



# 2018-2019 Staff-Recommended Budget 30 May 2018

# Table of Contents

	Page #		Page #
<b>Tab 1 Letter of Transmittal and Board Motion for Approval</b>	3	<b>Tab 4 Budget Operating Details (continued)</b>	
<b>Tab 2 Budget Overview</b>		iii) Expenditures	63
i) Balanced Budget Overview	15	Instructional Day School	64
ii) Revenues and Expenditures Information	16	Learning Support Services	68
iii) Budget Assumptions	18	Finance Department	74
iv) Reporting Requirements, Enveloping and Flexibility	19	Planning and Facilities	81
v) Comparative Dashboard	20	Curriculum Services	88
vi) Comparative Budget Summary	22	Office of the Director	93
vii) Recommended Initiatives	23	Corporate Services	97
viii) Net Enveloping - Table and Chart	26	Human Resources	104
ix) Summary of Changes in the Expense Budget	28	Continuing Education	111
Appendix A - Changes in Costs	29	Transportation - OSTA	112
Appendix B - Changes in Grants, PSAB and Legislation	30	Business and Learning Technologies	113
Appendix C - Board Decisions: Academic Staffing	31	Debt and Other Expenses	114
Appendix D - Recommended Changes in Staffing	34	Retirement Gratuities, Other Payments and Adjustments	120
Appendix E - Recommended Changes in Operating Budgets	35		
<b>Tab 3 Average Daily Enrolment</b>		<b>Tab 5 Capital Budget</b>	
i) Enrolment Background	37	i) Summary Schedule	122
ii) Average Daily Enrolment Table	38	<b>Tab 6 Accumulated Surplus (Reserves)</b>	
iii) Trend Analysis Chart	39	i) Summary Schedule	124
<b>Tab 4 Budget Operating Details</b>		<b>Tab 7 Background Information</b>	
i) Staffing		i) Special Education Revenue Information	126
a) Staffing by Full-Time Equivalency Summary Table and Chart	42	ii) Special Education	128
b) Academic Staffing as Presented in Appendix D of Report 18-030	44	iii) Special Education Comparative Staffing	131
c) Academic Staffing Approved by Board	46	iv) Special Education Revenue & Expense Allocations	132
d) Staffing Changes by Union Affiliation	48	v) English as a Second Language	133
e) Comparative Full-Time Equivalency Staffing	50	vi) Extended Day Program and Infant, Toddler & Preschool Childcare Program	134
f) Staffing with Time Sensitive Funding	54	vii) Learning Opportunities Grant	135
ii) Revenues		viii) Program Leadership	136
a) Revenue Funding Information	57	ix) School Budget Allocations	137
b) Summary of Grants and Other Revenue	60	x) Salary Differential	138
c) Summary of Education Programs - Other	62		



# Letter of Transmittal and Board Motion for Approval

**COMMITTEE OF THE WHOLE (BUDGET)**  
**Report No. 18-072**

**30 May 2018**

**2018-2019 Staff-Recommended Budget**

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

## **PURPOSE:**

1. To introduce and seek approval of the 2018-2019 Staff-Recommended Budget.

## **CONTEXT:**

2. The Committee of the Whole (COW) Budget has had three meetings this year which have helped to inform the process for the development of the 2018-2019 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 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.

On 26 March 2018, Ministry staff released Memo 2018:B06 (attached as Appendix A) outlining in general the changes to next year's education funding. Among the highlights was the announcement of additional funding to support:

- the improvement of services to students with special needs;
- the hiring of additional mental health workers;
- the funding of guidance services to grade 7 and 8 students on the same level as in secondary school; and
- continuation in funding changes announced in prior year for grades 7 and 8 class size.



# Letter of Transmittal and Board Motion for Approval

In addition, the GSN announced increases in funding to support negotiated 2018-2019 wage increases, benefit costs, inflationary costs of student transportation, and other technical changes.

On 27 March 2018, Board approved academic staffing for the 2018-2019 school year. This represented approval of approximately 59% of the annual operating budget. In addition to increases in staffing to comply with contractual and regulatory requirements, the approval included an additional investment of 31.8 FTEs with an estimated 2018-2019 cost of \$3.6 million.

On 6 April 2018, the OCDSB was advised by the Ministry of Education that it was being released from the terms of the Multi-Year Financial Recovery Plan (MYFRP), as it had exceeded the Ministry's requirement for an accumulated surplus and had strong financial results for 2016-2017 and projected similar results for 2017-2018. At the same time, Ministry staff expressed the view that the District would still need to be cautious as there were still significant cost pressures, such as expenditures on replacement staff, and the uncertainty around funding upon the expiry of the extension agreements at the end of 2018-2019. These agreements provided approximately \$6.8 million in Local Priorities Funding which reduced the need to eliminate 87.67 FTEs across all bargaining units. A new initiative in support of mental health in the coming year was recently announced and will provide \$622,600 to support an additional 5.8 FTEs mental health workers and, this, too, is for a limited duration.

On 27 April 2018, the Ministry released the technical paper and the updated software which is necessary for staff to complete the detailed calculations of the coming year's revenue. This delay by the Ministry resulted in the need to cancel the 14 May 2018 meeting and to delay the presentation of the staff recommended budget until 30 May 2018.

Staff is pleased to present recommendations for the 2018-2019 Budget which provides for \$973.7 million of operating expenditures as well as capital investments of \$105.5 million. The budget balances revenues and expenditures and does not rely upon the use of the unappropriated accumulated surplus.



# Letter of Transmittal and Board Motion for Approval

The 2018-2019 Budget has been designed to align the provision of resources to support student learning and well-being while demonstrating the Board's continued prudent and sustainable management of the District's financial position. In evaluating new areas of investment for 2018-2019 staff has also continued to address the objectives of the Board's 2015-2019 Strategic Plan.

## 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 as yet unforeseen service needs. Key risks include:

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

### 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 shifts, 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 and these 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 2018-2019 day school ADE of 72,249. This number represents an ADE increase of 2,003 (2.9%) relative to the 2017-2018 budgeted ADE of 70,246.



# Letter of Transmittal and Board Motion for Approval

Increased enrolment is accompanied by additional funding and, potentially, additional student support costs. If enrolment is greater than projected, staff proceed with the teacher staffing required by the collective agreements and/or regulation. If necessary, a report identifying any additional needed investments, would be brought to Committee of the Whole during the 2018-2019 school year.

## 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 based on recent experience. Although the increased provision is believed appropriate, there are always fluctuations in the actual patterns experienced. Most recently, our challenge has been finding sufficient replacement workers. These uncertainties and fluctuations create variances that must be monitored on a continual basis in an effort to improve budget accuracy.

## In-Year Pressures

From time to time, departments and schools must respond to emerging needs not specifically provided for in the budget. In the past, the District has had to address pressing health and safety issues and respond to extenuating weather-related maintenance needs which create 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. This approach is particularly important because the District's accumulated surplus cannot readily support significant overspending.

## Political environment

The pending provincial election could have a significant impact on provincial spending priorities. Recognizing that potential, staff has tried to be prudent in planning. Regardless of the outcome of the election, it is reasonable to expect that the growth that has been experienced in education funding may not continue at the same rate as in recent years. With that in mind, the proposed budget tries to address the current needs of our students, in a manner that would provide flexibility should the future funding stream deteriorate.



# Letter of Transmittal and Board Motion for Approval

## Summary of Changes in the Operating Budget

As shown in Table 1, there is a projected increase of approximately 4.9% in revenue for the coming year. The majority of this addresses the cost of salary increases and some other inflationary adjustments. In addition, it also includes the new funding provided by the Ministry to support additional staffing in the areas of special education, mental health services and guidance services for grade 7 & 8 students.

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

	2018-2019 Recommended Budget	2017-2018 Approved Budget	Change increase (decrease)
	\$	\$	%
Revenues	973,727,900	928,126,900	4.9
Expenses	973,727,900	928,122,900	4.9
Surplus	-	4,000	

Further detail is available in Appendix B, Comparative Budget Summary which shows both the increase in revenue and the corresponding increase in projected costs. Additional detail is available in 2018-2019 Staff Recommended Budget binder.

## Overview of New Initiatives for 2018-2019

The 2018-2019 recommended budget includes a significant investment in staffing, most notably academic staffing. During the academic staffing process, the Board approved an additional 139.64 FTE. The staff recommended budget provides for an additional 77.0 FTE which includes increases to academic staffing, and professional and support staff. The vast majority of these positions are in schools or are positions which provide direct support to schools and students. In making these recommendations, staff has been mindful of the



# Letter of Transmittal and Board Motion for Approval

uncertainty around the 93.47 FTE positions currently funded under the extension agreements and other targeted funding which will expire in August 2019. In addition to the staffing enhancements, the recommended budget includes increases to operating budgets for supplies, services and technology investments, totalling \$2,046,000. Table 2 summarizes the changes.

Table 2 - Summary of Required and Recommended Changes

	FTE	Amount
		\$
Total changes in academic staffing required by contract or legislation	139.64	14,890,300
Discretionary changes in academic staffing		
Teaching staff	26.80	2,898,000
Administration	5.00	673,300
	31.80	3,571,300
Recommended changes in professional and support staff	45.20	3,131,700
Recommended Increase to operating budgets (including provision for technology costs)		2,046,000
Total Discretionary and Recommended Changes	77.00	8,749,000
Total of all changes	216.64	23,639,300





# Letter of Transmittal and Board Motion for Approval

Additional increases totaling \$22.0 million relating to net cost adjustments such as salary increments are reported in the recommended budget.

## Strategic Investments for 2018-2019

The following is an overview of the key strategic investments included in the recommended budget.

### Supports for Students

Throughout the year, parents, teachers and principals have identified the need for additional professional staff to provide support to address behavioural, social and emotional needs of students. The 2018-2019 budget recommends an additional investment of 10.20 FTE in professional staff, which includes social workers, psychologists, speech language pathologists, and orientation and mobility supports. In addition, an increase of 25.0 FTE for educational assistants is being recommended.

### Support for Front Line School and School Based Activities

During the budget development process, the need for investment in front-line supports to schools and facilities was highlighted. The recommended budget includes the following investments to support the operation of schools and school related activities:

- Increase of 2.5 FTE school office complement will allow the District the flexibility to better address the needs of individual schools;
- Increase of 1.5 FTE for administrative assistants to support school superintendencies;
- Creation of 1.0 FTE to manage daily occasional teacher assignments;
- Creation of a 1.0 FTE school website communications coordinator to better support principals in managing school website content; and
- Annualization of 2.0 FTE positions - Finance and Human Resources departments to better support school budget/financials and human resources needs.

The budget also includes the creation of 2.0 FTE apprenticeship trades positions in the Facilities department. This recognizes the additional Ministry funding being provided to support increases in skilled trades. Our experience in this kind of approach to Facilities staffing has been quite favourable.



# Letter of Transmittal and Board Motion for Approval

## Increases to Operating Budgets

After several years without increases or reductions, adjustments are being made to a variety of budgets to reflect the actual increased cost of maintaining the same service levels. In addition, key investments are being made in the following areas:

- support for secondary athletics \$180,000;
- support for elementary athletics \$80,000;
- support for Volunteers in Education and Breakfast Program (ONFE) \$70,000;
- investment in technology including parent portal (\$91,000), student information management system (\$400,000) and school technology (\$600,000);
- Health and Safety Management - Asbestos Inventory Compliance Management \$375,000; and
- Snow and Ice Safety Maintenance and Prevention \$250,000.

Approximately half of these investments are dedicated to ensuring the OCDSB can efficiently meet the needs of our 21st century learners with the strong reliance on data and connectivity.

## **RESOURCE IMPLICATIONS:**

4. For 2018-2019, the recommended budget reflects increased levels of services to students and schools. This is possible due to the expectation of modest continued growth in enrolment as well as specific ministry initiatives which were announced in March 2018. In addition, adjustments have been made to operating budgets that will allow service levels to be maintained, in spite of the unit cost increases being experienced.

The recommended budget is balanced and does not require the use of reserves. This will allow the District flexibility as it moves forward over the next three to four years. It will also enhance the ability to align future expenditures with the objectives of the next strategic plan that will be under development in 2018-2019.



# Letter of Transmittal and Board Motion for Approval

## COMMUNICATION/CONSULTATION ISSUES:

5. At this stage of the budget process, the key communications activities are focused on distributing and building awareness about the content of the staff recommended budget and ensuring the community is aware of how they may participate in the budget decision making process.

The 2018-2019 Budget must be approved by the Board before the end of June 2018. A revised budget approval timeline was shared with COW-Budget at the 24 April 2018 meeting. At that time, concern was expressed regarding the short period of time available between release of the budget and the scheduled public delegation night. The cancellation of the June Audit Committee meeting has enabled the budget schedule to be updated to allow an additional night for budget consideration if required. The remaining scheduled meeting dates for COW-Budget are as follows:

- 30 May 2018 – Presentation of the staff-recommended budget;
- 04 June 2018 – Public delegations and debate;
- 11 June 2018 – Debate (further delegations, if required); and
- 18 June 2018 – Budget debate (if required) and recommendation to the Board

Provision will be made for a Special Board meeting to immediately follow the COW Budget meeting, once a recommendation has been approved. The tentative dates are June 11th and 18th.

Recognizing that school board budgeting is very complex, staff continues to try to make it easier for parents, school councils, students, OCDSB advisory groups, employees and the general public to understand the budget and decision-making process. 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 2018-2019 Budget. Access to all public documents, such as budget reports and presentations, is easily accessed from the webpage.



# Letter of Transmittal and Board Motion for Approval

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), Parent Involvement Committee (PIC) and the Advisory Committee on Equity (ACE).

## STRATEGIC LINKS:

6. 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 Board's stewardship of the District's financial resources has always been 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.

## RECOMMENDATION:

- A. THAT the unconsolidated 2018-2019 operating budget of \$973.7 million as presented in Report 18-072 and detailed in the 2018-2019 Staff-Recommended Budget Binder be approved; and
- B. THAT the 2018-2019 capital budget of \$105.5 million as presented in Report 18-072 and detailed in the 2018-2019 Staff-Recommended Budget Binder be approved.

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Mike Carson  
Chief Financial Officer

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Jennifer Adams  
Director of Education and Secretary  
of the Board



# Letter of Transmittal and Board Motion for Approval

## APPENDICES

Appendix A - 2018:B06 Grants for Student Needs (GSNs) 2018-2019

Appendix B - Comparative Budget Summary

### Appendix A to report 18-072

Ministry of Education

Memorandum 2018:B06

March 26, 2018

[https://efis.fma.csc.gov.on.ca/faab/Memos/B2018/B06\\_EN.pdf](https://efis.fma.csc.gov.on.ca/faab/Memos/B2018/B06_EN.pdf)

### Appendix B to report 18-072

	2017-2018 Approved Budget	2018-2019 Recommended Budget
<b>Revenues</b>		
Grants for Student Needs, Capital Grants and Deferred Capital Contributions	\$ 871,997,097	\$ 913,948,441
Education Programs - Other and Other Revenues	37,944,320	41,536,423
<b>Board Programs:</b>		
Extended Day Program and Infant, Toddler & Preschool Childcare Program	18,185,528	18,243,017
<b>Total Revenues</b>	<b>\$ 928,126,945</b>	<b>\$ 973,727,881</b>
<b>Expenditures</b>		
<b>By Funding Envelope:</b>		
Instruction	\$ 687,267,651	\$ 721,087,451
Continuing Education	9,935,838	10,954,538
Transportation	40,132,990	41,461,358
Facilities/Learning Environment	90,201,804	91,532,899
Central Administration	19,455,702	20,259,432
Amortization	45,821,873	53,399,661
<b>Other:</b>		
Extended Day Program and Infant, Toddler & Preschool Childcare Program	18,592,142	19,136,462
Debt Repayment	9,070,570	8,720,406
Staff on Loan	7,644,375	7,175,674
<b>Total Expenditures</b>	<b>\$ 928,122,945</b>	<b>\$ 973,727,881</b>
<b>Projected Surplus (Shortfall)</b>	<b>\$ 4,000</b>	<b>\$ -</b>

Use of Reserves	2017-2018 Approved Budget	2018-2019 Recommended Budget
<b>Appropriated Reserves</b>		
Amortization on Board Approved Projects	\$ 38,999	\$ 41,613
<b>Total Use of Reserves</b>	<b>\$ 38,999</b>	<b>\$ 41,613</b>

Numbers may not add due to rounding



# Budget Overview



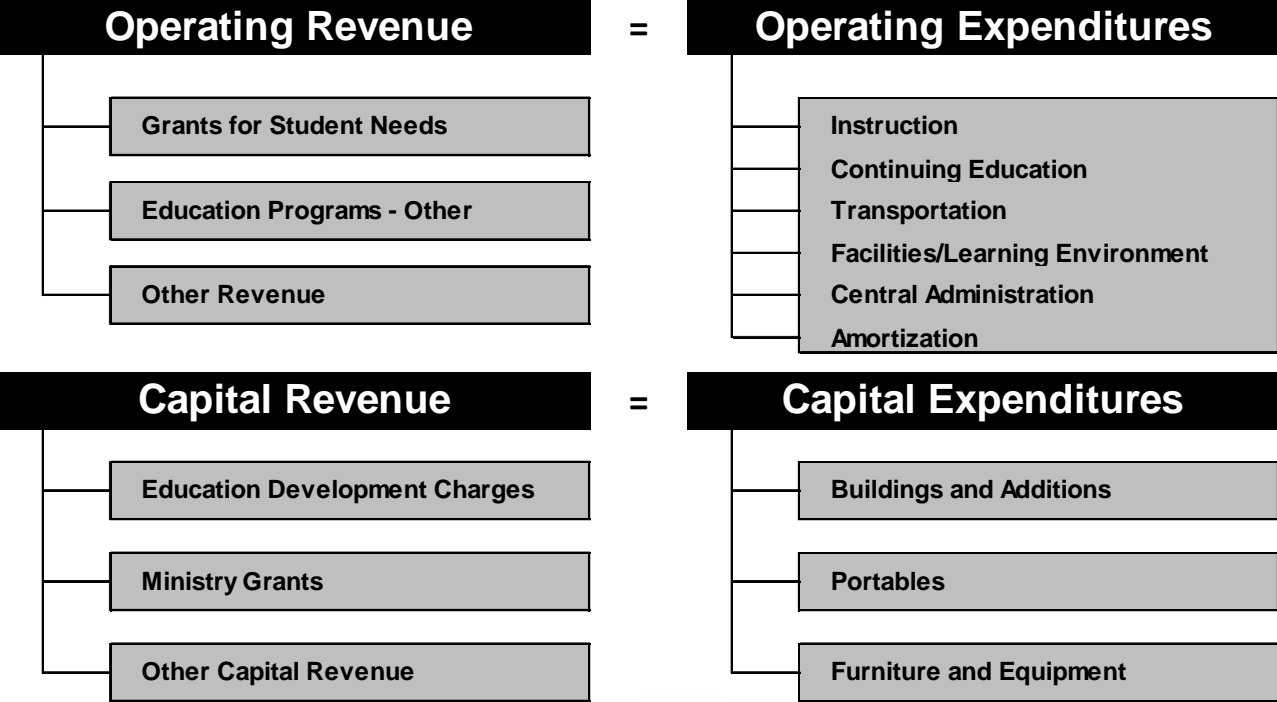
# Balanced Budget Overview

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).

The Ministry may allow boards to adopt a budget with a planned in-year deficit provided that the following is met:

- The deficit is less than 1% of the operating Grants for Student Needs (GSNs) funding; and
- Accumulated Surplus funds (available for compliance) are being used to cover the planned deficit

The Ministry provides approval for the estimated in-year deficit or alternatively, permitted as part of a financial recovery plan.



# Revenues and Expenditures Information

## Operating Revenue

<b>Grants for Student Needs</b>	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 90% of revenues.
<b>Education Programs Other</b>	Education Programs - Other (EPO) funding is 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 2018: B07 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.
<b>Other Revenues</b>	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

<b>Education Development Charges</b>	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.
<b>Ministry Grants</b>	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.
<b>Other Capital Revenue</b>	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

<b>Instruction</b>	Instruction expenditures include instructional staff, principals and vice-principals, school office staff, instructional support staff and school-based technology and supplies.
<b>Continuing Education</b>	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).
<b>Transportation</b>	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).
<b>Facilities/Learning Environment</b>	Facilities/Learning Environment expenditures include the costs that support the operations of school facilities such as custodial staff, maintenance, heating, lighting, cleaning and insurance.
<b>Central Administration</b>	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.
<b>Amortization</b>	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 2018-2019 Budget was prepared in accordance with the Ministry of Education's Balanced Budget Calculation as defined by Regulation (Excluding benefits under Regulation 488/10).
- The financial impact of Bill 148, Fair Workplaces, Better Jobs Act, 2017 is included in the Recommended 2018-2019 Budget.
- The Recommended 2018-2019 Budget includes the enhancements introduced by the 2017-2019 Labour Framework Extension.

## Revenue Assumptions:

- The financial impact of Grants for Student Needs and Education Programs - Other (EPO) for the OCDSB is included in the approved budget along with corresponding expenses.
- Revenues have been adjusted to reflect projected 2018-2019 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 2018-2019 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.



# Comparative Dashboard

Summary of Financial Results	2017-2018 Approved Budget	2018-2019 Recommended Budget	Year over Year Change	
			\$	%
<b>Revenue</b>				
Grants for Student Needs	\$ 810,153,292	\$ 868,243,787	\$ 58,090,495	7.2%
Capital Grants and Other	117,973,653	105,484,094	(12,489,559)	(10.6%)
<b>Total Revenue</b>	<b>\$ 928,126,945</b>	<b>\$ 973,727,881</b>	<b>\$ 45,600,936</b>	<b>4.9%</b>
<b>Expenditures</b>				
Instruction	\$ 687,267,651	\$ 721,087,451	\$ 33,819,800	4.9%
Continuing Education	9,935,838	10,954,538	1,018,700	10.3%
Transportation	40,132,990	41,461,358	1,328,368	3.3%
Facilities/Learning Environment	90,201,804	91,532,899	1,331,095	1.5%
Central Administration	19,455,702	20,259,432	803,730	4.1%
Amortization and Other	81,128,960	88,432,203	7,303,243	9.0%
<b>Total Expenditures</b>	<b>\$ 928,122,945</b>	<b>\$ 973,727,881</b>	<b>\$ 45,604,936</b>	<b>4.9%</b>
<b>Projected Surplus (Shortfall)</b>	<b>\$ 4,000</b>	<b>\$ -</b>	<b>\$ (4,000)</b>	<b>(100.0%)</b>

Numbers may not add due to rounding



# Comparative Dashboard

Summary of Enrolment	2017-2018 Approved Budget	2018-2019 Projection	Year over Year Change	
			ADE	%
<b>Elementary</b>				
Junior Kindergarten to Grade 8	48,010.50	49,295.50	1,285.00	2.7%
Tuition Paying	46.00	62.00	16.00	34.8%
<b>Total Elementary</b>	<b>48,056.50</b>	<b>49,357.50</b>	<b>1,301.00</b>	<b>2.7%</b>
<b>Secondary</b>				
Under age 21	22,235.11	22,990.26	755.15	3.4%
Age 21 and over	889.48	751.37	(138.11)	(15.5%)
Tuition Paying	652.00	755.00	103.00	15.8%
<b>Total Secondary</b>	<b>23,776.59</b>	<b>24,496.63</b>	<b>720.04</b>	<b>3.0%</b>
<b>Grand Total</b>	<b>71,833.09</b>	<b>73,854.13</b>	<b>2,021.04</b>	<b>2.8%</b>

Numbers may not add due to rounding

Summary of Staffing	2017-2018 Approved Budget	2018-2019 Recommended Budget	Year over Year Change	
			FTE	%
Classroom and Resource Teachers	4,680.87	4,847.31	166.44	3.6%
Principals and Vice-Principals	242.00	246.50	4.50	1.9%
Educators	1,083.20	1,108.20	25.00	2.3%
Custodial and Maintenance	703.12	705.62	2.50	0.4%
School Office and Technicians	382.55	388.65	6.10	1.6%
Central Support and Administration	363.00	368.50	5.50	1.5%
Other Categories	363.92	384.75	20.83	5.7%
<b>Total Staffing</b>	<b>7,818.66</b>	<b>8,049.53</b>	<b>230.87</b>	<b>3.0%</b>

Numbers may not add due to rounding



# Comparative Budget Summary

	2017-2018 Approved Budget	2018-2019 Recommended Budget
<b>Revenues</b>		
Grants for Student Needs, Capital Grants and Deferred Capital Contributions	\$ 871,997,097	\$ 913,948,441
Education Programs - Other and Other Revenues	37,944,320	41,536,423
<b>Board Programs:</b>		
Extended Day Program and Infant, Toddler & Preschool Childcare Program	18,185,528	18,243,017
<b>Total Revenues</b>	<b>\$ 928,126,945</b>	<b>\$ 973,727,881</b>
<b>Expenditures</b>		
<b>By Funding Envelope:</b>		
Instruction	\$ 687,267,651	\$ 721,087,451
Continuing Education	9,935,838	10,954,538
Transportation	40,132,990	41,461,358
Facilities/Learning Environment	90,201,804	91,532,899
Central Administration	19,455,702	20,259,432
Amortization	45,821,873	53,399,661
<b>Other:</b>		
Extended Day Program and Infant, Toddler & Preschool Childcare Program	18,592,142	19,136,462
Debt Repayment	9,070,570	8,720,406
Staff on Loan	7,644,375	7,175,674
<b>Total Expenditures</b>	<b>\$ 928,122,945</b>	<b>\$ 973,727,881</b>
<b>Projected Surplus (Shortfall)</b>	<b>\$ 4,000</b>	<b>\$ -</b>

	2017-2018 Approved Budget	2018-2019 Recommended Budget
<b>Use of Reserves</b>		
<b>Appropriated Reserves</b>		
Amortization on Board Approved Projects	\$ 38,999	\$ 41,613
<b>Total Use of Reserves</b>	<b>\$ 38,999</b>	<b>\$ 41,613</b>

Numbers may not add due to rounding



# Recommended Initiatives

Category	Summary of Initiatives	FTE	Amount
Staffing	Academic Staff <i>(Board Report 18-030 dated 27 March 2018 - Reconciled)</i>	31.80	\$ 3,571,257
	Educational Assistants	25.00	1,433,250
	Professional Support	10.20	1,063,536
	School / Facilities Support	10.00	634,923
	<b>Sub-Total</b>	<b>77.00</b>	<b>\$ 6,702,966</b>
Supplies and Services	Support to Schools / District		\$ 2,046,000
	<b>Sub-Total</b>	-	<b>\$ 2,046,000</b>
	<b>Total</b>	<b>77.00</b>	<b>\$ 8,748,966</b>

*Numbers may not add due to rounding*



# Recommended Initiatives

Staffing	Position Description	FTE	Amount
Academic Staff	Elementary Teachers	7.66	\$ 809,719
	Secondary Teachers	19.14	2,088,228
	School Administration	5.00	673,310
	<b>Total</b>	<b>31.80</b>	<b>\$ 3,571,257</b>
<i>Board Report 18-030 dated 27 March 2018 (Reconciled)</i>			
Educational Assistants	Educational Assistants - New classes	7.00	\$ 401,310
	Educational Assistants - Support to schools	12.00	687,960
	Emergency Itinerant Educational Assistants	6.00	343,980
	<b>Total</b>	<b>25.00</b>	<b>\$ 1,433,250</b>
Professional Support	Psychologists - Education Program - Other / Mental Health Workers	2.90	\$ 335,414
	Social Workers - Education Program - Other / Mental Health Workers	2.90	287,216
	Psychologist - Multi-Disciplinary Team	1.10	127,226
	Social Worker - Multi-Disciplinary Team	1.30	128,752
	Speech Language Pathologist - Multi-Disciplinary Team	1.50	149,475
	Position to support Orientation and Mobility	0.50	35,453
	<b>Total</b>	<b>10.20</b>	<b>\$ 1,063,536</b>

Numbers may not add due to rounding





# Recommended Initiatives

Staffing	Position Description	FTE	Amount
Schools/Facilities Support	School Office - Assistant positions	2.50	\$ 121,375
	Superintendency - Administrative Assistant positions	1.50	124,905
	Human Resources - Position for Casual Staff and Occasional Teachers	1.00	98,541
	Human Resources - General Administrative Support position	1.00	50,000
	Financial Services - School Office Support position	1.00	50,000
	Communication - Coordinator Position - School Website content	1.00	91,272
	Facilities Trades Apprentices / Education Programs - Other	2.00	98,830
	<b>Total</b>	<b>10.00</b>	<b>\$ 634,923</b>

Supplies and Services	Description	FTE	Amount
Support to Schools/District	Support for Secondary Athletics	-	\$ 180,000
	Support for Elementary Athletics	-	80,000
	Volunteers in Education & Breakfast Program - ONFE	-	70,000
	Portal Enhancement	-	91,000
	Student Management System	-	400,000
	School Mobile Technology	-	600,000
	Health and Safety Management	-	375,000
	Snow and Ice Safety	-	250,000
	<b>Total</b>		<b>\$ 2,046,000</b>

*Numbers may not add due to rounding*



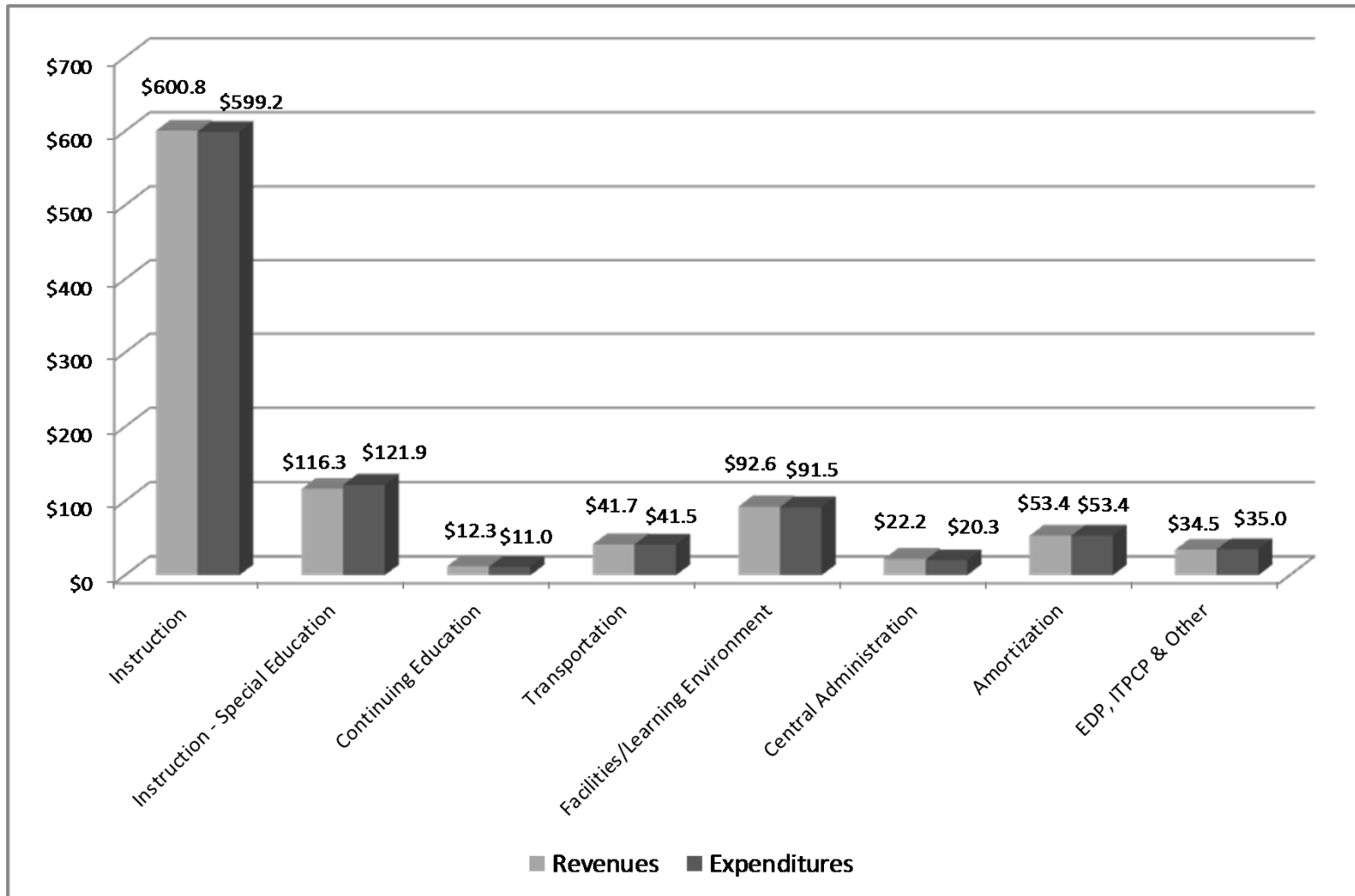
# Net Enveloping Summary – Table

	Grants and Other Revenues	Projected Expenditures	Difference
Instruction	\$ 600,844,422	\$ 599,191,116	\$ 1,653,306
Instruction - Special Education	116,342,028	121,896,335	(5,554,307)
Continuing Education	12,304,917	10,954,538	1,350,379
Transportation	41,674,814	41,461,358	213,456
Facilities/Learning Environment	92,579,536	91,532,899	1,046,637
Central Administration	22,161,851	20,259,432	1,902,419
Amortization	53,358,048	53,399,661	(41,613)
Extended Day Program, Infant, Toddler & Preschool Childcare Program & Other	34,462,265	35,032,542	(570,277)
<b>Total</b>	<b>\$ 973,727,881</b>	<b>\$ 973,727,881</b>	<b>\$ -</b>

*Numbers may not add due to rounding*



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



# Summary of Changes in the Expense Budget

<b>Approved 2017-2018 Budget</b>		<b>\$ 928,122,945</b>
<b>Contractual Changes</b>		
	Professional Development - One time payment in 2017-2018	\$ (3,119,890)
	Change in Compensation Base and Increments	5,214,412
	Salary Increases - Labour Framework Extension	8,324,675
	Increase in Fringe and Statutory Benefits (Including Employee Life and Health Trusts)	3,764,072
	<b>Sub-Total</b>	<b>\$ 14,183,269</b>
<b>Changes in Costs - Details on Appendix A</b>		
	<b>Sub-Total</b>	<b>\$ 349,767</b>
<b>Changes in Grants, Public Sector Accounting Board (PSAB) &amp; Legislation - Details on Appendix B</b>		
	<b>Sub-Total</b>	<b>\$ 7,432,631</b>
<b>Board Decisions: Academic Staffing - Details on Appendix C</b>		
	Elementary Teachers	\$ 809,719
	Elementary Teachers - Impact of Average Daily Enrolment (ADE) based changes	8,075,540
	Elementary Teachers - Collective Agreements / Legislative based changes	1,612,993
	Elementary - Administration	526,640
	Secondary Teachers	2,088,228
	Secondary Teachers - Impact of Average Daily Enrolment (ADE) based changes	4,785,976
	Secondary Teachers - Collective Agreements / Legislative based changes	415,795
	Secondary Administration	146,670
	<b>Sub-Total</b>	<b>\$ 18,461,560</b>
<b>Recommended Changes in Staffing - Details on Appendix D</b>		
	Educational Assistants	\$ 1,433,250
	Professional Support	1,063,536
	Schools / Facilities Support	634,923
	<b>Sub-Total</b>	<b>\$ 3,131,709</b>
<b>Recommended Changes in Operating Budgets - Details on Appendix E</b>		
	Support to Schools / District	\$ 2,046,000
	<b>Sub-Total</b>	<b>\$ 2,046,000</b>
<b>Recommended 2018-2019 Budget</b>		<b>\$ 973,727,881</b>

Numbers may not add due to rounding



## Appendix A – Changes in Costs

Description	Amount
Ottawa Student Transportation Authority (OSTA) - Net change in projection	\$ 1,328,368
Continuing Education	1,006,954
OCENET - Contractual services	855,399
Rideauwood Program	125,000
Reduction in Cross-Departmental Savings	34,355
Average Daily Enrolment (ADE) based Operating Budgets	1,183,579
Net change in salary differential between new hires and retired employees	(929,568)
Facilities Operating Costs - Inflationary Pressures	500,000
Adjustment to Team Transportation allocations for rural schools	32,000
Business and Learning Technologies & Facilities - Transfer to Capital Budgets	(2,527,564)
Staff on Loan	(634,754)
Interest on Central Loans	(350,164)
Extended Day Program - Operating Budget	(538,317)
Temporary Assistance - Migration of IOL System to Trillium	29,000
Infant, Toddler & Preschool Childcare Program - Operating Budget	8,785
Other Adjustments & Budget Pressures	226,694
<b>Total</b>	<b>\$ 349,767</b>

*Numbers may not add due to rounding*



# Appendix B – Changes in Grants, PSAB and Legislation

Description	Amount
Education Programs Other - Grants	\$ 2,127,357
Amortization on Capital Assets	7,577,788
Public Sector Accounting Board (PSAB) Benefit Adjustment	(2,266,816)
Grants for Student Needs:	
Professional Development / Local Priorities Funding	139,106
Specialized Equipment Amount	(330,911)
Applied Behavioural Expertise	127,142
School Renewal Allocation	10,654
Temporary Accommodations	(60,000)
Learning Opportunities Grant	(116,216)
New Teacher Induction Program	45,569
Program Leadership Allocation	92,394
Other Grants	(101,576)
Rural and Northern Funding	188,140
<b>Total</b>	<b>\$ 7,432,631</b>

*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 in Learning Support Teachers (Crystal Bay and Clifford Bowey)	-	\$ -	0.50	\$ 53,590	0.50	\$ 53,590
Decrease in Specialized Program Classes	-	-	(5.95)	(637,721)	(5.95)	(637,721)
Contingency for the Learning Disability Program / Special Interest Resource	-	-	4.76	510,177	4.76	510,177
Increase of one Teacher for the Blind or Low Vision	-	-	0.35	37,513	0.35	37,513
Reduction of one Teacher for Autism Spectrum Disorder	-	-	(1.00)	(107,180)	(1.00)	(107,180)
Increase in Learning Support Consultant and Autism Spectrum Disorder	-	-	1.00	107,180	1.00	107,180
Increase in Teachers for English Literacy Development	3.00	317,310	-	-	3.00	317,310
New Intermediate Student Success Teachers	3.00	317,310	-	-	3.00	317,310
New Intermediate Student Success Teachers ( <i>Reconciled</i> )	2.00	211,540	-	-	2.00	211,540
<b>Sub-Total</b>	<b>8.00</b>	<b>\$ 846,160</b>	<b>(0.34)</b>	<b>\$ (36,441)</b>	<b>7.66</b>	<b>\$ 809,719</b>
Average Daily Enrolment (ADE) based changes	76.35	\$ 8,075,540	-	\$ -	76.35	\$ 8,075,540
Collective Agreement / Legislative based changes	15.25	1,612,993	-	-	15.25	1,612,993
<b>Sub-Total</b>	<b>91.60</b>	<b>\$ 9,688,532</b>	<b>-</b>	<b>\$ -</b>	<b>91.60</b>	<b>\$ 9,688,532</b>
<b>Total</b>	<b>99.60</b>	<b>\$10,534,692</b>	<b>(0.34)</b>	<b>\$ (36,441)</b>	<b>99.26</b>	<b>\$10,498,251</b>

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
Increase in Learning Support Teachers (to support Alternate Sites)	1.00	\$ 108,280	-	\$ -	1.00	\$ 108,280
Increase in Learning Support Consultants	1.00	108,280	-	-	1.00	108,280
Increase in Teachers for Deaf or Hard of Hearing	1.00	108,280	-	-	1.00	108,280
Increase in Teachers for Specialized Program Classes	7.98	864,074	-	-	7.98	864,074
Increase in English as a Second Language Teachers	-	-	4.00	440,840	4.00	440,840
Increase in OCENET funded Positions	-	-	0.17	18,736	0.17	18,736
Increase in Central Orientation Class - ESL Teacher at Adult HS	-	-	1.00	110,210	1.00	110,210
Increase in Central Coach Position	-	-	1.00	110,210	1.00	110,210
Increase in International Baccalaureate Coordinator Position	-	-	0.33	36,369	0.33	36,369
Increase in Teachers at Adult High School (Increase in ADE)	-	-	1.66	182,949	1.66	182,949
<b>Sub-Total</b>	<b>10.98</b>	<b>\$ 1,188,914</b>	<b>8.16</b>	<b>\$ 899,314</b>	<b>19.14</b>	<b>\$ 2,088,228</b>
Average Daily Enrolment (ADE) based Changes	44.20	\$ 4,785,976	-	\$ -	44.20	\$ 4,785,976
Collective Agreement / Legislative based changes	3.84	415,795	-	-	3.84	415,795
<b>Sub-Total</b>	<b>48.04</b>	<b>\$ 5,201,771</b>	<b>-</b>	<b>\$ -</b>	<b>48.04</b>	<b>\$ 5,201,771</b>
<b>Total</b>	<b>59.02</b>	<b>\$ 6,390,686</b>	<b>8.16</b>	<b>\$ 899,314</b>	<b>67.18</b>	<b>\$ 7,289,999</b>

<b>Total Academic Staff</b>	<b>158.62</b>	<b>\$16,925,378</b>	<b>7.82</b>	<b>\$ 862,872</b>	<b>166.44</b>	<b>\$17,788,250</b>
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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
Elementary Vice-Principals	4.00	\$ 526,640	-	\$ -	4.00	\$ 526,640
Central Principal - Leadership and Early Years	-	-	1.00	146,670	1.00	146,670
<b>Total</b>	<b>4.00</b>	<b>\$ 526,640</b>	<b>1.00</b>	<b>\$ 146,670</b>	<b>5.00</b>	<b>\$ 673,310</b>

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	99.60	\$10,534,692	(0.34)	\$ (36,441)	99.26	\$10,498,251
Secondary Academic Staffing	59.02	6,390,686	8.16	899,314	67.18	7,289,999
School Administration	5.00	673,310	-	-	5.00	673,310
<b>Total</b>	<b>163.62</b>	<b>\$17,598,688</b>	<b>7.82</b>	<b>\$ 862,872</b>	<b>171.44</b>	<b>\$18,461,560</b>

Numbers may not add due to rounding



# Appendix D – Recommended Changes in Staffing

Description	FTE	Amount
<b>Administration - Schools</b>		
Educational Assistants - New classes	7.00	\$ 401,310
Educational Assistants - Support to schools	12.00	687,960
Emergency Itinerant Educational Assistants	6.00	343,980
<b>Sub-Total</b>	<b>25.00</b>	<b>\$ 1,433,250</b>
<b>Professional Support</b>		
Psychologists - Education Programs - Other / Mental Health Workers	2.90	\$ 335,414
Social Workers - Education Programs - Other / Mental Health Workers	2.90	287,216
Psychologist - Multi-Disciplinary Team	1.10	127,226
Social Worker - Multi-Disciplinary Team	1.30	128,752
Speech Language Pathologist - Multi-Disciplinary Team	1.50	149,475
Position to support Orientation and Mobility	0.50	35,453
<b>Sub-Total</b>	<b>10.20</b>	<b>\$ 1,063,536</b>
<b>Schools/Facilities Support</b>		
School Office - Assistant positions	2.50	\$ 121,375
Superintendency - Administrative Assistants positions	1.50	124,905
Human Resources - Position for Casual Staff and Occasional Teachers	1.00	98,541
Human Resources - General administrative support position	1.00	50,000
Financial Services - School office support position	1.00	50,000
Communication - Coordinator Position - School Website content	1.00	91,272
Facilities Trades Apprentices / Education Programs - Other	2.00	98,830
<b>Sub-Total</b>	<b>10.00</b>	<b>\$ 634,923</b>
<b>Total</b>	<b>45.20</b>	<b>\$ 3,131,709</b>

Numbers may not add due to rounding



# Appendix E – Recommended Changes in Operating Budgets

Description	Amount
<b>Support to Schools / District</b>	
Support for Secondary Athletics	\$ 180,000
Support for Elementary Athletics	80,000
Volunteers in Education & Breakfast Program - ONFE	70,000
Portal Enhancement	91,000
Student Management System	400,000
School Mobile Technology	600,000
Health and Safety Management	375,000
Snow and Ice Safety	250,000
<b>Total</b>	<b>\$ 2,046,000</b>

*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.



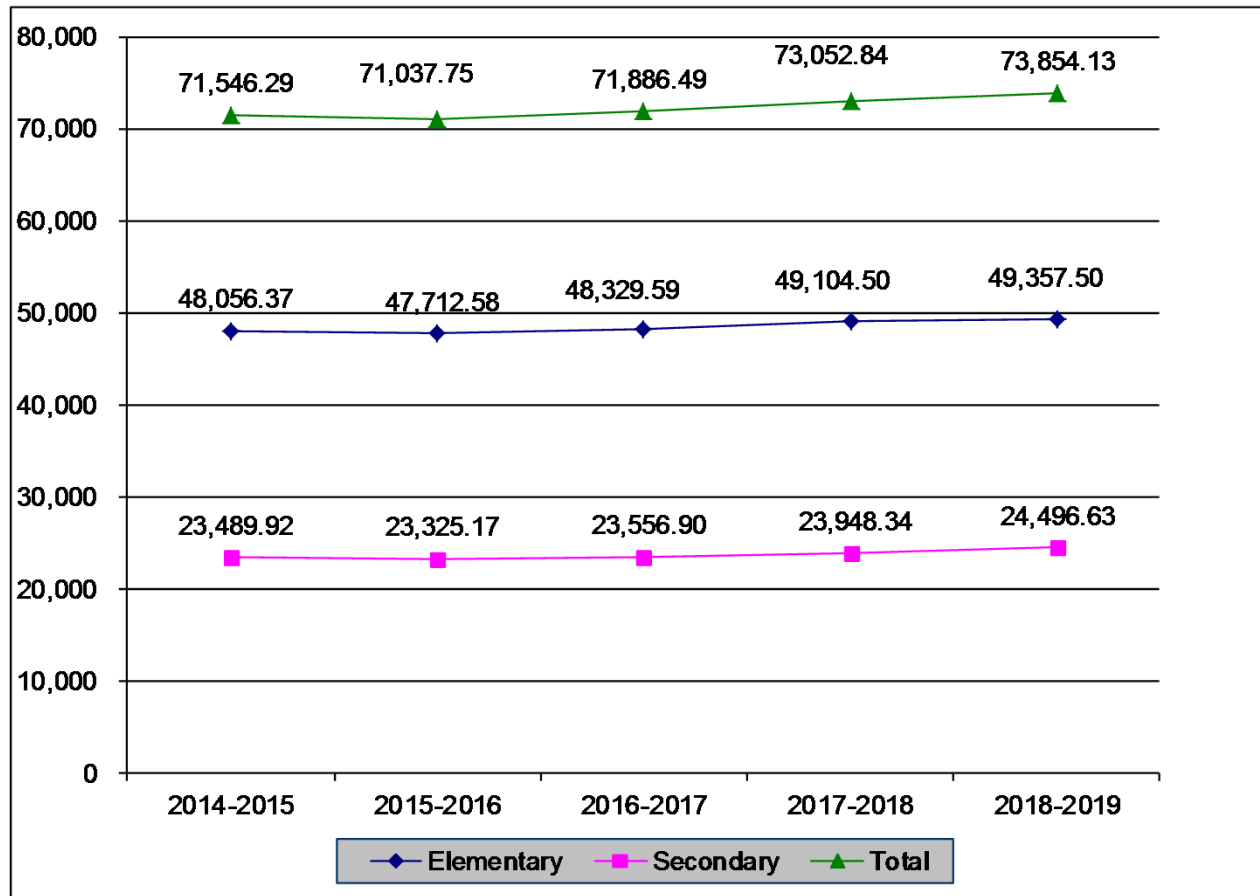
# Average Daily Enrolment - Table

	2014-2015 Actual	2015-2016 Actual	2016-2017 Actual	2017-2018 Revised	2018-2019 Projection
<b>Elementary Students</b>					
Junior Kindergarten	4,382.42	4,365.77	4,372.93	4,492.00	4,451.00
Senior Kindergarten	4,658.19	4,653.20	4,719.69	4,695.50	4,822.50
Grades 1 to 3	14,583.00	14,412.00	14,659.90	14,790.50	14,755.00
Grades 4 to 8	24,366.76	24,227.61	24,520.57	25,064.50	25,267.00
<b>Sub-Total</b>	<b>47,990.37</b>	<b>47,658.58</b>	<b>48,273.09</b>	<b>49,042.50</b>	<b>49,295.50</b>
Tuition Paying	66.00	54.00	56.50	62.00	62.00
<b>Total Elementary Students</b>	<b>48,056.37</b>	<b>47,712.58</b>	<b>48,329.59</b>	<b>49,104.50</b>	<b>49,357.50</b>
<b>Secondary Students</b>					
Under age 21	22,216.79	21,956.06	22,057.93	22,456.27	22,990.26
Age 21 and over	780.25	820.29	834.63	737.07	751.37
<b>Sub-Total</b>	<b>22,997.04</b>	<b>22,776.35</b>	<b>22,892.56</b>	<b>23,193.34</b>	<b>23,741.63</b>
Tuition Paying	492.88	548.82	664.34	755.00	755.00
<b>Total Secondary Students</b>	<b>23,489.92</b>	<b>23,325.17</b>	<b>23,556.90</b>	<b>23,948.34</b>	<b>24,496.63</b>
<b>Grand Total</b>	<b>71,546.29</b>	<b>71,037.75</b>	<b>71,886.49</b>	<b>73,052.84</b>	<b>73,854.13</b>

Numbers may not add due to rounding



# Average Daily Enrolment – Trend Analysis Chart



# Budget Operating Details

- Staffing
- Revenues
- Expenditures





# Staffing



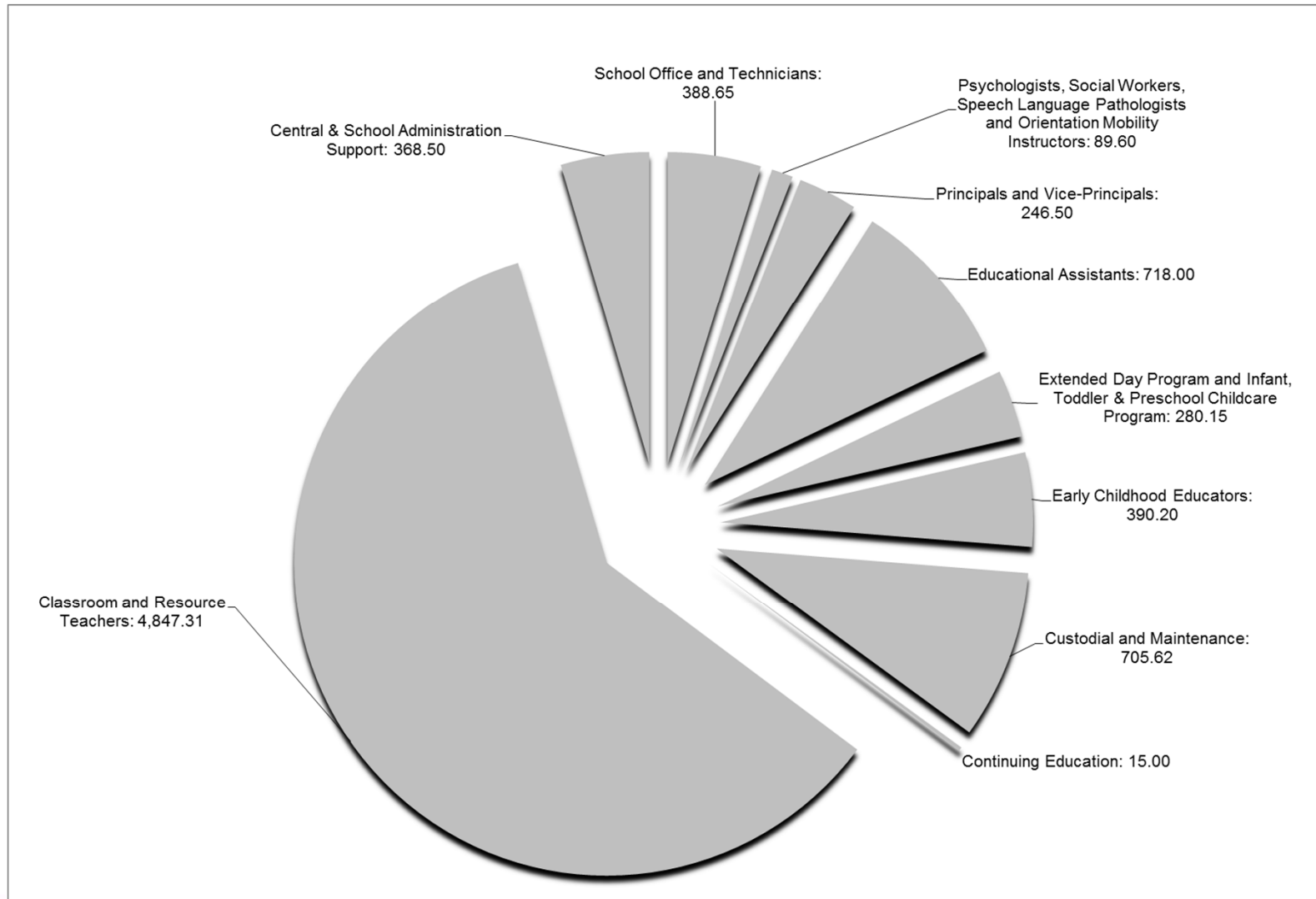
# Staffing by Full-Time Equivalency (FTE) Summary Table

Staffing Group	FTE	% Total
Classroom and Resource Teachers	4,847.31	60.22%
Educational Assistants	718.00	8.92%
Custodial and Maintenance	705.62	8.77%
Early Childhood Educators	390.20	4.85%
School Office and Technicians	388.65	4.83%
Central and School Administration & Support	368.50	4.58%
Extended Day Program and Infant, Toddler & Preschool Childcare Program	280.15	3.48%
Principals and Vice-Principals	246.50	3.06%
Psychologists, Social Workers, Speech Language Pathologists and Orientation Mobility Instructor	89.60	1.11%
Continuing Education	15.00	0.19%
<b>Total</b>	<b>8,049.53</b>	<b>100.00%</b>

*Numbers may not add due to rounding*



# Staffing by Full-Time Equivalency (FTE) Chart



# Academic Staffing as Presented in Appendix D of Report 18-030

	Mid-Year Staffing Adjustments based on Enrolment and Needs	Approved Staffing Changes for 2018-2019 Budget	Staffing Changes from 2017-2018 Approved Budget
<b>Elementary</b>			
<b>Subject to Board Decision - Teaching Staff</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
Increase in Learning Support Teachers (Crystal Bay Centre and Clifford Bowey School)	0.00	0.50	0.50
Decrease in Specialized Program Classes	(1.19)	(4.76)	(5.95)
Contingency for the Learning Disability Program / Special Interest Resource	0.00	4.76	4.76
Increase in Teachers for the Blind or Low Vision	(0.15)	0.50	0.35
Reduction of Teacher for Autism Spectrum Disorder (End of term assignment)	0.00	(1.00)	(1.00)
Increase in Learning Support Consultant and Autism Spectrum Disorder	1.00	0.00	1.00
Increase in Teachers for English Literacy Development	0.00	3.00	3.00
Change in Instructional Coaches	1.00	(1.00)	0.00
New Intermediate Student Success Teachers ( <i>Board Decision - 27 March 2018</i> )	0.00	3.00	3.00
New Intermediate Student Success Teachers ( <i>Reconciled</i> )	0.00	2.00	2.00
<b>Sub-Total</b>	<b>0.66</b>	<b>7.00</b>	<b>7.66</b>
<b>Secondary</b>			
<b>Subject to Board Decision - Teaching Staff</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
Increase in Learning Support Teachers (To Support Alternate Sites)	0.00	1.00	1.00
Increase in Learning Support Consultants	0.00	1.00	1.00
Increase in Teachers for Deaf or Hard of Hearing	0.00	1.00	1.00
Increase in Teachers for Specialized Program Classes	0.00	7.98	7.98
Increase in English as a Second Language Teachers	0.66	3.34	4.00
Increase in OCENET funded Positions	0.17	0.00	0.17
Increase in Central Orientation Class - ESL Teacher at Adult High School	0.00	1.00	1.00
Increase in Central Coach Position	2.00	(1.00)	1.00
Increase in International Baccalaureate Coordinator Position	0.33	0.00	0.33
Increase in Teachers at Adult High School (Increase in ADE)	1.66	0.00	1.66
<b>Sub-Total</b>	<b>4.82</b>	<b>14.32</b>	<b>19.14</b>
<b>Total Teaching Staff</b>	<b>5.48</b>	<b>21.32</b>	<b>26.80</b>

Numbers may not add due to rounding



# Academic Staffing as Presented in Appendix D of Report 18-030

	Mid-Year Staffing Adjustments based on Enrolment and Needs	Approved Staffing Changes for 2018-2019 Budget	Staffing Changes from 2017-2018 Approved Budget
<b>Administration</b>			
<b>Principals and Vice-Principals</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
Increase in Elementary Vice-Principals	0.00	4.00	4.00
Increase in Central Principals	0.00	1.00	1.00
<b>Sub-Total</b>	<b>0.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Total</b>	<b>5.48</b>	<b>26.32</b>	<b>31.80</b>
<b>Required by Contract or Legislation</b>			
<b>Elementary</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
Basic Staff <i>(Includes 3.0 FTE Kindergarten Teachers from Board Decision - 27 March 2018)</i>	34.00	30.00	64.00
Preparation Time <i>(Incl. 0.57 FTE Kindergarten Teachers from Board Decision - 27 March 2018)</i>	6.50	5.85	12.35
Positions funded by Local Priorities Grant	0.25	0.00	0.25
New Intermediate Student Success Teachers <i>(Board Decision - 27 March 2018)</i>	0.00	15.00	15.00
<b>Sub-Total</b>	<b>40.75</b>	<b>50.85</b>	<b>91.60</b>
<b>Secondary</b>			
Basic Staff	9.00	35.20	44.20
Guidance Teachers	1.17	0.83	2.00
Learning Support Teachers - Contractual	0.67	0.50	1.17
Positions funded by Local Priorities Grant	0.67	0.00	0.67
<b>Sub-Total</b>	<b>11.51</b>	<b>36.53</b>	<b>48.04</b>
<b>Total</b>	<b>52.26</b>	<b>87.38</b>	<b>139.64</b>
<b>Grand Total</b>	<b>57.74</b>	<b>113.70</b>	<b>171.44</b>

*Numbers may not add due to rounding*



# Academic Staffing Approved by Board - Elementary

	2017-2018 Approved Budget			2018-2019 Recommended Budget			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
<b>Basic staff</b>									
Basic Total Staff	2,051.00	2,037.00	14.00	2,115.00	2,115.00	-	64.00	78.00	(14.00)
Preparation Time for Basic Staff	391.74	391.74	-	403.96	403.96	-	12.22	12.22	-
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
<b>Sub-Total</b>	<b>2,473.74</b>	<b>2,442.74</b>	<b>31.00</b>	<b>2,554.72</b>	<b>2,532.96</b>	<b>21.76</b>	<b>80.98</b>	<b>90.22</b>	<b>(9.24)</b>
<b>English as a Second Language</b>									
In School (Includes 5.0 FTE Itinerant positions & .50 OCENET)	84.25	-	84.25	87.25	-	87.25	3.00	-	3.00
Itinerant English as a Second Language (LPF-Ext. Agreement)	3.50	3.50	-	4.00	4.00	-	0.50	0.50	-
<b>Sub-Total</b>	<b>87.75</b>	<b>3.50</b>	<b>84.25</b>	<b>91.25</b>	<b>4.00</b>	<b>87.25</b>	<b>3.50</b>	<b>0.50</b>	<b>3.00</b>
<b>Special Education</b>									
System Classes	143.00	-	143.00	138.00	-	138.00	(5.00)	-	(5.00)
Preparation Time for System Classes	27.31	-	27.31	26.36	-	26.36	(0.95)	-	(0.95)
Learning Support Teachers	111.00	-	111.00	111.50	-	111.50	0.50	-	0.50
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)	9.25	9.25	-	9.00	9.00	-	(0.25)	(0.25)	-
Teachers for Hearing and Visual	19.30	-	19.30	19.80	-	19.80	0.50	-	0.50
Learning Support Consultants	16.00	-	16.00	17.00	-	17.00	1.00	-	1.00
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	-	-	-	-
Autism Connections	1.00	-	1.00	-	-	-	(1.00)	-	(1.00)
<b>Sub-Total</b>	<b>454.36</b>	<b>15.75</b>	<b>438.61</b>	<b>449.16</b>	<b>15.50</b>	<b>433.66</b>	<b>(5.20)</b>	<b>(0.25)</b>	<b>(4.95)</b>
<b>Inclusive, Safe and Caring</b>									
Reality Check	2.00	-	2.00	2.00	-	2.00	-	-	-
First Place	2.00	-	2.00	2.00	-	2.00	-	-	-
<b>Sub-Total</b>	<b>4.00</b>	<b>-</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>	<b>4.00</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Curriculum Services &amp; Other (Central)</b>									
Business and Learning Technologies Consultant	1.00	-	1.00	1.00	-	1.00	-	-	-
Instructional Coaches	24.00	7.00	17.00	24.00	-	24.00	-	(7.00)	7.00
Intinerant Indigenous Education (LPF-Extension Agreement)	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 (Reconciled)	-	-	-	20.00	20.00	-	20.00	20.00	-
<b>Sub-Total</b>	<b>27.50</b>	<b>9.50</b>	<b>18.00</b>	<b>47.50</b>	<b>22.50</b>	<b>25.00</b>	<b>20.00</b>	<b>13.00</b>	<b>7.00</b>
<b>Total Staff</b>	<b>3,047.35</b>	<b>2,471.49</b>	<b>575.86</b>	<b>3,146.63</b>	<b>2,574.96</b>	<b>571.67</b>	<b>99.28</b>	<b>103.47</b>	<b>(4.19)</b>

Numbers may not add due to rounding



# Academic Staffing Approved by Board - Secondary

	2017-2018 Approved Budget			2018-2019 Recommended Budget			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
<b>Basic staff</b>									
Basic Staff	1,259.33	1,259.33	-	1,303.50	1,303.50	-	44.17	44.17	-
September 30 Adjustment	14.00	14.00	-	14.00	14.00	-	-	-	-
Needs Allocation	6.00	6.00	-	6.00	6.00	-	-	-	-
<b>Sub-Total</b>	<b>1,279.33</b>	<b>1,279.33</b>	<b>-</b>	<b>1,323.50</b>	<b>1,323.50</b>	<b>-</b>	<b>44.17</b>	<b>44.17</b>	<b>-</b>
<b>Other in School Staff</b>									
English as a Second Language / English Literacy Development	28.17	-	28.17	33.17	-	33.17	5.00	-	5.00
OCENET Funding	5.50	-	5.50	5.67	-	5.67	0.17	-	0.17
Teacher Librarians	24.00	24.00	-	24.00	24.00	-	-	-	-
Guidance Teachers	59.33	59.33	-	61.33	61.33	-	2.00	2.00	-
Program Enhancements	22.33	22.33	-	22.33	22.33	-	-	-	-
Program Enhancements (LPF-Extension Agreement)	7.00	7.00	-	7.17	7.17	-	0.17	0.17	-
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	1.83	-	1.83	2.17	-	2.17	0.34	-	0.34
Adults over 21	29.17	29.17	-	30.83	30.83	-	1.66	1.66	-
<b>Sub-Total</b>	<b>218.34</b>	<b>171.83</b>	<b>46.51</b>	<b>227.68</b>	<b>175.66</b>	<b>52.02</b>	<b>9.34</b>	<b>3.83</b>	<b>5.51</b>
<b>Special Education</b>									
Learning Support Teachers	34.50	32.17	2.33	36.67	33.34	3.33	2.17	1.17	1.00
Learning Support Teachers (LPF-Extension Agreement)	4.50	4.50	-	5.00	5.00	-	0.50	0.50	-
System Classes / Programs	78.17	-	78.17	87.17	-	87.17	9.00	-	9.00
Learning Support Consultants	4.00	-	4.00	5.00	-	5.00	1.00	-	1.00
<b>Sub-Total</b>	<b>121.17</b>	<b>36.67</b>	<b>84.50</b>	<b>133.84</b>	<b>38.34</b>	<b>95.50</b>	<b>12.67</b>	<b>1.67</b>	<b>11.00</b>
<b>Curriculum Services &amp; Other (Central)</b>									
Business and Learning Technologies Consultant	1.00	-	1.00	1.00	-	1.00	-	-	-
Instructional Coaches	14.00	-	14.00	15.00	-	15.00	1.00	-	1.00
Secondary Staffing Resource	0.67	0.67	-	0.67	0.67	-	-	-	-
<b>Sub-Total</b>	<b>15.67</b>	<b>0.67</b>	<b>15.00</b>	<b>16.67</b>	<b>0.67</b>	<b>16.00</b>	<b>1.00</b>	<b>-</b>	<b>1.00</b>
<b>Total Staff</b>	<b>1,634.51</b>	<b>1,488.50</b>	<b>146.01</b>	<b>1,701.69</b>	<b>1,538.17</b>	<b>163.52</b>	<b>67.18</b>	<b>49.67</b>	<b>17.51</b>

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	Education Support Professionals	Facilities Learning Environment	Union Exempt	Total
<b>Collective Agreement / Legislative based Changes</b>									
Elementary Teachers	15.25								
Secondary Teachers	3.84								
<b>Sub-Total</b>	<b>19.09</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>19.09</b>
<b>ADE Based Changes</b>									
Elementary Teachers	76.35								
Secondary Teachers	44.20								
Elementary Office Staff						7.00			
Elementary School Technicians						2.10			
Secondary Office Staff						4.00			
Secondary School Technicians						3.00			
Extended Day Program					10.63				
<b>Sub-Total</b>	<b>120.55</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>10.63</b>	<b>16.10</b>	<b>0.00</b>	<b>0.00</b>	<b>147.28</b>
<b>Board Decisions - 27 March 2018</b>									
<b>Elementary</b>									
Increase in Learning Support Teachers (Crystal Bay and Clifford Bowey)	0.50								
Decrease in Specialized Program Classes	(5.95)								
Contingency for the Learning Disability Program / Special Interest Resource	4.76								
Increase in Teachers for the Blind or Low Vision	0.35								
Reduction of one Teacher for Autism Spectrum Disorder	(1.00)								
Increase in Learning Support Consultant and Autism Spectrum Disorder	1.00								
Increase in Teachers for English Literacy Development	3.00								
New Intermediate Student Success Teachers (reconciled)	5.00								
Vice-Principals		4.00							
<b>Secondary</b>									
Increase in Learning Support Teachers (To Support Alternate Sites)	1.00								
Increase in Learning Support Consultants	1.00								
Increase in Teachers for Deaf or Hard of Hearing	1.00								
Increase in Teachers for Specialized Program Classes	7.98								
Increase in English as a Second Language Teachers	4.00								
Increase in OCENET funded Positions	0.17								
Increase in Central Orientation Class - ESL Teacher at Adult HS	1.00								
Increase in Central Coach Position	1.00								
Increase in International Baccalaureate Coordinator Position	0.33								
Increase in Teachers at Adult High School (Increase in ADE)	1.66								
Central Principal - Leadership and Early Years		1.00							
<b>Sub-Total</b>	<b>26.80</b>	<b>5.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>31.80</b>
<b>Total</b>	<b>166.44</b>	<b>5.00</b>	<b>0.00</b>	<b>0.00</b>	<b>10.63</b>	<b>16.10</b>	<b>0.00</b>	<b>0.00</b>	<b>198.17</b>

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	Education Support Professionals	Facilities Learning Environment	Union Exempt	Total
<b>Recommended Changes</b>									
School Office - Assistant positions						2.50			
Educational Assistants - New classes				7.00					
Educational Assistants - Support to schools				12.00					
Emergency Itinerant Educational Assistants				6.00					
Psychologists - Education Program - Other / Mental Health Workers			2.90						
Social Workers - Education Program - Other / Mental Health Workers			2.90						
Psychologist - Multi-Disciplinary Team			1.10						
Social Worker - Multi-Disciplinary Team			1.30						
Speech Language Pathologist - Multi-Disciplinary Team			1.50						
Position to support Orientation and Mobility			0.50						
Facilities Trades Apprentices / Education Programs - Other							2.00		
Superintendency - Administrative Assistant positions								1.50	
Human Resources - Position for Casual Staff and Occasional Teachers								1.00	
Human Resources - General Administrative Support position						1.00			
Financial Services - School Office Support position						1.00			
Coordinator Position - School Website content						1.00			
<b>Sub-Total</b>	<b>0.00</b>	<b>0.00</b>	<b>10.20</b>	<b>25.00</b>	<b>0.00</b>	<b>5.50</b>	<b>2.00</b>	<b>2.50</b>	<b>45.20</b>
<b>Total</b>	<b>166.44</b>	<b>5.00</b>	<b>10.20</b>	<b>25.00</b>	<b>10.63</b>	<b>21.60</b>	<b>2.00</b>	<b>2.50</b>	<b>243.37</b>
<b>Reconciliation</b>									
Secondary Vice-Principal		(0.50)							(0.50)
ESP Local Priorities (Allocated to Schools in 2018-2019)						(12.00)			(12.00)
<b>Grand Total</b>	<b>166.44</b>	<b>4.50</b>	<b>10.20</b>	<b>25.00</b>	<b>10.63</b>	<b>9.60</b>	<b>2.00</b>	<b>2.50</b>	<b>230.87</b>

Numbers may not add due to rounding

Net change in Secondary Vice-Principals is based on the FTE count in the 2017-2018 FTE (actual) displayed in Appendix C-Report 18-030



# Comparative Full-Time Equivalency (FTE) Staffing

OPERATIONS / DEPARTMENTS	2014-2015 Approved FTE	2015-2016 Approved FTE	2016-2017 Approved FTE	2017-2018 Approved FTE	2018-2019 Recommended FTE
<b>Instructional Day School</b>					
Elementary Principals / Vice-Principals	163.50	164.00	164.00	159.00	163.00
Elementary Teachers	2,577.95	2,571.14	2,518.12	2,565.49	2,668.97
Elementary Office Administrators & Assistants	195.00	195.00	190.50	182.00	191.50
Elementary Library Technicians	57.20	57.20	57.70	53.80	55.90
Educational Support Positions funded by Local Priorities (Allocated to Schools 18/19)	0.00	0.00	0.00	12.00	0.00
Elementary Principal - Full-Day Kindergarten	0.50	0.00	0.00	0.00	0.00
Early Childhood Educators - Full-Day Kindergarten	372.00	372.00	357.00	389.20	389.20
Administration & Support-Regular Instruction / Learning Support Services	9.00	9.00	7.00	6.00	6.00
Executive Director - OCDSB Foundation (Transition to 100% cost recovery)	1.00	1.50	0.50	0.00	0.00
Equity / Diversity Coordinator	1.00	1.00	1.00	1.00	1.00
<b>Total Elementary Schools</b>	<b>3,377.15</b>	<b>3,370.84</b>	<b>3,295.82</b>	<b>3,368.49</b>	<b>3,475.57</b>
Secondary Principals / Vice-Principals	76.67	76.67	74.83	74.00	73.50
Secondary Teachers	1,455.18	1,460.84	1,460.00	1,486.99	1,541.50
Secondary Office Administrators, Assistant Administrators & Assistants	109.50	109.50	105.25	103.75	107.75
Secondary Technicians	35.00	35.00	32.00	31.00	33.50
Secondary Assistant Chef, Kitchen Helpers & Technological Studies Technician	6.00	6.00	6.00	5.00	5.50
<b>Total Secondary Schools</b>	<b>1,682.35</b>	<b>1,688.01</b>	<b>1,678.08</b>	<b>1,700.74</b>	<b>1,761.75</b>
<b>Total Elementary &amp; Secondary Schools</b>	<b>5,059.50</b>	<b>5,058.85</b>	<b>4,973.90</b>	<b>5,069.23</b>	<b>5,237.32</b>
<b>Associate Director, Safe Schools and Urban Priorities</b>					
Associate Director & Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Safe Schools - Secondary Principal	1.00	0.00	0.00	0.00	1.00
Safe Schools - Secondary Teachers	3.00	3.00	3.00	3.00	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
<b>Total Associate Director, Safe Schools and Urban Priorities</b>	<b>33.80</b>	<b>32.80</b>	<b>32.80</b>	<b>32.80</b>	<b>34.80</b>
<b>Other School Support Programs</b>					
<b>Total Other School Support Programs</b>	<b>16.00</b>	<b>16.00</b>	<b>18.67</b>	<b>16.67</b>	<b>16.67</b>
<b>Total Associate Director, Safe Schools, Urban Priorities &amp; School Support Programs</b>	<b>49.80</b>	<b>48.80</b>	<b>51.47</b>	<b>49.47</b>	<b>51.47</b>
<b>Total Instruction (As noted above)</b>	<b>5,109.30</b>	<b>5,107.65</b>	<b>5,025.37</b>	<b>5,118.70</b>	<b>5,288.79</b>

Numbers may not add due to rounding



# Comparative Full-Time Equivalency (FTE) Staffing

OPERATIONS / DEPARTMENTS	2014-2015 Approved FTE	2015-2016 Approved FTE	2016-2017 Approved FTE	2017-2018 Approved FTE	2018-2019 Recommended FTE
<b>Learning Support Services / Special Education</b>					
Superintendent of Learning Support Services & Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Elementary Teachers	463.33	464.10	447.38	454.36	449.16
Secondary Teachers	118.82	116.82	116.00	121.17	133.84
Professional Student Services Personnel (Includes Regular Instruction)	71.60	71.10	72.10	72.60	82.30
PSSP positions funded by Local Priorities	0.00	0.00	0.00	1.50	1.50
Orientation Mobility Instructor	0.50	0.50	0.50	0.50	1.00
Educational Assistants	652.00	649.00	644.00	672.00	697.00
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	7.00
OCDC / Phoenix House - Secondary Teachers	2.50	0.00	0.00	0.00	0.00
<b>Total Learning Support Services</b>	<b>1,319.75</b>	<b>1,312.52</b>	<b>1,290.98</b>	<b>1,333.13</b>	<b>1,375.80</b>
<b>Finance Department</b>					
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	19.50	18.50	18.50	22.50
Payroll	13.00	13.00	13.00	14.00	14.00
Supply Chain Management / Risk Management	11.50	11.50	11.50	11.50	11.50
Mail & Courier	1.00	1.00	1.00	1.00	1.00
Document Reproduction	5.00	5.00	5.00	5.00	5.00
<b>Total Finance Department</b>	<b>56.00</b>	<b>56.00</b>	<b>55.00</b>	<b>56.00</b>	<b>60.00</b>
<b>Planning and Facilities</b>					
Superintendent of Facilities & Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Custodial Services, Trades & Maintenance	732.12	711.12	712.12	696.12	711.12
Position funded by Local Priorities (Effective 2018-2019 included with Custodial, Trades & Mtce)	0.00	0.00	0.00	13.00	0.00
Facilities Management, Design & Construction	49.00	49.00	47.00	47.00	47.00
Physical Planning	12.00	12.00	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
<b>Total Planning and Facilities</b>	<b>804.12</b>	<b>783.12</b>	<b>781.12</b>	<b>778.12</b>	<b>780.12</b>

Numbers may not add due to rounding



# Comparative Full-Time Equivalency (FTE) Staffing

OPERATIONS / DEPARTMENTS	2014-2015 Approved FTE	2015-2016 Approved FTE	2016-2017 Approved FTE	2017-2018 Approved FTE	2018-2019 Recommended FTE
<b>Curriculum Services</b>					
Superintendent of Curriculum Services & Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Elementary Principals / Vice-Principals	2.00	2.00	2.00	3.00	3.00
Secondary Principals / Vice-Principals	2.00	2.00	2.00	2.00	2.00
Elementary Teachers	33.43	25.00	22.00	21.00	21.00
Secondary Teachers (Includes 2.0 FTE Teachers - Student Success-Winning Attitudes)	14.00	14.00	13.00	13.00	14.00
Administration & Support	5.00	5.00	5.00	5.00	5.00
<b>Total Curriculum Services</b>	<b>58.43</b>	<b>50.00</b>	<b>46.00</b>	<b>46.00</b>	<b>47.00</b>
<b>Family Reception Centre</b>					
Elementary Teacher	1.00	1.00	1.00	0.00	0.00
Secondary Teacher	1.00	1.00	1.00	1.00	0.00
Administration & Support	4.00	4.00	4.00	4.00	4.00
<b>Total Family Reception Centre</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>	<b>4.00</b>
<b>Research, Evaluation and Analytics Division</b>					
Secondary Teacher	1.00	1.00	1.00	0.00	0.00
Administration & Support (Transferred to Corporate Services effective 2017-2018)	9.50	9.00	8.00	0.00	0.00
<b>Total Research, Evaluation and Analytics Division</b>	<b>10.50</b>	<b>10.00</b>	<b>9.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Office of the Director</b>					
Director's Office	3.00	3.00	3.00	3.00	3.00
Superintendents & Administrative Assistants	14.00	14.00	11.00	10.50	12.00
Legal Advisor	1.00	1.00	1.00	1.00	1.00
<b>Total Office of the Director</b>	<b>18.00</b>	<b>18.00</b>	<b>15.00</b>	<b>14.50</b>	<b>16.00</b>
<b>Corporate Services</b>					
Executive Officer, Administrative Assistant & Analyst	3.00	3.00	3.00	3.00	3.00
Board Services	7.00	7.00	6.00	6.00	6.00
Communications	10.00	10.00	9.00	9.00	10.00
Corporate Records	5.00	5.00	6.00	6.00	6.00
Research, Evaluation and Analytics Division	0.00	0.00	0.00	8.00	8.00
Trustees	12.00	12.00	12.00	12.00	12.00
<b>Total Corporate Services</b>	<b>37.00</b>	<b>37.00</b>	<b>36.00</b>	<b>44.00</b>	<b>45.00</b>

Numbers may not add due to rounding



# Comparative Full-Time Equivalency (FTE) Staffing

OPERATIONS / DEPARTMENTS	2014-2015 Approved FTE	2015-2016 Approved FTE	2016-2017 Approved FTE	2017-2018 Approved FTE	2018-2019 Recommended FTE
<b>Human Resources</b>					
Superintendent of Human Resources & Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Recruitment, Operations, Wellness & Disability	37.00	37.00	36.00	38.50	40.50
Staff Development	1.00	1.00	1.00	2.00	2.00
Labour Relations	5.50	5.50	5.50	5.00	5.00
Occupational Health & Safety (Includes .50 FTE Elementary Teacher)	5.00	5.00	5.00	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
<b>Total Human Resources</b>	<b>52.17</b>	<b>52.17</b>	<b>51.17</b>	<b>54.67</b>	<b>56.67</b>
<b>Continuing Education</b>					
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	17.00	13.00	13.00	13.00
<b>Total Continuing Education</b>	<b>19.00</b>	<b>19.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>
<b>Business and Learning Technologies</b>					
Elementary Vice-Principal	1.00	1.00	1.00	1.00	1.00
Elementary Teachers	6.00	4.00	4.00	4.00	4.00
Secondary Teacher	1.00	1.00	1.00	1.00	1.00
Administration & Support	87.00	87.00	85.00	90.00	87.00
<b>Total Business and Learning Technologies</b>	<b>95.00</b>	<b>93.00</b>	<b>91.00</b>	<b>96.00</b>	<b>93.00</b>
<b>Other Departmental Expenses</b>					
<b>Total Staff on Loan</b>	<b>68.17</b>	<b>68.32</b>	<b>76.42</b>	<b>72.65</b>	<b>66.85</b>
Early Childhood Educators	138.29	182.35	182.35	190.35	204.43
Early Learning Assistants	29.50	33.68	33.68	37.17	33.72
Administration & Support	11.50	11.00	11.00	10.75	10.75
<b>Total Extended Day Program</b>	<b>179.29</b>	<b>227.03</b>	<b>227.03</b>	<b>238.27</b>	<b>248.90</b>
Early Childhood Educators / Administration & Support	9.10	25.00	25.00	22.25	22.25
Program Coordinators	4.00	4.00	4.00	2.00	2.00
Program Assistants	3.00	4.00	4.00	3.00	3.00
Cooks/Housekeepers	3.00	4.00	4.00	4.00	4.00
<b>Total Infant, Toddler and Preschool Childcare Program</b>	<b>19.10</b>	<b>37.00</b>	<b>37.00</b>	<b>31.25</b>	<b>31.25</b>
<b>Total Other Departmental Expenses</b>	<b>266.56</b>	<b>332.35</b>	<b>340.45</b>	<b>342.17</b>	<b>347.00</b>
<b>Grand Total FTE</b>	<b>7,851.83</b>	<b>7,876.81</b>	<b>7,762.09</b>	<b>7,903.29</b>	<b>8,128.38</b>
<b>Reconciliation (Staff not included in Comparative Staffing)</b>					
Trustees	(12.00)	(12.00)	(12.00)	(12.00)	(12.00)
Staff on Loan	(68.17)	(68.32)	(76.42)	(72.65)	(66.85)
<b>Total FTE</b>	<b>7,771.66</b>	<b>7,796.49</b>	<b>7,673.67</b>	<b>7,818.64</b>	<b>8,049.53</b>

Numbers may not add due to rounding



# Staffing with Time Sensitive Funding

Local Priorities Funding		
Description	FTE	Amount
<b>Academic Staffing</b>		
Elementary Teachers	20.50	\$ 2,190,140
Secondary Teachers	12.17	1,341,256
<b>Sub-Total</b>	<b>32.67</b>	<b>\$ 3,531,396</b>
<b>Education Workers</b>		
Educational Assistants	28.50	\$ 1,633,905
Professional Student Services Personnel	1.50	161,025
Facilities / Learning Environment	13.00	828,230
Educational Support Professionals	12.00	694,800
<b>Sub-Total</b>	<b>55.00</b>	<b>\$ 3,317,960</b>
<b>Other</b>		
Adult High School		\$ 1,076,255
Principals and Vice-Principals		139,106
General Increases		42,093
<b>Sub-Total</b>		<b>\$ 1,257,454</b>
<b>Total</b>	<b>87.67</b>	<b>\$ 8,106,810</b>

*Actual Local Priorities Funding provided by the Ministry totals \$8,087,220*

Funding for Mental Health Workers in Schools		
Description	FTE	Amount
Professional Student Services Personnel	5.80	\$ 622,630
<b>Total</b>	<b>5.80</b>	<b>\$ 622,630</b>

*Numbers may not add due to rounding*



# Staffing with Time Sensitive Funding

Positions	FTE	Amount	Funding Source	End Date
<b>Elementary Teachers</b>				
<b>English As a second Language</b>				
Itinerant English as a Second Language	4.00	\$ 423,080	Local Priorities Funding	31 August 2019
<b>Special Education</b>				
Learning Support / Resource Teachers	11.50	1,232,570	Local Priorities Funding	31 August 2019
Learning Support Consultants	1.00	107,180	Local Priorities Funding	31 August 2019
Intermediate Program Behaviour Specialist	3.00	321,540	Local Priorities Funding	31 August 2019
<b>Other</b>				
Itinerant Indigenous Education	1.00	105,770		
<b>Total Elementary Teachers</b>	<b>20.50</b>	<b>\$2,190,140</b>		
<b>Secondary Teachers</b>				
<b>Special Education</b>				
Learning Support Teachers	5.00	\$ 551,050	Local Priorities Funding	31 August 2019
<b>Other</b>				
Program Enhancement	7.17	790,206	Local Priorities Funding	31 August 2019
<b>Total Secondary Teachers</b>	<b>12.17</b>	<b>\$1,341,256</b>		
<b>Student Support Professionals</b>				
<b>Total Educational Assistants</b>	<b>28.50</b>	<b>\$1,633,905</b>	Local Priorities Funding	31 August 2019
<b>Professional Student Services Personnel</b>				
Special Education Support	1.50	\$ 161,025	Local Priorities Funding	31 August 2019
Psychologist	2.90	335,414	Mental Health Workers in School	31 August 2019
Social Worker	2.90	287,216	Mental Health Workers in School	31 August 2019
<b>Total Professional Student Services Personnel</b>	<b>7.30</b>	<b>\$ 783,655</b>		
<b>Facilities / Learning Environment</b>				
<b>Total Facilities / Learning Environment</b>	<b>13.00</b>	<b>\$ 828,230</b>	Local Priorities Funding	31 August 2019
<b>Educational Support Professionals</b>				
<b>Total Educational Support Professionals</b>	<b>12.00</b>	<b>\$ 694,800</b>	Local Priorities Funding	31 August 2019
<b>Other</b>				
Adult High School		\$1,076,255	Local Priorities Funding	31 August 2019
Principal and Vice Principal		139,106	Local Priorities Funding	31 August 2019
General Increases		42,093	Local Priorities Funding	31 August 2019
<b>Total Other</b>		<b>\$1,257,454</b>		
<b>Grand Total</b>	<b>93.47</b>	<b>\$8,729,440</b>		

Numbers may not add due to rounding



# Revenues





# Revenue Funding Information

## Grants for Student Needs (i)

<b>Pupil Foundation</b>	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.
<b>School Foundation</b>	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.
<b>Special Education</b>	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.
<b>Language Grants</b>	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).
<b>Indigenous Education Allocation</b>	The Indigenous Education Allocation supports programs designed for aboriginal/indigenous students, as outlined in the Ontario First Nation, Métis, and Inuit Education Policy Framework.
<b>Learning Opportunities Grant</b>	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

## Grants for Student Needs (ii)

<b>Safe School Supplement</b>	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.
<b>Continuing Education</b>	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.
<b>Adult Education</b>	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.
<b>Teacher Qualifications and Experience</b>	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.
<b>New Teacher Induction Program</b>	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.



# Revenue Funding Information

## Grants for Student Needs (iii)

<b>Student Transportation</b>	<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>
<b>Administration and Governance</b>	<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>
<b>School Operations (Facilities)</b>	<p>The Facilities Operations Grant supports the cost of operating school facilities such as custodial staff, maintenance, heating, lighting and cleaning.</p>
<b>Community Use of Schools</b>	<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>
<b>Declining Enrolment Grant</b>	<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>
<b>Restraint Savings</b>	<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

	2016-2017 Actual	2017-2018 Budget	2018-2019 Recommended Budget
<b>Grants for Student Needs (GSN)</b>			
<b>GSN - Operating Grants</b>			
Pupil Foundation	\$ 378,543,607	\$ 386,112,344	\$ 403,071,092
School Foundation	49,574,179	50,277,487	52,063,690
Special Education	91,566,545	92,136,012	97,302,109
French as a Second Language	17,036,362	17,197,933	17,751,541
English as a Second Language	11,978,135	11,569,540	14,170,816
Indigenous Education Allocation	1,180,859	1,237,022	1,171,049
Rural and Northern Education Allocation	-	-	188,140
Learning Opportunities	16,632,314	24,368,478	24,836,658
Safe School Supplement	1,861,911	1,817,028	1,869,628
Continuing Education	5,659,879	5,672,177	6,604,696
Adult Education	3,066,999	3,089,443	3,518,030
Teacher Qualifications and Experience	74,458,298	84,717,551	85,095,361
New Teacher Induction Program	493,299	604,462	604,415
Student Transportation	38,311,878	38,954,113	41,384,828
Administration and Governance	18,461,331	19,122,150	20,882,998
School Operations (Facilities)	74,075,899	73,764,989	77,304,088
Community Use of Schools	1,033,282	1,062,318	1,064,827
Declining Enrolment Grant	321,965	87,455	-
Restraint Savings	(279,158)	(279,158)	(279,158)
Transfer to Deferred Revenue	(1,410,271)	(1,358,052)	(3,791,765)
<b>Total Operating Grants</b>	<b>\$ 782,567,313</b>	<b>\$ 810,153,292</b>	<b>\$ 844,813,043</b>
<b>GSN - Capital Grants</b>			
Facilities Renewal	\$ 5,682,597	\$ 5,683,122	\$ 5,693,776
Temporary Accommodations	1,652,963	900,000	840,000
Interest on Ontario Financing Authority Debt	6,878,679	6,547,454	6,192,758
Interest on Non-Ontario Financing Authority Debt	2,523,115	2,523,115	2,523,115
Interest on Capital Projects under Construction	416,251	407,241	527,701
<b>Total Capital Grants</b>	<b>\$ 17,153,605</b>	<b>\$ 16,060,932</b>	<b>\$ 15,777,350</b>
<b>Total GSN for Operating and Capital Grants</b>	<b>\$ 799,720,918</b>	<b>\$ 826,214,224</b>	<b>\$ 860,590,393</b>

Numbers may not add due to rounding



# Revenue – Non Grant Revenue and Reserves

	2016-2017 Actual	2017-2018 Budget	2018-2019 Recommended Budget
<b>Non Grant Revenue</b>			
<b>Education Programs - Other and Other Revenue:</b>			
Rentals	\$ 4,007,592	\$ 4,027,703	\$ 4,022,887
Continuing Education	5,385,719	5,161,392	5,700,223
Other Ministry of Education Grants (including OYAP)	5,658,518	4,579,425	6,338,676
Staff on Loan	7,163,541	7,432,169	6,975,674
Tuition Fees	9,312,684	8,330,000	10,559,000
Interest Income	286,314	250,000	350,000
Miscellaneous Revenues	5,357,037	6,663,631	6,839,963
Specialized Program Funding	1,500,000	1,500,000	750,000
<b>Board Programs:</b>			
Extended Day Program	15,590,311	16,609,528	16,646,017
Infant, Toddler & Preschool Childcare Program	1,527,525	1,576,000	1,597,000
<b>Total Non Grant Revenues</b>	<b>\$ 55,789,241</b>	<b>\$ 56,129,848</b>	<b>\$ 59,779,440</b>
<b>Deferred Capital Contributions (Ministry Approved Capital)</b>	<b>\$ 44,800,102</b>	<b>\$ 45,782,874</b>	<b>\$ 53,358,048</b>
<b>Total Revenue</b>	<b>\$ 900,310,261</b>	<b>\$ 928,126,946</b>	<b>\$ 973,727,881</b>
<b>Use of Accumulated Surplus</b>			
Board Supported Capital Projects	\$ 68,684	\$ 38,999	\$ 41,613
<b>Use of Accumulated Surplus</b>	<b>\$ 68,684</b>	<b>\$ 38,999</b>	<b>\$ 41,613</b>
<b>Total Revenue and Use of Accumulated Surplus</b>	<b>\$ 900,378,945</b>	<b>\$ 928,165,945</b>	<b>\$ 973,769,494</b>

Numbers may not add due to rounding



# Revenue – Education Program - Other (EPO)

	Amount
Indigenous Support & Engagement Initiative	\$ 100,000
Safe, Inclusive and Accepting Schools	298,454
Tutors in the Classroom	56,600
French as a Second Language	298,875
Ontario Focused Intervention Partnership	23,500
The Renewed Mathematics Strategy	1,682,261
Gap Closing in Literacy (Grades 7-12)	38,000
Re-Engagement Initiative	71,421
Specialist High Skills Major	242,263
SpeakUp Project	70,627
Indigenous Student Learning and Leadership Gatherings	15,370
Enhancements to Support Experiential Learning	281,185
Prepare for Recreational Cannabis Legalization	76,100
After School Skills Development Programs	58,268
Autism Spectrum Disorder - Pilot Project	247,595
Mental Health Workers in Schools	607,188
Parents Reaching Out	80,199
Mentoring for All	7,268
Board Leadership Development Strategy	117,276
Technomath Glebe CI	7,500
Focus on Youth	476,000
Experiential Learning for Adult	10,529
Innovation in Learning Fund	108,111
OSSTF Education Workers Apprenticeship Training	212,997
Outreach Coordinator	152,800
Jiangsu Summer Leadership Program	15,000
Priority Schools Funding	510,000
Rideau/Rockcliffe (to offset budgeted mothball expenses)	208,500
<b>Total Education Programs - Other</b>	<b>\$ 6,073,887</b>
Other - Ontario Youth Apprenticeship Program (OYAP)	\$ 264,789
<b>Grand Total</b>	<b>\$ 6,338,676</b>

*Numbers may not add due to rounding*



# Expenditures Table of Contents

DEPARTMENT	Page	DEPARTMENT SUMMARY	DEPARTMENT TOTAL	DEPARTMENT	Page	DEPARTMENT SUMMARY	DEPARTMENT TOTAL
Instructional Day School	64	\$ 571,374,358		Office of the Director	93	\$ 2,995,279	
Elementary Schools	65		\$ 369,322,307	Director's Office	94		\$ 791,395
Secondary Schools	66		194,635,049	Superintendents and Administrative Assistants	95		1,657,244
School Programs and Support	67		7,417,002	Legal Services	96		546,640
Learning Support Services / Special Education	68	\$ 119,921,496		Corporate Services	97	\$ 4,329,725	
Superintendent of Learning Support Services	69		\$ 334,641	Executive Officer	98		\$ 420,010
Elementary Special Education	70		50,038,712	Board Services	99		673,461
Secondary Special Education	71		13,919,676	Communications	100		1,138,634
Educational Assistants	72		40,352,435	Corporate Records	101		687,820
Special Education and Professional Services Personnel	73		15,276,033	Research, Evaluation & Analytics Division	102		1,019,380
				Trustees	103		390,420
Finance Department	74	\$ 8,569,881		Human Resources	104	\$ 8,033,145	
Chief Financial Officer/Treasurer	75		\$ 157,311	Superintendent of Human Resources	105		\$ 582,094
Budget Services	76		589,575	Human Resource Staff Development	106		835,200
Financial Reporting / School Support / ERP	77		2,288,357	Staffing, HRIS and Wellness/Disability Management	107		4,017,071
Payroll	78		1,053,170	Labour Relations	108		704,274
Risk & Supply Chain Management	79		3,561,689	Occupational Health and Safety	109		1,713,710
Document Reproduction / Mail & Courier	80		919,779	Elementary and Secondary Staffing Committee Resources	110		180,796
Planning and Facilities	81	\$ 83,796,118		Continuing Education	111	\$ 10,954,538	\$ 10,954,538
Superintendent of Facilities	82		\$ 157,314	Transportation / OSTA	112	\$ 41,461,358	\$ 41,461,358
Custodial Services, Trades and Maintenance, Facilities Management, Design and Construction	83		63,419,909	Business and Learning Technologies	113	\$ 15,492,350	\$ 15,492,350
Utilities	84		16,539,796	Debt and Other Expenses	114	\$ 94,639,560	
Physical Planning	85		1,337,129	Staff on Loan	115		\$ 7,175,674
Facilities & Planning Office, Real Estate & Community Use	86		1,980,080	Extended Day Program	116		16,463,043
Admissions & Enrolment	87		361,890	Infant, Toddler & Preschool Childcare Program	117		2,097,000
Curriculum Services	88	\$ 9,749,049		Facilities Renewal Plan	118		6,533,776
Superintendent of Curriculum Services	89		\$ 795,651	Debentures and Long Term Debt	119		62,370,067
Curriculum Department	90		8,637,588	Retirement Gratuities, Other Payments and Adjustments	120	\$ 2,411,024	\$ 2,411,024
Family Reception Centre	91		315,811				
Research, Evaluation & Analytics Division	92		-				
<b>TOTAL EXPENDITURES</b>						<b>\$ 973,727,881</b>	<b>\$ 973,727,881</b>



# 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 143 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 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
<b>Instructional Day School Totals</b>								
Elementary School	\$ 322,970,933	3,295.82	\$ 321,676,911	\$ 347,251,645	3,368.50	\$ 207,058,918	\$ 369,322,307	3,475.58
Secondary School	173,945,670	1,678.08	170,276,237	186,154,702	1,700.75	108,463,973	194,635,049	1,761.74
School Programs and Support	6,426,814	51.47	5,238,793	7,008,208	49.47	2,500,616	7,417,002	51.47
<b>Total</b>	<b>\$ 503,343,417</b>	<b>5,025.37</b>	<b>\$ 497,191,942</b>	<b>\$ 540,414,555</b>	<b>5,118.71</b>	<b>\$ 318,023,507</b>	<b>\$ 571,374,358</b>	<b>5,288.79</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
Instruction	\$ 502,398,808	5,023.17	\$ 496,191,287	\$ 539,321,138	5,116.71	\$ 317,468,459	\$ 570,220,126	5,286.79
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	695,979	2.20	569,601	691,987	2.00	452,018	752,803	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	248,630	-	261,732	401,430	-	65,999	401,430	-
Other	-	-	169,321	-	-	37,031	-	-
<b>Total</b>	<b>\$ 503,343,417</b>	<b>5,025.37</b>	<b>\$ 497,191,942</b>	<b>\$ 540,414,555</b>	<b>5,118.71</b>	<b>\$ 318,023,507</b>	<b>\$ 571,374,358</b>	<b>5,288.79</b>

\* Numbers may not add due to rounding

The OCDSB is a dynamic, creative learning organization that fosters the achievement, well-being and dignity of every student. Our mission is educating for success - inspiring learning and building citizenship through five key priority areas: Learning, Well-Being, Engagement, Equity and Stewardship.





# 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 143 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 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
<b>Elementary Schools</b>								
Salaries and Benefits	\$ 312,103,061	3,295.82	\$ 312,317,682	\$ 337,603,217	3,368.50	\$ 200,611,666	\$ 357,342,298	3,475.58
Staff Development	4,614,773	-	510,340	611,400	-	393,102	766,656	-
Supplies and Services	4,207,199	-	4,585,020	4,784,966	-	2,645,825	6,078,154	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	2,045,900	-	4,130,018	4,252,062	-	3,330,974	5,117,899	-
Other	-	-	32,485	-	-	30,270	9,000	-
Rental expense	-	-	101,366	-	-	47,081	8,300	-
<b>Total</b>	<b>\$ 322,970,933</b>	<b>3,295.82</b>	<b>\$ 321,676,911</b>	<b>\$ 347,251,645</b>	<b>3,368.50</b>	<b>\$ 207,058,918</b>	<b>\$ 369,322,307</b>	<b>3,475.58</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
Instruction	\$ 322,392,382	3,295.62	\$ 321,296,808	\$ 346,541,715	3,368.50	\$ 206,807,230	\$ 368,572,777	3,475.58
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	355,421	0.20	119,335	334,000	-	190,251	373,600	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	223,130	-	193,229	375,930	-	24,967	375,930	-
Other	-	-	67,539	-	-	36,469	-	-
<b>Total</b>	<b>\$ 322,970,933</b>	<b>3,295.82</b>	<b>\$ 321,676,911</b>	<b>\$ 347,251,645</b>	<b>3,368.50</b>	<b>\$ 207,058,918</b>	<b>\$ 369,322,307</b>	<b>3,475.58</b>

\* Numbers may not add due to rounding

The District's 113 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 Education Programs - Other (EPO) 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 143 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 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
<b>Secondary Schools</b>								
Salaries and Benefits	\$ 170,623,180	1,678.08	\$ 166,469,078	\$ 182,872,722	1,700.75	\$ 105,910,206	\$ 190,833,880	1,761.74
Staff Development	25,500	-	52,500	25,500	-	35,863	25,500	-
Supplies and Services	3,296,990	-	3,704,073	3,256,480	-	2,461,244	3,775,669	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	50,586	-	-	56,660	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 173,945,670</b>	<b>1,678.08</b>	<b>\$ 170,276,237</b>	<b>\$ 186,154,702</b>	<b>1,700.75</b>	<b>\$ 108,463,973</b>	<b>\$ 194,635,049</b>	<b>1,761.74</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
Instruction	\$ 173,945,670	1,678.08	\$ 170,207,734	\$ 186,154,702	1,700.75	\$ 108,422,942	\$ 194,635,049	1,761.74
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	68,504	-	-	41,032	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 173,945,670</b>	<b>1,678.08</b>	<b>\$ 170,276,237</b>	<b>\$ 186,154,702</b>	<b>1,700.75</b>	<b>\$ 108,463,973</b>	<b>\$ 194,635,049</b>	<b>1,761.74</b>

\* 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 24 secondary schools as well as at the Adult High School and 5 secondary 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 143 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 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
<b>School Programs and Support</b>								
Salaries and Benefits	\$ 3,989,377	51.47	\$ 3,076,755	\$ 4,000,926	49.47	\$ 1,542,517	\$ 4,373,430	51.47
Staff Development	239,096	-	123,385	186,709	-	78,807	186,709	-
Supplies and Services	2,198,341	-	1,850,810	2,820,573	-	787,546	2,856,863	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	176,267	-	-	91,747	-	-
Other	-	-	11,575	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 6,426,814</b>	<b>51.47</b>	<b>\$ 5,238,793</b>	<b>\$ 7,008,208</b>	<b>49.47</b>	<b>\$ 2,500,616</b>	<b>\$ 7,417,002</b>	<b>51.47</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
Instruction	\$ 6,060,756	49.47	\$ 4,686,745	\$ 6,624,721	47.47	\$ 2,238,288	\$ 7,012,299	49.47
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	340,558	2.00	450,266	357,987	2.00	261,767	379,203	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	25,500	-	-	25,500	-	-	25,500	-
Other	-	-	101,782	-	-	561	-	-
<b>Total</b>	<b>\$ 6,426,814</b>	<b>51.47</b>	<b>\$ 5,238,793</b>	<b>\$ 7,008,208</b>	<b>49.47</b>	<b>\$ 2,500,616</b>	<b>\$ 7,417,002</b>	<b>51.47</b>

\* 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 the learning needs of the child are met through ongoing communication, cooperation, active participation and sharing of responsibility.

Operating Resource	Approved 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
<b>Learning Support Services/Special Education</b>								
Superintendent of Learning Support Services	\$ 309,556	2.00	\$ 327,831	\$ 332,762	2.00	\$ 245,652	\$ 334,641	2.00
Elementary Special Education	45,095,904	447.38	45,938,272	49,886,676	454.36	28,554,446	50,038,712	449.16
Secondary Special Education	12,017,600	116.00	11,894,561	12,150,766	121.17	7,564,323	13,919,676	133.84
Educational Assistants	34,641,878	644.00	37,049,791	38,814,024	672.00	25,109,691	40,352,435	697.00
Special Ed/Professional Student Services Personnel	13,608,943	81.60	14,301,728	14,140,398	83.60	8,510,489	15,276,033	93.80
<b>Total</b>	<b>\$ 105,673,881</b>	<b>1,290.98</b>	<b>\$ 109,512,183</b>	<b>\$ 115,324,626</b>	<b>1,333.13</b>	<b>\$ 69,984,600</b>	<b>\$ 119,921,496</b>	<b>1,375.80</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
Instruction	\$ 105,409,935	1,288.98	\$ 109,233,820	\$ 115,037,474	1,331.13	\$ 69,801,072	\$ 119,632,465	1,373.80
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	263,946	2.00	267,958	287,152	2.00	168,960	289,031	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	10,406	-	-	14,568	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 105,673,881</b>	<b>1,290.98</b>	<b>\$ 109,512,183</b>	<b>\$ 115,324,626</b>	<b>1,333.13</b>	<b>\$ 69,984,600</b>	<b>\$ 119,921,496</b>	<b>1,375.80</b>

\* Numbers may not add due to rounding

Objective: Objective 1 - Learning, Objective 2 - Well-Being, Objective 3 - Engagement, Objective 4 - Equity, and Objective 5 - Stewardship



# 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 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
<b>Superintendent of Learning Support Services</b>								
Salaries and Benefits	\$ 255,150	2.00	\$ 269,344	\$ 278,851	2.00	\$ 223,162	\$ 280,730	2.00
Staff Development	4,937	-	23,807	4,937	-	9,142	4,937	-
Supplies and Services	49,469	-	29,563	48,974	-	13,348	48,974	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	5,116	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 309,556</b>	<b>2.00</b>	<b>\$ 327,831</b>	<b>\$ 332,762</b>	<b>2.00</b>	<b>\$ 245,652</b>	<b>\$ 334,641</b>	<b>2.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
Instruction	\$ 45,610	-	\$ 59,873	\$ 45,610	-	\$ 76,691	\$ 45,610	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	263,946	2.00	267,958	287,152	2.00	168,960	289,031	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 309,556</b>	<b>2.00</b>	<b>\$ 327,831</b>	<b>\$ 332,762</b>	<b>2.00</b>	<b>\$ 245,652</b>	<b>\$ 334,641</b>	<b>2.00</b>

\* Numbers may not add due to rounding

Objective: Continue to ensure 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 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 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
<b>Elementary Special Education</b>								
Salaries and Benefits	\$ 45,095,904	447.38	\$ 45,938,272	\$ 49,886,676	454.36	\$ 28,554,446	\$ 50,038,712	449.16
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	-	-	-	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 45,095,904</b>	<b>447.38</b>	<b>\$ 45,938,272</b>	<b>\$ 49,886,676</b>	<b>454.36</b>	<b>\$ 28,554,446</b>	<b>\$ 50,038,712</b>	<b>449.16</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
Instruction	\$ 45,095,904	447.38	\$ 45,938,272	\$ 49,886,676	454.36	\$ 28,554,446	\$ 50,038,712	449.16
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 45,095,904</b>	<b>447.38</b>	<b>\$ 45,938,272</b>	<b>\$ 49,886,676</b>	<b>454.36</b>	<b>\$ 28,554,446</b>	<b>\$ 50,038,712</b>	<b>449.16</b>

\* Numbers may not add due to rounding

Objective: Continue with the maintenance in of 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 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
<b>Secondary Special Education</b>								
Salaries and Benefits	\$ 12,016,478	116.00	\$ 11,894,561	\$ 12,149,644	121.17	\$ 7,564,323	\$ 13,918,554	133.84
Staff Development	1,122	-	-	1,122	-	-	1,122	-
Supplies and Services	-	-	-	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 12,017,600</b>	<b>116.00</b>	<b>\$ 11,894,561</b>	<b>\$ 12,150,766</b>	<b>121.17</b>	<b>\$ 7,564,323</b>	<b>\$ 13,919,676</b>	<b>133.84</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
Instruction	\$ 12,017,600	116.00	\$ 11,894,561	\$ 12,150,766	121.17	\$ 7,564,323	\$ 13,919,676	133.84
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 12,017,600</b>	<b>116.00</b>	<b>\$ 11,894,561</b>	<b>\$ 12,150,766</b>	<b>121.17</b>	<b>\$ 7,564,323</b>	<b>\$ 13,919,676</b>	<b>133.84</b>

\* Numbers may not add due to rounding

Objective: Continue with the maintenance of 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Educational Assistants</b>								
Salaries and Benefits	\$ 34,641,878	644.00	\$ 37,049,791	\$ 38,814,024	672.00	\$ 25,109,691	\$ 40,352,435	697.00
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	-	-	-	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 34,641,878</b>	<b>644.00</b>	<b>\$ 37,049,791</b>	<b>\$ 38,814,024</b>	<b>672.00</b>	<b>\$ 25,109,691</b>	<b>\$ 40,352,435</b>	<b>697.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 34,641,878	644.00	\$ 37,049,791	\$ 38,814,024	672.00	\$ 25,109,691	\$ 40,352,435	697.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 34,641,878</b>	<b>644.00</b>	<b>\$ 37,049,791</b>	<b>\$ 38,814,024</b>	<b>672.00</b>	<b>\$ 25,109,691</b>	<b>\$ 40,352,435</b>	<b>697.00</b>

\* 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 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
<b>Special Education and PSSP</b>								
Salaries and Benefits	\$ 9,080,282	81.60	\$ 11,083,426	\$ 9,621,289	83.60	\$ 6,914,855	\$ 11,026,054	93.80
Staff Development	(129,500)	-	79,524	(29,500)	-	16,588	-	-
Supplies and Services	4,496,471	-	3,031,456	4,386,919	-	1,510,551	4,189,979	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	161,690	-	96,916	161,690	-	53,928	60,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	10,406	-	-	14,568	-	-
<b>Total</b>	<b>\$ 13,608,943</b>	<b>81.60</b>	<b>\$ 14,301,728</b>	<b>\$ 14,140,398</b>	<b>83.60</b>	<b>\$ 8,510,489</b>	<b>\$ 15,276,033</b>	<b>93.80</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
Instruction	\$ 13,608,943	81.60	\$ 14,291,323	\$ 14,140,398	83.60	\$ 8,495,921	\$ 15,276,033	93.80
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	10,406	-	-	14,568	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 13,608,943</b>	<b>81.60</b>	<b>\$ 14,301,728</b>	<b>\$ 14,140,398</b>	<b>83.60</b>	<b>\$ 8,510,489</b>	<b>\$ 15,276,033</b>	<b>93.80</b>

\* 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 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
<b>Finance Totals</b>								
Chief Financial Officer/Treasurer	\$ 140,409	1.00	\$ 163,863	\$ 156,785	1.00	\$ 103,603	\$ 157,311	1.00
Budget Services	562,980	5.00	569,099	579,389	5.00	329,011	589,575	5.00
Financial Reporting	1,626,847	18.50	1,540,798	1,692,418	18.50	1,042,782	2,288,357	22.50
Payroll	936,799	13.00	1,020,852	1,070,404	14.00	564,265	1,053,170	14.00
Risk & Supply Chain Management	3,484,004	11.50	3,016,592	3,527,728	11.50	2,587,000	3,561,689	11.50
Document Reproduction / Mail & Courier	855,637	6.00	882,163	876,284	6.00	446,896	919,779	6.00
<b>Total</b>	<b>\$ 7,606,676</b>	<b>55.00</b>	<b>\$ 7,193,366</b>	<b>\$ 7,903,008</b>	<b>56.00</b>	<b>\$ 5,073,557</b>	<b>\$ 8,569,881</b>	<b>60.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
Instruction	\$ 1,064,131	8.80	\$ 1,030,503	\$ 1,084,468	9.00	\$ 499,460	\$ 1,196,431	9.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	4,174,953	45.20	4,275,252	4,444,359	46.00	2,653,016	4,997,781	50.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	2,367,592	1.00	1,887,611	2,374,182	1.00	1,921,081	2,375,668	1.00
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 7,606,676</b>	<b>55.00</b>	<b>\$ 7,193,366</b>	<b>\$ 7,903,008</b>	<b>56.00</b>	<b>\$ 5,073,557</b>	<b>\$ 8,569,881</b>	<b>60.00</b>

\* Numbers may not add due to rounding

Objective: To provide cost-effective financial and risk management leadership. In order to meet this objective, continued assessment of the department's activities and related internal controls is essential.



# 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 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
<b>Chief Financial Officer</b>								
Salaries and Benefits	\$ 136,012	1.00	\$ 136,490	\$ 148,488	1.00	\$ 90,580	\$ 149,014	1.00
Staff Development	1,193	-	2,150	2,386	-	1,022	2,386	-
Supplies and Services	3,204	-	11,901	5,911	-	8,277	5,911	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	5,657	-	-	(5,657)	-	-
Other	-	-	7,665	-	-	9,382	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 140,409</b>	<b>1.00</b>	<b>\$ 163,863</b>	<b>\$ 156,785</b>	<b>1.00</b>	<b>\$ 103,603</b>	<b>\$ 157,311</b>	<b>1.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
Instruction	\$ -	-	\$ 172	\$ -	-	\$ 90	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	140,409	1.00	163,691	156,785	1.00	103,513	157,311	1.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 140,409</b>	<b>1.00</b>	<b>\$ 163,863</b>	<b>\$ 156,785</b>	<b>1.00</b>	<b>\$ 103,603</b>	<b>\$ 157,311</b>	<b>1.00</b>

\* Numbers may not add due to rounding

Objective: 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 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
<b>Budget Services</b>								
Salaries and Benefits	\$ 551,096	5.00	\$ 567,164	\$ 567,505	5.00	\$ 323,386	\$ 577,691	5.00
Staff Development	4,000	-	-	4,000	-	619	4,000	-
Supplies and Services	7,884	-	1,935	7,884	-	5,006	7,884	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 562,980</b>	<b>5.00</b>	<b>\$ 569,099</b>	<b>\$ 579,389</b>	<b>5.00</b>	<b>\$ 329,011</b>	<b>\$ 589,575</b>	<b>5.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	562,980	5.00	569,099	579,389	5.00	329,011	589,575	5.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 562,980</b>	<b>5.00</b>	<b>\$ 569,099</b>	<b>\$ 579,389</b>	<b>5.00</b>	<b>\$ 329,011</b>	<b>\$ 589,575</b>	<b>5.00</b>

\* Numbers may not add due to rounding

Objective: Continued improvement of the District's budget development process and budget document, continued support to schools and other departments regarding budget management, and perform user acceptance testing of the re-developed financial system.



# Expenditures – Finance Department

## Finance - Financial Reporting/School Support/Enterprise Resource Planning

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 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
<b>Financial Reporting/School Support/ERP</b>								
Salaries and Benefits	\$ 1,432,074	18.50	\$ 1,365,410	\$ 1,497,645	18.50	\$ 838,639	\$ 1,898,584	22.50
Staff Development	12,000	-	241	12,000	-	73	13,000	-
Supplies and Services	56,033	-	86,934	56,033	-	173,859	242,033	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	126,740	-	88,213	126,740	-	30,211	134,740	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,626,847</b>	<b>18.50</b>	<b>\$ 1,540,798</b>	<b>\$ 1,692,418</b>	<b>18.50</b>	<b>\$ 1,042,782</b>	<b>\$ 2,288,357</b>	<b>22.50</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
Instruction	\$ 274,106	4.00	\$ 276,859	\$ 289,008	4.00	\$ 164,976	\$ 306,537	4.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	1,352,741	14.50	1,263,939	1,403,410	14.50	877,805	1,981,819	18.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,626,847</b>	<b>18.50</b>	<b>\$ 1,540,798</b>	<b>\$ 1,692,418</b>	<b>18.50</b>	<b>\$ 1,042,782</b>	<b>\$ 2,288,357</b>	<b>22.50</b>

\* Numbers may not add due to rounding

**Objective:** Continue improvements in accounting processes and related internal controls, ensure continued support of the recently upgraded financial system used for school generated funds accounting, and perform user acceptance testing of the re-developed financial system. 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 functional deployment of the re-developed financial system, commence work on upgrading 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 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
<b>Payroll</b>								
Salaries and Benefits	\$ 923,039	13.00	\$ 1,010,443	\$ 1,056,644	14.00	\$ 560,617	\$ 1,039,410	14.00
Staff Development	1,000	-	2,545	1,000	-	123	1,000	-
Supplies and Services	12,760	-	7,864	12,760	-	3,525	12,760	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 936,799</b>	<b>13.00</b>	<b>\$ 1,020,852</b>	<b>\$ 1,070,404</b>	<b>14.00</b>	<b>\$ 564,265</b>	<b>\$ 1,053,170</b>	<b>14.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	936,799	13.00	1,020,852	1,070,404	14.00	564,265	1,053,170	14.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 936,799</b>	<b>13.00</b>	<b>\$ 1,020,852</b>	<b>\$ 1,070,404</b>	<b>14.00</b>	<b>\$ 564,265</b>	<b>\$ 1,053,170</b>	<b>14.00</b>

\* Numbers may not add due to rounding

Objective: Continue improvements in processes and related internal controls, perform user acceptance testing of the re-developed financial system, liaise with the Enterprise Resource Planning division to initiate an upgrade to the District's human resources and payroll system. Coordinating the development of a strategic vision for the District's business systems is a key objective.



# 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 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
<b>Risk &amp; Supply Chain Management</b>								
Salaries and Benefits	\$ 1,030,775	11.50	\$ 1,031,970	\$ 1,074,499	11.50	\$ 658,476	\$ 1,093,460	11.50
Staff Development	6,814	-	5,422	6,814	-	5,224	6,814	-
Supplies and Services	687,010	-	345,580	16,010	-	278,366	31,010	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	1,759,405	-	1,633,619	2,430,405	-	1,644,934	2,430,405	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 3,484,004</b>	<b>11.50</b>	<b>\$ 3,016,592</b>	<b>\$ 3,527,728</b>	<b>11.50</b>	<b>\$ 2,587,000</b>	<b>\$ 3,561,689</b>	<b>11.50</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
Instruction	\$ 162,800	-	\$ 113,972	\$ 162,800	-	\$ 83,082	\$ 162,800	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	953,611	10.50	1,015,009	990,747	10.50	582,837	1,023,220	10.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	2,367,592	1.00	1,887,611	2,374,182	1.00	1,921,081	2,375,668	1.00
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 3,484,004</b>	<b>11.50</b>	<b>\$ 3,016,592</b>	<b>\$ 3,527,728</b>	<b>11.50</b>	<b>\$ 2,587,000</b>	<b>\$ 3,561,689</b>	<b>11.50</b>

\* Numbers may not add due to rounding

Objective: The SCM staff will continue to communicate with schools and departments on the requirements of the Broader Public Sector (BPS) Procurement Directive, perform user acceptance testing of the re-developed financial system 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 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
<b>Document Reproduction / Mail &amp; Courier</b>								
Salaries and Benefits	\$ 405,454	6.00	\$ 377,482	\$ 426,101	6.00	\$ 199,367	\$ 405,582	6.00
Staff Development	1,275	-	882	1,275	-	268	-	-
Supplies and Services	163,908	-	228,429	163,908	-	83,531	383,197	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	15,000	-	165,387	15,000	-	113,391	18,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	270,000	-	109,983	270,000	-	50,339	113,000	-
<b>Total</b>	<b>\$ 855,637</b>	<b>6.00</b>	<b>\$ 882,163</b>	<b>\$ 876,284</b>	<b>6.00</b>	<b>\$ 446,896</b>	<b>\$ 919,779</b>	<b>6.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017 Actual	Approved 2017-2018		31 March 2018 Actual	Recommended 2018-2019	
	Budget	FTE		Budget	FTE		Budget	FTE
Instruction	\$ 627,225	4.80	\$ 639,500	\$ 632,660	5.00	\$ 251,312	\$ 727,094	5.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	228,412	1.20	242,663	243,623	1.00	195,584	192,685	1.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 855,637</b>	<b>6.00</b>	<b>\$ 882,163</b>	<b>\$ 876,284</b>	<b>6.00</b>	<b>\$ 446,896</b>	<b>\$ 919,779</b>	<b>6.00</b>

\* Numbers may not add due to rounding

**Objective:** 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 printing-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 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Planning and Facilities Totals</b>								
Superintendent of Planning and Facilities	\$ 140,409	1.00	\$ 137,395	\$ 156,787	1.00	\$ 93,699	\$ 157,314	1.00
Custodial Services, Trades and Maintenance, Facilities Management, Design & Construction	58,309,048	759.12	61,127,800	60,626,119	756.12	35,745,181	63,419,909	758.12
Utilities	17,805,976	-	15,794,481	17,805,976	-	8,998,735	16,539,796	-
Physical Planning	1,282,293	11.00	1,198,638	1,312,263	11.00	595,741	1,337,129	11.00
Facilities & Planning Office, Real Estate & Community Use	1,946,754	6.00	1,921,781	1,973,099	6.00	1,094,213	1,980,080	6.00
Admissions & Enrolment	350,165	4.00	348,654	365,104	4.00	188,717	361,890	4.00
<b>Total</b>	<b>\$ 79,834,645</b>	<b>781.12</b>	<b>\$ 80,528,750</b>	<b>\$ 82,239,347</b>	<b>778.12</b>	<b>\$ 46,716,286</b>	<b>\$ 83,796,118</b>	<b>780.12</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 73,440	-	\$ 301,436	\$ 73,440	-	\$ 127,507	\$ 73,440	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	2,009,351	21.88	2,040,374	2,092,657	21.88	1,157,711	2,167,713	21.88
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	77,751,855	759.24	78,186,940	80,073,251	756.25	45,431,068	81,554,965	758.25
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 79,834,645</b>	<b>781.12</b>	<b>\$ 80,528,750</b>	<b>\$ 82,239,347</b>	<b>778.12</b>	<b>\$ 46,716,286</b>	<b>\$ 83,796,118</b>	<b>780.12</b>

\* Numbers may not add due to rounding

Objective: 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Superintendent of Planning and Facilities</b>								
Salaries and Benefits	\$ 136,012	1.00	\$ 133,124	\$ 148,488	1.00	\$ 90,580	\$ 149,015	1.00
Staff Development	1,193	-	-	2,387	-	-	2,387	-
Supplies and Services	3,204	-	4,271	5,912	-	3,120	5,912	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 140,409</b>	<b>1.00</b>	<b>\$ 137,395</b>	<b>\$ 156,787</b>	<b>1.00</b>	<b>\$ 93,699</b>	<b>\$ 157,314</b>	<b>1.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	140,409	1.00	137,395	156,787	1.00	93,699	157,314	1.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 140,409</b>	<b>1.00</b>	<b>\$ 137,395</b>	<b>\$ 156,787</b>	<b>1.00</b>	<b>\$ 93,699</b>	<b>\$ 157,314</b>	<b>1.00</b>

\* Numbers may not add due to rounding

Objective: 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Custodial, Trades, Facilities Management, Design &amp; Construction</b>								
Salaries and Benefits	\$ 46,591,818	759.12	\$ 47,827,746	\$ 49,120,480	756.12	\$ 28,248,651	\$ 50,450,189	758.12
Staff Development	172,040	-	48,805	172,040	-	23,514	130,000	-
Supplies and Services	6,455,665	-	7,239,458	6,244,074	-	3,874,672	7,457,720	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	4,884,325	-	5,969,703	4,884,325	-	3,559,423	5,315,000	-
Other	125,000	-	-	125,000	-	-	-	-
Rental expense	80,200	-	42,088	80,200	-	38,920	67,000	-
<b>Total</b>	<b>\$ 58,309,048</b>	<b>759.12</b>	<b>\$ 61,127,800</b>	<b>\$ 60,626,119</b>	<b>756.12</b>	<b>\$ 35,745,181</b>	<b>\$ 63,419,909</b>	<b>758.12</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ -	-	\$ 66,350	\$ -	-	\$ 34,166	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	372,092	6.38	491,242	395,912	6.38	287,400	398,919	6.38
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	57,936,956	752.74	60,570,208	60,230,207	749.75	35,423,615	63,020,990	751.75
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 58,309,048</b>	<b>759.12</b>	<b>\$ 61,127,800</b>	<b>\$ 60,626,119</b>	<b>756.12</b>	<b>\$ 35,745,181</b>	<b>\$ 63,419,909</b>	<b>758.12</b>

\* Numbers may not add due to rounding

Objective: 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Utilities</b>								
Salaries and Benefits	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Staff Development	-	-	-	-	-	-	-	-
Utilities	17,804,576	-	15,794,481	17,804,576	-	8,998,735	16,538,396	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	1,400	-	-	1,400	-	-	1,400	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 17,805,976</b>	<b>-</b>	<b>\$ 15,794,481</b>	<b>\$ 17,805,976</b>	<b>-</b>	<b>\$ 8,998,735</b>	<b>\$ 16,539,796</b>	<b>-</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	69,612	-	-	36,073	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	17,805,976	-	15,724,868	17,805,976	-	8,962,663	16,539,796	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 17,805,976</b>	<b>-</b>	<b>\$ 15,794,481</b>	<b>\$ 17,805,976</b>	<b>-</b>	<b>\$ 8,998,735</b>	<b>\$ 16,539,796</b>	<b>-</b>

\* Numbers may not add due to rounding

Objective: Continuation of the 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Physical Planning</b>								
Salaries and Benefits	\$ 1,136,330	11.00	\$ 978,029	\$ 1,166,300	11.00	\$ 565,761	\$ 1,191,166	11.00
Staff Development	7,497	-	-	7,497	-	-	7,497	-
Supplies and Services	81,366	-	109,777	81,366	-	22,931	81,366	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	57,100	-	11,677	57,100	-	-	57,100	-
Other	-	-	99,155	-	-	7,049	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,282,293</b>	<b>11.00</b>	<b>\$ 1,198,638</b>	<b>\$ 1,312,263</b>	<b>11.00</b>	<b>\$ 595,741</b>	<b>\$ 1,337,129</b>	<b>11.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 71,400	-	\$ 75,685	\$ 71,400	-	\$ -	\$ 71,400	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	1,148,724	10.50	961,048	1,176,894	10.50	551,822	1,200,630	10.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	62,169	0.50	161,905	63,969	0.50	43,918	65,100	0.50
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,282,293</b>	<b>11.00</b>	<b>\$ 1,198,638</b>	<b>\$ 1,312,263</b>	<b>11.00</b>	<b>\$ 595,741</b>	<b>\$ 1,337,129</b>	<b>11.00</b>

\* Numbers may not add due to rounding

Objective: To 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Facilities Planning Office, Real Estate &amp; Community Use</b>								
Salaries and Benefits	\$ 1,283,374	6.00	\$ 1,598,066	\$ 1,309,719	6.00	\$ 897,507	\$ 1,316,700	6.00
Staff Development	51,510	-	3,011	51,510	-	834	510	-
Supplies and Services	35,950	-	103,501	35,950	-	114,548	86,950	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	150,000	-	58,817	150,000	-	41,910	150,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	425,920	-	158,386	425,920	-	39,414	425,920	-
<b>Total</b>	<b>\$ 1,946,754</b>	<b>6.00</b>	<b>\$ 1,921,781</b>	<b>\$ 1,973,099</b>	<b>6.00</b>	<b>\$ 1,094,213</b>	<b>\$ 1,980,080</b>	<b>6.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ -	-	\$ 159,401	\$ -	-	\$ 93,340	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	32,422	-	-	-	51,000	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	1,946,754	6.00	1,729,959	1,973,099	6.00	1,000,873	1,929,080	6.00
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,946,754</b>	<b>6.00</b>	<b>\$ 1,921,781</b>	<b>\$ 1,973,099</b>	<b>6.00</b>	<b>\$ 1,094,213</b>	<b>\$ 1,980,080</b>	<b>6.00</b>

\* Numbers may not add due to rounding

Objective: 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 73,000 pupils are properly recorded to comply with the funding requirements of the provincial government.

Operating Resource	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Admissions and Enrolment</b>								
Salaries and Benefits	\$ 336,328	4.00	\$ 340,659	\$ 351,267	4.00	\$ 186,711	\$ 348,053	4.00
Staff Development	1,581	-	-	1,581	-	230	1,581	-
Supplies and Services	10,216	-	7,995	10,216	-	1,776	10,216	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	2,040	-	-	2,040	-	-	2,040	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 350,165</b>	<b>4.00</b>	<b>\$ 348,654</b>	<b>\$ 365,104</b>	<b>4.00</b>	<b>\$ 188,717</b>	<b>\$ 361,890</b>	<b>4.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 2,040	-	\$ -	\$ 2,040	-	\$ -	\$ 2,040	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	348,125	4.00	348,654	363,064	4.00	188,717	359,850	4.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 350,165</b>	<b>4.00</b>	<b>\$ 348,654</b>	<b>\$ 365,104</b>	<b>4.00</b>	<b>\$ 188,717</b>	<b>\$ 361,890</b>	<b>4.00</b>

\* Numbers may not add due to rounding

**Objective:** 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 curriculum implementation of initiatives related to curriculum, teaching and learning, as well as provincial and district-wide assessments.

Operating Resource	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Curriculum Totals</b>								
Superintendent of Curriculum Services	\$ 651,877	2.00	\$ 654,689	\$ 770,832	2.00	\$ 560,376	\$ 795,651	2.00
Curriculum Department	6,971,738	44.00	10,636,738	8,450,957	44.00	5,658,745	8,637,588	45.00
Family Reception Centre	554,640	6.00	474,756	459,997	5.00	211,573	315,811	4.00
Research, Evaluation & Analytics Division	1,067,662	9.00	798,851	-	-	-	-	-
<b>Total</b>	<b>\$ 9,245,917</b>	<b>61.00</b>	<b>\$ 12,565,033</b>	<b>\$ 9,681,786</b>	<b>51.00</b>	<b>\$ 6,430,695</b>	<b>\$ 9,749,049</b>	<b>51.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 8,974,506	59.00	\$ 12,309,340	\$ 9,412,440	49.00	\$ 6,102,580	\$ 9,457,019	49.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	271,411	2.00	255,693	269,346	2.00	164,418	292,031	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	163,697	-	-
<b>Total</b>	<b>\$ 9,245,917</b>	<b>61.00</b>	<b>\$ 12,565,033</b>	<b>\$ 9,681,786</b>	<b>51.00</b>	<b>\$ 6,430,695</b>	<b>\$ 9,749,049</b>	<b>51.00</b>

\* Numbers may not add due to rounding

Objective: Continued implementation of all Curriculum and Ministry of Education initiatives. Effective 2017-2018 the Research, Evaluation & Analytics division (formerly Quality Assurance) is reported in Corporate Services.





# 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Superintendent of Curriculum Services</b>								
Salaries and Benefits	\$ 262,615	2.00	\$ 237,765	\$ 261,045	2.00	\$ 160,195	\$ 305,730	2.00
Staff Development	2,387	-	1,022	2,387	-	1,022	2,387	-
Supplies and Services	6,409	-	16,202	76,934	-	3,202	31,934	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	380,466	-	399,701	430,466	-	395,958	455,600	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 651,877</b>	<b>2.00</b>	<b>\$ 654,689</b>	<b>\$ 770,832</b>	<b>2.00</b>	<b>\$ 560,376</b>	<b>\$ 795,651</b>	<b>2.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 380,466	-	\$ 399,701	\$ 501,486	-	\$ 395,958	\$ 503,620	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	271,411	2.00	254,988	269,346	2.00	164,418	292,031	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 651,877</b>	<b>2.00</b>	<b>\$ 654,689</b>	<b>\$ 770,832</b>	<b>2.00</b>	<b>\$ 560,376</b>	<b>\$ 795,651</b>	<b>2.00</b>

\* Numbers may not add due to rounding

Objective: Continued 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Curriculum Department</b>								
Salaries and Benefits	\$ 4,342,063	44.00	\$ 8,082,400	\$ 4,786,898	44.00	\$ 4,637,690	\$ 5,012,465	45.00
Staff Development	(727,219)	-	127,043	-	-	49,380	112,394	-
Supplies and Services	3,516,894	-	2,143,263	3,664,059	-	733,977	3,502,729	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	(160,000)	-	280,189	-	-	237,699	10,000	-
Other	-	-	3,843	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 6,971,738</b>	<b>44.00</b>	<b>\$ 10,636,738</b>	<b>\$ 8,450,957</b>	<b>44.00</b>	<b>\$ 5,658,745</b>	<b>\$ 8,637,588</b>	<b>45.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 6,971,738	44.00	\$ 10,636,033	\$ 8,450,957	44.00	\$ 5,495,048	\$ 8,637,588	45.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	705	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	163,697	-	-
<b>Total</b>	<b>\$ 6,971,738</b>	<b>44.00</b>	<b>\$ 10,636,738</b>	<b>\$ 8,450,957</b>	<b>44.00</b>	<b>\$ 5,658,745</b>	<b>\$ 8,637,588</b>	<b>45.00</b>

\* Numbers may not add due to rounding

**Objective:** Continued 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).



# 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.

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.

Operating Resource	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Family Reception Centre</b>								
Salaries and Benefits	\$ 513,904	6.00	\$ 461,453	\$ 419,261	5.00	\$ 205,154	\$ 300,811	4.00
Staff Development	5,100	-	200	5,100	-	-	-	-
Supplies and Services	35,636	-	13,103	35,636	-	6,419	15,000	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 554,640</b>	<b>6.00</b>	<b>\$ 474,756</b>	<b>\$ 459,997</b>	<b>5.00</b>	<b>\$ 211,573</b>	<b>\$ 315,811</b>	<b>4.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 554,640	6.00	\$ 474,756	\$ 459,997	5.00	\$ 211,573	\$ 315,811	4.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 554,640</b>	<b>6.00</b>	<b>\$ 474,756</b>	<b>\$ 459,997</b>	<b>5.00</b>	<b>\$ 211,573</b>	<b>\$ 315,811</b>	<b>4.00</b>

\* Numbers may not add due to rounding

### What We Do

- Welcome and assess new and returning families
- Recommend placement in schools based on assessment results
  - Complete re-assessments after placement, as needed
- Maintain a lending library of teaching and professional teacher resources



# Expenditures – Curriculum Services

## Curriculum 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Research, Evaluation &amp; Analytics Division</b>								
Salaries and Benefits	\$ 896,394	9.00	\$ 755,364	\$ -	-	\$ -	\$ -	-
Staff Development	2,448	-	1,296	-	-	-	-	-
Supplies and Services	168,820	-	42,191	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,067,662</b>	<b>9.00</b>	<b>\$ 798,851</b>	<b>\$ -</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 1,067,662	9.00	\$ 798,851	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,067,662</b>	<b>9.00</b>	<b>\$ 798,851</b>	<b>\$ -</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

\* Numbers may not add due to rounding

Effective 2017-2018 Research, Evaluation & Analytics Division (formerly Quality Assurance) transferred to Corporate Services



# 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Director Totals</b>								
Director's Office	\$ 673,252	3.00	\$ 674,840	\$ 696,025	3.00	\$ 456,053	\$ 791,395	3.00
Superintendents and Administrative Assistants	1,369,150	11.00	1,301,280	1,441,888	10.50	998,861	1,657,244	12.00
Legal Advisor	545,271	1.00	404,425	545,756	1.00	305,578	546,640	1.00
<b>Total</b>	<b>\$ 2,587,672</b>	<b>15.00</b>	<b>\$ 2,380,545</b>	<b>\$ 2,683,669</b>	<b>14.50</b>	<b>\$ 1,760,492</b>	<b>\$ 2,995,279</b>	<b>16.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 21,360	-	\$ 6,198	\$ 21,360	-	\$ 1,337	\$ 91,360	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	2,566,312	15.00	2,374,346	2,662,309	14.50	1,759,155	2,903,919	16.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 2,587,672</b>	<b>15.00</b>	<b>\$ 2,380,545</b>	<b>\$ 2,683,669</b>	<b>14.50</b>	<b>\$ 1,760,492</b>	<b>\$ 2,995,279</b>	<b>16.00</b>

\* 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, a number of school Superintendents and the Superintendents of Finance, Human Resources and Facilities.



# Expenditures – Office of the Director

## Office of the Director - Director and Staff

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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Director's Office</b>								
Salaries and Benefits	\$ 415,647	3.00	\$ 445,986	\$ 438,420	3.00	\$ 367,261	\$ 463,790	3.00
Staff Development	80,697	-	20,761	80,697	-	3,984	80,697	-
Supplies and Services	56,908	-	114,290	56,908	-	66,400	126,908	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	120,000	-	93,803	120,000	-	18,408	120,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 673,252</b>	<b>3.00</b>	<b>\$ 674,840</b>	<b>\$ 696,025</b>	<b>3.00</b>	<b>\$ 456,053</b>	<b>\$ 791,395</b>	<b>3.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 21,360	-	\$ 6,198	\$ 21,360	-	\$ 1,337	\$ 91,360	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	651,892	3.00	668,642	674,665	3.00	454,716	700,035	3.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 673,252</b>	<b>3.00</b>	<b>\$ 674,840</b>	<b>\$ 696,025</b>	<b>3.00</b>	<b>\$ 456,053</b>	<b>\$ 791,395</b>	<b>3.00</b>

\* 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Superintendents &amp; Administrative Assistants</b>								
Salaries and Benefits	\$ 1,369,150	11.00	\$ 1,301,280	\$ 1,441,888	10.50	\$ 983,861	\$ 1,657,244	12.00
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	-	-	-	-	-	15,000	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,369,150</b>	<b>11.00</b>	<b>\$ 1,301,280</b>	<b>\$ 1,441,888</b>	<b>10.50</b>	<b>\$ 998,861</b>	<b>\$ 1,657,244</b>	<b>12.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	1,369,150	11.00	1,301,280	1,441,888	10.50	998,861	1,657,244	12.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,369,150</b>	<b>11.00</b>	<b>\$ 1,301,280</b>	<b>\$ 1,441,888</b>	<b>10.50</b>	<b>\$ 998,861</b>	<b>\$ 1,657,244</b>	<b>12.00</b>

\* 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 with a focus on the five key priority areas of learning, well-being, engagement, equity and stewardship.



# 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Legal Services</b>								
Salaries and Benefits	\$ -	1.00	\$ -	\$ -	1.00	\$ -	\$ -	1.00
Staff Development	1,530	-	-	1,530	-	-	1,530	-
Supplies and Services	5,814	-	-	5,814	-	28	5,814	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	537,927	-	404,425	538,412	-	305,550	539,296	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 545,271</b>	<b>1.00</b>	<b>\$ 404,425</b>	<b>\$ 545,756</b>	<b>1.00</b>	<b>\$ 305,578</b>	<b>\$ 546,640</b>	<b>1.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	545,271	1.00	404,425	545,756	1.00	305,578	546,640	1.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 545,271</b>	<b>1.00</b>	<b>\$ 404,425</b>	<b>\$ 545,756</b>	<b>1.00</b>	<b>\$ 305,578</b>	<b>\$ 546,640</b>	<b>1.00</b>

\* 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Corporate Services Totals</b>								
Executive Officer	\$ 395,408	3.00	\$ 457,477	\$ 425,398	3.00	\$ 332,475	\$ 420,010	3.00
Board Services	736,968	7.00	512,125	686,245	6.00	316,151	673,461	6.00
Communications	1,015,613	9.00	1,064,807	1,055,304	9.00	644,191	1,138,634	10.00
Corporate Records	517,052	5.00	553,012	646,827	6.00	350,445	687,820	6.00
Research, Evaluation & Analytics Division	-	-	-	1,023,990	8.00	439,448	1,019,380	8.00
Trustees	389,397	12.00	353,911	385,420	12.00	189,521	390,420	12.00
<b>Total</b>	<b>\$ 3,054,438</b>	<b>36.00</b>	<b>\$ 2,941,332</b>	<b>\$ 4,223,185</b>	<b>44.00</b>	<b>\$ 2,272,232</b>	<b>\$ 4,329,725</b>	<b>45.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 487,104	4.80	\$ 629,075	\$ 1,633,352	14.00	\$ 895,022	\$ 1,760,004	15.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	2,567,334	31.20	2,312,257	2,589,833	30.00	1,377,210	2,569,721	30.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 3,054,438</b>	<b>36.00</b>	<b>\$ 2,941,332</b>	<b>\$ 4,223,185</b>	<b>44.00</b>	<b>\$ 2,272,232</b>	<b>\$ 4,329,725</b>	<b>45.00</b>

\* 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Executive Officer</b>								
Salaries and Benefits	\$ 375,742	3.00	\$ 372,435	\$ 405,977	3.00	\$ 236,580	\$ 400,589	3.00
Staff Development	2,387	-	-	2,387	-	587	2,387	-
Supplies and Services	17,279	-	85,042	17,034	-	94,808	17,034	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	500	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 395,408</b>	<b>3.00</b>	<b>\$ 457,477</b>	<b>\$ 425,398</b>	<b>3.00</b>	<b>\$ 332,475</b>	<b>\$ 420,010</b>	<b>3.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 6,120	-	\$ 95,874	\$ 6,120	-	\$ 98,284	\$ 6,120	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	389,288	3.00	361,603	419,278	3.00	234,191	413,890	3.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 395,408</b>	<b>3.00</b>	<b>\$ 457,477</b>	<b>\$ 425,398</b>	<b>3.00</b>	<b>\$ 332,475</b>	<b>\$ 420,010</b>	<b>3.00</b>

\* 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Board Services</b>								
Salaries and Benefits	\$ 629,985	7.00	\$ 463,405	\$ 579,263	6.00	\$ 287,280	\$ 566,479	6.00
Staff Development	10,550	-	1,711	10,550	-	683	10,550	-
Supplies and Services	90,683	-	47,009	90,683	-	28,189	90,683	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	5,749	-	-	5,749	-	-	5,749	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 736,968</b>	<b>7.00</b>	<b>\$ 512,125</b>	<b>\$ 686,245</b>	<b>6.00</b>	<b>\$ 316,151</b>	<b>\$ 673,461</b>	<b>6.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	736,968	7.00	512,125	686,245	6.00	316,151	673,461	6.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 736,968</b>	<b>7.00</b>	<b>\$ 512,125</b>	<b>\$ 686,245</b>	<b>6.00</b>	<b>\$ 316,151</b>	<b>\$ 673,461</b>	<b>6.00</b>

\* Numbers may not add due to rounding

The key functions include the printing and distribution of 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Communications</b>								
Salaries and Benefits	\$ 750,315	9.00	\$ 778,574	\$ 790,006	9.00	\$ 415,491	\$ 873,336	10.00
Staff Development	3,723	-	-	3,723	-	-	3,723	-
Supplies and Services	240,775	-	286,233	240,775	-	228,700	240,775	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	20,800	-	-	20,800	-	-	20,800	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,015,613</b>	<b>9.00</b>	<b>\$ 1,064,807</b>	<b>\$ 1,055,304</b>	<b>9.00</b>	<b>\$ 644,191</b>	<b>\$ 1,138,634</b>	<b>10.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 64,213	0.80	\$ 68,968	\$ 84,782	1.00	\$ 57,119	\$ 177,773	2.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	951,400	8.20	995,839	970,522	8.00	587,072	960,861	8.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,015,613</b>	<b>9.00</b>	<b>\$ 1,064,807</b>	<b>\$ 1,055,304</b>	<b>9.00</b>	<b>\$ 644,191</b>	<b>\$ 1,138,634</b>	<b>10.00</b>

\* 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Corporate Records</b>								
Salaries and Benefits	\$ 338,892	5.00	\$ 399,975	\$ 418,667	6.00	\$ 239,657	\$ 459,660	6.00
Staff Development	816	-	1,789	816	-	4,033	816	-
Supplies and Services	177,344	-	151,248	227,344	-	106,755	227,344	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 517,052</b>	<b>5.00</b>	<b>\$ 553,012</b>	<b>\$ 646,827</b>	<b>6.00</b>	<b>\$ 350,445</b>	<b>\$ 687,820</b>	<b>6.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 416,771	4.00	\$ 464,233	\$ 518,460	5.00	\$ 299,405	\$ 556,731	5.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	100,281	1.00	88,779	128,367	1.00	51,040	131,088	1.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 517,052</b>	<b>5.00</b>	<b>\$ 553,012</b>	<b>\$ 646,827</b>	<b>6.00</b>	<b>\$ 350,445</b>	<b>\$ 687,820</b>	<b>6.00</b>

\* 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Research, Evaluation &amp; Analytics Division</b>								
Salaries and Benefits	\$ 896,394	9.00	\$ 449,035	\$ 852,722	8.00	\$ 415,508	\$ 848,112	8.00
Staff Development	2,448	-	907	2,448	-	2,299	2,448	-
Supplies and Services	168,820	-	12,383	168,820	-	21,641	168,820	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,067,662</b>	<b>9.00</b>	<b>\$ 462,325</b>	<b>\$ 1,023,990</b>	<b>8.00</b>	<b>\$ 439,448</b>	<b>\$ 1,019,380</b>	<b>8.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 1,067,662	9.00	\$ 462,325	\$ 1,023,990	8.00	\$ 439,448	\$ 1,019,380	8.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,067,662</b>	<b>9.00</b>	<b>\$ 462,325</b>	<b>\$ 1,023,990</b>	<b>8.00</b>	<b>\$ 439,448</b>	<b>\$ 1,019,380</b>	<b>8.00</b>

\* Numbers may not add due to rounding

Objective: Continued implementation of all Curriculum and Ministry of Education initiatives. Prior to 2017-2018 Research, Evaluation & Analytics Division (formerly Quality Assurance) was reported in Curriculum Services. Amounts prior to 2017-2018 are shown for comparative purposes only and are not included in Departmental totals above.



# 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 73,000 students in 143 schools and sites. OCDSB Trustees are empowered under the Education Act to set policy for the operation of the Board.

Operating Resource	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Trustees</b>								
Salaries and Benefits	\$ 210,800	12.00	\$ 200,768	\$ 206,823	12.00	\$ 107,824	\$ 211,823	12.00
Staff Development	70,100	-	58,455	70,100	-	25,482	65,000	-
Supplies and Services	108,497	-	87,188	108,497	-	56,215	113,597	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	7,500	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 389,397</b>	<b>12.00</b>	<b>\$ 353,911</b>	<b>\$ 385,420</b>	<b>12.00</b>	<b>\$ 189,521</b>	<b>\$ 390,420</b>	<b>12.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ 766	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	389,397	12.00	353,911	385,420	12.00	188,755	390,420	12.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 389,397</b>	<b>12.00</b>	<b>\$ 353,911</b>	<b>\$ 385,420</b>	<b>12.00</b>	<b>\$ 189,521</b>	<b>\$ 390,420</b>	<b>12.00</b>

\* Numbers may not add due to rounding

### The role of the school board is to:

- Articulate the Board's vision for education;
- Develop policies based on vision and provincial policy;
  - Set budgets and goals;
- Monitor policy and student achievement; and
- Provide equitable access to programs for all students.



# 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Human Resource Totals</b>								
Superintendent of Human Resources	\$ 507,816	2.00	\$ 558,288	\$ 575,065	2.00	\$ 289,668	\$ 582,094	2.00
Human Resource Staff Development	967,285	1.00	674,506	778,943	2.00	346,256	835,200	2.00
Staffing, HRIS and Wellness/Disability Mgt	3,445,949	36.00	3,127,798	3,728,757	38.50	2,213,815	4,017,071	40.50
Labour Relations	704,633	5.50	647,317	685,713	5.00	387,325	704,274	5.00
Occupational Health and Safety	766,225	5.00	988,801	1,095,386	5.50	578,518	1,713,710	5.50
Elementary and Secondary Staffing								
Committee Resources	169,419	1.67	170,368	178,127	1.67	102,934	180,796	1.67
<b>Total</b>	<b>\$ 6,561,328</b>	<b>51.17</b>	<b>\$ 6,167,079</b>	<b>\$ 7,041,992</b>	<b>54.67</b>	<b>\$ 3,918,515</b>	<b>\$ 8,033,145</b>	<b>56.67</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 2,271,401	9.17	\$ 2,014,038	\$ 2,517,710	11.17	\$ 1,256,281	\$ 2,574,843	11.17
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	4,252,023	42.00	4,018,570	4,486,378	43.50	2,592,716	5,420,397	45.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	37,904	-	134,471	37,904	-	69,518	37,904	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 6,561,328</b>	<b>51.17</b>	<b>\$ 6,167,079</b>	<b>\$ 7,041,992</b>	<b>54.67</b>	<b>\$ 3,918,515</b>	<b>\$ 8,033,145</b>	<b>56.67</b>

\* 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Superintendent of Human Resources</b>								
Salaries and Benefits	\$ 309,020	2.00	\$ 366,931	\$ 326,764	2.00	\$ 166,655	\$ 333,793	2.00
Staff Development	2,387	-	1,496	52,387	-	1,022	52,387	-
Supplies and Services	6,409	-	21,020	5,914	-	2,113	5,914	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	190,000	-	168,841	190,000	-	119,878	190,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 507,816</b>	<b>2.00</b>	<b>\$ 558,288</b>	<b>\$ 575,065</b>	<b>2.00</b>	<b>\$ 289,668</b>	<b>\$ 582,094</b>	<b>2.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 182,000	-	\$ 227,517	\$ 232,000	-	\$ 118,945	\$ 232,000	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	325,816	2.00	330,771	343,065	2.00	170,723	350,094	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 507,816</b>	<b>2.00</b>	<b>\$ 558,288</b>	<b>\$ 575,065</b>	<b>2.00</b>	<b>\$ 289,668</b>	<b>\$ 582,094</b>	<b>2.00</b>

\* 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Human Resource Staff Development</b>								
Salaries and Benefits	\$ 100,121	1.00	\$ 470,146	\$ 159,013	2.00	\$ 305,671	\$ 169,701	2.00
Staff Development	837,164	-	103,126	589,930	-	40,563	635,499	-
Supplies and Services	-	-	98,035	-	-	22	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	30,000	-	3,200	30,000	-	-	30,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 967,285</b>	<b>1.00</b>	<b>\$ 674,506</b>	<b>\$ 778,943</b>	<b>2.00</b>	<b>\$ 346,256</b>	<b>\$ 835,200</b>	<b>2.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 967,285	1.00	\$ 671,306	\$ 778,943	2.00	\$ 346,234	\$ 835,200	2.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	3,200	-	-	22	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 967,285</b>	<b>1.00</b>	<b>\$ 674,506</b>	<b>\$ 778,943</b>	<b>2.00</b>	<b>\$ 346,256</b>	<b>\$ 835,200</b>	<b>2.00</b>

\* Numbers may not add due to rounding

### Key responsibility for:

- Supporting Supervisors re: recruiting, staffing, staff development & employment related issues
- 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Staffing, HRIS &amp; Wellness/Disability Mgt</b>								
Salaries and Benefits	\$ 3,220,355	36.00	\$ 2,956,394	\$ 3,503,163	38.50	\$ 2,015,293	\$ 3,791,477	40.50
Staff Development	45,848	-	42,756	45,848	-	23,291	45,848	-
Supplies and Services	164,446	-	124,154	164,446	-	149,857	164,446	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	15,300	-	4,495	15,300	-	25,373	15,300	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 3,445,949</b>	<b>36.00</b>	<b>\$ 3,127,798</b>	<b>\$ 3,728,757</b>	<b>38.50</b>	<b>\$ 2,213,815</b>	<b>\$ 4,017,071</b>	<b>40.50</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 368,655	2.40	\$ 260,435	\$ 465,436	3.00	\$ 324,077	\$ 473,496	3.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	3,077,293	33.60	2,867,363	3,263,321	35.50	1,889,738	3,543,575	37.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 3,445,949</b>	<b>36.00</b>	<b>\$ 3,127,798</b>	<b>\$ 3,728,757</b>	<b>38.50</b>	<b>\$ 2,213,815</b>	<b>\$ 4,017,071</b>	<b>40.50</b>

\* Numbers may not add due to rounding

### Key responsibility 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



# 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Labour Relations</b>								
Salaries and Benefits	\$ 620,287	5.50	\$ 574,512	\$ 601,367	5.00	\$ 350,731	\$ 619,928	5.00
Staff Development	13,413	-	5,274	13,413	-	4,930	13,413	-
Supplies and Services	9,733	-	17,251	9,733	-	9,250	9,733	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	61,200	-	50,280	61,200	-	22,413	61,200	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 704,633</b>	<b>5.50</b>	<b>\$ 647,317</b>	<b>\$ 685,713</b>	<b>5.00</b>	<b>\$ 387,325</b>	<b>\$ 704,274</b>	<b>5.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 25,848	-	\$ 4,896	\$ 25,848	-	\$ 2,507	\$ 25,848	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	678,785	5.50	642,421	659,865	5.00	384,818	678,426	5.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 704,633</b>	<b>5.50</b>	<b>\$ 647,317</b>	<b>\$ 685,713</b>	<b>5.00</b>	<b>\$ 387,325</b>	<b>\$ 704,274</b>	<b>5.00</b>

\* Numbers may not add due to rounding

### Key responsibility 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Occupational Health and Safety</b>								
Salaries and Benefits	\$ 421,634	5.00	\$ 501,171	\$ 500,795	5.50	\$ 346,470	\$ 494,119	5.50
Staff Development	230,305	-	280,267	230,305	-	146,109	230,305	-
Supplies and Services	81,136	-	125,026	331,136	-	33,689	331,136	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	33,150	-	82,337	33,150	-	52,250	658,150	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 766,225</b>	<b>5.00</b>	<b>\$ 988,801</b>	<b>\$ 1,095,386</b>	<b>5.50</b>	<b>\$ 578,518</b>	<b>\$ 1,713,710</b>	<b>5.50</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 558,193	4.10	\$ 679,515	\$ 837,355	4.50	\$ 361,585	\$ 827,503	4.50
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	170,128	0.90	174,816	220,127	1.00	147,415	848,303	1.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	37,904	-	134,471	37,904	-	69,518	37,904	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 766,225</b>	<b>5.00</b>	<b>\$ 988,801</b>	<b>\$ 1,095,386</b>	<b>5.50</b>	<b>\$ 578,518</b>	<b>\$ 1,713,710</b>	<b>5.50</b>

\* Numbers may not add due to rounding

### Key responsibility 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Elementary &amp; Secondary Staffing Committee</b>								
Salaries and Benefits	\$ 164,777	1.67	\$ 170,368	\$ 173,485	1.67	\$ 102,203	\$ 176,154	1.67
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	4,642	-	-	4,642	-	731	4,642	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 169,419</b>	<b>1.67</b>	<b>\$ 170,368</b>	<b>\$ 178,127</b>	<b>1.67</b>	<b>\$ 102,934</b>	<b>\$ 180,796</b>	<b>1.67</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 169,419	1.67	\$ 170,368	\$ 178,127	1.67	\$ 102,934	\$ 180,796	1.67
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 169,419</b>	<b>1.67</b>	<b>\$ 170,368</b>	<b>\$ 178,127</b>	<b>1.67</b>	<b>\$ 102,934</b>	<b>\$ 180,796</b>	<b>1.67</b>

\* 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Continuing Education</b>								
Salaries and Benefits	\$ 8,751,506	15.00	\$ 9,129,745	\$ 9,061,852	15.00	\$ 5,315,609	\$ 10,013,032	15.00
Staff Development	1,400	-	16,352	1,400	-	6,467	1,400	-
Supplies and Services	409,040	-	527,230	450,837	-	369,788	479,558	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	5,000	-	21,561	6,129	-	17,365	6,129	-
Other	-	-	-	-	-	-	-	-
Rental expense	415,620	-	456,692	415,620	-	344,033	454,419	-
<b>Total</b>	<b>\$ 9,582,566</b>	<b>15.00</b>	<b>\$ 10,151,580</b>	<b>\$ 9,935,838</b>	<b>15.00</b>	<b>\$ 6,053,261</b>	<b>\$ 10,954,538</b>	<b>15.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	9,582,566	15.00	10,151,580	9,935,838	15.00	6,053,261	10,954,538	15.00
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 9,582,566</b>	<b>15.00</b>	<b>\$ 10,151,580</b>	<b>\$ 9,935,838</b>	<b>15.00</b>	<b>\$ 6,053,261</b>	<b>\$ 10,954,538</b>	<b>15.00</b>

\* 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Transportation / OSTA</b>								
Salaries and Benefits	\$ 1,091,881	-	\$ 1,287,936	\$ 1,277,034	-	\$ 749,477	\$ 1,181,648	-
Staff Development	15,598	-	-	15,562	-	-	15,503	-
Supplies and Services	369,528	-	225,697	404,623	-	358,137	389,116	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	36,331,314	-	36,432,605	38,299,771	-	26,690,005	39,739,091	-
Other	136,000	-	163,215	136,000	-	-	136,000	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 37,944,321</b>	<b>-</b>	<b>\$ 38,109,454</b>	<b>\$ 40,132,990</b>	<b>-</b>	<b>\$ 27,797,619</b>	<b>\$ 41,461,358</b>	<b>-</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	37,944,321	-	38,109,454	40,132,990	-	27,797,619	41,461,358	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 37,944,321</b>	<b>-</b>	<b>\$ 38,109,454</b>	<b>\$ 40,132,990</b>	<b>-</b>	<b>\$ 27,797,619</b>	<b>\$ 41,461,358</b>	<b>-</b>

\* Numbers may not add due to rounding

Objective: Continued 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Business and Learning Technologies</b>								
Salaries and Benefits	\$ 7,193,705	91.00	\$ 6,737,948	\$ 8,071,962	96.00	\$ 3,984,211	\$ 7,917,973	93.00
Staff Development	20,600	-	15,439	20,600	-	7,790	20,600	-
Supplies and Services	3,157,959	-	1,725,315	4,246,887	-	1,224,908	3,554,746	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	3,938,910	-	5,823,091	3,866,610	-	3,869,277	3,606,180	-
Other	-	-	769	-	-	(6)	-	-
Rental expense	392,851	-	81,980	392,851	-	2,524	392,851	-
<b>Total</b>	<b>\$ 14,704,025</b>	<b>91.00</b>	<b>\$ 14,384,541</b>	<b>\$ 16,598,910</b>	<b>96.00</b>	<b>\$ 9,088,704</b>	<b>\$ 15,492,350</b>	<b>93.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 12,920,287	79.00	\$ 13,348,731	\$ 14,341,312	83.00	\$ 8,077,039	\$ 14,341,759	89.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	1,783,738	12.00	1,035,810	2,257,598	13.00	1,011,665	1,150,590	4.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 14,704,025</b>	<b>91.00</b>	<b>\$ 14,384,541</b>	<b>\$ 16,598,910</b>	<b>96.00</b>	<b>\$ 9,088,704</b>	<b>\$ 15,492,350</b>	<b>93.00</b>

\* 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.



# 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Debt and Other Expense Totals</b>								
Staff on Loan	\$ 7,422,413	76.42	\$ 7,394,643	\$ 7,644,375	72.65	\$ 4,041,440	\$ 7,175,674	66.85
Extended Day Program	13,085,558	226.53	15,241,058	15,912,644	238.27	8,567,049	16,463,043	248.90
Infant, Toddler & Preschool Childcare Program	2,250,045	37.50	2,244,297	1,982,614	31.25	1,048,590	2,097,000	31.25
Facilities Renewal Plan	6,521,333	-	8,265,563	6,583,122	-	3,508,583	6,533,776	-
Debentures and long term debt	50,702,815	-	67,442,451	55,142,443	-	33,885,822	62,370,067	-
<b>Total</b>	<b>\$ 79,982,164</b>	<b>340.45</b>	<b>\$ 100,588,012</b>	<b>\$ 87,265,198</b>	<b>342.17</b>	<b>\$ 51,051,484</b>	<b>\$ 94,639,560</b>	<b>347.00</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ -	-	\$ 11,696,895	\$ -	-	\$ 2,600,582	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	263,210	-	-	148,474	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	47,522,480	-	9,477,022	52,654,995	-	31,125,877	60,183,437	-
Other	32,459,684	340.45	79,150,885	34,610,203	342.17	17,176,551	34,456,123	347.00
<b>Total</b>	<b>\$ 79,982,164</b>	<b>340.45</b>	<b>\$ 100,588,012</b>	<b>\$ 87,265,198</b>	<b>342.17</b>	<b>\$ 51,051,484</b>	<b>\$ 94,639,560</b>	<b>347.00</b>

\* 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Staff on Loan</b>								
Salaries and Benefits	\$ 7,422,413	76.42	\$ 7,394,643	\$ 7,644,375	72.65	\$ 4,041,160	\$ 7,175,674	66.85
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	-	-	-	-	-	279	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 7,422,413</b>	<b>76.42</b>	<b>\$ 7,394,643</b>	<b>\$ 7,644,375</b>	<b>72.65</b>	<b>\$ 4,041,440</b>	<b>\$ 7,175,674</b>	<b>66.85</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	7,422,413	76.42	7,394,643	7,644,375	72.65	4,041,440	7,175,674	66.85
<b>Total</b>	<b>\$ 7,422,413</b>	<b>76.42</b>	<b>\$ 7,394,643</b>	<b>\$ 7,644,375</b>	<b>72.65</b>	<b>\$ 4,041,440</b>	<b>\$ 7,175,674</b>	<b>66.85</b>

\* 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Extended Day Program</b>								
Salaries and Benefits	\$ 11,070,559	226.53	\$ 14,523,204	\$ 14,452,475	238.27	\$ 8,298,963	\$ 15,392,773	248.90
Staff Development	68,001	-	-	280,502	-	-	-	-
Supplies and Services	1,946,998	-	717,854	1,179,667	-	268,087	1,070,270	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 13,085,558</b>	<b>226.53</b>	<b>\$ 15,241,058</b>	<b>\$ 15,912,644</b>	<b>238.27</b>	<b>\$ 8,567,049</b>	<b>\$ 16,463,043</b>	<b>248.90</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	13,085,558	226.53	15,241,058	15,912,644	238.27	8,567,049	16,463,043	248.90
<b>Total</b>	<b>\$ 13,085,558</b>	<b>226.53</b>	<b>\$ 15,241,058</b>	<b>\$ 15,912,644</b>	<b>238.27</b>	<b>\$ 8,567,049</b>	<b>\$ 16,463,043</b>	<b>248.90</b>

\* Numbers may not add due to rounding

Work to ensure high quality, consistent programs are available to children will continue through 2018-2019 with a review of the quality program indicators. EDP totals do not include departmental salary allocations for 2017-2018 and 2018-2019 of approximately \$700,000 and \$576,000, 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 Rideau High School (moving to Queen Elizabeth Public School in 2018-2019) and Woodroffe High School.

Operating Resource	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Infant, Toddler &amp; Preschool Childcare Program</b>								
Salaries and Benefits	\$ 1,956,181	37.50	\$ 2,117,279	\$ 1,858,058	31.25	\$ 1,004,790	\$ 1,987,000	31.25
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	293,864	-	127,017	124,556	-	43,801	110,000	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 2,250,045</b>	<b>37.50</b>	<b>\$ 2,244,297</b>	<b>\$ 1,982,614</b>	<b>31.25</b>	<b>\$ 1,048,590</b>	<b>\$ 2,097,000</b>	<b>31.25</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	2,250,045	37.50	2,244,297	1,982,614	31.25	1,048,590	2,097,000	31.25
<b>Total</b>	<b>\$ 2,250,045</b>	<b>37.50</b>	<b>\$ 2,244,297</b>	<b>\$ 1,982,614</b>	<b>31.25</b>	<b>\$ 1,048,590</b>	<b>\$ 2,097,000</b>	<b>31.25</b>

\* 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Facilities Renewal Plan</b>								
Salaries and Benefits	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	5,087,333	-	6,241,156	5,683,122	-	3,039,179	5,693,776	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other - Portable moving expense	1,434,000	-	2,024,407	900,000	-	469,404	840,000	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 6,521,333</b>	<b>-</b>	<b>\$ 8,265,563</b>	<b>\$ 6,583,122</b>	<b>-</b>	<b>\$ 3,508,583</b>	<b>\$ 6,533,776</b>	<b>-</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	6,521,333	-	8,265,563	6,583,122	-	3,508,583	6,533,776	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 6,521,333</b>	<b>-</b>	<b>\$ 8,265,563</b>	<b>\$ 6,583,122</b>	<b>-</b>	<b>\$ 3,508,583</b>	<b>\$ 6,533,776</b>	<b>-</b>

\* 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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Debentures and Long Term Debt</b>								
Employee future benefits (PSAB) & Remedy Payments	\$ -	-	\$ 13,045,038	\$ -	-	\$ 305,820	\$ -	-
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	-	-	(1,257)	-	-	-	-	-
Interest Charges	6,878,553	-	6,878,679	6,547,455	-	3,468,368	6,197,291	-
Fees and Contractual	250,000	-	73,462	250,000	-	84,188	250,000	-
Other	2,823,115	-	2,577,744	2,523,115	-	3,279,846	2,523,115	-
Rental expense	-	-	-	-	-	-	-	-
Amortization	40,751,147	-	44,868,785	45,821,873	-	26,747,600	53,399,661	-
<b>Total</b>	<b>\$ 50,702,815</b>	<b>-</b>	<b>\$ 67,442,451</b>	<b>\$ 55,142,443</b>	<b>-</b>	<b>\$ 33,885,822</b>	<b>\$ 62,370,067</b>	<b>-</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ -	-	\$ 11,696,895	\$ -	-	\$ 2,600,582	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	263,210	-	-	148,474	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	41,001,147	-	1,211,459	46,071,873	-	27,617,294	53,649,661	-
Other	9,701,668	-	54,270,887	9,070,570	-	3,519,472	8,720,406	-
<b>Total</b>	<b>\$ 50,702,815</b>	<b>-</b>	<b>\$ 67,442,451</b>	<b>\$ 55,142,443</b>	<b>-</b>	<b>\$ 33,885,822</b>	<b>\$ 62,370,067</b>	<b>-</b>

\* 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 "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 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
<b>Retirement Gratuities, Other Pmts &amp; Adj Total</b>								
Retirement Gratuities	\$ 4,670,299	-	\$ 3,409,140	\$ 4,677,840	-	\$ 970,639	\$ 2,411,024	-
<b>Total</b>	<b>\$ 4,670,299</b>	<b>-</b>	<b>\$ 3,409,140</b>	<b>\$ 4,677,840</b>	<b>-</b>	<b>\$ 970,639</b>	<b>\$ 2,411,024</b>	<b>-</b>

Enveloping	Approved 2016-2017		Year-End 2016-2017	Approved 2017-2018		31 March 2018	Recommended 2018-2019	
	Budget	FTE	Actual	Budget	FTE	Actual	Budget	FTE
Instruction	\$ 3,118,010	-	\$ 4,185,587	\$ 3,824,958	-	\$ 762,310	\$ 1,740,002	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	368,903	-	(75,350)	370,967	-	208,329	291,866	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	1,183,386	-	(701,097)	481,915	-	-	379,156	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 4,670,299</b>	<b>-</b>	<b>\$ 3,409,140</b>	<b>\$ 4,677,840</b>	<b>-</b>	<b>\$ 970,639</b>	<b>\$ 2,411,024</b>	<b>-</b>

\* 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 2018-2019	Funding Sources				Total
		Ministry Funding	Capital Expenses from Operating Budget	Capital Reserves	Future Education Development Charges	Capital Funding
<b>Buildings, Additions and Portables:</b>						
Capital Priorities	\$ 19,321,225	\$ 19,321,225				\$ 19,321,225
Full Day Kindergarten	1,000,000	1,000,000				1,000,000
Education Development Charges	13,800,000	-		\$ 7,728,027	\$ 6,071,973	13,800,000
School Renewal	6,654,521	6,654,521				6,654,521
School Condition Improvement	57,018,291	57,018,291				57,018,291
Greenhouse Gas Reduction Fund	4,093,810	4,093,810				4,093,810
Community Hubs	567,162	567,162				567,162
<b>Sub-Total</b>	<b>\$ 102,455,009</b>	<b>\$ 88,655,009</b>	<b>\$ -</b>	<b>\$ 7,728,027</b>	<b>\$ 6,071,973</b>	<b>\$ 102,455,009</b>
<b>Other Assets:</b>						
Furniture, Equipment, Computer Hardware / Software	\$ 3,029,085	\$ -	\$ 3,029,085	\$ -	\$ -	\$ 3,029,085
<b>Sub-Total</b>	<b>\$ 3,029,085</b>	<b>\$ -</b>	<b>\$ 3,029,085</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,029,085</b>
<b>Total</b>	<b>\$ 105,484,094</b>	<b>\$ 88,655,009</b>	<b>\$ 3,029,085</b>	<b>\$ 7,728,027</b>	<b>\$ 6,071,973</b>	<b>\$ 105,484,094</b>

Numbers may not add due to rounding

**Note the following:**

2018-2019 Total School Renewal Allocation:	\$ 14,494,633
2018-2019 Total School Condition Improvement Allocation:	\$ 45,844,290



# Accumulated Surplus (Reserves)



# Accumulated Surplus (Reserves)

	Projected as at 31 August 2019	Projected as at 31 August 2018	Actual as at 31 August 2017
<b>Available for Compliance - Unappropriated</b>			
Operating Accumulated Surplus	\$ 881,000	\$ 5,013,000	\$ 794,000
<b>Available for Compliance - Internally Appropriated</b>			
Extended Day Program	-	426,000	213,000
Budgets Carried Forward	1,700,000	1,700,000	2,212,000
Contingencies	21,000,000	16,400,000	16,000,000
<b>Sub-Total (Subject to Board Decision)</b>	<b>\$ 23,581,000</b>	<b>\$ 23,539,000</b>	<b>\$ 19,219,000</b>
Restricted - Committed Capital	\$ 430,000	\$ 472,000	\$ 513,000
<b>Sub-Total</b>	<b>\$ 430,000</b>	<b>\$ 472,000</b>	<b>\$ 513,000</b>
<b>Total</b>	<b>\$ 24,011,000</b>	<b>\$ 24,011,000</b>	<b>\$ 19,732,000</b>

*Numbers may not add due to rounding*

The 31 August 2018 allocation is shown as reported in Report 18-039, Updated Financial Forecast. Internally appropriated amounts are confirmed with the Board's approval of the year-end financial statements. An increased contingency will be recommended if 2017-2018 results allow.



# Background Information



# Special Education - Revenue Information

<b>Special Education Grant</b>	The Special Education Grant provides additional funding through special purpose grants that account for 83% 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:
1. <b>Special Education per Pupil Amount (SEPPA)</b>	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).
2. <b>Differentiated Special Education Needs Amount (DSENA) Allocation</b>	<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 (SESPM), the Base Amount for Collaboration and Integration, and new for 2018-2019 the Multi-Disciplinary Supports amount.</p>
3. <b>Care, Treatment, Custody and Correctional (CTCC) Amount</b>	<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>
4. <b>Behavioural Expertise Amount (BEA)</b>	<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>
5. <b>Special Incidence Portion (SIP)</b>	<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>
6. <b>Specialized Equipment Amount (SEA)</b>	<p>Funding is based on two components:</p> <p><b>Specialized Equipment Per Pupil Amount</b></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><b>Specialized Equipment Amount Claims</b></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

<b>Special Education Grant Allocations</b>	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.
<b>Special Education Other Grants and Other Income</b>	<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 8% of special education revenues.</p> <p>The Ministry established a Local Priorities Fund in 2017-2018 to address a range of local priority needs, the funding will continue in 2018-2019. 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 2018-2019 projected contribution and stabilization adjustment provided by the Ministry.</p> <p>For more information on revenues and grant calculations relating to 2018-2019 please refer to the Ministry of Education Technical Paper which can be found at the following link: <a href="http://www.edu.gov.on.ca/eng/funding/1819/2018-19-technical-paper-en.pdf">http://www.edu.gov.on.ca/eng/funding/1819/2018-19-technical-paper-en.pdf</a></p> <p>Additional information regarding changes to the 2018-2019 special education funding can be found at the following link: <a href="http://www.edu.gov.on.ca/eng/policyfunding/funding.html">http://www.edu.gov.on.ca/eng/policyfunding/funding.html</a></p>
<b>Mental Health Leader</b>	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 it's intended purpose.



# Special Education – Revenues and Expenses

Grant Revenues	2017-2018 Approved Budget	2018-2019 Recommended Budget
<b>Special Education Allocation</b>		
Special Education Per Pupil Amount (SEPPA)	\$ 52,322,377	\$ 54,461,710
Differentiated Special Education Needs Amount (DSENA)	34,473,135	36,640,928
Behavioural Expertise Amount (BEA)	290,109	408,384
Special Incidence Portion (SIP)	1,799,400	2,500,000
Specialized Equipment Amount (SEA)	3,151,937	3,200,729
Less SEA Deferred Revenue	(525,977)	(762,680)
<b>Total Special Education Grants</b>	<b>\$ 91,510,981</b>	<b>\$ 96,449,071</b>
<b>Special Education Grant Allocations</b>		
Proportionate Foundation Allocation	\$ 9,735,406	\$ 9,224,502
Proportionate Teacher Compensation Allocation	1,692,813	1,565,993
<b>Total Special Education Grant Allocations</b>	<b>\$ 11,428,219</b>	<b>\$ 10,790,495</b>
<b>Special Education Other Grants</b>		
Summer Learning Program	\$ 99,054	\$ 90,358
Local Priorities Fund (Teachers, PSSP and Educational Assistants)	3,846,765	4,000,620
Program Leadership Allocation - Mental Health Leader component	-	190,893
<b>Total Special Education - Other Grants</b>	<b>\$ 3,945,819</b>	<b>\$ 4,281,871</b>
<b>Special Education Other Income</b>		
Autism Support and Training-Grant	\$ 105,677	\$ -
Other Revenue from Recoveries	642,525	665,702
Education Program Grants - Other (EPO)	340,758	913,051
Employee Life and Health Trusts (Proportionate share)	2,971,662	3,241,838
<b>Total Special Education Other Income</b>	<b>\$ 4,060,622</b>	<b>\$ 4,820,591</b>
<b>Total Revenues</b>	<b>\$ 110,945,641</b>	<b>\$ 116,342,028</b>
<b>Expenditures</b>		
Staffing	\$ 109,741,465	\$ 114,127,083
Operating	7,141,175	7,769,252
<b>Total Expenditures</b>	<b>\$ 116,882,640</b>	<b>\$ 121,896,335</b>
<b>Projected (Shortfall) / Surplus</b>	<b>\$ (5,936,999)</b>	<b>\$ (5,554,307)</b>

Numbers may not add due to rounding





# Special Education – Detail Expenditures

	2017-2018 Approved Budget		2018-2019 Recommended Budget	
	FTE	COSTS	FTE	COSTS
<b>Teaching Staff</b>				
Elementary Teachers	476.86	\$ 49,886,676	471.66	\$ 50,038,712
Secondary Teachers	114.92	12,150,766	127.59	13,918,554
<b>Total Teaching Staff</b>	<b>591.78</b>	<b>\$ 62,037,442</b>	<b>599.25</b>	<b>\$ 63,957,266</b>
<b>Educational Assistants</b>	672.00	\$ 38,881,996	697.00	\$ 40,251,648
(Includes 28.5 FTE funded by Local Priorities)				
<b>Total Educational Assistants</b>	<b>672.00</b>	<b>\$ 38,881,996</b>	<b>697.00</b>	<b>\$ 40,251,648</b>
<b>Professional Student Services Personnel (PSSP)</b>				
Psychologists	20.79	\$ 2,305,020	24.39	\$ 2,792,837
Social Workers	19.80	1,888,459	23.58	2,311,773
Speech and Language Pathologists	24.75	2,384,185	26.10	2,574,312
Casual PSSP for Budget Pressures	-	-	-	40,000
PSSP Positions funded by Local Priorities	1.50	149,001	1.50	151,228
<b>Total Professional Student Services Personnel Staff</b>	<b>66.84</b>	<b>\$ 6,726,665</b>	<b>75.57</b>	<b>\$ 7,870,150</b>
<b>Total Administration &amp; Support Staff</b>				
Principals and Vice-Principals	4.50	\$ 609,999	4.50	\$ 614,394
Administration and Support Staff	12.50	1,485,363	13.00	1,433,625
<b>Total Administration &amp; Support Staff</b>	<b>17.00</b>	<b>\$ 2,095,362</b>	<b>17.50</b>	<b>\$ 2,048,019</b>
<b>Total Special Education Staff</b>	<b>1,347.62</b>	<b>\$ 109,741,465</b>	<b>1,389.32</b>	<b>\$ 114,127,083</b>
<b>Operating Budget</b>				
General Operating Budget		\$ 1,738,801		\$ 1,961,779
Specialized Equipment for Students		2,768,960		2,438,049
<b>Sub-Total Operating Budget</b>		<b>\$ 4,507,761</b>		<b>\$ 4,399,828</b>
Summer Learning Program		\$ 610,800		\$ 610,800
Short Term Response Fund		360,000		474,000
Occasional Teachers for Special Education Teachers		1,195,670		1,200,237
Staff Development		143,622		171,336
Other programs and EPO expenses		323,322		913,051
<b>Total Operating Budget</b>		<b>\$ 7,141,175</b>		<b>\$ 7,769,252</b>
<b>Grand Total</b>	<b>1,347.62</b>	<b>\$ 116,882,640</b>	<b>1,389.32</b>	<b>\$ 121,896,335</b>

Numbers may not add due to rounding



# Learning Support Services – Financial Summary

Revenues	2018-2019		2018-2019		2018-2019		2018-2019		2018-2019	
	Special Education		Accounting Adjustments		Special Education Ministry Totals		Safe Schools and Urban Priorities (applicable to LSS)		Learning Support Services Totals	
Grants for Students Needs		\$ 96,449,071				\$ 96,449,071		\$ 1,723,015		\$ 98,172,086
Grant Allocations (Foundation and Q&E)		10,790,495				10,790,495				10,790,495
Other Grants				\$ 4,281,871		4,281,871				4,281,871
Other Income				4,820,591		4,820,591				4,820,591
<b>Total Revenues</b>		<b>\$ 107,239,566</b>		<b>\$ 9,102,462</b>		<b>\$ 116,342,028</b>		<b>\$ 1,723,015</b>		<b>\$ 118,065,043</b>
Expenditures										
<b>Elementary Teachers</b>	449.16	\$ 47,651,673			471.66	\$ 50,038,712			471.66	\$ 50,038,712
<i>Ministry totals include partially integrated classes</i>			22.50	\$ 2,387,039						
<b>Secondary Teachers</b>	133.84	14,600,355			127.59	13,918,554			127.59	13,918,554
<i>Ministry totals include partially integrated classes</i>			14.50	1,581,778						
<i>Ministry totals exclude Gifted classes that do not qualify for grant</i>			(20.75)	(2,263,579)						
<b>Educational Assistants</b>	697.00	40,725,648		(474,000)	697.00	40,251,648	21.00	\$ 1,227,048	718.00	41,478,696
<b>Professional Student Services Personnel (PSSP):</b>										
Psychologists (Includes 2.90 FTE EPO/Term)	27.10	3,103,152	(2.71)	(310,315)	24.39	2,792,837	1.80	203,027	26.19	2,995,864
Social Workers (Includes 2.90 FTE EPO/Term)	26.20	2,568,637	(2.62)	(256,864)	23.58	2,311,773	3.00	292,940	26.58	2,604,713
Speech and Language Pathologists	29.00	2,860,347	(2.90)	(286,035)	26.10	2,574,312			26.10	2,574,312
Casual PSSP for budget pressures		40,000				40,000				40,000
Learning Priorities Funding Staffing	1.50	151,228			1.50	151,228			1.50	151,228
<i>Ministry Totals exclude 10% of PSSP salaries allocated to instruction</i>										
<b>Administration and Support Staff:</b>										
Program Evaluator	1.00	108,063			1.00	108,063			1.00	108,063
Managers/Supervisors of Professional Services	5.00	723,324			5.00	723,324			5.00	723,324
Orientation and Mobility Instructor (PSSP)	1.00	71,787			1.00	71,787			1.00	71,787
Braillist	1.00	65,063			1.00	65,063			1.00	65,063
Clerical and secretarial - CB Schools			3.00	171,954	3.00	171,954			3.00	171,954
Child and Youth Worker and SIP Consultant		128,939				128,939				128,939
Feeding skills assistant		25,000				25,000				25,000
<b>Principals and Vice-Principals:</b>										
Principals / Vice-Principal - CB Schools			2.50	339,743	2.50	339,743			2.50	339,743
Central Principal / Vice Principal	2.00	274,651			2.00	274,651			2.00	274,651
<b>Other</b>										
Business and Learning Technology Technicians			2.00	139,495	2.00	139,495			2.00	139,495
<b>Operating Expenses</b>										
General Operating Budget:		1,961,779				1,961,779				1,961,779
ISA equipment		2,438,049				2,438,049				2,438,049
Staff Development		171,336				171,336				171,336
Special Education Short Term Response Fund				474,000		474,000				474,000
Summer Learning Program		610,800				610,800				610,800
Other program and EPO expenses				913,051		913,051				913,051
Occasional Teachers for Special Education Teachers				1,200,237		1,200,237				1,200,237
<b>Total Expenses</b>	<b>1,373.80</b>	<b>\$ 118,279,831</b>	<b>15.52</b>	<b>\$ 3,616,504</b>	<b>1,389.32</b>	<b>\$ 121,896,335</b>	<b>25.80</b>	<b>\$ 1,723,015</b>	<b>1,415.12</b>	<b>\$ 123,619,350</b>
<b>Projected Surplus (Shortfall)</b>		<b>\$ (11,040,265)</b>		<b>\$ 5,485,958</b>		<b>\$ (5,554,307)</b>		<b>\$ -</b>		<b>\$ (5,554,307)</b>

Numbers may not add due to rounding



# Special Education – Comparative Staffing

	2014-2015 Approved Budget	2015-2016 Approved Budget	2016-2017 Approved Budget	2017-2018 Approved Budget	2018-2019 Recommended Budget
	FTE	FTE	FTE	FTE	FTE
<b>Teaching Staff</b>					
Elementary Teachers	485.83	486.60	469.88	476.86	471.66
Secondary Teachers	112.58	110.58	109.75	114.92	127.59
<b>Total Teaching Staff</b>	<b>598.41</b>	<b>597.18</b>	<b>579.63</b>	<b>591.78</b>	<b>599.25</b>
<b>Total Educational Assistants</b>	<b>652.00</b>	<b>649.00</b>	<b>644.00</b>	<b>672.00</b>	<b>697.00</b>
<b>Professional Student Services Personnel (PSSP)</b>					
Psychologists	21.44	20.99	19.89	20.79	24.39
Social Workers	20.40	20.45	20.25	19.80	23.58
Speech and Language Pathologists	23.30	23.30	24.75	24.75	26.10
Unassigned positions funded by Local Priorities	0.00	0.00	0.00	1.50	1.50
<b>Total Professional Student Services Personnel Staff</b>	<b>65.14</b>	<b>64.74</b>	<b>64.89</b>	<b>66.84</b>	<b>75.57</b>
<b>Principals and Vice-Principals</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>
<b>Phoenix House and Young Offenders</b>	<b>2.50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Administration and Support Staff</b>	<b>12.10</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	<b>13.00</b>
<b>Total Administration &amp; Support Staff</b>	<b>19.10</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.50</b>
<b>Total Special Education Staff</b>	<b>1,334.65</b>	<b>1,327.92</b>	<b>1,305.52</b>	<b>1,347.62</b>	<b>1,389.32</b>

Numbers may not add due to rounding



# 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
<b>Revenues</b>						
	<b>Amount</b>					
Special Education Per Pupil Amount (SEPPA)	\$ 54,461,710	√		100.0%	-	-
Differentiated Special Education Needs Amount (DSENA)	36,640,928		√	100.0%	-	-
Behavioural Expertise Amount (BEA)	408,384		√	100.0%	-	-
Special Incidence Portion (SIP)	2,500,000		√	100.0%	-	-
Specialized Equipment Amount (SEA)	3,200,729		√	100.0%	-	-
Proportionate Foundation Allocation	9,224,502		√	100.0%	-	-
Proportionate Teacher Compensation Allocation	1,565,993		√	100.0%	-	-
Other Revenues	9,102,462		√	100.0%	-	-
Less SEA Deferred Revenue	(762,680)					
<b>Total Revenues</b>	<b>\$ 116,342,028</b>					
<b>Expenditures</b>						
	<b>Amount</b>					
<b>Staffing</b>						
Special Education Teachers	\$ 63,957,266		√	100.0%	-	-
Educational Assistants	40,251,648		√	97.1%	-	2.9%
Professional Student Services Personnel	7,870,150		√	85.3%	9.3%	5.4%
Principals and Vice Principals	614,394		√	100.0%	-	-
Administration and Support Staff	1,433,625		√	100.0%	-	-
<b>Sub-Total</b>	<b>\$ 114,127,083</b>					
<b>Operations</b>						
General Operating Budget	\$ 2,133,115		√	100.0%	-	-
Specialized Equipment for Students	2,438,049		√	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 / Other	1,200,237		√	100.0%	-	-
Other Programs and EPO Expenses	913,051		√	100.0%	-	-
<b>Sub-Total</b>	<b>\$ 7,769,252</b>		√	100.0%	-	-
<b>Total Expenditures</b>	<b>\$ 121,896,335</b>					

Numbers may not add due to rounding



# English as a Second Language

Projected Revenues	FTE	2017-2018 Approved Budget	FTE	2018-2019 Recommended Budget
<b>Grant Revenue</b>		\$ 11,569,540		\$ 14,170,816
<b>OCENET</b>				
Teaching Positions funded by OCENET	6.00	611,125	6.17	666,833
<b>Total Revenue</b>		<b>\$ 12,180,665</b>		<b>\$ 14,837,649</b>

Projected Expenditures	FTE	2017-2018 Approved Budget	FTE	2018-2019 Recommended Budget
<b>Elementary</b>				
Classroom Teachers (Includes 0.5 FTE position funded from OCENET) *	84.25	\$ 8,307,050	91.25	\$ 9,651,513
Vice-Principal of English Language Learners	1.00	122,750	1.00	131,660
<b>Sub-Total</b>	<b>85.25</b>	<b>\$ 8,429,800</b>	<b>92.25</b>	<b>\$ 9,783,173</b>
<b>Secondary</b>				
Classroom Teachers (Includes 5.67 FTE positions funded from OCENET)	33.66	\$ 3,438,369	36.83	\$ 3,987,952
Central Orientation Class (Academic Staff)	1.00	102,150	2.00	216,560
<b>Sub-Total</b>	<b>34.66</b>	<b>\$ 3,540,519</b>	<b>38.83</b>	<b>\$ 4,204,512</b>
<b>Administration and Support</b>				
Family Reception Centre	4.00	\$ 296,343	4.00	\$ 290,811
Multi-Cultural Liaison Contractual Services		199,933		202,500
Operating Budget		57,682		25,000
<b>Sub-Total</b>	<b>4.00</b>	<b>\$ 553,958</b>	<b>4.00</b>	<b>\$ 518,311</b>
<b>Total Expenditures</b>	<b>123.91</b>	<b>\$ 12,524,277</b>	<b>135.08</b>	<b>\$ 14,505,996</b>
<b>Projected Surplus (Shortfall)</b>		<b>\$ (343,612)</b>		<b>\$ 331,653</b>

Numbers may not add due to rounding

\* Includes 4.0 FTE Positions funded by Local Priorities



# Extended Day Program and Infant, Toddler & Preschool Childcare Program

2018-2019 Projected Revenues	Extended Day Program	Infant, Toddler & Preschool Childcare Program	Total
<b>Extended Day and Infant, Toddler &amp; Preschool Childcare Programs</b>			
Extended Day Fee Revenue - Regular Day	\$ 15,790,017		\$ 15,790,017
Extended Day Fee Revenue - PD Days, Winter, March & Summer Break	856,000		856,000
Infant, Toddler & Preschool Childcare Program		\$ 1,597,000	1,597,000
<b>Total</b>	<b>\$ 16,646,017</b>	<b>\$ 1,597,000</b>	<b>\$ 18,243,017</b>

2018-2019 Projected Expenditures	Extended Day Program		Infant, Toddler & Preschool Childcare Program		Total	
Extended Day Program	FTE	Amount	FTE	Amount	FTE	Amount
<b>Staffing and Operating Expenses:</b>						
Central Staffing	10.75	\$ 1,008,895			10.75	\$ 1,008,895
Early Childhood Educators	204.43	11,280,369			204.43	11,280,369
Supply Early Childhood Educators		1,143,829				1,143,829
Early Learning Assistants (including Supply Early Learning Assistants)	33.72	1,233,683			33.72	1,233,683
Staff Costs - Professional Development Days, Winter, March and Summer Break		725,997				725,997
Snacks		360,000				360,000
Supplies and Services		80,000				80,000
EDP Information System		300,000				300,000
<b>Departmental Costs:</b>						
School Operations		330,270				330,270
Human Resources		198,443				198,443
Business & Learning Technologies		196,833				196,833
Finance		113,854				113,854
Payroll		67,289				67,289
<b>Total Extended Day Program</b>	<b>248.90</b>	<b>\$ 17,039,462</b>			<b>248.90</b>	<b>\$ 17,039,462</b>
<b>Infant, Toddler &amp; Preschool Childcare Program</b>						
Staffing			31.25	\$ 1,987,000	31.25	\$ 1,987,000
Operating Expenses				110,000		110,000
<b>Total Infant, Toddler &amp; Preschool Childcare Program</b>			<b>31.25</b>	<b>\$ 2,097,000</b>	<b>31.25</b>	<b>\$ 2,097,000</b>
<b>Projected (Shortfall) / Surplus</b>		<b>\$ (393,445)</b>		<b>\$ (500,000)</b>		<b>\$ (893,445)</b>

Numbers may not add due to rounding



# Learning Opportunities Grant

Learning Opportunities Grant		OCDSB Budget		
Funding Component	Amount	FTE	Description	Amount
Student Success	\$ 2,504,520	2.3 0.4	Operational Budget Instructional Coach Office Support	\$ 2,227,131 249,745 27,644 <b>\$ 2,504,520</b>
Ontario Focused Intervention Partnership (OFIP)	\$ 302,724		Operational Budget	\$ 302,724
Specialist High Skills Major Program	\$ 347,937	1.0	Operational Budget Instructional Coach	\$ 240,751 107,186 <b>\$ 347,937</b>
Outdoor Education	\$ 619,840		Outdoor Education Operational Budget	\$ 619,840
Library Staff	\$ 238,343	0.5	Operational Budget (Included in central budget) Library Co-ordinator	\$ 210,970 27,373 <b>\$ 238,343</b>
Local Priorities Fund	\$ 8,087,220		Local Priorities Fund	\$ 8,087,220
Demographic Component Literacy and Numeracy	\$12,559,351 2,388,185 <b>\$14,947,536</b>		To fund School Based Projects Multicultural Liaison Contractual Services, Instructional Coaches and Instructional Program Support	\$ 1,506,148 13,441,388 <b>\$14,947,536</b>
<b>Total</b>	<b>\$27,048,120</b>		<b>Total</b>	<b>\$27,048,120</b>

Numbers may not add due to rounding



# Program Leadership

The Program Leadership Allocation (PLA) is being introduced for 2018-2019 within 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 Education Programs - Other (EPO). 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 must consequently be spent globally on salaries, benefits, travel and professional development. The Program Leadership positions include:

- Mental Health Leader
- School Effectiveness Lead
- Student Success Lead
- Early Years Lead (Formerly in EPO)
- Technology Enabled Learning and Teaching Contact
- Indigenous Education Lead

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

	<b>Mental Health Leader</b>	<b>School Effectiveness Lead</b>	<b>Student Success Lead</b>	<b>Early Years Lead</b>	<b>Technology Enabled Learning and Teaching Contact</b>	<b>Indigenous Education Lead</b>	<b>Total</b>
Salary Benchmark	\$ 127,783	\$ 170,430	\$ 170,430	\$ 170,430	\$ 100,300	\$ 85,215	\$ 824,588
Additional ADE Amount				85,215			85,215
Travel & PD Amount	13,341	17,793	17,793	17,793	10,471	8,896	86,087
<b>Total Benchmark</b>	<b>\$ 141,124</b>	<b>\$ 188,223</b>	<b>\$ 188,223</b>	<b>\$ 273,438</b>	<b>\$ 110,771</b>	<b>\$ 94,111</b>	<b>\$ 995,890</b>

*Numbers may not add due to rounding*





# School Budget Allocations

Description of School Budget Allocations	Ministry Grant	Allocation Base	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	\$9.35	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 (2017-2018 Budget Allocation)	Foundation	Days per FTE Teacher	8.95	5.78
Office Staff (2017-2018 Budget Allocation)	School Foundation	Per FTE Office Staff	\$1,126.35	\$702.13
Educational Assistants (2017-2018 Budget Allocation)	Foundation	Per FTE Educational Assistant	\$1,126.35	\$702.13

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	
<b>Elementary</b>							
Teacher *	\$ 93,509	\$ 12,261	\$ 105,770	\$ 88,313	\$ 10,566	\$ 98,879	\$ (6,891)
Principal	124,397	14,293	138,690	116,855	14,167	131,022	(7,668)
Vice-Principal	115,097	16,563	131,660	110,865	13,556	124,421	(7,239)
School Office Staff	43,343	14,557	57,900	43,755	13,542	57,297	(603)
<b>Secondary</b>							
Teacher *	\$ 95,456	\$ 12,824	\$ 108,280	\$ 89,501	\$ 10,171	\$ 99,672	\$ (8,608)
Principal	132,140	14,530	146,670	127,129	15,215	142,344	(4,326)
Vice-Principal	117,864	14,586	132,450	116,772	14,159	130,931	(1,519)
School Office Staff	45,011	14,899	59,910	46,092	14,148	60,240	330
<b>Support Staff</b>							
Education Assistants	\$ 43,465	\$ 13,865	\$ 57,330	\$ 44,497	\$ 13,779	\$ 58,276	\$ 946
Early Childhood Educators *	41,658	13,522	55,180	43,903	10,363	54,266	(914)

Numbers may not add due to rounding

\* Ministry funding for salaries includes the Qualifications & Experience Grant  
 Ministry funding for benefits includes projected 2018-2019 Employee Life and Health Trust Payments

