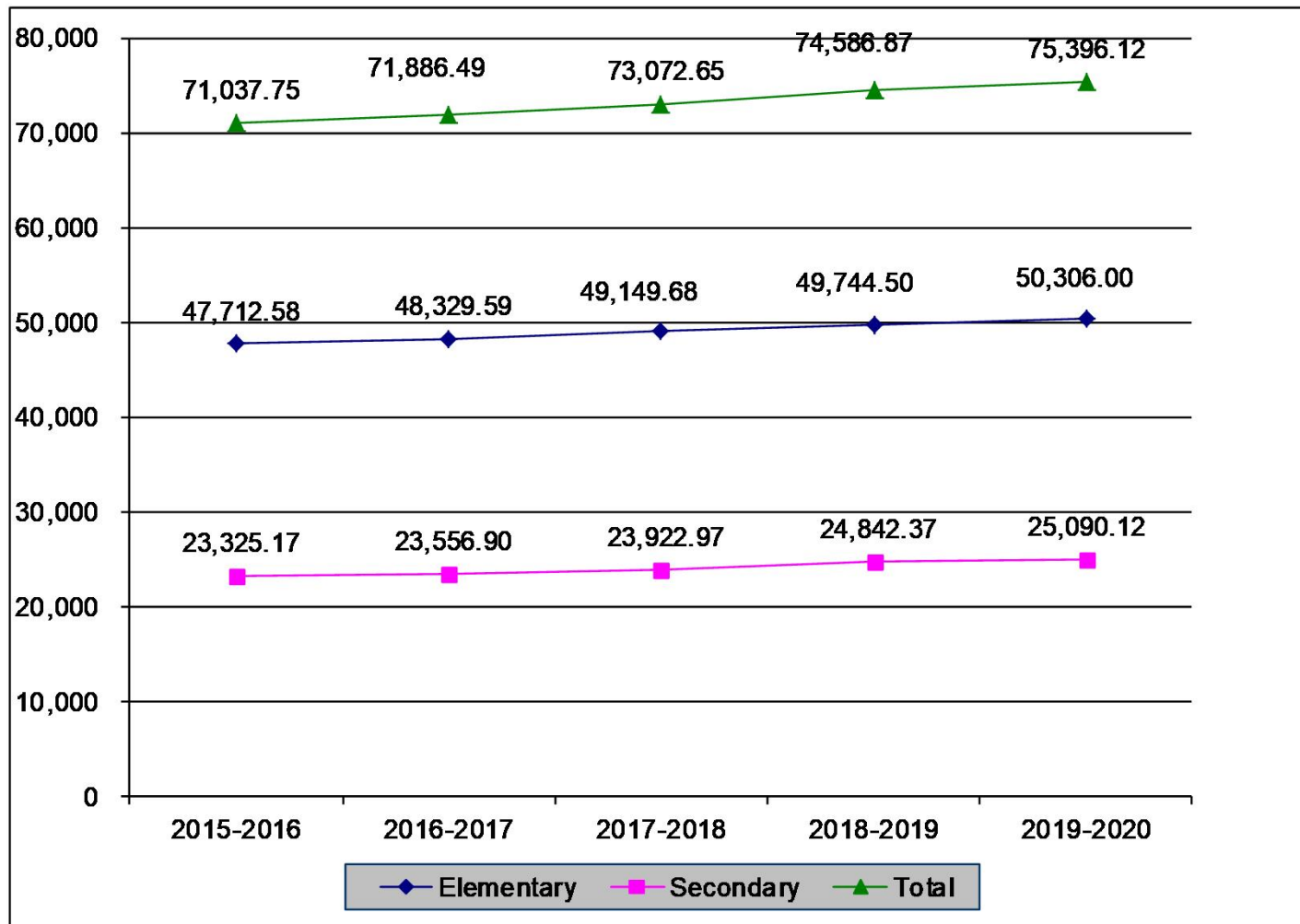
Average Daily Enrolment - Table

	2015-2016 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Revised	2019-2020 Projection
Elementary Students					
Junior Kindergarten	4,365.77	4,372.93	4,502.59	4,517.00	4,430.50
Senior Kindergarten	4,653.20	4,719.69	4,697.70	4,767.00	4,796.00
Grades 1 to 3	14,412.00	14,659.90	14,796.35	14,901.50	15,020.00
Grades 4 to 8	24,227.61	24,520.57	25,094.04	25,499.00	25,999.50
Sub-Total	47,658.58	48,273.09	49,090.68	49,684.50	50,246.00
Tuition Paying	54.00	56.50	59.00	60.00	60.00
Total Elementary Students	47,712.58	48,329.59	49,149.68	49,744.50	50,306.00
Secondary Students					
Under age 21	21,956.06	22,057.93	22,350.70	23,054.15	23,372.65
Age 21 and over	820.29	834.63	827.02	1,002.22	931.47
Sub-Total	22,776.35	22,892.56	23,177.72	24,056.37	24,304.12
Tuition Paying	548.82	664.34	745.25	786.00	786.00
Total Secondary Students	23,325.17	23,556.90	23,922.97	24,842.37	25,090.12
Grand Total	71,037.75	71,886.49	73,072.65	74,586.87	75,396.12

Numbers may not add due to rounding



Average Daily Enrolment – Trend Analysis Chart



Budget Operating Details

- Staffing
- Revenues
- Expenditures



Staffing



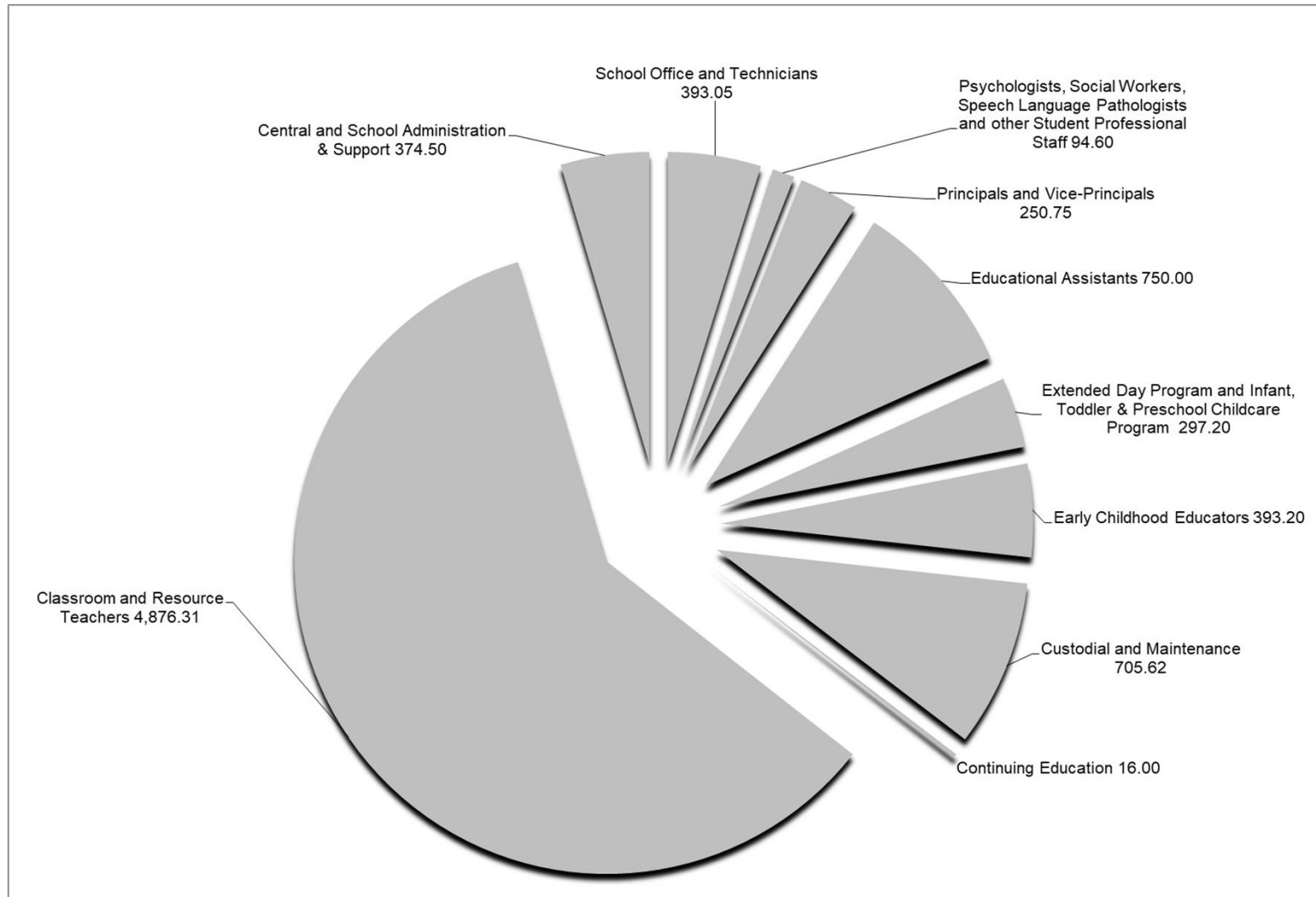
Staffing by Full-Time Equivalency (FTE) Chart

Staffing Group	FTE	% Total
Classroom and Resource Teachers	4,876.31	59.82%
Educational Assistants	750.00	9.20%
Custodial and Maintenance	705.62	8.66%
Early Childhood Educators	393.20	4.82%
School Office and Technicians	393.05	4.82%
Central and School Administration & Support	374.50	4.59%
Extended Day Program and Infant, Toddler & Preschool Childcare Program	297.20	3.65%
Principals and Vice-Principals	250.75	3.08%
Psychologists, Social Workers, Speech Language Pathologists and other Student Professional Staff	94.60	1.16%
Continuing Education (Includes 1.0 FTE Continuing Education Principal and 1.0 FTE Teacher)	16.00	0.20%
Total	8,151.23	100.00%

Numbers may not add due to rounding



Staffing by Full-Time Equivalency (FTE) Summary Table



Academic Staffing Approved by Board - Elementary

	2018-2019 Approved Budget			2019-2020 Approved Staffing			Changes from Prior Year		
	Total Staff	Required by Contract or Legislation	Subject to Board Decision	Total Staff	Required by Contract or Legislation	Subject to Board Decision	Total Staff	Required by Contract or Legislation	Subject to Board Decision
Basic staff									
Basic Total Staff	2,115.00	2,115.00	-	2,143.00	2,143.00	-	28.00	28.00	-
Preparation Time for Basic Staff	403.96	403.96	-	409.31	409.31	-	5.35	5.35	-
Round Preparation Time (To reduce needs requirements)	14.00	14.00	-	14.00	14.00	-	-	-	-
Needs Allocation	17.00	-	17.00	17.00	-	17.00	-	-	-
Learning Disability / School Improvement Plans Contingency	4.76	-	4.76	4.76	-	4.76	-	-	-
Sub-Total	2,554.72	2,532.96	21.76	2,588.07	2,566.31	21.76	33.35	33.35	-
English as a Second Language									
In School (Includes 5.0 FTE Itinerant positions & .50 OCENET)	87.25	-	87.25	89.25	-	89.25	2.00	-	2.00
Itinerant English as a Second Language	-	-	-	4.00	-	4.00	4.00	-	4.00
Itinerant English as a Second Language (LPF-Ext. Agreement)	4.00	4.00	-	-	-	-	(4.00)	(4.00)	-
Sub-Total	91.25	4.00	87.25	93.25	-	93.25	2.00	(4.00)	6.00
Special Education									
System Classes	138.00	-	138.00	141.75	-	141.75	3.75	-	3.75
Preparation Time for System Classes	26.36	-	26.36	27.08	-	27.08	0.72	-	0.72
Learning Support Teachers	111.50	-	111.50	114.00	-	114.00	2.50	-	2.50
Learning Support Teachers (LPF-Extension Agreement)	2.50	2.50	-	-	-	-	(2.50)	(2.50)	-
Learning Resource Teachers	121.00	-	121.00	121.00	-	121.00	-	-	-
Learning Resource Teachers (LPF-Extension Agreement)	9.00	9.00	-	-	-	-	(9.00)	(9.00)	-
Teachers for Social Emotional Learning	-	-	-	3.00	-	3.00	3.00	-	3.00
Teachers for Hearing and Visual	19.80	-	19.80	21.00	-	21.00	1.20	-	1.20
Learning Support Consultants	17.00	-	17.00	17.00	-	17.00	-	-	-
Learning Support Consultants (LPF-Extension Agreement)	1.00	1.00	-	-	-	-	(1.00)	(1.00)	-
Itinerant Program Behaviour Specialist (LPF-Extension Agreement)	3.00	3.00	-	-	-	-	(3.00)	(3.00)	-
Sub-Total	449.16	15.50	433.66	444.83	-	444.83	(4.33)	(15.50)	11.17
Inclusive, Safe and Caring									
Reality Check	2.00	-	2.00	2.00	-	2.00	-	-	-
First Place	2.00	-	2.00	2.00	-	2.00	-	-	-
Sub-Total	4.00	-	4.00	4.00	-	4.00	-	-	-
Curriculum Services & Other (Central)									
Business and Learning Technologies Consultant	1.00	-	1.00	1.00	-	1.00	-	-	-
Instructional Coaches	24.00	-	24.00	18.00	-	18.00	(6.00)	-	(6.00)
Itinerant Indigenous Education (LPF-Extension Agreement)	1.00	1.00	-	-	-	-	(1.00)	(1.00)	-
Itinerant Indigenous Education	-	-	-	1.00	-	1.00	1.00	-	1.00
Staffing Committee Resource (OCETF / OCDSB)	1.00	1.00	-	1.00	1.00	-	-	-	-
Health and Safety Resource (OCETF / OCDSB)	0.50	0.50	-	0.50	0.50	-	-	-	-
Intermediate Student Success Teachers	20.00	20.00	-	20.00	20.00	-	-	-	-
Sub-Total	47.50	22.50	25.00	41.50	21.50	20.00	(6.00)	(1.00)	(5.00)
Total Staff	3,146.63	2,574.96	571.67	3,171.65	2,587.81	583.84	25.01	12.85	12.17

Numbers may not add due to rounding



Academic Staffing Approved by Board - Secondary

	2018-2019 Approved Budget			2019-2020 Approved Staffing			Changes from Prior Year		
	Total Staff	Required by Contract or Legislation	Subject to Board Decision	Total Staff	Required by Contract or Legislation	Subject to Board Decision	Total Staff	Required by Contract or Legislation	Subject to Board Decision
Basic staff									
Basic Staff	1,303.50	1,303.50	-	1,329.33	1,329.33	-	25.83	25.83	-
September 30 Adjustment	14.00	14.00	-	14.00	14.00	-	-	-	-
Needs Allocation	6.00	6.00	-	6.00	6.00	-	-	-	-
Sub-Total	1,323.50	1,323.50	-	1,349.33	1,349.33	-	25.83	25.83	-
Other in School Staff									
English as a Second Language / English Literacy Development	33.17	-	33.17	33.17	-	33.17	-	-	-
OCENET Funding	5.67	-	5.67	5.67	-	5.67	-	-	-
Teacher Librarians	24.00	24.00	-	24.00	24.00	-	-	-	-
Guidance Teachers	61.33	61.33	-	62.50	62.50	-	1.17	1.17	-
Program Enhancements	22.33	22.33	-	5.00	-	5.00	(17.33)	(22.33)	5.00
Program Enhancements (LPF-Extension Agreement)	7.17	7.17	-	-	-	-	(7.17)	(7.17)	-
Student Success	30.00	30.00	-	30.00	30.00	-	-	-	-
Program Overlays:									
First Place	1.00	-	1.00	1.00	-	1.00	-	-	-
YSB (Richard Pfaff)	0.50	-	0.50	0.50	-	0.50	-	-	-
Winning Attitudes	2.00	-	2.00	2.00	-	2.00	-	-	-
Safe Schools (Suspensions Program)	2.00	-	2.00	2.00	-	2.00	-	-	-
Specialist High Skills Major / Focus Programs	1.17	-	1.17	-	-	-	(1.17)	-	(1.17)
Native Studies	3.67	-	3.67	3.67	-	3.67	-	-	-
Urban Aboriginal	0.67	-	0.67	0.67	-	0.67	-	-	-
Arts / International Baccalaureate / Athletes Coordinators	2.17	-	2.17	2.67	-	2.67	0.50	-	0.50
Adults over 21	30.83	-	30.83	30.83	-	30.83	-	-	-
Sub-Total	227.68	144.83	82.85	203.68	116.50	87.18	(24.00)	(28.33)	4.33
Special Education									
Learning Support Teachers	36.67	33.34	3.33	39.83	34.00	5.83	3.15	0.65	2.50
Learning Support Teachers (LPF-Extension Agreement)	5.00	5.00	-	-	-	-	(5.00)	(5.00)	-
System Classes / Programs	87.17	-	87.17	90.16	-	90.16	2.99	-	2.99
Learning Support Consultants	5.00	-	5.00	5.00	-	5.00	-	-	-
Sub-Total	133.84	38.34	95.50	134.99	34.00	100.99	1.14	(4.35)	5.49
Curriculum Services & Other (Central)									
Business and Learning Technologies Consultant	1.00	-	1.00	1.00	-	1.00	-	-	-
Instructional Coaches	15.00	-	15.00	15.00	-	15.00	-	-	-
Secondary Staffing Resource	0.67	0.67	-	0.67	0.67	-	-	-	-
Sub-Total	16.67	0.67	16.00	16.67	0.67	16.00	-	-	-
Total Staff	1,701.69	1,507.34	194.35	1,704.67	1,500.50	204.17	2.98	(6.85)	9.82

Numbers may not add due to rounding



Academic Staffing Decisions - Report 19-037

	2018-2019 School Year	2019-2020 School Year	
	Mid-Year Staffing Adjustments based on Enrolment and Needs	Approved Staffing Changes for 2019-2020 Budget	Staffing Changes from 2018-2019 Approved Budget
Elementary Teaching Staff - Discretionary			
<i>Subject to Board Decision</i>	FTE	FTE	FTE
Increase in Teachers for Disability / Specialized Integration Program	(3.07)	3.07	-
Increase / Retention of Itinerant English as a Second Language Teachers	-	4.00	4.00
Increase in English Language Development Teachers (ELD)	-	2.00	2.00
Reduction in Gifted Classes <i>(Includes .76 FTE Prep Time)</i>	-	(4.76)	(4.76)
Increase in Teachers - Hearing and Visual	0.25	0.95	1.20
Reduction in Instructional Coaches	-	(6.00)	(6.00)
Increase in Special Education System Classes <i>(Includes 1.47 FTE Prep Time)</i>	-	9.22	9.22
Increase in Learning Support Teachers (LST)	-	2.50	2.50
Increase in Teachers for Social Emotional Learning (SELT)	-	3.00	3.00
Increase in Itinerant Indigenous Education Teachers	-	1.00	1.00
Sub-Total	(2.82)	14.98	12.16
Secondary Teaching Staff - Discretionary			
<i>Subject to Board Decision</i>	FTE	FTE	FTE
Increase in Teachers at Adult High School	(0.16)	0.16	-
Decrease in Program Enhancement Teachers	-	(17.33)	5.00
Decrease in System Classes / Program Teachers	(3.67)	-	-
Increase in System Classes / Program Teachers	-	6.66	2.99
Increase in Learning Support Teachers (LST)	-	2.50	2.50
Decrease in Specialist High Skills Major / Focus Programs	-	(1.17)	(1.17)
Increase in International Baccalaureate Coordinator Positions	-	0.50	0.50
Sub-Total	(3.83)	(8.68)	9.82
Total Teaching Staff	(6.65)	6.30	21.98

Numbers may not add due to rounding



Academic Staffing Decisions - Report 19-037

	2018-19 School Year	2019-2020 School Year	
	Mid-Year Staffing Adjustments based on Enrolment and Needs	Approved Staffing Changes for 2019-2020 Budget	Staffing Changes from 2018-2019 Approved Budget
Administrative Staff - Discretionary			
<i>Subject to Board Decision</i>	FTE	FTE	FTE
Decrease in Vice-Principal - Special Education	(1.00)	-	-
Increase in Principal - Special Education	1.00	-	-
Increase in Elementary Vice-Principals	-	4.00	4.00
New: Decrease in Elementary Principals - Adjustment for School Closure		(1.00)	(1.00)
Sub-Total	0.00	3.00	3.00
Total Administrative Staff	(6.65)	9.30	24.98
Required by Contract or Legislation			
Elementary Teachers	FTE	FTE	FTE
Basic Staff	8.00	20.00	28.00
Preparation Time	1.53	3.82	5.35
Positions funded by Local Priorities Grant	-	(20.50)	(20.50)
Sub-Total	9.53	3.32	12.85
Secondary Teachers			
Basic Staff	(5.17)	31.00	25.83
Guidance Teachers & Program Enhancements	0.67	0.50	(21.16)
Learning Support Teachers - Contractual	0.33	0.33	0.66
Positions funded by Local Priorities Grant	-	(12.17)	(12.17)
Sub-Total	(4.17)	19.66	(6.84)
Total Required by Contract or Legislation	5.36	22.98	6.01
Grand Total: Board Decisions and Discretionary Positions	(1.29)	32.28	30.99

Numbers may not add due to rounding



Staffing Changes by Union Affiliation

	Teachers	Principals and Vice-Principals	Professional Student Services Personnel	Educational Assistants	Early Childhood Educators (Core and EDP)	Education Support Professionals	Facilities Learning Environment	Union Exempt	Total
Approved 2018-2019 Staffing	4,848.32	248.75	89.60	720.00	594.63	622.15	709.62	222.72	8,055.79
Mid-Year Adjustments						0.50		1.50	2.00
Revised 2018-2019 Staffing	4,848.32	248.75	89.60	720.00	594.63	622.65	709.62	224.22	8,057.79
Collective Agreement / Legislative based Changes									
Elementary Teachers	(20.50)	-	-	-	-	-	-	-	(20.50)
Secondary Teachers	(12.17)	-	-	-	-	-	-	-	(12.17)
Sub-Total	(32.67)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(32.67)
ADE Based Changes									
Elementary Teachers	33.35	-	-	-	-	-	-	-	33.35
Secondary Teachers	25.83	-	-	-	-	-	-	-	25.83
Elementary Office Staff	-	-	-	-	-	(1.50)	-	-	(1.50)
Elementary Library Technicians	-	-	-	-	-	0.40	-	-	0.40
Secondary Office Staff	-	-	-	-	-	3.00	-	-	3.00
Secondary School Technicians	-	-	-	-	-	0.50	-	-	0.50
Early Childhood Educators - Extended Day Program	-	-	-	-	4.71	-	-	-	4.71
Early Learning Assistants - Extended Day Program	-	-	-	-	-	-	-	13.34	13.34
Early Childhood Educators - Core Program	-	-	-	-	3.00	-	-	-	3.00
Cook - Infant Toddler & Preschool Program	-	-	-	-	-	-	(1.00)	-	(1.00)
Sub-Total	59.18	0.00	0.00	0.00	7.71	2.40	(1.00)	13.34	81.63



Staffing Changes by Union Affiliation

	Teachers	Principals and Vice-Principals	Professional Student Services Personnel	Educational Assistants	Early Childhood Educators (Core and EDP)	Education Support Professionals	Facilities Learning Environment	Union Exempt	Total
Board Decisions - 26 March 2019									
Elementary									
Increase / Retention of Itinerant English as a Second Language Teachers	4.00	-	-	-	-	-	-	-	4.00
Increase in English Language Development Teachers (ELD)	2.00	-	-	-	-	-	-	-	2.00
Reduction in Gifted Classes	(4.76)	-	-	-	-	-	-	-	(4.76)
Increase in Teachers - Hearing and Visual	1.20	-	-	-	-	-	-	-	1.20
Reduction in Instructional Coaches	(6.00)	-	-	-	-	-	-	-	(6.00)
Increase in Special Education System Classes	9.22	-	-	-	-	-	-	-	9.22
Increase in Learning Support Teachers (LST)	2.50	-	-	-	-	-	-	-	2.50
Increase in Teachers for Social Emotional Learning (SELT)	3.00	-	-	-	-	-	-	-	3.00
Increase in Itinerant Indigenous Education Teachers	1.00	-	-	-	-	-	-	-	1.00
Principal - Special Education	-	1.00	-	-	-	-	-	-	1.00
Vice-Principal - Special Education	-	(1.00)	-	-	-	-	-	-	(1.00)
Principal / Vice-Principals	-	3.00	-	-	-	-	-	-	3.00
Secondary									
Decrease in Program Enhancement Teachers	(17.33)	-	-	-	-	-	-	-	(17.33)
Guidance Teachers	1.17	-	-	-	-	-	-	-	1.17
Increase in System Classes / Program Teachers	2.99	-	-	-	-	-	-	-	2.99
Increase in Learning Support Teachers (LST)	3.16	-	-	-	-	-	-	-	3.16
Decrease in Specialist High Skills Major / Focus Programs	(1.17)	-	-	-	-	-	-	-	(1.17)
Increase in International Baccalaureate Coordinator Positions	0.50	-	-	-	-	-	-	-	0.50
Sub-Total	1.48	3.00	0.00	0.00	0.00	0.00	0.00	0.00	4.48
Total	27.99	3.00	0.00	0.00	7.71	2.40	(1.00)	13.34	53.44

Numbers may not add due to rounding



Staffing Changes by Union Affiliation

	Teachers	Principals and Vice-Principals	Professional Student Services Personnel	Educational Assistants	Early Childhood Educators (Core and EDP)	Education Support Professionals	Facilities Learning Environment	Union Exempt	Total
Recommended Changes									
Increase in Dual Credit Support Worker - Teaching Position	1.00	-	-	-	-	-	-	-	1.00
Increase in Educational Assistants - Incremental needs of the District	-	-	-	13.00	-	-	-	-	13.00
Increase in Educational Assistants - New System Classes	-	-	-	17.00	-	-	-	-	17.00
Behavior Management Technician *	-	-	-	-	-	1.00	-	-	1.00
Applied Behavior Analysis (ABA) Coordinator *	-	-	-	-	-	-	-	1.00	1.00
Board Certified Behavior Analysts *	-	-	3.00	-	-	-	-	-	3.00
Communication Disorder Assistants *	-	-	2.00	-	-	-	-	-	2.00
Increase in Staff Development Position - Succession Planning	-	-	-	-	-	-	-	1.00	1.00
Increase in Office Support Position - Continuing Education	-	-	-	-	-	1.00	-	-	1.00
Sub-Total	1.00	0.00	5.00	30.00	0.00	2.00	0.00	2.00	40.00
Total Changes in Staffing	28.99	3.00	5.00	30.00	7.71	4.40	(1.00)	15.34	93.44
Recommended 2019-2020 Staffing	4,877.31	251.75	94.60	750.00	602.34	627.05	708.62	239.56	8,151.23

Numbers may not add due to rounding

* Preliminary placement: Final bargaining group / union affiliation to be determined



Comparative Full-Time Equivalency (FTE) Staffing

OPERATIONS / DEPARTMENTS	2015-2016 Approved FTE	2016-2017 Approved FTE	2017-2018 Approved FTE	2018-2019 Approved FTE	2019-2020 Recommended FTE
Instructional Day School					
Elementary Principals / Vice-Principals	164.00	164.00	159.00	164.25	167.25
Elementary Teachers	2,571.14	2,518.12	2,565.49	2,668.97	2,704.32
Elementary Office Administrators & Assistants	195.00	190.50	182.00	193.50	192.00
Elementary Library Technicians	57.20	57.70	65.80	55.90	56.30
Early Childhood Educators - Full-Day Kindergarten	372.00	357.00	389.20	389.20	392.20
Administration & Support-Regular Instruction / Learning Support Services	9.00	7.00	6.00	6.00	6.00
Executive Director - OCDSB Foundation	1.50	0.50	0.00	0.00	1.50
Equity / Diversity Coordinator	1.00	1.00	1.00	1.00	1.00
Total Elementary Schools	3,370.84	3,295.82	3,368.49	3,478.82	3,520.57
Secondary Principals / Vice-Principals	76.67	74.83	74.00	73.50	73.50
Secondary Teachers	1,460.84	1,460.00	1,486.99	1,541.50	1,543.33
Secondary Office Administrators, Assistant Administrators & Assistants	109.50	105.25	103.75	107.75	110.75
Secondary Technicians	35.00	32.00	31.00	33.50	34.00
Secondary Assistant Chef, Kitchen Helpers & Technological Studies Technician	6.00	6.00	5.00	5.50	5.50
Total Secondary Schools	1,688.01	1,678.08	1,700.74	1,761.75	1,767.08
Total Elementary & Secondary Schools	5,058.85	4,973.90	5,069.23	5,240.57	5,287.65
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	0.00	0.00	0.00	1.00	1.00
Safe Schools - Secondary Teachers	3.00	3.00	3.00	4.00	4.00
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	2.00
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	32.80	32.80	32.80	34.80	34.80
Other School Support Programs (Details not displayed)	16.00	18.67	16.67	18.67	18.67
Total Associate Director, Safe Schools, Urban Priorities & School Support Programs	48.80	51.47	49.47	53.47	53.47
Total Instruction	5,107.65	5,025.37	5,118.70	5,294.04	5,341.12

Numbers may not add due to rounding



Comparative Full-Time Equivalency (FTE) Staffing

OPERATIONS / DEPARTMENTS	2015-2016 Approved FTE	2016-2017 Approved FTE	2017-2018 Approved FTE	2018-2019 Approved FTE	2019-2020 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	464.10	447.38	454.36	449.16	444.82
Secondary Teachers	116.82	116.00	121.17	133.84	135.00
Professional Student Services Personnel (Includes Regular Instruction)	71.10	72.10	74.10	83.80	83.80
Orientation Mobility Instructors / Board Certified Behaviour Analysts / Communication Disorder Assistants	0.50	0.50	0.50	1.00	6.00
Educational Assistants	649.00	644.00	672.00	699.00	729.00
Elementary Principal / Secondary Vice-Principal	2.00	2.00	2.00	2.00	2.00
Administration & Support	7.00	7.00	7.00	7.00	9.00
Total Learning Support Services	1,312.52	1,290.98	1,333.13	1,377.80	1,411.62
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	19.50	18.50	18.50	22.50	21.50
Payroll	13.00	13.00	14.00	14.00	14.00
Supply Chain Management / Risk Management	11.50	11.50	11.50	11.50	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	56.00	55.00	56.00	60.00	60.50
Planning and Facilities					
Superintendent of Facilities & Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Custodial Services, Trades & Maintenance	711.12	712.12	709.12	711.12	711.12
Facilities Management, Design & Construction	49.00	47.00	47.00	47.00	47.00
Physical Planning	12.00	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	783.12	781.12	778.12	780.12	780.12

Numbers may not add due to rounding



Comparative Full-Time Equivalency (FTE) Staffing

OPERATIONS / DEPARTMENTS	2015-2016 Approved FTE	2016-2017 Approved FTE	2017-2018 Approved FTE	2018-2019 Approved FTE	2019-2020 Recommended FTE
Curriculum Services					
Superintendent of Curriculum Services & Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Elementary Principals / Vice-Principals	2.00	2.00	3.00	3.00	3.00
Secondary Principals / Vice-Principals	2.00	2.00	2.00	2.00	2.00
Elementary Teachers	25.00	22.00	21.00	22.00	16.00
Secondary Teachers (Includes 2.0 FTE Teachers - Student Success - Winning Attitudes)	14.00	13.00	13.00	13.00	14.00
Administration & Support	5.00	5.00	5.00	5.00	5.00
Total Curriculum Services	50.00	46.00	46.00	47.00	42.00
Family Reception Centre					
Elementary Teacher	1.00	1.00	0.00	0.00	0.00
Secondary Teacher	1.00	1.00	1.00	0.00	0.00
Administration & Support	4.00	4.00	4.00	4.00	4.00
Total Family Reception Centre	6.00	6.00	5.00	4.00	4.00
Research, Evaluation and Analytics Division					
Secondary Teacher	1.00	1.00	0.00	0.00	0.00
Administration & Support	9.00	8.00	0.00	0.00	0.00
Total Research, Evaluation and Analytics Division (Transferred to Corporate Services effective 2017-2018)	10.00	9.00	0.00	0.00	0.00
Office of the Director					
Director's Office	3.00	3.00	3.00	3.00	3.00
Superintendents & Administrative Assistants	14.00	11.00	10.50	12.00	12.00
Legal Advisor	1.00	1.00	1.00	1.00	1.00
Total Office of the Director	18.00	15.00	14.50	16.00	16.00
Corporate Services					
Executive Officer, Administrative Assistant & Analyst	3.00	3.00	3.00	3.00	3.00
Board Services	7.00	6.00	6.00	6.00	6.00
Communications	10.00	9.00	9.00	10.00	10.00
Corporate Records	5.00	6.00	6.00	6.00	6.00
Research, Evaluation and Analytics Division (Included in Curriculum Services prior to 2017-2018)	0.00	0.00	8.00	8.00	8.00
Trustees	12.00	12.00	12.00	12.00	12.00
Total Corporate Services	37.00	36.00	44.00	45.00	45.00

Numbers may not add due to rounding



Comparative Full-Time Equivalency (FTE) Staffing

OPERATIONS / DEPARTMENTS	2015-2016 Approved FTE	2016-2017 Approved FTE	2017-2018 Approved FTE	2018-2019 Approved FTE	2019-2020 Recommended FTE
Human Resources					
Superintendent of Human Resources & Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Recruitment, Operations, Wellness & Disability	37.00	36.00	38.50	40.50	40.50
Staff Development	1.00	1.00	2.00	2.00	3.00
Labour Relations	5.50	5.50	5.00	5.00	5.00
Occupational Health & Safety (Includes .50 FTE Elementary Teacher)	5.00	5.00	5.50	5.50	5.50
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	52.17	51.17	54.67	56.67	57.67
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	17.00	13.00	13.00	13.00	14.00
Total Continuing Education	19.00	15.00	15.00	15.00	16.00
Business and Learning Technologies					
Elementary Vice-Principal	1.00	1.00	1.00	1.00	1.00
Elementary Teachers	4.00	4.00	4.00	3.00	3.00
Secondary Teacher	1.00	1.00	1.00	1.00	1.00
Administration & Support	87.00	85.00	90.00	87.00	87.00
Total Business and Learning Technologies	93.00	91.00	96.00	92.00	92.00
Other Departmental Expenses					
Total Staff on Loan	68.32	76.42	72.65	66.85	67.95
Early Childhood Educators	182.35	182.35	190.35	204.43	209.14
Early Learning Assistants	33.68	33.68	37.17	33.72	47.06
Early Learning Coaches	0.00	0.00	0.00	0.00	0.00
Administration & Support	11.00	11.00	10.75	10.75	10.75
Total Extended Day Program	227.03	227.03	238.27	248.90	266.95
Early Childhood Educators / Administration & Support	25.00	25.00	22.25	22.25	22.25
Program Coordinators	4.00	4.00	2.00	2.00	2.00
Program Assistants	4.00	4.00	3.00	3.00	3.00
Cooks / Housekeepers	4.00	4.00	4.00	4.00	3.00
Total Infant, Toddler and Preschool Childcare Program	37.00	37.00	31.25	31.25	30.25
Total Other Departmental Expenses	332.35	340.45	342.17	347.00	365.15
Grand Total FTE	7,876.81	7,762.09	7,903.29	8,134.63	8,231.18
Reconciliation (Staff not included in Comparative Staffing)					
Trustees	(12.00)	(12.00)	(12.00)	(12.00)	(12.00)
Staff on Loan	(68.32)	(76.42)	(72.65)	(66.85)	(67.95)
Total FTE	7,796.49	7,673.67	7,818.64	8,055.78	8,151.23

Numbers may not add due to rounding



Revenues



Revenue Funding Information

Pupil Foundation	The Pupil Foundation Grant provides funding to support the common classroom experience and core education. It is calculated on a per-pupil basis providing funding for salaries of classroom teachers, early childhood educators, educational assistants, teacher librarians, and guidance teachers, as well as textbooks, classroom supplies and classroom computers.
School Foundation	The School Foundation Grant funds in-school administration and leadership. It provides funding for principals, vice-principals and office support staff as well as school administrative supplies.
Special Education	The Special Education Grant provides boards with funding for programs, services and / or equipment for students with special needs. The Board can only use this grant for special education and must defer any unspent funds to use for special education in future school years.
Language Grants	The Language Grants provide funding to meet costs for language instruction. For the OCDSB, this includes French as a Second Language (FSL), English as a Second Language (ESL) and English Literacy Development (ELD).
Indigenous Education Allocation	The Indigenous Education Allocation supports programs designed for indigenous students, as outlined in the Ontario First Nation, Métis, and Inuit Education Policy Framework.
Learning Opportunities Grant	The Learning Opportunities Grant provides funding to help students who are at greater risk of lower academic achievement. Indicators include low household income, low parental education, a one-parent household and recent arrival in Canada.



Revenue Funding Information

Safe School Supplement	The Safe School Supplement supports the safe schools strategy and provides targeted support to secondary schools in priority urban neighbourhoods. This includes non-teaching staff such as social workers, child and youth workers, psychologists and attendance counsellors who work to prevent and mitigate risks to the school environment. The funding supports programs for long-term suspended and expelled students.
Continuing Education	The Continuing Education Grant supports adult and high-credit day-school programs and continuing education programs. This includes adult indigenous language, adult day school credit, correspondence, self-study & e-Learning programs, secondary crossover or transfer courses, summer school courses, elementary and secondary reach-ahead courses.
Adult Education	The Adult Education Grant supports day-school programs for students who are at least 21 years of age as of December 31 of the current school year. The funding also supports correspondence and self-study programs.
Teacher Qualifications and Experience	The Teacher Qualifications and Experience Grant provides additional funding for teachers and early childhood educators who have qualifications and experience above salary benchmark levels provided by the Pupil Foundation Grant.
New Teacher Induction Program	The New Teacher Induction Program Grant supports the growth and professional development of new teachers in the system. The program provides a full year of professional support to help new teachers develop their skills and knowledge.
Teacher Job Protection Funding	The Teacher Job Protection Funding Allocation provides funding to top up school boards where the 2019-2020 change in funded classroom teachers exceeds the actual attrition and other voluntary leaves. The 2019-2020 school year is the first of a four-year attrition protection for classroom teachers impacted by the proposed changes to class sizes and e-learning, allowing school boards to phase in these proposed changes.



Revenue Funding Information

Student Transportation	<p>The Student Transportation Grant includes the cost of transporting students to and from home and school, including students with special needs as well as school teams / clubs. The services are provided by the Ottawa Student Transportation Authority (OSTA).</p>
Administration and Governance	<p>The Central Administration Grant supports the administration and governance costs of operating board offices and central facilities. It includes trustees, director's office, superintendents and central support departments such as finance, human resources and admissions and enrolment.</p>
School Operations (Facilities)	<p>The Facilities Operations Grant supports the cost of operating school facilities such as custodial staff, maintenance, heating, lighting and cleaning.</p>
Community Use of Schools	<p>The Community Use of Schools Grant supports the operating costs of school space used by the community. The incremental operating costs include utilities, cleaning supplies and custodial staff. The grant provides a partial subsidy to the community rental rates.</p>
Declining Enrolment Grant	<p>The Declining Enrolment Grant recognizes that boards need time to adjust their cost structures to reflect declines in enrolment. The grant provides boards with the transitional support they need to adjust to the changes in enrolment by providing them with some of the revenue that they would otherwise have lost because of reduced enrolment.</p>
Restraint Savings	<p>This is a public sector compensation restraint of \$10 million (provincial base) that was introduced in 2008-2009. The reduction continues to be recovered from school boards by the Restraint Savings Adjustment.</p>



Revenue – Grants for Student Needs

	2017-2018 Actual	2018-2019 Approved Budget	2019-2020 Recommended Budget
Grants for Student Needs (GSN)			
GSN - Operating Grants			
Pupil Foundation	\$ 392,378,154	\$ 403,071,092	\$ 385,621,536
School Foundation	50,882,657	52,063,690	53,511,209
Special Education	93,861,801	97,302,109	101,342,495
French as a Second Language	17,769,242	17,751,541	18,366,202
English as a Second Language	14,680,676	14,170,816	16,341,749
Indigenous Education Allocation	1,346,081	1,171,049	2,283,685
Rural and Northern Education Allocation	189,525	188,140	194,481
Learning Opportunities	24,555,665	24,836,658	16,818,442
Safe School Supplement	1,837,206	1,869,628	1,905,160
Continuing Education	6,880,252	6,604,696	7,314,092
Adult Education	2,887,639	3,518,030	4,390,387
International Student Recovery	-	-	(1,099,800)
Teacher Qualifications and Experience	84,659,088	85,095,361	105,425,556
New Teacher Induction Program	357,803	604,415	511,212
Student Transportation	40,007,875	41,384,828	43,895,596
Administration and Governance	19,595,141	20,882,998	20,791,009
School Operations (Facilities)	74,956,060	77,304,088	78,484,394
Community Use of Schools	1,062,318	1,064,827	1,078,910
Restraint Savings	(279,158)	(279,158)	(279,158)
Transfer to Deferred Revenue	(3,504,087)	(3,791,765)	(20,979,201)
Total Operating Grants	\$ 824,123,938	\$ 844,813,043	\$ 835,917,956
GSN - Capital Grants			
Facilities Renewal	\$ 5,683,122	\$ 5,693,776	\$ 5,087,333
Temporary Accommodations	900,000	840,000	859,131
Interest on Ontario Financing Authority Debt	6,547,454	6,192,758	4,265,653
Interest on Non-Ontario Financing Authority Debt	2,523,115	2,523,115	2,523,115
Interest on Capital Projects under Construction	452,489	527,701	339,916
Total Capital Grants	\$ 16,106,180	\$ 15,777,350	\$ 13,075,148
Total GSN for Operating and Capital Grants	\$ 840,230,118	\$ 860,590,393	\$ 848,993,104

Numbers may not add due to rounding



Revenue – Non Grant Revenue and Reserves

	2017-2018 Actual	2018-2019 Approved Budget	2019-2020 Recommended Budget
Non Grant Revenue			
Other Revenue:			
Rentals	\$ 4,043,472	\$ 4,022,887	\$ 4,090,472
Continuing Education	6,596,170	5,700,223	6,118,285
Priorities and Partnerships Fund and OYAP	11,462,853	6,338,676	5,002,397
Staff on Loan	6,459,895	6,975,674	7,010,661
Tuition Fees	10,446,542	10,559,000	11,361,000
Interest Income	752,271	350,000	1,000,000
Miscellaneous Revenues	5,314,807	7,371,023	5,227,851
Specialized Program Funding	-	750,000	1,500,000
Board Programs:			
Extended Day Program	16,667,642	16,646,017	17,950,606
Infant, Toddler & Preschool Childcare Program	1,642,347	1,597,000	1,791,000
Total Non Grant Revenues	\$ 63,385,999	\$ 60,310,500	\$ 61,052,272
Deferred Capital Contributions (Ministry Approved Capital)	\$ 48,620,997	\$ 53,358,048	\$ 61,757,118
Total Revenue	\$ 952,237,114	\$ 974,258,941	\$ 971,802,494
Use of Accumulated Surplus			
Board Supported Capital Projects - Amortization Expense	\$ 41,613	\$ 41,613	\$ 74,767
Capital Projects - Business and Learning Technologies	-	-	8,218,707
Use of Accumulated Surplus	\$ 41,613	\$ 41,613	\$ 8,293,474
Total Revenue and Use of Accumulated Surplus	\$ 952,278,727	\$ 974,300,554	\$ 980,095,968

Numbers may not add due to rounding



Revenue – Priorities and Partnerships Fund (PPF)

Description	Amount
Indigenous Support & Engagement Initiative	\$ 100,000
Focusing on Fundamental Math	1,682,261
Specialist High Skills Major	343,998
Enhancements to Support Experiential Learning	258,693
After School Skills Development Programs	58,268
Autism Spectrum Disorder - Pilot Project	247,595
Mental Health Workers in Secondary Schools	607,188
Mental Health and Well Being	180,755
Transportation Funding for Children and Youth in Care	167,378
Parents Reaching Out	84,475
Teacher Learning & Leadership Program	50,000
Focus on Youth	476,000
OSSTF Education Workers Apprenticeship Training	425,997
Total Priorities and Partnerships Fund (PPF)	\$ 4,682,608
Other - Ontario Youth Apprenticeship Program (OYAP)	\$ 319,789
Grand Total	\$ 5,002,397

Numbers may not add due to rounding



Expenditures Table of Contents

		2019-2020	2019-2020			2019-2020	2019-2020
DEPARTMENT	Page	DEPARTMENT SUMMARY	DEPARTMENT TOTAL	DEPARTMENT	Page	DEPARTMENT SUMMARY	DEPARTMENT TOTAL
Instructional Day School	67	\$ 563,214,532		Office of the Director	95	\$ 2,944,997	
Elementary Schools	68		\$ 363,583,644	Director's Office	96		\$ 783,735
Secondary Schools	69		192,083,683	Superintendents and Administrative Assistants	97		1,614,586
School Programs and Support	70		7,547,205	Legal Services	98		546,676
Learning Support Services / Special Education	71	\$ 121,612,608		Corporate Services	99	\$ 4,510,208	
Superintendent of Learning Support Services	72		\$ 318,636	Executive Officer	100		\$ 412,357
Elementary Special Education	73		49,673,795	Board Services	101		735,987
Secondary Special Education	74		13,669,930	Communications	102		1,183,980
Educational Assistants	75		41,844,058	Corporate Records	103		699,397
Special Education and Professional Services Personnel	76		16,106,190	Research, Evaluation & Analytics Division	104		1,085,131
Finance Department	77	\$ 8,656,185		Trustees	105		393,355
Chief Financial Officer	78		\$ 155,641	Human Resources	106	\$ 7,866,730	
Budget Services	79		594,680	Superintendent of Human Resources	107		\$ 562,017
Financial Reporting / School Support / ERP	80		2,216,491	Human Resource Staff Development	108		836,083
Payroll	81		1,063,667	Staffing, HRIS and Wellness/Disability Management	109		3,883,501
Risk & Supply Chain Management	82		3,697,062	Labour Relations	110		701,469
Document Reproduction / Mail & Courier	83		928,644	Occupational Health and Safety	111		1,706,803
Planning and Facilities	84	\$ 83,690,611		Elementary and Secondary Staffing Committee Resources	112		176,856
Superintendent of Planning and Facilities	85		\$ 155,643	Continuing Education	113	\$ 11,641,670	\$ 11,641,670
Custodial Services, Trades and Maintenance, Facilities Management, Design and Construction	86		63,278,435	Transportation / OSTA	114	\$ 46,044,956	\$ 46,044,956
Utilities	87		16,539,796	Business and Learning Technologies	115	\$ 15,457,259	\$ 15,457,259
Physical Planning	88		1,344,786	Debt and Other Expenses	116	\$ 102,267,009	
Facilities & Planning Office, Real Estate & Community Use	89		2,004,523	Staff on Loan	117		\$ 7,330,661
Admissions & Enrolment	90		367,428	Extended Day Program	118		17,072,330
Curriculum Services	91	\$ 9,589,390		Infant, Toddler & Preschool Childcare Program	119		1,993,705
Superintendent of Curriculum Services	92		\$ 1,008,137	Facilities Renewal Plan	120		6,999,662
Curriculum Department	93		8,232,841	Debentures and Long Term Debt	121		68,870,651
Family Reception Centre	94		348,412	Retirement Gratuities, Other Payments and Adjustments	122	\$ 2,599,813	\$ 2,599,813
TOTAL EXPENDITURES						\$ 980,095,968	\$ 980,095,968



Expenditures – Instructional Day School

Instructional Day School

The Ottawa-Carleton District School Board is the largest school board in Ottawa and offers students and parents a world of choice for education, growth, and achievement. Our 142 schools offer a wide range of programs to promote learning excellence and meet the individual needs of students, parents, and the community at large.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instructional Day School Totals									
Elementary School	\$ 347,251,645	3,368.50	\$ 207,058,918	\$ 342,538,042	\$ 369,631,941	3,478.83	\$ 213,285,135	\$ 363,583,644	3,520.58
Secondary School	186,154,702	1,700.75	108,463,973	188,619,932	194,635,049	1,761.74	110,644,400	192,083,683	1,767.09
School Programs and Support	7,008,208	49.47	2,500,616	6,647,756	7,602,102	53.47	2,465,441	7,547,205	53.47
Total	\$ 540,414,555	5,118.71	\$ 318,023,507	\$ 537,805,730	\$ 571,869,092	5,294.04	\$ 326,394,977	\$ 563,214,532	5,341.14

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 539,321,138	5,116.71	\$ 317,468,459	\$ 534,187,380	\$ 570,714,859	5,292.04	\$ 320,619,527	\$ 562,201,194	5,339.14
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	691,987	2.00	452,018	525,033	752,803	2.00	865,859	764,708	2.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	401,430	-	65,999	337,041	401,430	-	2,738,240	248,630	-
Other	-	-	37,031	2,756,275	-	-	2,171,351	-	-
Total	\$ 540,414,555	5,118.71	\$ 318,023,507	\$ 537,805,730	\$ 571,869,092	5,294.04	\$ 326,394,977	\$ 563,214,532	5,341.14

* Numbers may not add due to rounding

At the Ottawa-Carleton District School Board, we want to ensure that our schools are welcoming places for all students to engage, belong, learn, grow, explore and discover. Our job is not simply to provide facts and figures, but to develop the characteristics and skills that will help our students find success in the world.



Expenditures – Instructional Day School

Instructional Day School - Elementary Schools

The Ottawa-Carleton District School Board is the largest school board in Ottawa and offers students and parents a world of choice for education, growth, and achievement. Our 142 schools offer a wide range of programs to promote learning excellence and meet the individual needs of students, parents, and the community at large.

Operating Resource	Approved 2017-2018		31 March 2018	Year-End 2017-2018	Approved 2018-2019		31 March 2019	Recommended 2019-2020	
	Budget	FTE	Actual	Actual	Budget	FTE	Actual	Budget	FTE
Elementary Schools									
Salaries and Benefits	\$ 337,603,217	3,368.50	\$ 200,611,666	\$ 329,275,916	\$ 357,587,399	3,478.83	\$ 204,495,510	\$ 351,474,139	3,520.58
Staff Development	611,400	-	393,102	492,031	766,656	-	358,960	573,155	-
Supplies and Services	4,784,966	-	2,645,825	5,135,270	6,142,687	-	2,714,297	6,218,574	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	4,252,062	-	3,330,974	4,777,183	5,117,899	-	3,515,688	5,317,776	-
Other	-	-	30,270	2,756,275	9,000	-	2,153,542	-	-
Rental expense	-	-	47,081	101,366	8,300	-	47,139	-	-
Total	\$ 347,251,645	3,368.50	\$ 207,058,918	\$ 342,538,042	\$ 369,631,941	3,478.83	\$ 213,285,135	\$ 363,583,644	3,520.58

Enveloping	Approved 2017-2018		31 March 2018	Year-End 2017-2018	Approved 2018-2019		31 March 2019	Recommended 2019-2020	
	Budget	FTE	Actual	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 346,541,715	3,368.50	\$ 206,807,230	\$ 339,390,847	\$ 368,882,411	3,478.83	\$ 209,579,192	\$ 363,030,514	3,520.58
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	334,000	-	190,251	124,796	373,600	-	619,623	330,000	-
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	375,930	-	24,967	266,124	375,930	-	914,970	223,130	-
Other	-	-	36,469	2,756,275	-	-	2,171,351	-	-
Total	\$ 347,251,645	3,368.50	\$ 207,058,918	\$ 342,538,042	\$ 369,631,941	3,478.83	\$ 213,285,135	\$ 363,583,644	3,520.58

* Numbers may not add due to rounding

The District's 112 elementary schools offer Ottawa's largest programming choices for a child's early years to grade 8. Programs provided include English, French Immersion, Alternative Programs and English as a Second Language. Note: Staff Development includes budgeted Priorities and Partnerships Fund (PPF) grants.



Expenditures – Instructional Day School

Instructional Day School - Secondary Schools

The Ottawa-Carleton District School Board is the largest school board in Ottawa and offers students and parents a world of choice for education, growth, and achievement. Our 142 schools offer a wide range of programs to promote learning excellence and meet the individual needs of students, parents, and the community at large.

Operating Resource	Approved 2017-2018		31 March 2018	Year-End 2017-2018	Approved 2018-2019		31 March 2019	Recommended 2019-2020	
	Budget	FTE	Actual	Actual	Budget	FTE	Actual	Budget	FTE
Secondary Schools									
Salaries and Benefits	\$ 182,872,722	1,700.75	\$ 105,910,206	\$ 184,596,613	\$ 190,833,880	1,761.74	\$ 107,053,566	\$ 187,974,007	1,767.09
Staff Development	25,500	-	35,863	45,162	25,500	-	42,057	25,500	-
Supplies and Services	3,256,480	-	2,461,244	3,918,515	3,775,669	-	2,417,170	4,084,176	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	56,660	59,642	-	-	61,142	-	-
Other	-	-	-	-	-	-	70,465	-	-
Rental expense	-	-	-	-	-	-	1,000,000	-	-
Total	\$ 186,154,702	1,700.75	\$ 108,463,973	\$ 188,619,932	\$ 194,635,049	1,761.74	\$ 110,644,400	\$ 192,083,683	1,767.09

Enveloping	Approved 2017-2018		31 March 2018	Year-End 2017-2018	Approved 2018-2019		31 March 2019	Recommended 2019-2020	
	Budget	FTE	Actual	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 186,154,702	1,700.75	\$ 108,422,942	\$ 188,549,014	\$ 194,635,049	1,761.74	\$ 108,819,630	\$ 192,083,683	1,767.09
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	1,500	-	-
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	41,032	70,918	-	-	1,823,270	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 186,154,702	1,700.75	\$ 108,463,973	\$ 188,619,932	\$ 194,635,049	1,761.74	\$ 110,644,400	\$ 192,083,683	1,767.09

* Numbers may not add due to rounding

The District has a long and rich history of providing an array of programs for students at the secondary level. General and specialized technical programs are offered at 30 sites including 5 alternate program sites.



Expenditures – Instructional Day School

Instructional Day School - School Programs and Support

The Ottawa-Carleton District School Board is the largest school board in Ottawa and offers students and parents a world of choice for education, growth, and achievement. Our 142 schools offer a wide range of programs to promote learning excellence and meet the individual needs of students, parents, and the community at large.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
School Programs and Support									
Salaries and Benefits	\$ 4,000,926	49.47	\$ 1,542,517	\$ 4,540,709	\$ 4,558,530	53.47	\$ 1,359,673	\$ 4,534,244	53.47
Staff Development	186,709	-	78,807	132,347	186,709	-	31,616	91,709	-
Supplies and Services	2,820,573	-	787,546	1,740,930	2,856,863	-	930,963	2,921,252	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	91,747	233,771	-	-	143,189	-	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 7,008,208	49.47	\$ 2,500,616	\$ 6,647,756	\$ 7,602,102	53.47	\$ 2,465,441	\$ 7,547,205	53.47

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 6,624,721	47.47	\$ 2,238,288	\$ 6,247,519	\$ 7,197,399	51.47	\$ 2,220,705	\$ 7,086,997	51.47
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	357,987	2.00	261,767	400,237	379,203	2.00	244,736	434,708	2.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	25,500	-	-	-	25,500	-	-	25,500	-
Other	-	-	561	-	-	-	-	-	-
Total	\$ 7,008,208	49.47	\$ 2,500,616	\$ 6,647,756	\$ 7,602,102	53.47	\$ 2,465,441	\$ 7,547,205	53.47

* Numbers may not add due to rounding

The District has targeted programs for certain high-priority needs and educational opportunities. Programs include Safe Schools, Urban Priorities, Indigenous Education and Outdoor Education.



Expenditures – Learning Support Services

Learning Support Services / Special Education

The Ottawa-Carleton District School Board offers a range of special education programs designed to enhance educational success and the welfare of students with special needs.

Working together in a partnership, parents and school personnel ensure that all of the learning needs of the child are met through ongoing communication, cooperation, active participation and sharing of responsibility.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Learning Support Services / Special Education									
Superintendent of Learning Support Services	\$ 332,762	2.00	\$ 245,652	\$ 333,200	\$ 334,641	2.00	\$ 159,512	\$ 318,636	2.00
Elementary Special Education	49,886,676	454.36	28,554,446	49,445,512	50,038,712	449.16	27,796,809	49,673,795	444.82
Secondary Special Education	12,150,766	121.17	7,564,323	12,609,265	13,919,676	133.84	8,516,874	13,669,930	134.99
Educational Assistants	38,814,024	672.00	25,109,691	38,186,841	40,467,094	699.00	26,239,011	41,844,058	729.00
Special Ed / Professional Student Services Personnel	14,140,398	83.60	8,510,489	15,872,891	15,276,033	93.80	8,876,215	16,106,190	100.80
Total	\$ 115,324,626	1,333.13	\$ 69,984,600	\$ 116,447,710	\$ 120,036,156	1,377.80	\$ 71,588,422	\$ 121,612,608	1,411.61

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 115,037,474	1,331.13	\$ 69,801,072	\$ 116,122,542	\$ 119,747,125	1,375.80	\$ 71,440,353	\$ 121,339,583	1,409.61
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	287,152	2.00	168,960	302,276	289,031	2.00	146,774	273,026	2.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	14,568	22,893	-	-	-	-	-
Other	-	-	-	-	-	-	1,295	-	-
Total	\$ 115,324,626	1,333.13	\$ 69,984,600	\$ 116,447,710	\$ 120,036,156	1,377.80	\$ 71,588,422	\$ 121,612,608	1,411.61

* Numbers may not add due to rounding

To build a learning community based upon a culture of innovation, caring and social responsibility.



Expenditures – Learning Support Services

Learning Support Services / Special Education - Superintendent of Learning Support Services

Strategic leadership of special education programs and services is designed to enhance educational outcomes and the well-being of students with special needs in all schools.

Operating Resource	Approved 2017-2018		31 March 2018	Year-End 2017-2018	Approved 2018-2019		31 March 2019	Recommended 2019-2020	
	Budget	FTE	Actual	Actual	Budget	FTE	Actual	Budget	FTE
Superintendent of Learning Support Services									
Salaries and Benefits	\$ 278,851	2.00	\$ 223,162	\$ 295,184	\$ 280,730	2.00	\$ 143,860	\$ 264,725	2.00
Staff Development	4,937	-	9,142	8,248	4,937	-	3,433	4,937	-
Supplies and Services	48,974	-	13,348	29,768	48,974	-	12,220	48,974	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 332,762	2.00	\$ 245,652	\$ 333,200	\$ 334,641	2.00	\$ 159,512	\$ 318,636	2.00

Enveloping	Approved 2017-2018		31 March 2018	Year-End 2017-2018	Approved 2018-2019		31 March 2019	Recommended 2019-2020	
	Budget	FTE	Actual	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 45,610	-	\$ 76,691	\$ 30,925	\$ 45,610	-	\$ 12,739	\$ 45,610	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	287,152	2.00	168,960	302,276	289,031	2.00	146,774	273,026	2.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 332,762	2.00	\$ 245,652	\$ 333,200	\$ 334,641	2.00	\$ 159,512	\$ 318,636	2.00

* Numbers may not add due to rounding

The District offers a wide range of programs and services that meet the needs of students with special needs. Oversee the maintenance of the Geographic and Learning Disability Models and development and implementation of the Superintendency-based Identification, Placement, and Review Committee (IPRC) and the District's Mental Health Strategy.



Expenditures – Learning Support Services

Learning Support Services / Special Education - Elementary Special Education

The Ottawa-Carleton District School Board offers a range of special education programs designed to enhance educational success and the welfare of students with special needs at the elementary level.

Operating Resource	Approved 2017-2018		31 March 2018	Year-End 2017-2018	Approved 2018-2019		31 March 2019	Recommended 2019-2020	
	Budget	FTE	Actual	Actual	Budget	FTE	Actual	Budget	FTE
Elementary Special Education									
Salaries and Benefits	\$ 49,886,676	454.36	\$ 28,554,446	\$ 49,445,512	\$ 50,038,712	449.16	\$ 27,796,809	\$ 49,673,795	444.82
Staff Development	-	-	-	-	-	-	-	-	-
Supplies and Services	-	-	-	-	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 49,886,676	454.36	\$ 28,554,446	\$ 49,445,512	\$ 50,038,712	449.16	\$ 27,796,809	\$ 49,673,795	444.82

Enveloping	Approved 2017-2018		31 March 2018	Year-End 2017-2018	Approved 2018-2019		31 March 2019	Recommended 2019-2020	
	Budget	FTE	Actual	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 49,886,676	454.36	\$ 28,554,446	\$ 49,445,512	\$ 50,038,712	449.16	\$ 27,796,809	\$ 49,673,795	444.82
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 49,886,676	454.36	\$ 28,554,446	\$ 49,445,512	\$ 50,038,712	449.16	\$ 27,796,809	\$ 49,673,795	444.82

* Numbers may not add due to rounding

Maintain the Geographic and Learning Disability Models to ensure students have equitable access to quality specialized programs in their home designated zone. Early intervention will begin in Kindergarten and supports for students and staff will continue to be monitored and supported throughout the early and junior years. Thoughtful transition planning will be the norm.



Expenditures – Learning Support Services

Learning Support Services / Special Education - Secondary Special Education

The Ottawa-Carleton District School Board offers a range of special education programs and services designed to enhance educational success and the welfare of students with special needs at the secondary level.

Operating Resource	Approved 2017-2018		31 March 2018	Year-End 2017-2018	Approved 2018-2019		31 March 2019	Recommended 2019-2020	
	Budget	FTE	Actual	Actual	Budget	FTE	Actual	Budget	FTE
Secondary Special Education									
Salaries and Benefits	\$ 12,149,644	121.17	\$ 7,564,323	\$ 12,609,265	\$ 13,918,554	133.84	\$ 8,516,874	\$ 13,668,808	134.99
Staff Development	1,122	-	-	-	1,122	-	-	1,122	-
Supplies and Services	-	-	-	-	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 12,150,766	121.17	\$ 7,564,323	\$ 12,609,265	\$ 13,919,676	133.84	\$ 8,516,874	\$ 13,669,930	134.99

Enveloping	Approved 2017-2018		31 March 2018	Year-End 2017-2018	Approved 2018-2019		31 March 2019	Recommended 2019-2020	
	Budget	FTE	Actual	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 12,150,766	121.17	\$ 7,564,323	\$ 12,609,265	\$ 13,919,676	133.84	\$ 8,516,874	\$ 13,669,930	134.99
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 12,150,766	121.17	\$ 7,564,323	\$ 12,609,265	\$ 13,919,676	133.84	\$ 8,516,874	\$ 13,669,930	134.99

* Numbers may not add due to rounding

Maintain the Geographic and Learning Disability Models to ensure students have equitable access to quality specialized programs in their home designated zone. Supports for students and staff will continue to be monitored and supported throughout the intermediate and senior years. Thoughtful transition planning will be the norm.



Expenditures – Learning Support Services

Learning Support Services / Special Education - Educational Assistants

The Ottawa-Carleton District School Board offers a range of special education programs designed to enhance educational success and the welfare of students with special needs at the elementary and secondary level. Educational assistants work closely with teachers and other professional staff. They provide support to students with a variety of exceptional needs.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Educational Assistants									
Salaries and Benefits	\$ 38,814,024	672.00	\$ 25,109,691	\$ 38,186,841	\$ 40,467,094	699.00	\$ 26,237,716	\$ 41,844,058	729.00
Staff Development	-	-	-	-	-	-	-	-	-
Supplies and Services	-	-	-	-	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	1,295	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 38,814,024	672.00	\$ 25,109,691	\$ 38,186,841	\$ 40,467,094	699.00	\$ 26,239,011	\$ 41,844,058	729.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 38,814,024	672.00	\$ 25,109,691	\$ 38,186,841	\$ 40,467,094	699.00	\$ 26,237,716	\$ 41,844,058	729.00
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	1,295	-	-
Total	\$ 38,814,024	672.00	\$ 25,109,691	\$ 38,186,841	\$ 40,467,094	699.00	\$ 26,239,011	\$ 41,844,058	729.00

* Numbers may not add due to rounding

An educational assistant's responsibilities in support of teaching and other professional staff are many and varied. Responsibilities may relate to autism spectrum disorders, behaviour management programs, support to developmentally delayed students, academic support, implementing special programs, support of deaf / hard of hearing or visually impaired students, physiotherapy exercises and general student care.



Expenditures – Learning Support Services

Learning Support Services / Special Education - Special Education and Professional Services Personnel (PSSP)

The Ottawa-Carleton District School Board offers a range of special education programs and services designed to enhance educational success and the welfare of all students with special education needs.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Special Education and PSSP									
Salaries and Benefits	\$ 9,621,289	83.60	\$ 6,914,855	\$ 12,681,957	\$ 11,026,054	93.80	\$ 7,006,985	\$ 11,247,460	100.80
Staff Development	(29,500)	-	16,588	84,028	270,214	-	16,468	270,214	-
Supplies and Services	4,386,919	-	1,510,551	3,020,576	3,919,765	-	1,789,063	4,376,816	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	161,690	-	53,928	63,437	60,000	-	63,700	211,700	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	14,568	22,893	-	-	-	-	-
Total	\$ 14,140,398	83.60	\$ 8,510,489	\$ 15,872,891	\$ 15,276,033	93.80	\$ 8,876,215	\$ 16,106,190	100.80

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 14,140,398	83.60	\$ 8,495,921	\$ 15,849,998	\$ 15,276,033	93.80	\$ 8,876,215	\$ 16,106,190	100.80
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	14,568	22,893	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 14,140,398	83.60	\$ 8,510,489	\$ 15,872,891	\$ 15,276,033	93.80	\$ 8,876,215	\$ 16,106,190	100.80

* Numbers may not add due to rounding

All members of the Learning Support Services department work in collaboration with teaching personnel and parent(s) / guardian(s) to provide special education supports and services to meet the needs of students through a tiered and multi-disciplinary approach to service. The multi-disciplinary team consists of the in-school team and various personnel who are assigned to support the school in areas of special education and programming. Staff members include: the Learning Support Consultant, Psychologist or Psychological Associate, Social Worker, Speech / Language Pathologist, Itinerant Teachers for the Blind / Low Vision, Itinerant Teachers for the Deaf / Hard of Hearing, as well as, any of the system-based teams e.g. Behaviour Support Team, Autism Spectrum Disorder Team and Early Learning Team.



Expenditures – Finance Department

Finance

The Finance Department is responsible for providing services and support which ensure the District's financial and risk management activities are conducted in a manner which promotes effective governance. The Department is structured into various operational divisions which reflect the need for specialized knowledge and a segregated internal control structure.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Finance Totals									
Chief Financial Officer / Treasurer	\$ 156,785	1.00	\$ 103,603	\$ 165,083	\$ 157,311	1.00	\$ 89,710	\$ 155,641	1.00
Budget Services	579,389	5.00	329,011	583,958	589,575	5.00	323,302	594,680	5.00
Financial Reporting	1,692,418	18.50	1,042,782	1,840,011	2,288,357	22.50	1,148,661	2,216,491	21.50
Payroll	1,070,404	14.00	564,265	976,980	1,053,170	14.00	565,982	1,063,667	14.00
Risk & Supply Chain Management	3,527,728	11.50	2,587,000	3,407,826	3,561,689	11.50	2,687,235	3,697,062	13.00
Document Reproduction / Mail & Courier	876,284	6.00	446,896	843,252	919,779	6.00	471,745	928,644	6.00
Total	\$ 7,903,008	56.00	\$ 5,073,557	\$ 7,817,110	\$ 8,569,881	60.00	\$ 5,286,636	\$ 8,656,185	60.50

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 1,084,468	9.00	\$ 499,460	\$ 1,001,614	\$ 1,196,431	9.00	\$ 737,876	\$ 1,199,714	9.00
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	4,444,359	46.00	2,653,016	4,555,856	4,997,781	50.00	2,569,158	5,001,504	49.50
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	2,374,182	1.00	1,921,081	2,259,641	2,375,668	1.00	1,979,602	2,454,966	2.00
Other	-	-	-	-	-	-	-	-	-
Total	\$ 7,903,008	56.00	\$ 5,073,557	\$ 7,817,110	\$ 8,569,881	60.00	\$ 5,286,636	\$ 8,656,185	60.50

* Numbers may not add due to rounding

Provide cost-effective financial and risk management leadership with continued assessment of the department's activities and related internal controls.



Expenditures – Finance Department

Finance - Chief Financial Officer

The Office of the Chief Financial Officer ensures the effective use of the District's financial resources by providing sound financial management services and advice, maintaining internal control of resources, developing and implementing effective financial strategies and by providing timely, accurate, and efficient services to schools, departments, staff, the Board of Trustees and the broader school community.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Chief Financial Officer									
Salaries and Benefits	\$ 148,488	1.00	\$ 90,580	\$ 148,862	\$ 149,014	1.00	\$ 83,069	\$ 147,344	1.00
Staff Development	2,386	-	1,022	1,022	2,386	-	1,788	2,386	-
Supplies and Services	5,911	-	8,277	10,828	5,911	-	4,853	5,911	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	(5,657)	(5,657)	-	-	-	-	-
Other	-	-	9,382	10,028	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 156,785	1.00	\$ 103,603	\$ 165,083	\$ 157,311	1.00	\$ 89,710	\$ 155,641	1.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ -	-	\$ 90	\$ 295	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	156,785	1.00	103,513	164,788	157,311	1.00	89,710	155,641	1.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 156,785	1.00	\$ 103,603	\$ 165,083	\$ 157,311	1.00	\$ 89,710	\$ 155,641	1.00

* Numbers may not add due to rounding

Outreach to schools and the school community with a view to enhancing financial management practices, particularly those relating to school council funds.



Expenditures – Finance Department

Finance - Budget Services

In cooperation with schools and departments, Budget Services coordinates the development of the District's annual budget, develops cost projections for use in financial forecasts that are presented during the fiscal year and maintains the budget ledger within the District's financial system. The division also supports the Human Resources department by providing analytical services relating to compensation costs, functional maintenance of the financial system, and regular management reporting. Ad hoc support of various initiatives is also provided by the division.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Budget Services									
Salaries and Benefits	\$ 567,505	5.00	\$ 323,386	\$ 577,192	\$ 577,691	5.00	\$ 318,060	\$ 582,796	5.00
Staff Development	4,000	-	619	619	4,000	-	126	4,000	-
Supplies and Services	7,884	-	5,006	6,147	7,884	-	5,116	7,884	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 579,389	5.00	\$ 329,011	\$ 583,958	\$ 589,575	5.00	\$ 323,302	\$ 594,680	5.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	579,389	5.00	329,011	583,958	589,575	5.00	323,302	594,680	5.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 579,389	5.00	\$ 329,011	\$ 583,958	\$ 589,575	5.00	\$ 323,302	\$ 594,680	5.00

* Numbers may not add due to rounding

Continued improvement of the District's budget development process and budget document, continued support to schools and other departments regarding budget management. The Salary and Benefits total includes the departmental salary allocation to the Extended Day Program (EDP) for 2017-2018, 2018-2019 and 2019-2020 of approximately \$112,500, \$114,000 and \$115,500, respectively.



Expenditures – Finance Department

Finance - Financial Reporting / School Support / Enterprise Resource Planning (ERP)

The Financial Reporting and School Support division provides centralized transaction processing services relating to vendor payment and cash receipts, manages banking relations and cash management activities, coordinates the District's purchasing card programs and oversees the preparation of consolidated financial statements and filing of mandatory financial reports with the Ontario Ministry of Education. The division also supports school accounting needs through the provision of training on financial processes and maintenance of the financial system used for accounting for school generated funds.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Financial Reporting / School Support / ERP									
Salaries and Benefits	\$ 1,497,645	18.50	\$ 838,639	\$ 1,521,031	\$ 1,898,584	22.50	\$ 947,599	\$ 1,826,718	21.50
Staff Development	12,000	-	73	2,069	13,000	-	1,508	13,000	-
Supplies and Services	56,033	-	173,859	178,196	242,033	-	178,999	242,033	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	126,740	-	30,211	138,715	134,740	-	20,556	134,740	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 1,692,418	18.50	\$ 1,042,782	\$ 1,840,011	\$ 2,288,357	22.50	\$ 1,148,661	\$ 2,216,491	21.50

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 289,008	4.00	\$ 164,976	\$ 265,916	\$ 306,537	4.00	\$ 166,475	\$ 305,118	4.00
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	1,403,410	14.50	877,805	1,574,095	1,981,819	18.50	982,186	1,911,373	17.50
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 1,692,418	18.50	\$ 1,042,782	\$ 1,840,011	\$ 2,288,357	22.50	\$ 1,148,661	\$ 2,216,491	21.50

* Numbers may not add due to rounding

Continued improvements in accounting processes and related internal controls, ensure continued support of the recently upgraded financial system used for school generated funds accounting. The Enterprise Resource Planning (ERP) division is a newly established support unit with a mandate of ensuring the timely deployment of support patches and major updates of human resources, payroll and finance systems that are periodically released by the ERP vendor. Although the division is assigned to the Finance department, its mandate includes supporting the Human Resources and Supply Chain Management departments' ERP needs. The division also collaborates with the Business and Learning Technologies department which manages the technical infrastructure required by the business systems. In addition to managing periodic vendor software updates, the division will manage the re-developed financial system, upgraded human resources and payroll business systems, and participate in identifying business requirements and opportunities relating to other systems (e.g. child care management solution, time and attendance system).



Expenditures – Finance Department

Finance - Payroll

Payroll ensures employee salaries / wages are accurate and paid in accordance with established schedules. Working closely with other departments, the Payroll division processes time entry and exception report transactions, ensures the timely remittance of statutory and benefit withholdings, completes mandatory filings such as those relating to T4s and pension contributions and responds to staff inquiries regarding payments and adjustments.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Payroll									
Salaries and Benefits	\$ 1,056,644	14.00	\$ 560,617	\$ 963,892	\$ 1,039,410	14.00	\$ 561,892	\$ 1,049,907	14.00
Staff Development	1,000	-	123	5,388	1,000	-	697	1,000	-
Supplies and Services	12,760	-	3,525	7,700	12,760	-	3,392	12,760	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 1,070,404	14.00	\$ 564,265	\$ 976,980	\$ 1,053,170	14.00	\$ 565,982	\$ 1,063,667	14.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	1,070,404	14.00	564,265	976,980	1,053,170	14.00	565,982	1,063,667	14.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 1,070,404	14.00	\$ 564,265	\$ 976,980	\$ 1,053,170	14.00	\$ 565,982	\$ 1,063,667	14.00

* Numbers may not add due to rounding

Coordinating the development of a strategic vision for the District's business systems is a key objective. The Salary and Benefits total includes the departmental salary allocation to the Extended Day Program (EDP) for 2017-2018, 2018-2019 and 2019-2020 of approximately \$66,500, \$70,000 and \$70,000, respectively.



Expenditures – Finance Department

Finance - Risk & Supply Chain Management

The Supply Chain Management unit (SCM) works with schools, departments and vendors to acquire goods and services through a transparent bidding process that ensures best overall value for the District. SCM also provides asset management and logistical support to schools and departments by redistribution of furniture and equipment through the District's warehouse.

The Risk Management unit is responsible for risk management, insurance and compliance reporting. Risk management staff assesses and make recommendations for risk control / prevention and administers insurance inquiries and claims.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Risk & Supply Chain Management									
Salaries and Benefits	\$ 1,074,499	11.50	\$ 658,476	\$ 1,146,341	\$ 1,093,460	11.50	\$ 663,071	\$ 1,228,833	13.00
Staff Development	6,814	-	5,224	9,625	6,814	-	3,198	6,814	-
Supplies and Services	16,010	-	278,366	458,775	31,010	-	317,580	31,010	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	2,430,405	-	1,644,934	1,793,086	2,430,405	-	1,703,386	2,430,405	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 3,527,728	11.50	\$ 2,587,000	\$ 3,407,826	\$ 3,561,689	11.50	\$ 2,687,235	\$ 3,697,062	13.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 162,800	-	\$ 83,082	\$ 134,304	\$ 162,800	-	\$ 94,854	\$ 162,800	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	990,747	10.50	582,837	1,013,881	1,023,220	10.50	612,779	1,079,295	11.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	2,374,182	1.00	1,921,081	2,259,641	2,375,668	1.00	1,979,602	2,454,966	2.00
Other	-	-	-	-	-	-	-	-	-
Total	\$ 3,527,728	11.50	\$ 2,587,000	\$ 3,407,826	\$ 3,561,689	11.50	\$ 2,687,235	\$ 3,697,062	13.00

* Numbers may not add due to rounding

The SCM staff will continue to communicate with schools and departments on the requirements of the Broader Public Sector (BPS) Procurement Directive and implement new competitive bid document templates / processes to promote compliance with recent trade agreements.

Risk Management staff will work with other departments to enhance internal reporting of compliance with regulatory requirements.



Expenditures – Finance Department

Finance - Document Reproduction / Mail & Courier

The Printing and Mail Services Unit is responsible for centralized digital printing, duplicating and finishing services (e.g. cutting, binding, laminating, folding) of a large variety of classroom, operational, and business documentation as well as specialized print requirements such as large format colour material. Other services provided include management of corporate stationery and forms inventories; transfer and / or disposal of confidential information; management of the District's fleet of leased photocopiers and printers; and centralized collection and processing of internal and external mail.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Document Reproduction / Mail & Courier									
Salaries and Benefits	\$ 426,101	6.00	\$ 199,367	\$ 357,344	\$ 405,582	6.00	\$ 221,668	\$ 414,447	6.00
Staff Development	1,275	-	268	536	-	-	-	-	-
Supplies and Services	163,908	-	83,531	200,848	383,197	-	92,307	383,197	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	15,000	-	113,391	183,390	18,000	-	100,366	18,000	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	270,000	-	50,339	101,135	113,000	-	57,404	113,000	-
Total	\$ 876,284	6.00	\$ 446,896	\$ 843,252	\$ 919,779	6.00	\$ 471,745	\$ 928,644	6.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 632,660	5.00	\$ 251,312	\$ 601,098	\$ 727,094	5.00	\$ 476,546	\$ 731,796	5.00
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	243,623	1.00	195,584	242,153	192,685	1.00	(4,801)	196,848	1.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 876,284	6.00	\$ 446,896	\$ 843,252	\$ 919,779	6.00	\$ 471,745	\$ 928,644	6.00

* Numbers may not add due to rounding

Ongoing review of the department's processes and procedures to identify efficiencies and cost saving. Continue work to improve the ordering, billing and financial reporting process in order to help schools and departments manage print-related costs. Improve processes to manage the collection and disposal of confidential material from schools and administrative sites.



Expenditures – Planning and Facilities

Planning and Facilities

The departments oversee the management of the district's real estate, maintain the OCDSB's 156 buildings and their grounds, and construct new schools / renovate facilities as needed to address changes in curriculum and health and safety codes. Management of the community use of the District's properties outside of school hours, providing demographic planning to ensure suitable instructional space for students, and registering students are also key responsibilities.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Planning and Facilities Totals									
Superintendent of Planning and Facilities	\$ 156,787	1.00	\$ 93,699	\$ 165,083	\$ 157,314	1.00	\$ 86,081	\$ 155,643	1.00
Custodial Services, Trades and Maintenance, Facilities Management, Design & Construction	60,626,119	756.12	35,745,181	63,533,416	63,419,909	758.12	36,340,334	63,278,435	758.12
Utilities	17,805,976	-	8,998,735	16,057,679	16,539,796	-	8,219,396	16,539,796	-
Physical Planning	1,312,263	11.00	595,741	1,190,326	1,337,129	11.00	784,179	1,344,786	11.00
Facilities & Planning Office, Real Estate & Community Use	1,973,099	6.00	1,094,213	1,917,007	1,980,080	6.00	950,013	2,004,523	6.00
Admissions & Enrolment	365,104	4.00	188,717	347,570	361,890	4.00	191,038	367,428	4.00
Total	\$ 82,239,347	778.12	\$ 46,716,286	\$ 83,211,081	\$ 83,796,118	780.12	\$ 46,571,041	\$ 83,690,611	780.12

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 73,440	-	\$ 127,507	\$ 331,362	\$ 73,440	-	\$ 33,050	\$ 73,440	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	2,092,657	21.88	1,157,711	2,055,900	2,116,713	21.88	1,287,981	2,115,165	21.88
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	80,073,251	756.25	45,431,068	80,803,898	81,605,965	758.25	45,239,865	81,502,006	758.25
Other	-	-	-	19,921	-	-	10,145	-	-
Total	\$ 82,239,347	778.12	\$ 46,716,286	\$ 83,211,081	\$ 83,796,118	780.12	\$ 46,571,041	\$ 83,690,611	780.12

* Numbers may not add due to rounding

Continue to implement the multi-year energy management plan and ongoing efficiency and effectiveness improvements.



Expenditures – Planning and Facilities

Planning and Facilities - Superintendent of Planning and Facilities

The group provides overall direction to the department as the main interface to strategic planning, annual operation plan, co-ordination with City of Ottawa and Ministry of Education capital grants section.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Superintendent of Planning and Facilities									
Salaries and Benefits	\$ 148,488	1.00	\$ 90,580	\$ 159,502	\$ 149,015	1.00	\$ 83,580	\$ 147,344	1.00
Staff Development	2,387	-	-	-	2,387	-	-	2,387	-
Supplies and Services	5,912	-	3,120	5,581	5,912	-	2,500	5,912	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 156,787	1.00	\$ 93,699	\$ 165,083	\$ 157,314	1.00	\$ 86,081	\$ 155,643	1.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	156,787	1.00	93,699	165,083	157,314	1.00	86,081	155,643	1.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 156,787	1.00	\$ 93,699	\$ 165,083	\$ 157,314	1.00	\$ 86,081	\$ 155,643	1.00

* Numbers may not add due to rounding

Continue with implementation of departmental plan.



Expenditures – Planning and Facilities

Planning and Facilities - Custodial Services, Trades and Maintenance, Facilities Management, Design and Construction

The division operates and maintains the Board's buildings and grounds. Most sites are being used up to 18 hours per day year round for a variety of instructional, extended day and general community activities. Buildings range from heritage century old to new buildings being constructed.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Custodial, Trades, Facilities Management, Design & Construction									
Salaries and Benefits	\$ 49,120,480	756.12	\$ 28,248,651	\$ 50,299,798	\$ 50,450,189	758.12	\$ 26,548,797	\$ 49,908,715	758.12
Staff Development	172,040	-	23,514	39,431	130,000	-	39,448	130,000	-
Supplies and Services	6,244,074	-	3,874,672	7,380,113	7,457,720	-	4,739,260	7,857,720	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	4,884,325	-	3,559,423	5,780,481	5,315,000	-	4,972,958	5,315,000	-
Other	125,000	-	-	-	-	-	950	-	-
Rental expense	80,200	-	38,920	33,593	67,000	-	38,920	67,000	-
Total	\$ 60,626,119	756.12	\$ 35,745,181	\$ 63,533,416	\$ 63,419,909	758.12	\$ 36,340,334	\$ 63,278,435	758.12

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ -	-	\$ 34,166	\$ 73,679	\$ -	-	\$ 17,516	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	395,912	6.38	287,400	476,999	398,919	6.38	265,236	386,395	6.38
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	60,230,207	749.75	35,423,615	62,982,738	63,020,990	751.75	36,056,631	62,892,041	751.75
Other	-	-	-	-	-	-	950	-	-
Total	\$ 60,626,119	756.12	\$ 35,745,181	\$ 63,533,416	\$ 63,419,909	758.12	\$ 36,340,334	\$ 63,278,435	758.12

* Numbers may not add due to rounding

Continue with the departmental plan. Renovate to maximize energy efficiency and to address changing curriculum needs. Retrofit where needed to meet provincial mandates for health & safety, accessibility and to ensure regulatory compliance. Develop and implement work plans to address renewal backlog through School Condition Improvement (SCI) and Facilities Renewal Plan (FRP) and continue with the new school capital program. Address accommodation needs through capital construction of new schools and additions. Reduce the excess space within underutilized schools to reduce the cleaning and operating requirement.



Expenditures – Planning and Facilities

Planning and Facilities - Utilities

This section shows the cost of natural gas, electricity, water and sewer charges for the OCDSB's properties. The District has active energy management and environmental stewardship programs in place that are very effective.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Utilities									
Salaries and Benefits	\$ -	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	-
Staff Development	-	-	-	-	-	-	-	-	-
Utilities	17,804,576	-	8,998,735	16,057,679	16,538,396	-	8,219,396	16,538,396	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	1,400	-	-	-	1,400	-	-	1,400	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 17,805,976	-	\$ 8,998,735	\$ 16,057,679	\$ 16,539,796	-	\$ 8,219,396	\$ 16,539,796	-

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	-	-	36,073	87,159	-	-	22,198	-	-
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	17,805,976	-	8,962,663	15,970,521	16,539,796	-	8,197,198	16,539,796	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 17,805,976	-	\$ 8,998,735	\$ 16,057,679	\$ 16,539,796	-	\$ 8,219,396	\$ 16,539,796	-

* Numbers may not add due to rounding

Continue ongoing energy management and conservation programs, including retrofits to electrical, heating and cooling systems for reduced energy consumption, greenhouse gas reduction, waste management and recycling programs, and environmental sustainability education.



Expenditures – Planning and Facilities

Planning and Facilities - Physical Planning

The department provides the OCDSB's demographic planning. The student number projections for the next school year trigger staffing numbers. Long term planning is undertaken to ensure that there are adequate sites secured for new schools and that programming remains robust. Accommodation Reviews are coordinated by the department, as is significant data reporting for both the district and the province. Physical Planning additionally works with the municipality on community concept planning and other matters under The Planning Act. The department is also responsible for the ongoing Education Development Charges By-Law.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Physical Planning									
Salaries and Benefits	\$ 1,166,300	11.00	\$ 565,761	\$ 999,849	\$ 1,191,166	11.00	\$ 582,706	\$ 1,198,823	11.00
Staff Development	7,497	-	-	-	7,497	-	-	7,497	-
Supplies and Services	81,366	-	22,931	105,264	81,366	-	178,070	81,366	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	57,100	-	-	65,293	57,100	-	23,403	57,100	-
Other	-	-	7,049	19,921	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 1,312,263	11.00	\$ 595,741	\$ 1,190,326	\$ 1,337,129	11.00	\$ 784,179	\$ 1,344,786	11.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 71,400	-	\$ -	\$ 127,858	\$ 71,400	-	\$ 14,209	\$ 71,400	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	1,176,894	10.50	551,822	979,090	1,200,630	10.50	723,427	1,207,740	10.50
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	63,969	0.50	43,918	63,457	65,100	0.50	37,348	65,647	0.50
Other	-	-	-	19,921	-	-	9,194	-	-
Total	\$ 1,312,263	11.00	\$ 595,741	\$ 1,190,326	\$ 1,337,129	11.00	\$ 784,179	\$ 1,344,786	11.00

* Numbers may not add due to rounding

Gather and interpret changing demographic data to identify changes in boundaries and programming that ensure schools are appropriately located / sized to meet student needs.



Expenditures – Planning and Facilities

Planning and Facilities - Facilities Planning Office, Real Estate & Community Use

The group administers the non-school day usage of the Board's properties, within the parameters set by the Board.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Facilities Planning Office, Real Estate & Community Use									
Salaries and Benefits	\$ 1,309,719	6.00	\$ 897,507	\$ 1,608,180	\$ 1,316,700	6.00	\$ 847,370	\$ 1,341,143	6.00
Staff Development	51,510	-	834	2,040	510	-	837	510	-
Supplies and Services	35,950	-	114,548	153,939	86,950	-	35,223	86,950	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	150,000	-	41,910	71,359	150,000	-	45,992	150,000	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	425,920	-	39,414	81,488	425,920	-	20,591	425,920	-
Total	\$ 1,973,099	6.00	\$ 1,094,213	\$ 1,917,007	\$ 1,980,080	6.00	\$ 950,013	\$ 2,004,523	6.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ -	-	\$ 93,340	\$ 129,825	\$ -	-	\$ 1,326	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	1,973,099	6.00	1,000,873	1,787,181	1,980,080	6.00	948,687	2,004,523	6.00
Other	-	-	-	-	-	-	-	-	-
Total	\$ 1,973,099	6.00	\$ 1,094,213	\$ 1,917,007	\$ 1,980,080	6.00	\$ 950,013	\$ 2,004,523	6.00

* Numbers may not add due to rounding

To build community awareness and access to OCDSB facilities during non-school day hours, while ensuring that rental and lease charges recover the incremental costs of such use, within the parameters set by the Board.



Expenditures – Planning and Facilities

Planning and Facilities - Admissions and Enrolment

The group ensures that the Board's approximately 75,000 pupils are properly recorded to comply with the funding requirements of the provincial government.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Admissions and Enrolment									
Salaries and Benefits	\$ 351,267	4.00	\$ 186,711	\$ 344,674	\$ 348,053	4.00	\$ 188,894	\$ 353,591	4.00
Staff Development	1,581	-	230	230	1,581	-	230	1,581	-
Supplies and Services	10,216	-	1,776	2,667	10,216	-	1,915	10,216	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	2,040	-	-	-	2,040	-	-	2,040	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 365,104	4.00	\$ 188,717	\$ 347,570	\$ 361,890	4.00	\$ 191,038	\$ 367,428	4.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 2,040	-	\$ -	\$ -	\$ 2,040	-	\$ -	\$ 2,040	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	363,064	4.00	188,717	347,570	359,850	4.00	191,038	365,388	4.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 365,104	4.00	\$ 188,717	\$ 347,570	\$ 361,890	4.00	\$ 191,038	\$ 367,428	4.00

* Numbers may not add due to rounding

Continue to ensure that the necessary student data is recorded (and verified) to meet Ministry funding requirements, including new student registration, minutes of instruction by language, credit accumulation and length of residence in Canada. Coordinate student registration (pupils of the board) and registration of students from outside of Ontario.



Expenditures – Curriculum Services

Curriculum Services

The Curriculum Services Department comprises Seconded academic staff, including principals and teachers serving as instructional coaches to schools, in addition to administrative support staff. The department is responsible for implementation of initiatives related to curriculum, teaching and learning, as well as provincial and district-wide assessments.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Curriculum Totals									
Superintendent of Curriculum Services	\$ 770,832	2.00	\$ 560,376	\$ 695,575	\$ 795,651	2.00	\$ 560,264	\$ 1,008,137	2.00
Curriculum Department	8,450,957	44.00	5,658,745	11,281,191	8,710,098	45.00	5,379,556	8,232,841	40.00
Family Reception Centre	459,997	5.00	211,573	402,234	315,811	4.00	166,086	348,412	4.00
Total	\$ 9,681,786	51.00	\$ 6,430,695	\$ 12,379,000	\$ 9,821,560	51.00	\$ 6,105,906	\$ 9,589,390	46.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 9,412,440	49.00	\$ 6,102,580	\$ 12,025,859	\$ 9,529,529	49.00	\$ 5,943,945	\$ 9,314,873	44.00
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	269,346	2.00	164,418	260,506	292,031	2.00	161,962	274,517	2.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	163,697	92,635	-	-	-	-	-
Total	\$ 9,681,786	51.00	\$ 6,430,695	\$ 12,379,000	\$ 9,821,560	51.00	\$ 6,105,906	\$ 9,589,390	46.00

* Numbers may not add due to rounding

Continue the implementation of all Curriculum and Ministry of Education initiatives.



Expenditures – Curriculum Services

Curriculum Services - Superintendent of Curriculum Services

The Curriculum Services Department comprises Seconded academic staff, including principals and teachers serving as instructional coaches to schools, in addition to administrative support staff. The department is responsible for curriculum implementation in all subject areas as well as the implementation of all Ministry of Education initiatives.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Superintendent of Curriculum Services									
Salaries and Benefits	\$ 261,045	2.00	\$ 160,195	\$ 254,220	\$ 305,730	2.00	\$ 150,823	\$ 288,216	2.00
Staff Development	2,387	-	1,022	1,022	2,387	-	1,226	2,387	-
Supplies and Services	76,934	-	3,202	5,265	31,934	-	9,870	81,934	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	430,466	-	395,958	435,068	455,600	-	398,345	635,600	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 770,832	2.00	\$ 560,376	\$ 695,575	\$ 795,651	2.00	\$ 560,264	\$ 1,008,137	2.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 501,486	-	\$ 395,958	\$ 435,068	\$ 503,620	-	\$ 398,345	\$ 733,620	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	269,346	2.00	164,418	260,506	292,031	2.00	161,919	274,517	2.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 770,832	2.00	\$ 560,376	\$ 695,575	\$ 795,651	2.00	\$ 560,264	\$ 1,008,137	2.00

* Numbers may not add due to rounding

Continue the implementation of all Curriculum and Ministry of Education initiatives.



Expenditures – Curriculum Services

Curriculum Services - Curriculum Department

The Curriculum Services Department comprises Seconded academic staff, including principals and teachers serving as instructional coaches to schools, in addition to administrative support staff. The department is responsible for curriculum implementation in all subject areas as well as the implementation of all Ministry of Education initiatives.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Curriculum Department									
Salaries and Benefits	\$ 4,786,898	44.00	\$ 4,637,690	\$ 8,039,076	\$ 5,009,975	45.00	\$ 4,357,705	\$ 4,421,623	40.00
Staff Development	-	-	49,380	82,709	112,394	-	86,974	86,173	-
Supplies and Services*	3,664,059	-	733,977	2,669,784	3,577,729	-	822,269	3,715,045	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	237,699	396,987	10,000	-	112,609	10,000	-
Other	-	-	-	92,635	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 8,450,957	44.00	\$ 5,658,745	\$ 11,281,191	\$ 8,710,098	45.00	\$ 5,379,556	\$ 8,232,841	40.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 8,450,957	44.00	\$ 5,495,048	\$ 11,188,556	\$ 8,710,098	45.00	\$ 5,379,514	\$ 8,232,841	40.00
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	43	-	-
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	163,697	92,635	-	-	-	-	-
Total	\$ 8,450,957	44.00	\$ 5,658,745	\$ 11,281,191	\$ 8,710,098	45.00	\$ 5,379,556	\$ 8,232,841	40.00

* Numbers may not add due to rounding

Continue the implementation of all Curriculum and Ministry of Education initiatives as well as a revision to the instructional coach model in order to provide more integrated, cross-departmental supports to schools. The instructional coaches will continue to provide job-embedded professional learning on site in designated schools (elementary and secondary), support professional learning at the school level through collaborative inquiries in specific areas of focus (e.g., mathematics), support Superintendency based learning and complete central responsibilities (such as developing educator guides and / or serving on central committees). *For budget purposes, grants such as Student Success, School Effectiveness and others are classified within the Supplies and Services operating resource, however, over the course of the year actual grant spending may be re-aligned as determine by the Curriculum staff to Release Time (Salaries and Benefits), Staff Development and Fees and Contractual services to meet initiatives.



Expenditures – Curriculum Services

Curriculum Services - Family Reception Centre

The Family Reception Centre welcomes families new to Canada, to the OCDSB, and families returning to the OCDSB in an inviting, respectful and inclusive manner. Through the intake and assessment service, each student is advocated for so that their diverse educational and academic needs can be met. In addition, multicultural contractual services provide relevant settlement information.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Family Reception Centre									
Salaries and Benefits	\$ 419,261	5.00	\$ 205,154	\$ 384,736	\$ 300,811	4.00	\$ 156,460	\$ 333,412	4.00
Staff Development	5,100	-	-	-	-	-	-	-	-
Supplies and Services	35,636	-	6,419	14,498	15,000	-	5,090	15,000	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	3,000	-	-	4,536	-	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 459,997	5.00	\$ 211,573	\$ 402,234	\$ 315,811	4.00	\$ 166,086	\$ 348,412	4.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 459,997	5.00	\$ 211,573	\$ 402,234	\$ 315,811	4.00	\$ 166,086	\$ 348,412	4.00
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 459,997	5.00	\$ 211,573	\$ 402,234	\$ 315,811	4.00	\$ 166,086	\$ 348,412	4.00

* Numbers may not add due to rounding

The Family Reception Centre provides a supportive beginning for students and their families so that they can commence their educational journey on a positive note and eventually strive for personal excellence in learning.



Expenditures – Office of the Director

Office of the Director

The department is responsible for overseeing the alignment of service delivery in a manner that achieves the strategic objectives approved by the Board.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Director Totals									
Director's Office	\$ 696,025	3.00	\$ 456,053	\$ 792,574	\$ 791,395	3.00	\$ 481,302	\$ 783,735	3.00
Superintendents and Administrative Assistants	1,441,888	10.50	998,861	1,748,610	1,657,244	12.00	879,043	1,614,586	12.00
Legal Advisor	545,756	1.00	305,578	531,879	546,640	1.00	342,270	546,676	1.00
Total	\$ 2,683,669	14.50	\$ 1,760,492	\$ 3,073,063	\$ 2,995,279	16.00	\$ 1,702,614	\$ 2,944,997	16.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 21,360	-	\$ 1,337	\$ 95,764	\$ 91,360	-	\$ 64,103	\$ 91,360	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	2,662,309	14.50	1,759,155	2,977,299	2,903,919	16.00	1,638,511	2,853,637	16.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 2,683,669	14.50	\$ 1,760,492	\$ 3,073,063	\$ 2,995,279	16.00	\$ 1,702,614	\$ 2,944,997	16.00

* Numbers may not add due to rounding

The department is comprised of the Director of Education, senior management which includes the office of the Associate Director, School Superintendents and the Superintendents of Finance, Human Resources and Facilities.



Expenditures – Office of the Director

Office of the Director - Director's Office

The Director of Education reports to the Board of Trustees and is responsible for overseeing the alignment of service delivery in a manner that achieves the District's strategic objective. The Director serves as both Chief Education Officer and Chief Executive Officer. All authority delegated to staff is delegated through the Director of Education.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Director's Office									
Salaries and Benefits	\$ 438,420	3.00	\$ 367,261	\$ 614,903	\$ 463,790	3.00	\$ 329,969	\$ 456,130	3.00
Staff Development	80,697	-	3,984	15,227	80,697	-	10,957	80,697	-
Supplies and Services	56,908	-	66,400	108,164	126,908	-	73,519	126,908	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	120,000	-	18,408	54,280	120,000	-	66,858	120,000	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 696,025	3.00	\$ 456,053	\$ 792,574	\$ 791,395	3.00	\$ 481,302	\$ 783,735	3.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 21,360	-	\$ 1,337	\$ 95,764	\$ 91,360	-	\$ 64,103	\$ 91,360	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	674,665	3.00	454,716	696,810	700,035	3.00	417,199	692,375	3.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 696,025	3.00	\$ 456,053	\$ 792,574	\$ 791,395	3.00	\$ 481,302	\$ 783,735	3.00

* Numbers may not add due to rounding

The Director of Education leads a collaborative senior management team known as the Director's Executive Council.



Expenditures – Office of the Director

Office of the Director - Superintendents & Administrative Assistants

In addition to the Director of Education, the senior management team includes the office of the Associate Director and the offices of the academic superintendents and the Executive Officer of Corporate Services. Academic superintendents oversee activities which directly support the learning environment including regular day school, continuing education programs, learning support services, curriculum development and classroom technologies. Corporate Services includes Board Services and Communications and Information Services.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Superintendents & Administrative Assistants									
Salaries and Benefits	\$ 1,441,888	10.50	\$ 983,861	\$ 1,733,610	\$ 1,657,244	12.00	\$ 879,043	\$ 1,614,586	12.00
Staff Development	-	-	-	-	-	-	-	-	-
Supplies and Services	-	-	15,000	15,000	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 1,441,888	10.50	\$ 998,861	\$ 1,748,610	\$ 1,657,244	12.00	\$ 879,043	\$ 1,614,586	12.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	1,441,888	10.50	998,861	1,748,610	1,657,244	12.00	879,043	1,614,586	12.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 1,441,888	10.50	\$ 998,861	\$ 1,748,610	\$ 1,657,244	12.00	\$ 879,043	\$ 1,614,586	12.00

* Numbers may not add due to rounding

The Associate Director and the superintendents work closely with the Director of Education to formulate and implement decisions that align with the District's strategic plan. Salary totals include a departmental salary allocation to the Extended Day Program (EDP) for 2017-2018 of approximately \$128,000.



Expenditures – Office of the Director

Officer of the Director - Legal Services

The District retains outside legal counsel to provide guidance, advice and support on various matters that are encountered throughout the year.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Legal Services									
Salaries and Benefits	\$ -	1.00	\$ -	\$ -	\$ -	1.00	\$ -	\$ -	1.00
Staff Development	1,530	-	-	-	1,530	-	-	1,530	-
Supplies and Services	5,814	-	28	28	5,814	-	-	5,814	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	538,412	-	305,550	531,852	539,296	-	342,270	539,332	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 545,756	1.00	\$ 305,578	\$ 531,879	\$ 546,640	1.00	\$ 342,270	\$ 546,676	1.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	545,756	1.00	305,578	531,879	546,640	1.00	342,270	546,676	1.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 545,756	1.00	\$ 305,578	\$ 531,879	\$ 546,640	1.00	\$ 342,270	\$ 546,676	1.00

* Numbers may not add due to rounding

Legal advisory services include guidance on general education matters, protecting the District's interests as they relate to contracts and agreements for the purchase or sale of property, and support in labour relations matters.



Expenditures – Corporate Services

Corporate Services

Corporate Services provides public policy and operational support to the school district through the Communications, Board Services, Corporate Records, Research, Evaluation & Analytics Division, Policies and Procedures and Parental involvement. Each division has its own operating budget and this allocation funds the salary and operating costs of the Executive Officer and Administrative Assistant.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Corporate Services Totals									
Executive Officer	\$ 425,398	3.00	\$ 332,475	\$ 456,263	\$ 420,010	3.00	\$ 327,307	\$ 412,357	3.00
Board Services	686,245	6.00	316,151	593,086	673,461	6.00	354,483	735,987	6.00
Communications	1,055,304	9.00	644,191	1,128,524	1,138,634	10.00	665,186	1,183,980	10.00
Corporate Records	646,827	6.00	350,445	604,634	687,820	6.00	405,916	699,397	6.00
Research, Evaluation & Analytics Division	1,023,990	8.00	439,448	867,416	1,019,380	8.00	505,575	1,085,131	8.00
Trustees	385,420	12.00	189,521	357,546	390,420	12.00	175,436	393,355	12.00
Total	\$ 4,223,185	44.00	\$ 2,272,232	\$ 4,007,469	\$ 4,329,725	45.00	\$ 2,433,903	\$ 4,510,208	45.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 1,633,352	14.00	\$ 895,022	\$ 1,566,553	\$ 1,760,004	15.00	\$ 947,406	\$ 1,820,701	15.00
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	2,589,833	30.00	1,377,210	2,440,916	2,569,721	30.00	1,486,497	2,689,506	30.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 4,223,185	44.00	\$ 2,272,232	\$ 4,007,469	\$ 4,329,725	45.00	\$ 2,433,903	\$ 4,510,208	45.00

* Numbers may not add due to rounding

Provides support in the area of strategic plan and measurement.



Expenditures – Corporate Services

Corporate Services - Executive Officer

The Executive Officer oversees the Corporate Services division which includes Board Services, Communications, Corporate Records and Research, Evaluation & Analytics Division.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Executive Officer									
Salaries and Benefits	\$ 405,977	3.00	\$ 236,580	\$ 355,362	\$ 400,589	3.00	\$ 236,456	\$ 392,936	3.00
Staff Development	2,387	-	587	587	2,387	-	-	2,387	-
Supplies and Services	17,034	-	94,808	98,426	17,034	-	90,851	17,034	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	500	1,887	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 425,398	3.00	\$ 332,475	\$ 456,263	\$ 420,010	3.00	\$ 327,307	\$ 412,357	3.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 6,120	-	\$ 98,284	\$ 111,758	\$ 6,120	-	\$ 93,752	\$ 6,120	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	419,278	3.00	234,191	344,505	413,890	3.00	233,555	406,237	3.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 425,398	3.00	\$ 332,475	\$ 456,263	\$ 420,010	3.00	\$ 327,307	\$ 412,357	3.00

* Numbers may not add due to rounding

Provides support in the area of strategic plan and measurement.



Expenditures – Corporate Services

Corporate Services - Board Services

Board Services provides governance support to the Board of Trustees and staff through the preparation of agendas and minutes, coordination of policies and procedures, and administrative support to the Chair and Trustees.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Board Services									
Salaries and Benefits	\$ 579,263	6.00	\$ 287,280	\$ 499,401	\$ 566,479	6.00	\$ 289,872	\$ 566,256	6.00
Staff Development	10,550	-	683	2,593	10,550	-	2,518	3,561	-
Supplies and Services	90,683	-	28,189	50,815	90,683	-	39,060	97,176	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	5,749	-	-	40,277	5,749	-	23,033	68,994	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 686,245	6.00	\$ 316,151	\$ 593,086	\$ 673,461	6.00	\$ 354,483	\$ 735,987	6.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	686,245	6.00	316,151	593,086	673,461	6.00	354,483	735,987	6.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 686,245	6.00	\$ 316,151	\$ 593,086	\$ 673,461	6.00	\$ 354,483	\$ 735,987	6.00

* Numbers may not add due to rounding

The key functions include the printing and distribution of meeting agendas and minutes and the administration of meeting expenses.



Expenditures – Corporate Services

Corporate Services - Communications

The Communications Department is responsible for public relations, media monitoring and management, graphic design, publications, special events and general information.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Communications									
Salaries and Benefits	\$ 790,006	9.00	\$ 415,491	\$ 729,297	\$ 873,336	10.00	\$ 445,204	\$ 868,682	10.00
Staff Development	3,723	-	-	-	3,723	-	-	3,723	-
Supplies and Services	240,775	-	228,700	399,227	240,775	-	211,937	240,775	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	20,800	-	-	-	20,800	-	8,045	70,800	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 1,055,304	9.00	\$ 644,191	\$ 1,128,524	\$ 1,138,634	10.00	\$ 665,186	\$ 1,183,980	10.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 84,782	1.00	\$ 57,119	\$ 93,177	\$ 177,773	2.00	\$ 47,733	\$ 162,050	2.00
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	970,522	8.00	587,072	1,035,347	960,861	8.00	617,453	1,021,929	8.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 1,055,304	9.00	\$ 644,191	\$ 1,128,524	\$ 1,138,634	10.00	\$ 665,186	\$ 1,183,980	10.00

* Numbers may not add due to rounding

The primary areas of expenditure in the operating budget relate to advertising, printing and media monitoring. The department staff include the central switchboard / reception staff.



Expenditures – Corporate Services

Corporate Services - Corporate Records

Corporate records is responsible for the classification, retention and storage of paper and electronic records management systems, including the overall maintenance of Ontario Student Records and information and privacy management.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Corporate Records									
Salaries and Benefits	\$ 418,667	6.00	\$ 239,657	\$ 436,492	\$ 459,660	6.00	\$ 251,643	\$ 471,237	6.00
Staff Development	816	-	4,033	4,306	816	-	287	816	-
Supplies and Services	227,344	-	106,755	163,836	227,344	-	153,986	227,344	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 646,827	6.00	\$ 350,445	\$ 604,634	\$ 687,820	6.00	\$ 405,916	\$ 699,397	6.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 518,460	5.00	\$ 299,405	\$ 493,436	\$ 556,731	5.00	\$ 300,346	\$ 567,400	5.00
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	128,367	1.00	51,040	111,198	131,088	1.00	105,569	131,997	1.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 646,827	6.00	\$ 350,445	\$ 604,634	\$ 687,820	6.00	\$ 405,916	\$ 699,397	6.00

* Numbers may not add due to rounding

The division has a project budget to support the corporate records project roll-out which involves the automation of business processes across the district.



Expenditures – Corporate Services

Corporate Services - Research, Evaluation & Analytics Division

The Research, Evaluation & Analytics Division supports evidence-informed decision-making at the classroom, school, and district level. This work includes: the conduct of program reviews / evaluations; collection, analysis, and reporting of a variety of student achievement data in support of the development and monitoring of School Learning Plans and the Board Improvement Plan for Student Achievement (BIPSA); development and delivery of data literacy supports for school teams in the use and application of electronic reporting tools to support the SLP cycle; coordination and implementation of district-wide evaluation projects in Grade 10 Mathematics and Grade 12 English and facilitation of externally-initiated research projects.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Research, Evaluation & Analytics Division									
Salaries and Benefits	\$ 852,722	8.00	\$ 415,508	\$ 808,596	\$ 848,112	8.00	\$ 463,617	\$ 863,863	8.00
Staff Development	2,448	-	2,299	2,478	2,448	-	180	2,448	-
Supplies and Services	168,820	-	21,641	56,342	168,820	-	41,777	218,820	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 1,023,990	8.00	\$ 439,448	\$ 867,416	\$ 1,019,380	8.00	\$ 505,575	\$ 1,085,131	8.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 1,023,990	8.00	\$ 439,448	\$ 867,416	\$ 1,019,380	8.00	\$ 505,575	\$ 1,085,131	8.00
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 1,023,990	8.00	\$ 439,448	\$ 867,416	\$ 1,019,380	8.00	\$ 505,575	\$ 1,085,131	8.00

* Numbers may not add due to rounding

Continue to conduct program reviews, evaluations, and analytics.



Expenditures – Corporate Services

Corporate Services - Trustees

A Board of Trustees governs the Ottawa-Carleton District School Board. The Board of Trustees is made up of 12 trustees elected by zone and 2 student trustees. School board trustees are responsible for overseeing a thriving and progressive educational system, which serves approximately 75,000 students in 142 schools and sites. OCDSB Trustees are empowered under the Education Act to set policy for the operation of the Board.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Trustees									
Salaries and Benefits	\$ 206,823	12.00	\$ 107,824	\$ 214,764	\$ 211,823	12.00	\$ 116,730	\$ 214,758	12.00
Staff Development	70,100	-	25,482	56,636	65,000	-	29,313	65,000	-
Supplies and Services	108,497	-	56,215	81,146	113,597	-	29,393	113,597	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-	-
Other	-	-	-	5,000	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 385,420	12.00	\$ 189,521	\$ 357,546	\$ 390,420	12.00	\$ 175,436	\$ 393,355	12.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ -	-	\$ 766	\$ 766	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	385,420	12.00	188,755	356,780	390,420	12.00	175,436	393,355	12.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 385,420	12.00	\$ 189,521	\$ 357,546	\$ 390,420	12.00	\$ 175,436	\$ 393,355	12.00

* Numbers may not add due to rounding

The twelve trustees of the Ottawa-Carleton District School Board are elected for a four-year term through the municipal election process. The current Board of Trustees was elected in October 2018 and will serve until November 2022. The Board also has two student trustees.

The Board helps to shape public education by setting priorities for student achievement and well-being. The Board does this through its strategic plan, the development of policies, and the adoption of the annual budget.



Expenditures – Human Resources

Human Resources

The Human Resources Department supports increased student achievement, success, and learning by ensuring the effective hire and deployment of qualified and competent staff in all academic and administrative and support staff positions.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Human Resource Totals									
Superintendent of Human Resources	\$ 575,065	2.00	\$ 289,668	\$ 485,113	\$ 582,094	2.00	\$ 232,348	\$ 562,017	2.00
Human Resource Staff Development	778,943	2.00	346,256	668,164	835,200	2.00	215,395	836,083	3.00
Staffing, HRIS and Wellness / Disability Mgt	3,728,757	38.50	2,213,815	3,979,469	4,017,071	40.50	2,268,386	3,883,501	40.50
Labour Relations	685,713	5.00	387,325	662,683	704,274	5.00	497,560	701,469	5.00
Occupational Health and Safety	1,095,386	5.50	578,518	1,000,016	1,713,710	5.50	751,117	1,706,803	5.50
Elementary and Secondary Staffing									
Committee Resources	178,127	1.67	102,934	174,114	180,796	1.67	105,352	176,856	1.67
Total	\$ 7,041,992	54.67	\$ 3,918,515	\$ 6,969,559	\$ 8,033,145	56.67	\$ 4,070,157	\$ 7,866,730	57.67

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 2,517,710	11.17	\$ 1,256,281	\$ 2,029,566	\$ 2,574,843	11.17	\$ 1,141,712	\$ 2,566,483	12.17
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	4,486,378	43.50	2,592,716	4,812,904	5,420,397	45.50	2,808,777	5,262,343	45.50
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	37,904	-	69,518	127,089	37,904	-	119,669	37,904	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 7,041,992	54.67	\$ 3,918,515	\$ 6,969,559	\$ 8,033,145	56.67	\$ 4,070,157	\$ 7,866,730	57.67

* Numbers may not add due to rounding

Human Resources provides guidance and direction with respect to the management of staffing issues including organization, compensation, performance management, labour relations and collective bargaining, and training and development.



Expenditures – Human Resources

Human Resources - Superintendent of Human Resources

The Superintendent supports increased student achievement, success and learning by ensuring the effective hire and deployment of qualified and competent staff in all academic and administrative / support positions, and providing guidance and direction with respect to the management of staffing issues including organization, compensation, performance, collective bargaining, and training and development.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Superintendent of Human Resources									
Salaries and Benefits	\$ 326,764	2.00	\$ 166,655	\$ 265,977	\$ 333,793	2.00	\$ 138,197	\$ 313,716	2.00
Staff Development	52,387	-	1,022	1,307	52,387	-	1,226	52,387	-
Supplies and Services	5,914	-	2,113	10,954	5,914	-	4,391	5,914	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	190,000	-	119,878	206,875	190,000	-	88,534	190,000	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 575,065	2.00	\$ 289,668	\$ 485,113	\$ 582,094	2.00	\$ 232,348	\$ 562,017	2.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 232,000	-	\$ 118,945	\$ 182,909	\$ 232,000	-	\$ 75,545	\$ 232,000	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	343,065	2.00	170,723	302,204	350,094	2.00	156,803	330,017	2.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 575,065	2.00	\$ 289,668	\$ 485,113	\$ 582,094	2.00	\$ 232,348	\$ 562,017	2.00

* Numbers may not add due to rounding

Human Resources provides guidance and direction with respect to the management of staffing issues including organization, compensation, performance management, labour relations and collective bargaining, and training and development.



Expenditures – Human Resources

Human Resources - Human Resource Staff Development

The Human Resources Department supports increased student achievement, success, and learning by ensuring the effective hire and deployment of qualified and competent staff in all academic and administrative and support staff positions.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Human Resource Staff Development									
Salaries and Benefits	\$ 159,013	2.00	\$ 305,671	\$ 387,158	\$ 169,701	2.00	\$ 166,019	\$ 263,790	3.00
Staff Development	589,930	-	40,563	104,138	635,499	-	20,355	542,293	-
Supplies and Services	-	-	22	20,057	-	-	2,160	-	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	30,000	-	-	156,812	30,000	-	26,861	30,000	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 778,943	2.00	\$ 346,256	\$ 668,164	\$ 835,200	2.00	\$ 215,395	\$ 836,083	3.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 778,943	2.00	\$ 346,234	\$ 511,791	\$ 835,200	2.00	\$ 186,374	\$ 836,083	3.00
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	-	-	22	156,373	-	-	29,020	-	-
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 778,943	2.00	\$ 346,256	\$ 668,164	\$ 835,200	2.00	\$ 215,395	\$ 836,083	3.00

* Numbers may not add due to rounding

The Department supports supervisors regarding: recruiting, staffing, staff development and employment related issues, as well as, coordinating staff development initiatives (including appraisals of all employees, NTIP, mentoring, etc.)



Expenditures – Human Resources

Human Resources - Staffing, HRIS and Wellness / Disability Management

The Human Resources Department supports increased student achievement, success, and learning by ensuring the effective hire and deployment of qualified and competent staff in all academic and administrative and support staff positions.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Staffing, HRIS & Wellness / Disability Mgt									
Salaries and Benefits	\$ 3,503,163	38.50	\$ 2,015,293	\$ 3,666,779	\$ 3,791,477	40.50	\$ 1,994,733	\$ 3,657,907	40.50
Staff Development	45,848	-	23,291	28,277	45,848	-	4,510	45,848	-
Supplies and Services	164,446	-	149,857	259,040	164,446	-	263,297	164,446	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	15,300	-	25,373	25,373	15,300	-	5,846	15,300	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 3,728,757	38.50	\$ 2,213,815	\$ 3,979,469	\$ 4,017,071	40.50	\$ 2,268,386	\$ 3,883,501	40.50

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 465,436	3.00	\$ 324,077	\$ 534,567	\$ 473,496	3.00	\$ 378,348	\$ 476,269	3.00
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	3,263,321	35.50	1,889,738	3,444,902	3,543,575	37.50	1,890,039	3,407,232	37.50
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 3,728,757	38.50	\$ 2,213,815	\$ 3,979,469	\$ 4,017,071	40.50	\$ 2,268,386	\$ 3,883,501	40.50

* Numbers may not add due to rounding

The Department is responsible for: Attendance Support Program • Early Intervention (sick leave) • Employee Assistance Program (EAP) • Ergonomic Assessments • Leave Entitlements (verifying, paid & unpaid) • Online Accident Reporting • Planning & Accommodations for Return to Work • Short-Term Child Care (STCC) • Support / Management of LTD claims, Short-Term Sick Leaves, WSIB claims & Employee medical records & files • Wellness Initiatives • Workplace Accommodations. The Salary and Benefits total includes the departmental salary allocation to the Extended Day Program (EDP) for 2017-2018, 2018-2019 and 2019-2020 of approximately \$196,000, \$198,500 and \$203,000, respectively.



Expenditures – Human Resources

Human Resources - Labour Relations

The Human Resources Department supports increased student achievement, success, and learning by ensuring the effective hire and deployment of qualified and competent staff in all academic and administrative and support staff positions.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Labour Relations									
Salaries and Benefits	\$ 601,367	5.00	\$ 350,731	\$ 605,801	\$ 619,928	5.00	\$ 416,589	\$ 617,123	5.00
Staff Development	13,413	-	4,930	5,096	13,413	-	7,336	13,413	-
Supplies and Services	9,733	-	9,250	18,165	9,733	-	18,888	9,733	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	61,200	-	22,413	33,621	61,200	-	54,747	61,200	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 685,713	5.00	\$ 387,325	\$ 662,683	\$ 704,274	5.00	\$ 497,560	\$ 701,469	5.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 25,848	-	\$ 2,507	\$ 7,745	\$ 25,848	-	\$ 7,210	\$ 25,848	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	659,865	5.00	384,818	654,938	678,426	5.00	490,350	675,621	5.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 685,713	5.00	\$ 387,325	\$ 662,683	\$ 704,274	5.00	\$ 497,560	\$ 701,469	5.00

* Numbers may not add due to rounding

The Department is responsible for: All aspects of negotiations, grievances, fact-finding, mediation, arbitrations • Advisory support on employment issues (including human rights, terminations etc.) • Legal Advisor on general education matters • Main liaison between the Board & Union Federation Representatives re: collective agreements • Advise on Labour Relation issues (preparation of briefs, submissions, policies & procedures) • Prepare & present seminars & workshops related to employment, labour relations, contract language interpretation, progressive discipline & discharge • Employee Misconduct of Students (PR542/form 297)



Expenditures – Human Resources

Human Resources - Occupational Health and Safety

The Human Resources Department supports increased student achievement, success, and learning by ensuring the effective hire and deployment of qualified and competent staff in all academic and administrative and support staff positions.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Occupational Health and Safety									
Salaries and Benefits	\$ 500,795	5.50	\$ 346,470	\$ 587,089	\$ 494,119	5.50	\$ 339,597	\$ 487,212	5.50
Staff Development	230,305	-	146,109	221,687	230,305	-	145,661	230,305	-
Supplies and Services	331,136	-	33,689	70,016	331,136	-	44,944	331,136	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	33,150	-	52,250	121,224	658,150	-	220,915	658,150	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 1,095,386	5.50	\$ 578,518	\$ 1,000,016	\$ 1,713,710	5.50	\$ 751,117	\$ 1,706,803	5.50

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 837,355	4.50	\$ 361,585	\$ 618,441	\$ 827,503	4.50	\$ 388,883	\$ 819,426	4.50
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	220,127	1.00	147,415	254,486	848,303	1.00	242,565	849,473	1.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	37,904	-	69,518	127,089	37,904	-	119,669	37,904	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 1,095,386	5.50	\$ 578,518	\$ 1,000,016	\$ 1,713,710	5.50	\$ 751,117	\$ 1,706,803	5.50

* Numbers may not add due to rounding

The Department is responsible for: Developing OH&S policies, procedures & programs • Investigating fires & critical injuries causing death • Risk management related to the Ontario School Boards' Insurance Exchange (OSBIE) and liability issues involving school special activities, legal claims against the school and the OCDSB, student accidents and voluntary student accident insurance • Developing, implementing and reviewing emergency plans and procedures for the OCDSB in all areas of emergency preparedness, including crash bag contents.



Expenditures – Human Resources

Human Resources - Elementary and Secondary Staffing Committee Resources

The Human Resources Department supports increased student achievement, success, and learning by ensuring the effective hire and deployment of qualified and competent staff in all academic and administrative and support staff positions.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Elementary & Secondary Staffing Committee									
Salaries and Benefits	\$ 173,485	1.67	\$ 102,203	\$ 173,125	\$ 176,154	1.67	\$ 105,148	\$ 172,214	1.67
Staff Development	-	-	-	-	-	-	-	-	-
Supplies and Services	4,642	-	731	989	4,642	-	203	4,642	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 178,127	1.67	\$ 102,934	\$ 174,114	\$ 180,796	1.67	\$ 105,352	\$ 176,856	1.67

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 178,127	1.67	\$ 102,934	\$ 174,114	\$ 180,796	1.67	\$ 105,352	\$ 176,856	1.67
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 178,127	1.67	\$ 102,934	\$ 174,114	\$ 180,796	1.67	\$ 105,352	\$ 176,856	1.67

* Numbers may not add due to rounding

The Staffing Committee resources allow for Federation consultation and input during the academic staffing process.



Expenditures – Continuing Education

Continuing Education

The Continuing Education Department of the Ottawa-Carleton District School Board supports lifelong learning for all ages by offering a wide variety of courses and programs including children's programs, credit programs, international language programs, adult programs and outdoor education.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Continuing Education									
Salaries and Benefits	\$ 9,061,852	15.00	\$ 5,315,609	\$ 9,930,625	\$ 10,013,032	15.00	\$ 5,108,656	\$ 10,669,884	16.00
Staff Development	1,400	-	6,467	11,229	1,400	-	6,467	1,400	-
Supplies and Services	450,837	-	369,788	698,995	479,558	-	257,480	509,838	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	6,129	-	17,365	21,753	6,129	-	24,382	6,129	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	415,620	-	344,033	525,622	454,419	-	339,090	454,419	-
Total	\$ 9,935,838	15.00	\$ 6,053,261	\$ 11,188,224	\$ 10,954,538	15.00	\$ 5,736,075	\$ 11,641,670	16.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	9,935,838	15.00	6,053,261	11,188,224	10,954,538	15.00	5,736,075	11,641,670	16.00
Central Administration	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 9,935,838	15.00	\$ 6,053,261	\$ 11,188,224	\$ 10,954,538	15.00	\$ 5,736,075	\$ 11,641,670	16.00

* Numbers may not add due to rounding

Provide courses and programs, on a cost recovery basis, that meet the diverse needs and demands of both the OCDSB and the greater community.



Expenditures - Transportation

Transportation / OSTA

Transportation of the District's students is facilitated by Ottawa Student Transportation Authority using a combination of contracted school bus carriers and public transit. The Authority's principal activity is to facilitate, organize and deliver safe, effective and efficient school transportation services to students in the Ottawa area on behalf of the member school boards. The Ottawa Catholic School Board is the other member board. Expenses reported by the District are solely those attributable to the District.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Transportation / OSTA									
Salaries and Benefits	\$ 1,277,034	-	\$ 749,477	\$ 1,167,859	\$ 1,181,648	-	\$ 768,630	\$ 1,204,333	-
Staff Development	15,562	-	-	-	15,503	-	-	15,421	-
Supplies and Services	404,623	-	358,137	340,566	389,116	-	328,194	348,716	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	38,299,771	-	26,690,005	38,301,493	39,739,091	-	27,728,009	44,340,486	-
Other	136,000	-	-	-	136,000	-	-	136,000	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 40,132,990	-	\$ 27,797,619	\$ 39,809,918	\$ 41,461,358	-	\$ 28,824,833	\$ 46,044,956	-

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-	-
Transportation	40,132,990	-	27,797,619	39,809,918	41,461,358	-	28,824,833	46,044,956	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 40,132,990	-	\$ 27,797,619	\$ 39,809,918	\$ 41,461,358	-	\$ 28,824,833	\$ 46,044,956	-

* Numbers may not add due to rounding

Continue monitoring of transportation requirements that will be used to optimize bus routes and control costs.



Expenditures – Business and Learning Technologies

Business and Learning Technologies

As part of its operational structure, the Ottawa Carleton District School Board has an Information Technology (IT) Department that supports its needs and priorities within its corporate and school-based environments. The department's name – the Business and Learning Technologies Department - reflects these priorities. The school district's IT operation is one of the largest and most complex IT networks in eastern Ontario, currently supporting over 70,000 devices and 76,000 users, in 153 buildings. The department itself directly supports technology infrastructure, classroom technology, eLearning technology, Special Education technology, teacher supports, educational data systems, corporate data systems, telecommunications systems and technology services.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Business and Learning Technologies									
Salaries and Benefits	\$ 8,071,962	96.00	\$ 3,984,211	\$ 6,963,908	\$ 7,813,276	92.00	\$ 4,114,286	\$ 7,833,541	92.00
Staff Development	20,600	-	7,790	23,314	20,600	-	23,018	20,600	-
Supplies and Services	4,246,887	-	1,224,908	2,463,887	3,554,746	-	1,225,253	3,561,087	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	3,866,610	-	3,869,277	5,705,501	3,606,180	-	3,874,259	3,649,180	-
Other	-	-	(6)	-	-	-	-	-	-
Rental expense	392,851	-	2,524	63,639	392,851	-	218,185	392,851	-
Total	\$ 16,598,910	96.00	\$ 9,088,704	\$ 15,220,249	\$ 15,387,653	92.00	\$ 9,455,000	\$ 15,457,259	92.00

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 14,341,312	83.00	\$ 8,077,039	\$ 13,451,597	\$ 14,237,062	88.00	\$ 8,633,409	\$ 13,006,907	77.00
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	2,257,598	13.00	1,011,665	1,768,653	1,150,590	4.00	821,591	2,450,351	15.00
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 16,598,910	96.00	\$ 9,088,704	\$ 15,220,249	\$ 15,387,653	92.00	\$ 9,455,000	\$ 15,457,259	92.00

* Numbers may not add due to rounding

The objective for our District is to have a fully mobile and user-accessible technology environment. In addition to investing in the tools and infrastructure that supports student learning, an ongoing priority is the renewal of our corporate infrastructure that supports regular business functions and is critical to maintaining day-to-day operations. The Salary and Benefits total includes the departmental salary allocation to the Extended Day Program (EDP) for 2017-2018, 2018-2019 and 2019-2020 of approximately \$194,500, \$197,000 and \$199,500, respectively.



Expenditures – Debt and Other Expenses

Debt and Other Expenses

Some programs and activities do not formally align within program areas or are isolated to enhance their visibility in financial reporting. This category includes costs of the extended day and child care centres, staff Secondments, amortization expense resulting from the depreciation of tangible capital assets, costs associated with debt financing and investments in facilities renewal.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Debt and Other Expense Totals									
Staff on Loan	\$ 7,644,375	72.65	\$ 4,041,440	\$ 6,781,026	\$ 7,175,674	66.85	\$ 4,349,946	\$ 7,330,661	67.95
Extended Day Program	15,912,644	238.27	8,567,049	15,737,268	16,463,043	248.90	8,967,786	17,072,330	266.95
Infant, Toddler & Preschool Childcare Program	1,982,614	31.25	1,048,590	1,899,504	2,097,000	31.25	1,040,557	1,993,705	30.25
Facilities Renewal Plan	6,583,122	-	3,508,583	10,177,612	6,533,776	-	3,583,584	6,999,662	-
Debentures and long term debt	55,142,443	-	33,885,822	63,312,311	62,365,534	-	34,996,466	68,870,651	-
Total	\$ 87,265,198	342.17	\$ 51,051,484	\$ 97,907,720	\$ 94,635,027	347.00	\$ 52,938,338	\$ 102,267,009	365.15

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ -	-	\$ 2,600,582	\$ 59,572	\$ -	-	\$ 3,557	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	-	-	148,474	681,822	-	-	94,294	-	-
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	52,654,995	-	31,125,877	58,794,022	60,183,437	-	34,565,232	69,081,545	-
Other	34,610,203	342.17	17,176,551	38,372,303	34,451,590	347.00	18,275,255	33,185,464	365.15
Total	\$ 87,265,198	342.17	\$ 51,051,484	\$ 97,907,720	\$ 94,635,027	347.00	\$ 52,938,338	\$ 102,267,009	365.15

* Numbers may not add due to rounding

These costs are expanded upon in the following pages.



Expenditures – Debt and Other Expenses

Debt and Other Expenses - Staff on Loan

At times District staff participates in professional development opportunities or accept administrative roles with other organizations. Such activities are commonly in support of Board or Ministry initiatives or, in the case of representation of the various bargaining units, by respective collective agreements. Employees participating in staff on loan arrangements remain on the District's payroll; however, compensation costs are recovered from the organization to which the employee is seconded. Costs recovered are reported as revenue as directed by the Ministry of Education. Certain collective agreements limit the recovery of benefit costs resulting in a net operating cost for the Staff on Loan category.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Staff on Loan									
Salaries and Benefits	\$ 7,644,375	72.65	\$ 4,041,160	\$ 6,780,587	\$ 7,175,674	66.85	\$ 4,349,921	\$ 7,330,661	67.95
Staff Development	-	-	-	-	-	-	-	-	-
Supplies and Services	-	-	279	439	-	-	25	-	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 7,644,375	72.65	\$ 4,041,440	\$ 6,781,026	\$ 7,175,674	66.85	\$ 4,349,946	\$ 7,330,661	67.95

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	7,644,375	72.65	4,041,440	6,781,026	7,175,674	66.85	4,349,946	7,330,661	67.95
Total	\$ 7,644,375	72.65	\$ 4,041,440	\$ 6,781,026	\$ 7,175,674	66.85	\$ 4,349,946	\$ 7,330,661	67.95

* Numbers may not add due to rounding

Changes in the number of staff participating in staff on loan arrangements directly affect costs.



Expenditures – Debt and Other Expenses

Debt and Other Expenses - Extended Day Program

The Extended Day Program (EDP) provides before-and-after school programs to children from kindergarten to age 12. The programs are led by registered Early Childhood Educators who deliver a program guided by How Does Learning Happen, 2014, which includes learning, recreation and social opportunities for children. Optional days of care are provided on Professional Activity (PA) Days, Winter break, March break and Summer break. The EDP is offered on a cost recovery basis through parent fees.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Extended Day Program									
Salaries and Benefits	\$ 14,452,475	238.27	\$ 8,298,963	\$ 14,869,338	\$ 15,392,773	248.90	\$ 8,674,964	\$ 15,712,255	266.95
Staff Development	280,502	-	-	-	-	-	-	107,396	-
Supplies and Services	1,179,667	-	268,087	867,930	1,070,270	-	292,822	1,252,679	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 15,912,644	238.27	\$ 8,567,049	\$ 15,737,268	\$ 16,463,043	248.90	\$ 8,967,786	\$ 17,072,330	266.95

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	15,912,644	238.27	8,567,049	15,737,268	16,463,043	248.90	8,967,786	17,072,330	266.95
Total	\$ 15,912,644	238.27	\$ 8,567,049	\$ 15,737,268	\$ 16,463,043	248.90	\$ 8,967,786	\$ 17,072,330	266.95

* Numbers may not add due to rounding

Work to ensure high quality, consistent programs are available to children will continue through 2019-2020 with a review of the quality program indicators. EDP totals do not include departmental salary allocations for 2017-2018, 2018-2019 and 2019-2020 of approximately \$697,500, \$576,000 and \$588,000, respectively.



Expenditures – Debt and Other Expenses

Debt and Other Expenses - Infant, Toddler & Preschool Childcare Program

Since September 2013, the Ottawa-Carleton District School Board has been operating Infant, Toddler & Preschool Childcare programs that are licensed by the Ministry of Education under the Child Care and Early Years Act, 2014. These programs are offered to children from birth to 3.8 years of age at Queen Elizabeth Public School and Woodroffe High School.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Infant, Toddler & Preschool Childcare Program									
Salaries and Benefits	\$ 1,858,058	31.25	\$ 1,004,790	\$ 1,791,477	\$ 1,987,000	31.25	\$ 998,481	\$ 1,858,705	30.25
Staff Development	-	-	-	-	-	-	-	-	-
Supplies and Services	124,556	-	43,801	83,300	110,000	-	42,076	135,000	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-	-
Other	-	-	-	24,726	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 1,982,614	31.25	\$ 1,048,590	\$ 1,899,504	\$ 2,097,000	31.25	\$ 1,040,557	\$ 1,993,705	30.25

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-	-
Other	1,982,614	31.25	1,048,590	1,899,504	2,097,000	31.25	1,040,557	1,993,705	30.25
Total	\$ 1,982,614	31.25	\$ 1,048,590	\$ 1,899,504	\$ 2,097,000	31.25	\$ 1,040,557	\$ 1,993,705	30.25

* Numbers may not add due to rounding

With The Ministry of Education's exemption to combine revenue streams between the Extended Day Program and the Infant, Toddler & Preschool Childcare Program, the District will examine program delivery models to expand the provision of Infant, Toddler & Preschool Childcare Programs across the city.



Expenditures – Debt and Other Expenses

Debt and Other Expenses - Facilities Renewal Plan

Each year, a portion of funding received through the Ministry's Grants for Student Needs is set aside to renew school facilities or provide temporary accommodation. The funding is further divided into operating and capital components. The operating expenses funded by the provision reflect the costs of maintaining facilities to established standards or to meet the costs associated with portable classrooms.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Facilities Renewal Plan									
Salaries and Benefits	\$ -	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	-
Staff Development	-	-	-	-	-	-	-	-	-
Supplies and Services	5,683,122	-	3,039,179	6,700,562	5,693,776	-	3,360,818	5,087,333	-
Interest Charges	-	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-	-
Other - Portable moving expense	900,000	-	469,404	3,477,050	840,000	-	222,766	1,912,329	-
Rental expense	-	-	-	-	-	-	-	-	-
Total	\$ 6,583,122	-	\$ 3,508,583	\$ 10,177,612	\$ 6,533,776	-	\$ 3,583,584	\$ 6,999,662	-

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	6,583,122	-	3,508,583	10,177,612	6,533,776	-	3,583,584	6,999,662	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 6,583,122	-	\$ 3,508,583	\$ 10,177,612	\$ 6,533,776	-	\$ 3,583,584	\$ 6,999,662	-

* Numbers may not add due to rounding

Repair and maintenance costs funded through the facilities renewal program are based on the estimated work breakdown and may change based on needs identified during the school year.



Expenditures – Debt and Other Expenses

Debt and Other Expenses - Debentures and Long Term Debt

The District invests in buildings, furniture and equipment which are necessary for ensuring an effective learning environment. These investments result in ownership of assets that are used over an extended period of time. Financing of major investments is generally accomplished through debt obligations that are repaid with interest over an extended period of time or by Ministry grants. Accounting principles require that these assets, referred to as depreciable tangible capital assets, be amortized into expense based on the expected useful life of the assets.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Debentures and Long Term Debt									
Employee future benefits (PSAB) & Remedy Payments	\$ -	-	\$ 305,820	\$ 194,536	\$ -	-	\$ 313,687	\$ -	-
Staff Development	-	-	-	-	-	-	-	-	-
Supplies and Services	-	-	-	1,403	-	-	2,356	-	-
Interest Charges	6,547,455	-	3,468,368	6,547,455	6,192,758	-	3,282,839	4,265,653	-
Fees and Contractual	250,000	-	84,188	121,660	250,000	-	14,725	250,000	-
Other	2,523,115	-	3,279,846	7,784,644	2,523,115	-	714,175	2,523,115	-
Rental expense	-	-	-	-	-	-	-	-	-
Amortization	45,821,873	-	26,747,600	48,662,613	53,399,661	-	30,668,684	61,831,883	-
Total	\$ 55,142,443	-	\$ 33,885,822	\$ 63,312,311	\$ 62,365,534	-	\$ 34,996,466	\$ 68,870,651	-

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ -	-	\$ 2,600,582	\$ 59,572	\$ -	-	\$ 3,557	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-	-
Central Administration	-	-	148,474	681,822	-	-	94,294	-	-
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	46,071,873	-	27,617,294	48,616,410	53,649,661	-	30,981,649	62,081,883	-
Other	9,070,570	-	3,519,472	13,954,507	8,715,873	-	3,916,967	6,788,768	-
Total	\$ 55,142,443	-	\$ 33,885,822	\$ 63,312,311	\$ 62,365,534	-	\$ 34,996,466	\$ 68,870,651	-

* Numbers may not add due to rounding

Major capital investments are generally supported by specific funding provided by the Ministry of Education. Such funding is referred to as a deferred capital contribution and these amounts are recognized as revenue at the same rate as the related tangible capital asset is amortized into expense. Internally supported tangible capital assets are amortized in the same manner as those supported by contributions from the Ministry, but there is no related deferred revenue. In February 2017, a remedy settlement agreement was reached between Ontario Secondary School Teachers' Federation (OSSTF) and the Crown in relation to the Ontario Superior Court of Justice ruling in April 2016, which determined that the processes and procedures set out in the Putting Students First Act, resulted in a violation of the Canadian Charter of Rights and Freedoms. The remedy payment to OSSTF teachers is included in the 31 March 2018 and Year-End 2017-2018 Actual "Other" operation resource.



Expenditures – Retirement Gratuities and Other Payments

Retirement Gratuities, Other Payments and Adjustments

Employee future benefits (EFB) are amounts payable at termination, after completion of employment or while an employee is on short or long-term disability. As part of the ratified centrally bargained collective agreements for unionized employees and ratified central discussions with the principals and vice-principals associations, employee life and health trusts (ELHTs) have been established for District staff. The ELHTs provide health, life and dental benefits to eligible staff and retired individuals and all staff will have fully transitioned to the new benefit plans by the end of 2017-2018. The District was responsible for costs relating to premium waivers for individuals receiving long-term disability (LTD) benefits prior to an employee group's transition to the new plan. As of the date of transition, the liability became the responsibility of the respective trust with no requirement to transfer equivalent assets to the trusts. Accordingly, costs are no longer incurred related to premium waivers for LTD. EFB costs are now limited to the amortization of the liabilities for gratuity plans arising from the cumulative sick leave plan that was discontinued in August 2012 and for compensated absences relating to the sick leave plan implemented in September 2012. The District relies on actuarial valuations in determining costs associated with employee future benefits.

Operating Resource	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Retirement Gratuities, Other Pmts & Adj Total									
Retirement Gratuities	\$ 4,677,840	-	\$ 970,639	\$ 1,335,034	\$ 2,411,024	-	\$ 840,658	\$ 2,599,813	-
Total	\$ 4,677,840	-	\$ 970,639	\$ 1,335,034	\$ 2,411,024	-	\$ 840,658	\$ 2,599,813	-

Enveloping	Approved 2017-2018		31 March 2018 Actual	Year-End 2017-2018 Actual	Approved 2018-2019		31 March 2019 Actual	Recommended 2019-2020	
	Budget	FTE			Budget	FTE		Budget	FTE
Instruction	\$ 3,824,958	-	\$ 762,310	\$ 1,375,433	\$ 1,740,002	-	\$ 670,534	\$ 1,745,855	-
Continuing Education	-	-	-	-	-	-	10,812	-	-
Central Administration	370,967	-	208,329	108,662	291,866	-	159,313	332,115	-
Transportation	-	-	-	-	-	-	-	-	-
Pupil Accommodation	481,915	-	-	(149,061)	379,156	-	-	521,843	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 4,677,840	-	\$ 970,639	\$ 1,335,034	\$ 2,411,024	-	\$ 840,658	\$ 2,599,813	-

* Numbers may not add due to rounding

Expenses reflect net in-year costs resulting from the amortization of the unfunded liability gratuity plans and compensated absences.



Capital Budget



Capital Expenditure Budget

	Estimated Expenditures for 2019-2020	Funding Sources			Total
		Ministry Funding	Capital Expenses from Operating Budget	Accumulated Surplus	Capital Funding
Buildings, Additions and Portables:					
Capital Priorities	\$ 3,500,000	\$ 3,500,000	\$ -	\$ -	\$ 3,500,000
School Renewal	8,345,836	8,345,836	-	-	8,345,836
School Condition Improvement	48,338,629	48,338,629	-	-	48,338,629
Child Care Capital	1,298,240	1,298,240	-	-	1,298,240
Portables	1,326,083	-	-	1,326,083	1,326,083
Sub-Total	\$ 62,808,788	\$ 61,482,705	\$ -	\$ 1,326,083	\$ 62,808,788
Other Assets:					
Furniture, Equipment, Computer Hardware / Software	\$ 19,987,872	\$ -	\$ 19,987,872	\$ -	\$ 19,987,872
Sub-Total	\$ 19,987,872	\$ -	\$ 19,987,872	\$ -	\$ 19,987,872
Total	\$ 82,796,660	\$ 61,482,705	\$ 19,987,872	\$ 1,326,083	\$ 82,796,660

Numbers may not add due to rounding

Note the following:

2019-2020 Total School Renewal Allocation:	\$ 14,515,491
2019-2020 Total School Condition Improvement Allocation:	\$ 51,032,412



Accumulated Surplus (Reserves)



Accumulated Surplus (Reserves)

	Projected as at 31 August 2020	Projected as at 31 August 2019	Actual as at 31 August 2018
Available for Compliance - Unappropriated			
Operating Accumulated Surplus	\$ 9,948,500	\$ 19,547,600	\$ 14,362,300
Available for Compliance - Internally Appropriated			
Extended Day Program	1,414,800	1,327,400	886,300
Budgets Carried Forward	2,149,000	2,149,000	2,149,000
Business Systems	2,000,000	2,000,000	2,000,000
Contingencies	17,200,000	17,200,000	15,000,000
Sub-Total (Subject to Board Decision)	\$ 32,712,300	\$ 42,224,000	\$ 34,397,600
Restricted - Committed Capital	\$ 1,648,200	\$ 430,000	\$ 471,600
Sub-Total	\$ 1,648,200	\$ 430,000	\$ 471,600
Total	\$ 34,360,500	\$ 42,654,000	\$ 34,869,200

Numbers may not add due to rounding

The 31 August 2019 allocation is shown as reported in Report 18-040, Updated Financial Forecast. Internally appropriated amounts are confirmed with the Board's approval of the year-end financial statements.



Background Information



Special Education - Revenue Information

<p>Special Education Grant</p>	<p>The Special Education Grant provides additional funding through special purpose grants that account for 86% of Special Education revenues for those students who require special education programs, services and / or equipment. The Special Education Grant may only be used for special education purposes. Unspent funding is treated as deferred revenue for special education. There are 6 components of the grant. Details are as follows:</p>
<p>1. Special Education per Pupil Amount (SEPPA)</p>	<p>The SEPPA grant recognizes the cost of providing additional assistance to the majority of students with special needs. Funding is allocated to the boards on the basis of average daily enrolment (ADE).</p>
<p>2. Differentiated Special Education Needs Amount (DSENA) Allocation</p>	<p>The DSENA grant supplements the cost of providing intensive staff support required by a small number of students with high needs.</p> <p>The grant components include the Measures of Variability Amount (MOV), the Special Education Statistical Prediction Model (SESMP), the Base Amount for Collaboration and Integration, and the Multi-Disciplinary Supports amount.</p>
<p>3. Care, Treatment, Custody and Correctional (CTCC) Amount</p>	<p>To support education programs for school-aged children and youth in care and / or treatment, custody and correctional facilities. Prior to 2018-2019 the allocation was named Facilities Amount (FA)</p> <p>During 2014-2015, this program was transferred to the Ottawa Catholic School Board. The OCDSB staff supporting this program are seconded to the Ottawa Catholic School Board.</p>
<p>4. Behavioural Expertise Amount (BEA)</p>	<p>To provide for additional board level Applied Behavioural Analysis expertise professionals and new for 2018-2019 Applied Behaviour Analysis (ABA) Training Amount.</p> <p>Funding for ABA Expertise Professionals is calculated using a base amount plus a set rate multiplied by the Board's annual daily enrolment.</p> <p>Funding for ABA Training is calculated using a base amount plus a set rate multiplied by the Board's annual daily enrolment.</p>
<p>5. Special Incidence Portion (SIP)</p>	<p>To support pupils who require more than two full-time staff to address health and safety needs of both the students who have extraordinarily high needs and of other students at their schools.</p> <p>Funding is based on an approval process up to a pre-set maximum per eligible claim. All SIP claims must be submitted to the Ministry of Education for approval.</p>
<p>6. Specialized Equipment Amount (SEA)</p>	<p>Funding is based on two components:</p> <p>Specialized Equipment Per Pupil Amount</p> <p>For the purchase of computers, software, computing-related devices and furniture identified for use by students with special needs. In addition, it provides for training of staff and / or students, equipment set-up, maintenance and repair. Funding is a base amount plus a set amount multiplied by the Board's average ADE.</p> <p>Specialized Equipment Amount Claims</p> <p>For the purchase of non-computer based equipment to be utilized by students with special needs through a claims based process.</p>



Special Education - Revenue Information

Special Education Grant Allocations	Special Education Grant Allocations are derived from the Foundation Grant which gives every school board a basic level of funding for each student. These allocations account for 9% of Special Education revenues.
Special Education Other Grants and Other Income	<p>Special Education Other Grants and Other Income include the Summer Learning Program and other unique funding initiatives. These may change from year to year as priorities change. Together, these initiatives account for 5% of special education revenues.</p> <p>The Local Priorities Fund, first established in 2017-2018 to address a range of local priority needs, will expire on August 31, 2019. The portion of the Local Priorities Funds related to special education staffing is included in Other Grants and Income.</p> <p>The Benefits Trust Allocation provides the incremental funding required to support the transition of benefits plans for staff to the provincial Employee Life and Health Trust. The Employee Life and Health Trust included in Other Income is based upon the Special Education FTE and the 2019-2020 projected contribution and stabilization adjustment provided by the Ministry.</p> <p>For more information on revenues and grant calculations relating to 2019-2020 please refer to the Ministry of Education Technical Paper which can be found at the following link: http://www.edu.gov.on.ca/eng/funding/1920/TechnicalPaper2019-20.pdf</p> <p>Additional information regarding changes to the 2019-2020 special education funding can be found at the following link: http://www.edu.gov.on.ca/eng/policyfunding/funding.html</p>
Mental Health Leader	In 2018-2019, the Ministry transferred funding for Mental Health Leaders from the Learning Opportunities Grant (LOG) to the Program Leadership Allocation (PLA) within the School Board Administration and Governance Grant. The PLA Leads are responsible for the organization, administration, management, and implementation of supports to achieve the goals within their respective program areas. The Mental Health Leader position is reported within the Special Education portfolio. The funding is enveloped to ensure it is spent on its intended purpose.



Special Education – Revenues and Expenditures

Grant Revenues	2018-2019 Approved Budget	2019-2020 Recommended Budget
Special Education Allocation		
Special Education Per Pupil Amount (SEPPA)	\$ 54,461,710	\$ 56,945,326
Differentiated Special Education Needs Amount (DSENA)	36,640,928	37,425,366
Behavioural Expertise Amount (BEA)	408,384	824,514
Special Incidence Portion (SIP)	2,500,000	2,700,000
Specialized Equipment Amount (SEA)	3,200,729	3,352,299
Less SEA Deferred Revenue	(762,680)	(991,329)
Total Special Education Grants	\$ 96,449,071	\$ 100,256,176
Special Education Grant Allocations		
Proportionate Foundation Allocation	\$ 9,224,502	\$ 8,620,372
Proportionate Teacher Compensation Allocation	1,565,993	1,485,850
Total Special Education Grant Allocations	\$ 10,790,495	\$ 10,106,222
Special Education Other Grants		
Summer Learning Program	\$ 90,358	\$ 94,990
Local Priorities Fund (Teachers, PSSP and Educational Assistants)	4,000,620	-
Program Leadership Allocation - Mental Health Leader component	190,893	142,333
Total Special Education - Other Grants	\$ 4,281,871	\$ 237,323
Special Education Other Income		
Other Revenue from Recoveries	\$ 667,702	\$ 693,539
Priorities and Partnerships Fund (PPF)	913,051	1,211,184
Employee Life and Health Trusts (Proportionate share)	3,246,231	3,316,916
Total Special Education Other Income	\$ 4,826,984	\$ 5,221,639
Total Revenues	\$ 116,348,421	\$ 115,821,360
Expenditures		
Staffing	\$ 114,241,808	\$ 115,370,887
Operating	7,903,855	8,349,762
Total Expenditures	\$ 122,145,663	\$ 123,720,649
Projected Surplus (Shortfall)	\$ (5,797,242)	\$ (7,899,289)

Numbers may not add due to rounding



Special Education – Detail Expenditures

Expenditures	2018-2019 Approved Budget		2019-2020 Recommended Budget	
	FTE	COSTS	FTE	COSTS
Teaching Staff				
Elementary Teachers	471.66	\$ 50,038,712	467.32	\$ 49,673,795
Secondary Teachers	127.59	13,918,554	128.74	13,668,808
Total Teaching Staff	599.25	\$ 63,957,267	596.06	\$ 63,342,603
Educational Assistants				
	699.00	\$ 40,366,372	729.00	\$ 41,706,853
Total Educational Assistants	699.00	\$ 40,366,372	729.00	\$ 41,706,853
Professional Student Services Personnel (PSSP)				
Psychologists	24.39	\$ 2,792,837	25.29	\$ 2,768,605
Social Workers	23.58	2,311,773	24.03	2,324,063
Speech and Language Pathologists	26.10	2,574,312	26.10	2,490,437
Orientation & Mobility Instructor, Behavioural Analysts, and Communication Disorder Assistant	1.00	71,787	6.00	441,136
Casual PSSP for Budget Pressures	-	40,000	-	40,000
PSSP Positions funded by Local Priorities	1.50	151,228	-	-
Total Professional Student Services Personnel	76.57	\$ 7,941,937	81.42	\$ 8,064,241
Total Administration and Support Staff				
Principals and Vice-Principals	4.50	\$ 614,394	5.00	\$ 698,317
Administration and Support Staff	12.00	1,361,838	14.00	1,558,874
Total Administration and Support Staff	16.50	\$ 1,976,232	19.00	\$ 2,257,191
Total Special Education Staff	1,391.32	\$ 114,241,808	1,425.48	\$ 115,370,887
Operating Budget				
General Operating Budget		\$ 1,961,779		\$ 2,070,608
Specialized Equipment for Students		2,438,049		2,378,970
Summer Learning Program		610,800		610,800
Short Term Response Fund		474,000		474,000
Occasional Teachers for Special Education Teachers		1,334,840		1,332,864
Staff Development		171,336		271,336
Other Programs / Priorities and Partnerships Fund (PPF) Expenses		913,051		1,211,184
Total Operating Budget		\$ 7,903,855		\$ 8,349,762
Grand Total	1,391.32	\$ 122,145,663	1,425.48	\$ 123,720,649

Numbers may not add due to rounding



Learning Support Services – Financial Summary

	2019-2020		2019-2020		2019-2020		2019-2020		2019-2020	
	Special Education		Accounting Adjustments		Special Education Ministry Totals		Safe Schools and Urban Priorities (applicable to LSS)		Learning Support Services Totals	
Grants for Students Needs		\$ 100,256,176				\$ 100,256,176		\$ 1,744,622		\$ 102,000,798
Grant Allocations (Foundation and Q&E)		10,106,222				10,106,222				10,106,222
Other Grants				\$ 237,323		237,323				237,323
Other Income				5,221,639		5,221,639				5,221,639
Total Revenues		\$ 110,362,398		5,458,962		\$ 115,821,360		\$ 1,744,622		\$ 117,565,982
Elementary Teachers	444.82	\$ 47,282,157			467.32	\$ 49,673,795			467.32	\$ 49,673,795
<i>Ministry Totals include partially integrated classes</i>			22.50	\$ 2,391,638						
Secondary Teachers	134.99	14,332,394			128.74	13,668,808			128.74	13,668,808
<i>Ministry Totals include partially integrated classes</i>			14.50	1,539,519						
<i>Ministry Totals exclude Gifted classes that do not qualify for grant</i>			(20.75)	(2,203,105)						
Educational Assistants	729.00	42,180,853		(474,000)	729.00	41,706,853	21.00	1,235,427	750.00	42,942,280
Professional Student Services Personnel (PSSP):										
Psychologists	28.10	3,076,228	(2.81)	(307,623)	25.29	2,768,605	1.80	214,500	27.09	2,983,105
Social Workers	26.70	2,582,292	(2.67)	(258,229)	24.03	2,324,063	3.00	294,695	27.03	2,618,758
Speech and Language Pathologists	29.00	2,767,152	(2.90)	(276,715)	26.10	2,490,437			26.10	2,490,437
Orientation & Mobility Instructor, Behavioural Analysts, and Communication Disorder Assistant	6.00	441,136			6.00	441,136			6.00	441,136
Casual PSSP for budget pressures	-	40,000			-	40,000			-	40,000
<i>Ministry Totals exclude 10% of PSSP salaries allocated to instruction</i>										
Administration and Support Staff:										
Program Evaluator	1.00	108,962			1.00	108,962			1.00	108,962
Managers / Supervisors of Professional Services	5.00	753,848			5.00	753,848			5.00	753,848
Brailist, Behaviour Management Technician, and Applied Behaviour Analysis Coordinator	3.00	230,659			3.00	230,659			3.00	230,659
Clerical and secretarial - CB Schools	-	-	3.00	170,864	3.00	170,864	-		3.00	170,864
Child and Youth Worker and SIP Consultant	-	128,939			-	128,939			-	128,939
Feeding Skills Assistant	-	25,000			-	25,000			-	25,000
Principals and Vice-Principals:										
Principals / Vice-Principal - CB Schools	-	-	3.00	411,935	3.00	411,935	-		3.00	411,935
Central Principal / Vice-Principal	2.00	286,382			2.00	286,382			2.00	286,382
Other										
Business and Learning Technology Technicians	-	-	2.00	140,602	2.00	140,602	-		2.00	140,602
Operating Expenses										
General Operating Budget:		2,070,608		-		2,070,608				2,070,608
SEA equipment		2,378,970				2,378,970				2,378,970
Staff Development		271,336				271,336				271,336
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	-	-		1,211,184	-	1,211,184			-	1,211,184
Occasional Teachers for Special Education Teachers				1,332,864		1,332,864				1,332,864
Total Expenses	1409.61	\$ 119,567,716	15.87	4,152,933	1,425.48	\$ 123,720,649	25.80	\$ 1,744,622	1,451.28	\$ 125,465,271
Projected Surplus (Shortfall)		\$ (9,205,318)		1,306,029		\$ (7,899,289)		\$ -		\$ (7,899,289)

Numbers may not add due to rounding



Special Education – Comparative Staffing

	2015-2016 Approved Budget	2016-2017 Approved Budget	2017-2018 Approved Budget	2018-2019 Approved Budget	2019-2020 Recommended Budget
Teaching Staff	FTE	FTE	FTE	FTE	FTE
Elementary Teachers	486.60	469.88	476.86	471.66	467.32
Secondary Teachers	110.58	109.75	114.92	127.59	128.74
Total Teaching Staff	597.18	579.63	591.78	599.25	596.06
Total Educational Assistants	649.00	644.00	672.00	699.00	729.00
Professional Student Services Personnel (PSSP)					
Psychologists	20.99	19.89	20.79	24.39	25.29
Social Workers	20.45	20.25	19.80	23.58	24.03
Speech and Language Pathologists	23.30	24.75	24.75	26.10	26.10
Orientation Mobility Instructor	0.50	0.50	0.50	1.00	1.00
Board Certified Behavior Analysts *	-	-	-	-	3.00
Communication Disorder Assistants *	-	-	-	-	2.00
Unassigned positions funded by Local Priorities	-	-	1.50	1.50	-
Total Professional Student Services Personnel Staff	65.24	65.39	67.34	76.57	81.42
Principals and Vice-Principals	4.50	4.50	4.50	4.50	5.00
Administration and Support Staff					
Manager / Supervisors of Professional Services	5.00	5.00	5.00	5.00	5.00
Program Evaluator	1.00	1.00	1.00	1.00	1.00
Brailist	1.00	1.00	1.00	1.00	1.00
Clerical and Secretarial - CB Schools	3.00	3.00	3.00	3.00	3.00
Technicians - Equipment Support	2.00	2.00	2.00	2.00	2.00
Applied Behavior Analysis (ABA) Coordinator *	-	-	-	-	1.00
Behavior Management Technician *	-	-	-	-	1.00
Total Administration & Support Staff	16.50	16.50	16.50	16.50	19.00
Total Special Education Staff	1,327.92	1,305.52	1,347.62	1,391.32	1,425.48

Numbers may not add due to rounding

* Preliminary placement: Final bargaining group / union affiliation to be determined



Special Education Revenue and Expenditure Allocations

Special Education Costs - As Reported to the Ministry of Education		Intended Support		Allocations and Charges		
		All OCDSB Students	Focus on Special Education Students	Special Education	General Instruction	Safe Schools & Urban Priorities
Revenues						
	Amount					
Special Education Per Pupil Amount (SEPPA)	\$ 56,945,326	√		100.0%	-	-
Differentiated Special Education Needs Amount (DSENA)	37,425,366		√	100.0%	-	-
Behavioural Expertise Amount (BEA)	824,514		√	100.0%	-	-
Special Incidence Portion (SIP)	2,700,000		√	100.0%	-	-
Specialized Equipment Amount (SEA)	3,352,299		√	100.0%	-	-
Proportionate Foundation Allocation	8,620,372		√	100.0%	-	-
Proportionate Teacher Compensation Allocation	1,485,850		√	100.0%	-	-
Other Revenues	5,458,962		√	100.0%	-	-
Less SEA Deferred Revenue	(991,329)					
Total Revenues	\$ 115,821,360					
Expenditures						
	Amount					
Staffing						
Special Education Teachers	\$ 63,342,603		√	100.0%	-	-
Educational Assistants	41,706,853		√	97.2%	-	2.8%
Professional Student Services Personnel	8,064,241		√	85.1%	9.5%	5.4%
Principals and Vice-Principals	698,317		√	100.0%	-	-
Administration and Support Staff	1,558,874		√	100.0%	-	-
Sub-Total	\$ 115,370,887					
Operations						
General Operating Budget	\$ 2,070,608		√	100.0%	-	-
Specialized Equipment for Students	2,378,970		√	100.0%	-	-
Summer Learning Program	610,800		√	100.0%	-	-
Short Term Response Fund (EA support for schools)	474,000		√	100.0%	-	-
Occasional Teachers / Staff Development	1,332,864		√	100.0%	-	-
Other Programs and PPF Expenses	1,482,520		√	100.0%	-	-
Sub-Total	\$ 8,349,762		√	100.0%	-	-
Total Expenditures	\$ 123,720,649					

Numbers may not add due to rounding



English as a Second Language

Projected Revenues	FTE	2018-2019 Approved Budget	FTE	2019-2020 Recommended Budget
Grant Revenue		\$ 14,170,816		\$ 16,341,749
OCENET				
Teaching Positions funded by OCENET	6.17	666,833	6.17	654,271
Total Revenue		\$ 14,837,649		\$ 16,996,020

Projected Expenditures	FTE	2018-2019 Approved Budget	FTE	2019-2020 Recommended Budget
Elementary				
Classroom Teachers (Includes 0.5 FTE position funded from OCENET)	91.25	\$ 9,651,513	93.25	\$ 9,614,075
Vice-Principal of English Language Learners	1.00	131,660	1.00	133,700
Sub-Total	92.25	\$ 9,783,173	94.25	\$ 9,747,775
Secondary				
Classroom Teachers (Includes 5.67 FTE positions funded from OCENET)	36.83	\$ 3,987,952	36.83	\$ 3,915,029
Central Orientation Class (Academic Staff)	2.00	216,560	2.00	212,600
Sub-Total	38.83	\$ 4,204,512	38.83	\$ 4,127,629
Administration and Support				
Family Reception Centre	4.00	\$ 290,811	4.00	\$ 283,412
Multi-Cultural Liaison Contractual Services		202,500		292,500
Operating Budget		25,000		65,000
Sub-Total	4.00	\$ 518,311	4.00	\$ 640,912
Total Expenditures	135.08	\$ 14,505,996	137.08	\$ 14,516,316
Projected Surplus (Shortfall)		\$ 331,653		\$ 2,479,704

Numbers may not add due to rounding



Extended Day Program and Infant, Toddler & Preschool Childcare Program

2019-2020 Projected Revenues	Extended Day Program	Infant, Toddler & Preschool Childcare Program	Total
Extended Day and Infant, Toddler & Preschool Childcare Programs			
Extended Day Fee Revenue - Regular Day	\$ 16,785,611		\$ 16,785,611
Extended Day Fee Revenue - PD Days, Winter, March & Summer Break	1,164,995		1,164,995
Infant, Toddler & Preschool Childcare Program		\$ 1,791,000	1,791,000
Total	\$ 17,950,606	\$ 1,791,000	\$ 19,741,606

2019-2020 Projected Expenditures	Extended Day Program		Infant, Toddler & Preschool Childcare Program		Total	
Extended Day Program	FTE	Amount	FTE	Amount	FTE	Amount
Staffing and Operating Expenses:						
Central Staffing	10.75	\$ 1,024,029			10.75	\$ 1,024,029
Early Childhood Educators	209.14	11,598,297			209.14	11,598,297
Supply Early Childhood Educators		1,101,838				1,101,838
Early Learning Assistants (including Supply Early Learning Assistants)	35.42	913,254			35.42	913,254
Staff Costs - Professional Development Days, Winter, March and Summer Break		774,837				774,837
Support for Children with Special Needs	11.64	300,000			11.64	300,000
Snacks		457,327				457,327
Supplies and Services		161,779				161,779
Professional Development		107,396				107,396
EDP Information System		300,000				300,000
Departmental Costs:						
School Operations		333,573				333,573
Human Resources		202,741				202,741
Business & Learning Technologies		199,195				199,195
Finance		115,354				115,354
Payroll		70,854				70,854
Total Extended Day Program	266.95	\$ 17,660,472			266.95	\$ 17,660,472
Infant, Toddler & Preschool Childcare Program						
Staffing			30.25	\$ 1,858,705	30.25	\$ 1,858,705
Operating Expenses				135,000		135,000
Total Infant, Toddler & Preschool Childcare Program			30.25	\$ 1,993,705	30.25	\$ 1,993,705
Projected Surplus (Shortfall)		\$ 290,133		\$ (202,705)		\$ 87,428

Numbers may not add due to rounding



Learning Opportunities Grant

Learning Opportunities Grant

Funding Component	Amount
Student Success	\$ 2,578,579



Recommended Budget

FTE	Description	Amount
-	Operational Budget	\$ 2,305,569
2.3	Instructional Coach	245,154
0.4	Office Support	27,856
		\$ 2,578,579

Ontario Focused Intervention Partnership (OFIP)	\$ 308,462
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-	Operational Budget	\$ 308,462
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Specialist High Skills Major Program	\$ 392,452
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-	Operational Budget	\$ 287,236
1.0	Instructional Coach	105,216
		\$ 392,452

Outdoor Education	\$ 631,495
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-	Outdoor Education Operational Budget	\$ 631,495
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Library Staff	\$ 238,628
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-	Operational Budget (Included in central budget)	\$ 211,098
0.5	Library Co-ordinator	27,530
		\$ 238,628

Demographic Component	\$12,668,826
Literacy and Numeracy	3,024,936
	\$15,693,762



To fund School Based Projects:	\$ 1,597,232
Multicultural Liaison Contractual Services, Instructional Coaches and Instructional Program Support	14,096,530
	\$15,693,762

Total	\$19,843,378
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Total	\$19,843,378
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Numbers may not add due to rounding



Program Leadership Allocation (PLA)

The Program Leadership Allocation (PLA) was introduced in the 2018-2019 school year as part of the School Board Administration and Governance Grant. This allocation includes six lead positions that were previously funded through other allocations within the Grants for Student Needs (GSN) and through Priorities and Partnerships Fund (PPF). These leads are responsible for the organization, administration, management and implementation of supports to achieve the goals within their respective program areas. The Program Leadership Allowance is enveloped and consequently must be spent globally on salaries, benefits, travel and professional development. The Program Leadership positions include:

- Mental Health Leaders
- School Effectiveness Leads
- Student Success Leads
- Early Years Leads (Formerly in PPF)
- Technology Enabled Learning and Teaching Contacts
- Indigenous Education Leads

The table below provides the Ministry funding benchmarks for the Program Leadership Allocation:

	Mental Health Leaders	School Effectiveness Leads	Student Success Leads	Early Years Leads	Technology Enabled Learning and Teaching Contacts	Indigenous Education Leads	Total
Salary Benchmark	\$ 128,878	\$ 167,657	\$ 167,657	\$ 167,657	\$ 101,157	\$ 83,828	\$ 816,834
Enrolment Based Amount				83,828			83,828
Travel & Professional Development	13,455	17,503	17,503	26,255	10,561	8,752	94,029
Total Benchmark	\$ 142,333	\$ 185,160	\$ 185,160	\$ 277,740	\$ 111,718	\$ 92,580	\$ 994,691

Numbers may not add due to rounding



School Budget Allocations

Description of School Budget Allocations	Ministry Grant	Allocation Base	2019-2020 School Year	
			Elementary	Secondary
School Operating	Foundation	ADE	\$66.98	\$104.31
Special Education Allocation	Special Education per Pupil Amount	Per FTE Special Education Teacher	\$466.00	\$466.00
Specialized Class Support	High Needs Amount	Per Identified Student	Up to \$150.00	Up to \$150.00
Field Trip	Foundation	ADE	\$4.47	N/A
JK/SK Allocation	Foundation	JK/SK ADE	\$3.98	N/A
Small School Allocation	Foundation	ADE Schools < 300	\$5.51	N/A
Intermediate School Allocation	Foundation	Intermediate ADE	\$3.91	N/A
Team Transportation	Foundation	ADE	N/A	\$6.25
Guidance / Career Education	Foundation	Scale and ADE	N/A	\$500 TO \$3,200
Long Distance Allocation	Foundation	Historical	ADE and Needs	N/A
Resource Allocation Index based on Socioeconomic (RAISE)	Foundation	ADE	\$17.28	N/A
Funding School Courses	Foundation	Historical & ADE	N/A	ADE and Needs
Funding School Supplies	Foundation	Historical & ADE	ADE and Needs	N/A
Music Repairs and Consumables - Intermediate Schools	Foundation	Historical & ADE	ADE and Needs	N/A
Professional Development	Foundation	Per FTE Teacher	\$10.00	N/A
Occasional Teachers (2018-2019 Budget Allocation)	Foundation	Days per FTE Teacher	8.95	5.78
Office Staff (2018-2019 Budget Allocation)	Foundation	Per FTE Office Staff	\$1,212.51	\$770.11
Educational Assistants (2018-2019 Budget Allocation)	Foundation	Per FTE Educational Assistant	\$1,212.51	\$770.11

The OCDSB provides differentiated budgets to schools for geographic locations, JK/SK Students, Intermediate Students, RAISE and Small Schools. Other specific budget allocations are also provided to schools from central departments such as Curriculum Services and outside Provincial and Federal organizations.



Salary Differential

	OCDSB Average Salary and Benefits			Ministry Funded Salary and Benefits			Difference
	Salary	Benefits	Total	Salary	Benefits	Total	
Elementary							
Teacher *	\$ 90,966	\$ 12,134	\$ 103,100	\$ 89,117	\$ 10,515	\$ 99,632	\$ (3,468)
Principal	126,752	14,448	141,200	118,610	14,209	132,819	(8,381)
Vice-Principal	116,628	17,072	133,700	112,620	13,608	126,228	(7,472)
School Office Staff	43,439	14,061	57,500	44,193	13,580	57,773	273
Secondary							
Teacher *	\$ 93,585	\$ 12,715	\$ 106,300	\$ 88,870	\$ 10,120	\$ 98,990	\$ (7,310)
Principal	134,519	14,681	149,200	128,884	15,239	144,123	(5,077)
Vice-Principal	120,258	14,642	134,900	118,527	14,200	132,727	(2,173)
School Office Staff	44,897	14,603	59,500	46,553	14,188	60,741	1,241
Support Staff							
Education Assistants	\$ 43,154	\$ 13,546	\$ 56,700	\$ 44,942	\$ 13,818	\$ 58,760	\$ 2,060
Early Childhood Educators *	40,697	13,303	54,000	41,667	10,391	52,058	(1,942)

Numbers may not add due to rounding

* Ministry funding for salaries includes the Qualifications & Experience Grant

Ministry funding for benefits includes projected 2019-2020 Employee Life and Health Trust Payments



Ministry of Education – Reference Documents

- **2019:B14** - *Grants for Student Needs (GSN) Funding for 2019-20*
- **2019:B15** - *2019-2020 Priorities and Partnerships Fund*
- **2019:SB08** - *Student Transportation – Grants for Student Needs, 2019-20*
- *2019-20 Education Funding, A Guide to the Grants for Student Needs*
- *2019-20 Education Funding, A Guide to the Special Education Grant*

