



2017-2018
Staff-Recommended Budget
30 May 2017

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Letter of Transmittal and Board Motion for Approval

COMMITTEE OF THE WHOLE-BUDGET
Report No. 17-046

30 May 2017

2017-2018 Staff-Recommended Budget

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

PURPOSE:

1. To seek approval of the 2017-2018 Staff-Recommended Budget.

CONTEXT:

2. The District operates on a fiscal year that runs from 1 September to 31 August. In compliance with the *Education Act*, the District's budget for 2017-2018 must be approved by the Board before the end of June 2017. The presentation of the staff-recommended budget at the 30 May 2017 meeting of the Committee of the Whole-Budget (COW-Budget) is a key step in ensuring that the Board can meet this commitment.

Public meetings are integral to the consultation process and they encourage the sharing of priorities and strategies. In developing a recommended budget, the priorities expressed by members of COW-Budget during the meetings are considered. Also relevant are District priorities, Ministry of Education directives, stakeholder needs and obligations established under collective agreements and employment terms and conditions.

As far back as November 2016, staff identified various financial assumptions at COW-Budget meetings. One of the most relevant was the need to identify operational savings that could be used to provide a pool of funds for reinvestment in the system and to address ongoing operational challenges. At that time, the preliminary savings target that would allow a balanced budget recommendation was set at \$8.8 million. Clarification of underlying assumptions and continued discussion of District needs resulted in the savings target being reduced to \$4.6 million by April 2017.

A key milestone in the development of the annual budget was met on 25 March 2017. On that date, the Board approved academic staffing for the 2017-2018 school year. The approval is significant because it committed approximately 60%, or close to \$480.0 million, of expenses in advance of the budget being



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formally approved by the Board. The approval allowed the District to meet its contractual obligations relating to the academic staffing process. The teaching and school leadership staffing levels ultimately approved reflected a reduction of 9.76 FTE discretionary positions exclusive of changes resulting from Student Learning and Accommodation Planning (SL/AP) reviews. The report discussing academic staffing requirements also highlighted that further reductions within non-academic groups would be necessary in order to present a balanced budget. Early estimates set the number of reductions at 20.0 FTE and noted that these would be achieved primarily through attrition.

An important consideration influencing the budget development process was the potential impact of the contract extension negotiations that were being pursued between the Ministry, federations and the Ontario Public School Board Association. In the absence of concrete information on the effects that the negotiations would have on the District, resource realignments were pursued that would allow the recommendation of a balanced budget without any reliance on the accumulated surplus. The approach leveraged previously identified savings in academic staffing and SL/AP reviews that, when combined with recommended non-academic staffing reductions, operating supplies and services changes and various revenue enhancements, allowed for some limited reinvestments in priority areas.

Subsequent to the decisions, the ratified extension agreements clarified that the Ministry would provide funds for investment in specific areas. Termed a "Local Priorities Fund" (LPF), the allocation is a particularly welcomed investment in the system. Some of the funding may be used to reinstate positions that have otherwise been identified for reductions, while other areas will experience real growth in the staffing complement.

Staff is pleased to present the 2017-2018 Staff-Recommended Budget which provides for operating expenses of \$928.1 million and capital investments of \$77.0 million. It is a budget that balances revenues and expenses with no reliance on the use of the unappropriated accumulated surplus. It aligns with the District's strategic objectives by ensuring priority has been placed on providing resources to support student learning and well-being while demonstrating the Board's prudent and sustainable management of limited financial resources.

KEY CONSIDERATIONS:

3. **Budget Development Schedule**

The District's 2017-2018 Budget must be approved by the Board before the end of June 2017. An important consideration when developing the District's budget schedule is the timing of receipt of essential information, including information on the level of funding provided by the GSNs. The Ministry delayed its announcement of the GSNs until 12 April 2017 which, in turn, resulted in a corresponding delay in finalizing the District's recommended budget. A revised timeline was shared with COW-Budget at the 18 April 2017 meeting.



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The revised timeline continues to provide for the approval of the 2017-2018 Budget by the end of June 2017. The remaining scheduled meeting dates for COW-Budget are:

- 30 May 2017 – Presentation of the staff-recommended budget
- 05 June 2017 – Public delegations and committee questions
- 12 June 2017 – Budget debate commences
- 19 June 2017 – Budget debate (if required) and recommendation to the Board

4. **Summary of the 2015-2016 Financial Results**

A summary of the 2015-2016 financial results was provided in the 30 January 2017 report to COW-Budget. The summary has been repeated in this update because it is integral to the development of the 2017-2018 Budget.

It was noted in Report 17-008, 2017-2018 Budget Update that the 2015-2016 financial results, combined with the anticipated results of the current school year, directly affect the decisions that will be made during discussions of the 2017-2018 Budget. The financial results influence budget development in two ways:

- Trends observed through variance analyses help identify where the District may be subject to new or increasing cost pressures, highlight changes in revenue patterns that must be considered and potentially present opportunities for efficiencies; and
- Budgets are developed using forecasts of year-end results. The variance between the forecast and the actual results must be reflected in the accumulated surplus. An accumulated surplus balance may provide capacity to support unfavourable variances that are incurred and this influences how conservative the estimates may need to be.

Table 1 reflects the accumulated surplus available for compliance using actual 2015-2016 results. Most of the accumulated surplus shown is subject to Board decision; however, at the same time, most of this amount has been set aside by the Board to respond to unanticipated cost increases relating to employee future benefits and to provide additional spending capacity on supplies and services. The amount shown for committed capital is restricted, meaning that it cannot be used for any other purpose.



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Table 1 – Accumulated Surplus Available for Compliance

	Actual as at 31 Aug 2016	Actual as at 31 Aug 2015	Change Increase (decrease)
Unappropriated	\$ 501,000	\$ 6,501,000	\$ (6,000,000)
Internally Appropriated			
Employee Future Benefits	3,400,000	4,339,000	(939,000)
Supplies and Equipment	62,000	34,000	28,000
Subject to Board Decision	3,963,000	10,874,000	(6,911,000)
Restricted-Committed Capital	582,000	5,938,000	(5,356,000)
Total	4,545,000	16,812,000	(12,267,000)

It is important to highlight that in 2015-2016 a significant change in how the District supports amortization expenses of capital assets (committed capital) that have traditionally been supported by the use of accumulated surplus was implemented. The change was made in consultation with the Ministry and has leveraged past Ministry capital grants to allow for the release of close to \$5.1 million that had been restricted to support committed capital. When combined with the in-year application in support of amortization expenses, the reduction to committed capital was just under \$5.4 million.

Use of the capital grants has had a beneficial effect on the composition of the accumulated surplus and places the District in a position that aligns with the Ministry's expectations reflected in the District's multi-year financial recovery plan (MYFRP).

5. **Multi-Year Financial Recovery Plan**

In June 2016, the Board approved the District's MYFRP. The plan was mandated by the Ministry, given its concerns that the District had what is termed a structural deficit. A structural deficit is a deficit that recurs each year in the absence of corrective measures. The key requirements of the plan are to eliminate structural issues that have contributed to deficits in past years and to establish an accumulated surplus balance by the end of 2017-2018 that is at least 0.5% of the operating allocation and increasing to at least 1.0% the following year (approximately \$3.8 million and \$7.6 million, respectively).

As part of the 2017-2018 Budget process, the MYFRP will be amended to reflect necessary updates. In addition to decisions made during the current budget process, the update will account for anticipated savings that were not achieved through the review of various programs.



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A major initiative that had been reflected in the MYFRP was the impact of the SL/AP reviews. Staff had identified related savings commencing in 2017-2018 of \$2.0 million, but now expects those savings to be \$1.2 million. The remainder will be achieved in subsequent years once all of the reviews have been completed, programs fully realigned and closed facilities liquidated. The reduced savings amount has been reflected in the recommended budget.

6. **Strategic Priorities**

The budget development process is always aligned with the strategic priorities of the District and stewardship is one of the District's five key strategic priorities. Effective stewardship involves the responsible and sustainable management of resources and this priority continues to guide the District's budget development process. The changes shown in the recommended budget maintain the District's commitment to learning and well-being. The following principles have guided staff:

- Where possible, enhance student learning through program reviews and optimize any grant funding opportunities;
- Identify operational efficiencies to generate savings that can be used to offset cost pressures or that can be reinvested to address emerging needs;
- Review staffing allocation models to ensure equity, reduce duplication and overlays, and ensure sustainability in alignment with funding;
- Use attrition as the mechanism for FTE reductions wherever possible; and
- Look for opportunities to defer expenditures until savings can be generated in future years from the more efficient use of space.

7. **Budget Risk**

The element of risk is considered when developing budget estimates. Risk relating to enrolment variability, fluctuations in revenues and expenses, and in-year pressures are three of the more significant factors affecting the budget.

Enrolment Variability

One of the most influential metrics affecting the development of the 2017-2018 Budget is the projection of student enrolment for that year. The projections are developed based on trends, knowledge of changing municipal demographics and District-specific events, such as the opening of new schools and the closing of schools resulting from SL/AP reviews. On a system basis, enrolment projections have usually been close to 1% of actuals; however, there can be larger school-by-school variances which can create staffing pressures or savings opportunities.

Enrolment is measured twice each year and reflected as average daily enrolment (ADE). The recommended budget shows projected 2017-2018 day school ADE of 71,833. This number represents an ADE increase of 1,068 (1.5%) relative to the 2016-2017 ADE of 70,765. The projected enrolment is also in general alignment with that shown in the 2016-2017 Revised Estimates.



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As has been noted in previous reports, increased enrolment is accompanied by additional funding and, potentially, additional student support costs. If enrolment is greater than projected, a report recommending any additional needed investments would be brought to Committee of the Whole during the 2017-2018 school year.

Fluctuations in Revenues and Expenses

The revenues and expenses shown in the recommended budget were prepared based on recent experience and influenced by assumptions regarding anticipated changes. For example, the recommended budget shows a \$700,000 increase in the staff replacement budget which is based on recent experience and premised on new investments in Human Resources department personnel whose role will be to assist employees to return to work earlier than they otherwise might have. Although the increased provision is believed appropriate, there are always fluctuations in the actual patterns experienced. These fluctuations create variances that are 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.

8. **Summary of Changes in the Operating Budget**

The District is a complex organization. Schools and central departments collaborate to ensure that an effective learning environment is provided for students. As is always the case, an effort is made to minimize the effects that budget decisions have on the student learning environment. All decisions, whether relating to investments in staff, contracted supports or supplies and services, are made based on identified priorities and emerging needs. Ensuring that the recommendations minimize potential adverse effects on staff and staffing levels is also a consideration.

Significant changes in both revenues and expenses are reflected in the recommended budget. In fact, revenues and expenses have both increased by 7.3% relative to the approved 2016-2017 Budget. The majority of expense-related changes relate to employee compensation and stem from provisions of centrally ratified agreements. These include cost of living increases, salary grid movements and costs relating to employee life and health trusts (ELHTs).



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The recommended budget also reflects that centrally ratified agreements included significant new investments in classroom teachers and educational assistants. In addition, the agreements provided funds to maintain and/or enhance staffing in the District's administrative support, custodial and maintenance groups. The investments will be supported by the new LPF allocation of the GSN. Specific details on how the new investments will be used have not yet been determined because the ratified agreements require that local federations be consulted. The consultation process has not yet been completed, but this is a high priority initiative. Additional information regarding the LPF initiative and potential staffing enhancements is provided in a subsequent section.

The changes resulting from identified savings, when combined with anticipated changes in revenues and other system-driven costs, result in a planned surplus of \$4,000 as reflected in the 2017-2018 Staff-Recommended Budget. Table 2 compares the revenues and expenses reflected in the staff-recommended budget with the approved 2016-2017 Budget. The anticipated year-over-year decrease in the surplus is a modest \$9,700.

Table 2 – Comparison of Approved Budget and Staff-Recommended Budget

	2017-2018 Recommended Budget	2016-2017 Approved Budget	Change increase (decrease)
Revenues	\$ 928,126,900	\$ 864,805,100	% 7.3
Expenses	928,122,900	864,791,400	7.3
Surplus	4,000	13,700	

9. Changes in Revenues

The Ministry announced the GSNs on 12 April 2017 through the release of Memo 2017: B04. The memo confirms that there will be a continued phase-in of changes introduced in 2014-2015 that reduce the Facilities Operations/Renewal Grant and impact upon the Special Education and Administration and Governance grants. Other significant changes for 2017-2018 include:

- Increased salary benchmarks to support ratified collective agreements;
- Increased funding to support reduced class sizes in full-day kindergarten and grades 4 to 8;
- Enhanced enveloping requirements to ensure funding provided through the Indigenous Education Grant is directed to support programs and initiatives aimed at improving indigenous student achievement and well-being;
- Enhanced School Operations Grant benchmarks to assist boards in managing cost increases relating to supplies, services and utilities; and
- Increased funding to support facilities renewal, school condition improvement and greenhouse gas reductions.



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The District also receives revenues in addition to GSN funding. Although non-grant revenues represent a proportionally smaller amount of overall financial resources, they are extremely important to the activities they support. In many cases, changes in revenues result in directly-related changes in expenses. For example, the recommended budget shows increased international student revenues and, accordingly, cost estimates relating to the program have increased. Similarly, Extended Day Program (EDP) revenues have increased to support the underlying expenses.

A comparative table of revenues is attached as Appendix A – Summary of Grants and Other Revenues.

10. **Changes in Operating Expenses**

The District's operating expenses for 2017-2018 is budgeted at \$928.1 million, which is a \$63.3 million increase when compared to the current year. Much of the increase is directly attributed to compensation costs and results from recent collective bargaining efforts as well as the formalization of certain benefit costs that, in accordance with Ministry directives, had not been budgeted for in 2016-2017. Appendix B – Analysis of Changes in 2017-2018 Budgeted Expenses summarizes the changes relative to the current year and additional detail is provided in the 2017-2018 Staff-Recommended Budget Binder.

Changes in Compensation Costs (Contractual Changes)

Roughly 80% of the District's budget relates to compensation costs. These costs are tied to a combination of mandated staffing levels based on class size averages and discretionary staffing decisions reflective of District priorities. The increased costs shown in the recommended budget have resulted from the recently ratified agreements and are supported by incremental funding.

Included in the various agreements were provisions for wage increases of 1.5% effective 1 September 2017 and a lump sum payment of 0.5% based on 2016-2017 earnings. The latter is being provided to offset personally-incurred professional expenses. Provision for grid movement for eligible staff has also been reflected in the estimates. In total, these changes increase the costs by \$20.4 million when compared to the 2016-2017 Budget.

Another significant change that originated with the 2014-2017 collective agreements was the establishment of ELHTs for most employee groups. The District is in the process of transferring staff's benefit coverage administration to the Ontario Teachers' Insurance Plan (OTIP). The trusts have fixed unit contribution rates based on full-time equivalent staffing and costs attached to an employee bargaining unit as reported for 2014-2015. The costs were increased by 4.0% for the two following years to reflect inflation.



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ELHT costs were not included in the 2016-2017 approved budget in accordance with Ministry directives but they, along with further negotiated increases effective for 2017-2018, have been captured in the recommended budget. Of the \$16.6 million cost increase shown, \$3.9 million relates to 2017-2018. In addition to a further 4% inflationary adjustments, the increase includes the inclusion of the annual costs of the remaining staff (principals, vice-principals and union exempt groups) and adjustments to annualize the costs for those groups that had transferred in November 2016.

The total increase due to contractual obligations (legislative changes) is shown in the 2017-2018 Staff-Recommended budget as \$37.1 million.

General Changes in Expenses

Cost adjustments arise for various reasons. Some result from contractual obligations with third parties based on service levels, some changes are based on enveloping requirements of funding partners and others are adjusted based on anticipated changes to utilization patterns.

An example of a cost adjustment relating to a service level is that of student transportation services provided by Ottawa Student Transportation Authority (OSTA). OSTA has advised that costs will increase by \$2.2 million next year. The costs reflect a \$1.0 million increase based on enhanced service levels for students affected by SL/AP reviews. The remaining increase reflects increased demand for both small and large buses observed during the current year, cost increases for OC Transpo student passes, increased demand and general inflationary costs. The increase is offset by additional related revenue totalling \$636,800.

Cost pressures relating to staff replacement and commitments to pay earned vacation are also included in this category. Earlier estimates reflected that the pressure in this area could be as high as \$1.5 million, but believe a \$700,000 provision is more appropriate. The reduction reflects ongoing discussions with local federations with regard to taking proactive steps to improve workplace climate and leading to reduced absenteeism. Absence management activities will be supported by new Human Resources employees that are being recommended as discussed in section 10. In addition to the staff replacement costs, payouts are incurred when staff is unable to take vacation leave due to operational needs and \$266,000 has been added for this purpose.

An important base budget adjustment was identified during the preparation of compensation cost estimates of early childhood educators (ECEs). The province's Early Learning strategy has ECEs partnering with teachers during the core day to provide support to the kindergarten program and some of these ECEs also staff the EDP, either before or after school hours. An analysis identified that core day costs relating to approximately 32.0 FTE had been excluded in past budget estimates. The omission has resulted in cost overruns in recent projections of current year results. The recommended budget reflects this base adjustment as a \$1.7 million increase in compensation costs.



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The net cost increase as a result of changes in established service contracts, funding agreements and other needs is \$15.5 million. These adjustments are detailed in Appendices A and B of the 2017-2018 Staff-Recommended Budget Binder.

Student Learning and Accommodation Planning

In September 2016, the District commenced a number of SL/AP reviews. The reviews involved 26 schools in the Bell, Merivale, Sir Robert Borden and Woodroffe "families of schools". Three additional high schools (Rideau HS, Gloucester HS and Colonel By SS) were reviewed during the same timeframe. The purpose of each review was to improve student learning, reduce the amount of underutilized school space, and to facilitate the use of resources more effectively.

Recommendations arising from the reviews were approved by the Board in March 2017. The recommendations will result in the closure of schools and the realignment of programs commencing 2017-2018. As noted in section 5, related savings commencing in 2017-2018 of \$2.0 million had been identified in the MYFRP. Actual staff-related savings of \$2.2 million have been achieved as detailed in Table 3.

Table 3 – Student Learning and Accommodation Planning Staffing Savings

Employee Group	2017-2018 Savings	
	FTE	\$
Principals/Vice-Principals	(7.33)	(963,500)
Teachers	(4.00)	(406,700)
School Office and Educational Assistants	(9.20)	(497,800)
Custodial	(6.00)	(353,800)
	(26.53)	(2,221,800)

Facility operating savings are also expected and this brings the gross savings to \$2.4 million. Although some costs will continue to be incurred to maintain the closed buildings, there will be reduced costs relating to utilities, recycling and waste disposal. The facility savings amount to \$211,600 and have been reported within the Facilities department's operating budget.

It is important to recognize that funding reductions within the School Foundation Grant reduces the actual savings to \$1.2 million.

Additional detail is provided in the 2017-2018 Staff-Recommended Budget Binder as Appendix C – Staffing Impact of Accommodation Reviews.



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Academic Staffing

On 25 March 2017, the Board approved academic staffing for the 2017-2018 school year. The approval is significant because it committed approximately 60%, or close to \$480.0 million, of expenses in advance of the budget being formally approved by the Board. The approval ensured that the District met its contractual obligations relating to the District's academic staffing process. The academic staffing changes are summarized in Table 4.

Academic staffing requirements are directly related to enrolment. Most of the positions are dictated by contract or legislation and reflect expectations regarding class size averages and caps. Enrolment growth in both the elementary and secondary panels has resulted in the need for additional teachers relative to the 2016-2017 approved complement. In total, 64.53 FTEs at an estimated cost of \$6.4 million are reflected in the recommended budget.

The Board also approves what are termed discretionary teaching positions. These positions represent roughly 16% of the total teaching complement and their roles are varied. Most are assigned to support special education needs and English language learners, but others serve as instructional coaches or are deployed to support program overlays and other priorities. After adjusting for changes resulting from the SL/AP reviews that were accounted for as anticipated MYFRP savings, the net reduction of discretionary teaching staff was 10.76 FTE and accounts for savings of \$1,084,200.

The Board also approved a change to the vice-principal complement. In past years, a teacher had been performing various responsibilities in support of English language learners. The duties have evolved to a point where it is appropriate to staff the position with a vice-principal. Accordingly, an additional 1.0 FTE vice-principal has been assigned to the Family Reception Centre at a cost of \$122,700. This cost is substantially offset by the corresponding reduction of the 1.0 FTE teacher position.

Table 4 – 2017-2018 Academic Staffing Changes

	FTE	Amount
		\$
ADE-Related:		
Elementary Teachers	42.86	4,226,000
Secondary Teachers	21.67	2,213,600
	64.53	6,439,600
Board Decisions:		
Elementary Teachers	(9.76)	(982,100)
Secondary Teachers	(1.00)	(102,100)
Principals/Vice-Principals	1.00	122,700
	(9.76)	(961,500)
Total Academic Staffing Changes	56.77	5,478,100

Additional detail is provided in the 2017-2018 Staff-Recommended Budget Binder as Appendix D – Board Decisions.



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Recommended Changes

Staff is recommending a number of changes in addition to those previously discussed. The changes focus on identifying operational efficiencies to allow for necessary reinvestments in other priority areas. Some of the reinvestments result in the addition of staff to support schools, either directly or indirectly, while other changes establish resources to acquire goods and services or to provide professional development opportunities. This broad category is considered to be system infrastructure and encompasses investments in both schools and central departments. Table 5 summarizes the recommended changes to net staffing levels and operating budgets.

Table 5 –Recommended Changes in 2017-2018 Budgeted Expenses

	FTE	Amount \$
School Administration – Office Administrators	(13.00)	(768,800)
Learning Support Services	(2.00)	(165,700)
Facilities Maintenance and Operations	(10.00)	(555,900)
Human Resources and Payroll Support (Net)	4.00	254,800
Business and Learning Technologies	5.00	431,800
Net Reductions to Non-Teaching Complement	(16.00)	(803,800)
Net Increase in Operating Budgets		1,826,200
Net Reductions to Non-Teaching Complement	(16.00)	1,022,400

Some of the more significant investments in system infrastructure include:

- Technology
There is a reliance on computing infrastructure. The District has investments in hardware and software that must be maintained and outdated equipment and systems that must be replaced. A high priority need relates to the District's human resources, payroll and financial systems that are nearing the end of their product lifecycle. The systems need to be upgraded to newer versions reflecting modern web-based user interfaces and improved functionality. The vendor of these systems is expected to stop providing product support of the existing software versions by the end of 2017-2018. Use of unsupported products would represent a significant risk to the District. Staff has recommended the formation of an operating unit to provide ongoing support for these and other related business applications at a net cost increase of \$219,300. In addition to ensuring the systems are maintained in the current state, the unit will assess opportunities to enhance how systems are used to improve service delivery and provide new efficiencies.

Investments in technology are also focused on meeting the needs of students. These include a parent portal to provide parents with secure access to their child's information (\$140,300), acquisition of a system to allow the District to manage individual education plans for identified students (\$130,000), an investment in electronic forms supporting Ontario student records (\$50,000) and resources to acquire classroom technology to assist with student learning (\$700,000).



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- **Health and Safety**
Investments are necessary to ensure the continued well-being of our school communities and to comply with various statutes and regulations. Examples of such investments include ensuring that the District's learning and working environments are healthy and safe and meet or exceed expected standards. These include school auditoriums, science laboratories, technology shops and art rooms. The investments are integral to the District's overall approach to managing risk management and the operating budget specifically identifies \$250,000 to support this priority area. Additional investments will be made using capital grants, the details of which will be formalized after the start of the school year.

- **Human Resources and Payroll Staffing**
Student support needs at individual schools evolve over time and central departments work in collaboration with schools to realign limited resources. A particular area of need for support staff is in the Human Resources department and the Finance department's Payroll division. The departments provide direct support to all areas of the organization and, from an organizational perspective, a focus on managing employee absences is critical in stemming further growth in related costs. The budget recommendation is to provide three additional staff at a cost of \$228,900 whose focus will be to promote wellness and facilitate the return to work process. The inclusion of these positions in the recommended budget has allowed for a reduced cost pressure to be shown for staff replacement costs. The creation of a systems support unit will allow the reduction of 0.5 FTE HR administrator position and save \$49,000.

Another change in the Human Resources department staffing is the regularizing of a position to support the New Teacher Induction Program. The program funding allows for use of funds to establish the position. As such, there is no incremental cost.

The increase in the Payroll division complement formalizes the requirement for an ongoing position to support the increase in payroll activities that has occurred over the years due to a growth in staff level and the complexities involved in implementing negotiated contracts. This position will cost \$68,700.

- **Professional Development and System Supports**
Significant reductions were made to budgets established for professional learning opportunities during the past two budget cycles. The savings last year were assumed to result from the one additional professional development (PD) day that had been provided to teachers in the recently ratified collective agreements. A review of requirements in this area has confirmed the need to reinstate some of the investments to cover the areas of Curriculum Services, Learning Support Services and School Leadership. The total investment in this area is \$880,000.

Although there have been reductions in staff in various areas to allow for reinvestments, this approach was consistent with that shared during previous



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meetings with COW-Budget. The reductions have been fully offset by investments made through the LPF initiative as discussed in the next section.

Additional detail on the recommended changes is shown in Appendices E and F of the 2017-2018 Staff-Recommended Budget Binder.

11. Local Priorities Fund

The ratified extension agreements clarified that the Ministry would provide funds for investments to address a range of priorities including more special education staffing to support children in need, at-risk students and adult education. The agreements also provide that funds be used to maintain and/or enhance staffing in the District's office support, custodial and maintenance groups. The LPF is a particularly welcome investment in the system as it will provide much needed resources to promote student achievement.

Notwithstanding the availability of the LPF, the District continued its approach to establish a recommended budget that included reduced staffing levels. The reductions, which were highlighted in past budget updates and staffing reports, would have been made regardless of the LPF initiative. Although some of the funding may result in the reinstatement of positions that have been recommended for elimination, all areas will experience real growth in the staffing complement.

The ratified agreements require that local federations be consulted to determine how best to use the new funds. Table 6 identifies the possible enhancements based on average compensation costs, but the consultation process is ongoing and the number of FTEs generated by the funding may change to reflect the actual compensation of the positions that are ultimately created. Also included in the table is the net impact that LPF will have in relation to the previously discussed staffing adjustments. It is important to highlight that almost all areas will experience a net increase in the number of FTEs, inclusive of enrolment-related changes.

Table 6 – Impact of Local Priorities Fund on Staff Complement

Employee Group	Potential Investment		Net of Other Changes
	\$	FTE	FTE
Elementary Teachers (ETFO)	2,008,200	20.25	50.35
Secondary Teachers (OSSTF)	1,194,400	11.50	31.17
Educational Assistants (EA)	1,617,800	28.50	28.00
Early Childhood Educators (ECE) ¹	-	-	32.20
Professional Students Support Workers (PSSP)	176,400	1.50	0.50
Maintenance and Custodial Staff (PSSU)	812,800	13.00	(3.00)
Office Staff and Technicians (ESP)	694,200	12.00	0.30
Union Exempt	-	-	1.00
Principals/Vice-Principals	-	-	(6.33)
Occasional Teacher Professional Dev (ETFO)	225,000	-	-
	6,728,800	86.75	134.19

¹ The FTE net of other changes reflects the adjustment to the ECE base.



Letter of Transmittal and Board Motion for Approval

The LPF also provided \$682,000 to support adult education. The District has a robust adult education program which operates at Adult High School. The school offers to students 18 years and older a full range of academic credit courses for grades 9 through 12. In essence, the school operates as a regular high school but it is funded at a significantly lower per pupil rate.

Given that the District's current level of support of adult education is appropriate, the LPF funding has been identified to support the acquisition of classroom technology and instructional equipment for use throughout the District.

Additional detail is provided in the 2017-2018 Staff-Recommended Budget Binder as Appendix G – Local Priorities.

12. **Capital Budget**

In addition to funding provided to support the annual costs that were discussed above, the District receives funding to support investments in facilities and other assets. The Ministry has responded to requests from school districts and has provided enhanced funding to support facilities renewal and improvement.

Significant effort was expended by staff over the years to demonstrate the District's needs as they relate to the condition of existing school facilities and the requirement for new schools in growth areas. The Ministry has provided funding commitments for various high needs projects and has continued the commitment to provide enhanced funding to support school renewal, school condition and greenhouse gas reduction. The capital funding available to support 2017-2018 spending is summarized in Table 7.

Table 7 – 2017-2018 Capital Funding

	Spending
Ministry Capital Grants	
Capital Priorities	4,446,600
School Renewal	8,422,000
School Condition Improvement	51,839,400
Greenhouse Gas Reduction Fund	3,470,800
	68,178,800
Land (Education Development Charges)	8,000,000
Furniture, Equipment & Computers (Operating Grants)	832,100
	77,010,900

Certain projects require specific approval from the Ministry and/or Board prior to commencement of construction activities or the acquisition of major equipment. Such approvals are sought in compliance with Ministry and Board requirements.



Letter of Transmittal and Board Motion for Approval

13. **Accumulated Surplus**

As a reminder, most of the accumulated surplus is subject to Board decision but a substantial portion has been set aside by the Board to respond to unanticipated cost increases relating to employee future benefits and to provide additional spending capacity on supplies and services. The balance also includes a restricted amount for committed capital which supports amortization expenses relating to capital assets acquired in past years. The restriction means that the funds cannot be used for any other purpose.

Table 8 displays the projected accumulated surplus for both the current year and for 2017-2018. The most recent projection of 2016-2017 financial results anticipates a small deficit of \$86,000. This amount has been used to update the projection of accumulated surplus as at 31 August 2017. As detailed in the table, the projected accumulated surplus available to support the 2017-2018 Budget is \$4.5 million, of which \$3.9 million is subject to Board decisions.

The 2017-2018 Staff-Recommended Budget shows a modest surplus of \$4,000 which includes the use of accumulated surplus to support a small amount of amortization expense (committed capital). This level of activity would maintain the accumulated surplus of \$4.5 million, while increasing the balance subject to Board decisions to \$4.0 million as a result of changes in the balance identified for committed capital.

Table 8 – Accumulated Surplus Available for Compliance (Projected Results)

	Projected as at 31 Aug 2018	Projected as at 31 Aug 2017	Change Increase (decrease)
Unappropriated	\$ 507,000	\$ 464,000	\$ 43,000
Internally Appropriated			
Employee Future Benefits	3,400,000	3,400,000	-
Supplies and Equipment	80,000	80,000	-
Subject to Board Decision	3,987,000	3,944,000	43,000
Restricted-Committed Capital	476,000	515,000	(39,000)
Total	4,463,000	4,459,000	4,000

The amount subject to Board decision at the end of 2017-2018 aligns with expectations identified in the MYFRP.



Letter of Transmittal and Board Motion for Approval

14. Summary

The 2017-2018 Staff-Recommended Budget provides for operating expenses of \$928.1 million and capital investments of \$77.0 million. It is a budget that balances revenues and expenses with no reliance on the use of the unappropriated accumulated surplus. It aligns with the District's strategic objectives by ensuring priority has been placed on providing resources to support student learning and well-being while demonstrating the Board's prudent and sustainable management of limited financial resources.

RESOURCE IMPLICATIONS:

15. The budget sets the Board's fiscal operating plan for 2017-2018 and aligns with expectations established in the District's MYFRP. The key requirements of the MYFRP are to eliminate structural issues that have contributed to deficits in past years and to establish an accumulated surplus balance by the end of 2017-2018 that is at least 0.5% (approximately \$3.8 million) of the operating allocation and increasing to 1.0% (approximately \$7.8 million) the following year.

The District's MYFRP, which was initially approved by the Ministry in October 2016, will be amended to incorporate changes occurring since its approval. This will include decisions formalized with the passing of the 2017-2018 Budget.

For 2017-2018, the recommended budget reflects operational savings through reductions in staffing levels consistent with contractual obligations, significant increases in compensation costs resulting from recently ratified central agreements, adjustments to operating budgets in line with cost structures and beneficial LPF investments.

The budget, once approved, will set the stage for planning of the 2018-2019 Budget. Staff anticipates that there will be further need for cost containment in that year to respond to evolving priorities and to meet the objective of re-establishing an accumulated surplus that can support unanticipated budget variances.

COMMUNICATION/CONSULTATION ISSUES:

16. The budget consultation process continues to reach out to parents, school councils, students, OCDSB advisory groups, employees and the general public. The goal of the consultation is to make the community aware of the budget process and provide an opportunity to give feedback to staff, trustees and other Budget Committee members. The consultation process involves a variety of formats in order to maximize the opportunity to reach these groups.

The District's website includes a landing page for financial information. On this page is a quick link 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 2017-2018 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 attended meetings of the Special Education Advisory Committee (SEAC), Parent Involvement Committee (PIC) and the Advisory Committee on Equity (ACE).

Trustees may have received valuable input through their own zone meetings and shared these concerns and views at public meetings.

STRATEGIC LINKS:

17. 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.

RECOMMENDATIONS:

- A. THAT the unconsolidated 2017-2018 operating budget of \$928.1 million as presented in Report 17-046 and detailed in the 2017-2018 Staff-Recommended Budget Binder be approved; and
- B. THAT the 2017-2018 capital budget of \$77.0 million as presented in Report 17-046 and detailed in the 2017-2018 Staff-Recommended Budget Binder be approved.

Mike Carson
Chief Financial Officer

Jennifer Adams
Director of Education and
Secretary of the Board

Appendices:

- Appendix A – Summary of Grants and Other Revenues
- Appendix B – Analysis of Changes in 2017-2018 Budgeted Expenses



Letter of Transmittal and Board Motion for Approval

Appendix A
to Report 17-046

Summary of Grants and Other Revenues

	2015-2016 Actual	2016-2017 Budget	2017-2018 Recommended
Grants for Student Needs (GSN)			
GSN - Operating Purposes			
Pupil Foundation	\$ 371,209,974	\$ 373,614,330	\$ 386,112,343
School Foundation	48,468,034	49,143,504	50,277,487
Special Education	90,409,239	90,442,010	92,036,958
French as a Second Language	14,435,456	16,706,432	17,197,933
English as a Second Language	8,970,012	11,119,655	11,569,540
Indigenous Education Allocation	995,510	1,207,547	1,237,022
Learning Opportunities	17,435,038	18,270,179	26,279,271
Safe School Supplement	1,842,093	1,846,201	1,817,028
Continuing Education	3,817,769	3,900,302	3,909,573
Adult Education	2,736,488	3,031,503	3,040,243
Teacher Qualifications and Experience	60,771,595	58,225,634	84,684,560
New Teacher Induction Program	443,793	806,083	604,462
Student Transportation	37,818,894	38,317,295	38,954,113
Administration and Governance	17,904,776	18,274,548	19,122,150
School Operations (Facilities)	74,075,018	73,445,366	73,764,989
Community Use of Schools	1,042,678	1,033,282	1,062,318
Declining Enrolment Grant	1,386,276	921,600	87,455
Restraint Savings	(279,158)	(279,158)	(279,158)
Transfer to Deferred Revenue	(1,888,483)	(2,740,577)	(1,358,052)
Total Operating Grants	\$ 751,595,002	\$ 757,285,736	\$ 810,120,235
GSN - Capital Purposes			
Facilities Renewal	\$ 5,688,945	\$ 5,087,333	\$ 5,683,122
Temporary Accommodations	2,028,537	1,434,000	900,000
Interest on Ontario Financing Authority Debt	7,185,472	6,878,679	6,547,454
Interest on non-Ontario Financing Authority Debt	2,523,115	2,523,115	2,523,115
Interest on Capital Projects under Construction	314,370	469,182	407,241
Total Capital Grants	\$ 17,740,439	\$ 16,392,309	\$ 16,060,932
Total GSN for Operating and Capital Purposes	\$ 769,335,441	\$ 773,678,045	\$ 826,181,167

Numbers may not add due to rounding



Letter of Transmittal and Board Motion for Approval

Appendix A
to Report 17-046

Summary of Grants and Other Revenues

	2015-2016 Actual	2016-2017 Budget	2017-2018 Recommended
Non Grant Revenue			
Rentals	\$ 4,009,520	\$ 3,951,720	\$ 4,027,703
Continuing Education	5,579,322	4,807,510	5,161,392
Other Ministry of Education Grants	6,423,089	4,275,206	4,579,425
Staff on Loan	7,166,128	7,155,455	7,432,169
Tuition Fees	7,202,561	6,648,725	8,330,000
Interest Income	457,094	900,000	250,000
Miscellaneous Revenues	5,159,021	5,649,183	6,696,687
Early Learning Extended Day Program	12,720,320	14,068,777	16,609,528
Infant, Toddler and Preschool Childcare Program	1,551,302	1,820,000	1,576,000
Specialized Program Funding	950,000	1,500,000	1,500,000
Total Non Grant Revenues	\$ 51,218,357	\$ 50,776,576	\$ 56,162,904
Deferred Capital Contributions (Ministry Approved Capital)	\$ 39,448,242	\$ 40,350,446	\$ 45,782,874
Total Revenue	\$ 860,002,040	\$ 864,805,067	\$ 928,126,945
Use of Accumulated Surplus			
Other Program Spending	\$ 28,034	\$ -	\$ -
Board Supported Capital Projects	271,272	400,701	38,999
Use of Accumulated Surplus	\$ 299,306	\$ 400,701	\$ 38,999
Total Revenue and Use of Accumulated Surplus	\$ 860,301,346	\$ 865,205,768	\$ 928,165,944

Numbers may not add due to rounding



Letter of Transmittal and Board Motion for Approval

Appendix B
to Report 17-046

Analysis of Changes of Budgeted Expenses	
Approved Expenditure 2016-2017 Budget	
	\$ 864,791,351
Contractual Changes	
Change in Compensation Base and Professional Development	\$ 3,248,063
Cost of Living	8,697,300
Increments	8,497,687
Increase in Fringe and Statutory Benefits (Including Life and Benefit Trust)	16,622,048
Sub-Total	\$ 37,065,098
Changes in Costs - Details on Appendix A	
Sub-Total	\$ 9,726,559
Changes in Grants, Public Sector Accounting Board and Legislation - Details on Appendix B	
Sub-Total	\$ 5,744,034
Impact of Accommodation Review - Details on Appendix C	
Elementary Staffing (Excluding impact of School Foundation Grant)	\$ (1,474,625)
Secondary Staffing (Excluding impact of School Foundation Grant)	(747,148)
Operations	(211,591)
Sub-Total	\$ (2,433,364)
Board Decisions: Academic Staffing - Details on Appendix D	
Elementary Teachers	\$ (982,143)
Elementary Teachers - Impact of Average Daily Enrolment	4,225,996
Elementary - Administration	122,750
Secondary Teachers	(102,150)
Secondary Teachers - Impact of Average Daily Enrolment	2,213,591
Sub-Total	\$ 5,478,044



Letter of Transmittal and Board Motion for Approval

Appendix B
to Report 17-046

Analysis of Changes of Budgeted Expenses	
Recommended Changes in Staffing - Details on Appendix E	
Administration - Schools	\$ (768,766)
Administration - Learning Support Services	(165,761)
Facilities - Learning Environment	(555,884)
Central Departments	686,614
Sub-Total	\$ (803,797)
Recommended Changes in Operating Budgets - Details on Appendix F	
Schools	\$ (15,000)
Learning Support Services	230,000
Central Departments	1,611,187
Sub-Total	\$ 1,826,187
Recommended 2017-2018 Budget before Impact of Local Priorities Funding	
\$ 921,394,111	
Impact of Local Priorities Funding - Details on Appendix G	
Special Education Investment	\$ 3,516,802
Secondary Programming	715,041
Priority Fund Investment	989,919
System Priorities Investment	1,507,072
Sub-Total	\$ 6,728,834
Recommended 2017-2018 Budget	
\$ 928,122,945	

Numbers may not add due to rounding



Budget Overview



Comparative Budget Summary

	2016-2017 Approved Budget	2017-2018 Recommended Budget
Revenues		
Grants for Student Needs	\$ 813,970,774	\$ 872,003,040
Educational Programs and Other Revenues	34,945,516	37,938,377
Board Programs:		
Extended Day Program and Infant, Toddler & Preschool Childcare Program	15,888,777	18,185,528
Total Revenues	\$ 864,805,067	\$ 928,126,945
Expenditures		
By Funding Envelope:		
Instruction	\$ 636,738,982	\$ 687,267,651
Continuing Education	9,582,566	9,935,838
Transportation	37,944,321	40,132,990
Facilities/Learning Environment	88,060,700	90,201,804
Central Administration	18,270,732	19,455,702
Amortization	40,751,147	45,821,873
Other:		
Extended Day Program and Infant, Toddler & Preschool Childcare Program	16,318,822	18,592,142
Debt Repayment	9,701,668	9,070,570
Staff on Loan	7,422,413	7,644,375
Total Expenditures	\$ 864,791,351	\$ 928,122,945
Projected Surplus (Shortfall):	\$ 13,716	\$ 4,000

	2016-2017 Approved Budget	2017-2018 Recommended Budget
Use of Reserves		
Appropriated Reserves		
Amortization on Board Approved Projects	\$ 400,701	\$ 38,999
Total Use of Reserves	\$ 400,701	\$ 38,999

Numbers may not add due to rounding



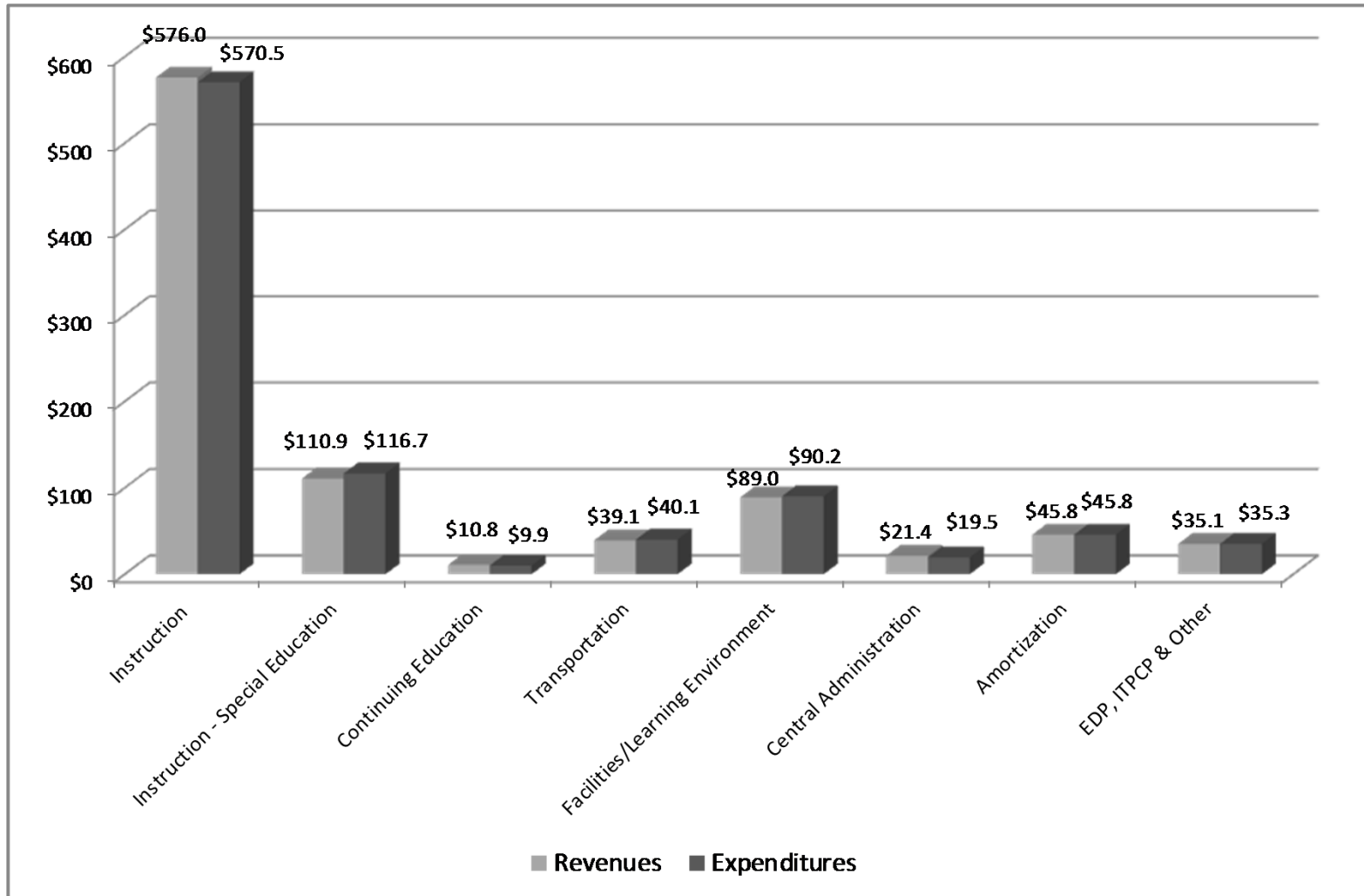
Net Enveloping Summary – Table

	Projected Expenditures	Grants and Other Revenues	Difference
Instruction	\$ 570,527,208	\$ 575,984,027	\$ 5,456,819
Instruction - Special Education	116,740,446	110,942,966	(5,797,480)
Continuing Education	9,935,838	10,833,569	897,731
Transportation	40,132,990	39,142,323	(990,667)
Facilities/Learning Environment	90,201,804	88,990,726	(1,211,078)
Central Administration	19,455,702	21,354,953	1,899,251
Amortization	45,821,873	45,782,874	(38,999)
Extended Day Program, Infant, Toddler & Preschool Childcare Program & Other	35,307,085	35,095,507	(211,578)
Total	\$ 928,122,945	\$ 928,126,945	\$ 4,000

Numbers may not add due to rounding



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



Summary of Changes in the Expense Budget

Approved Expenditure 2016-2017 Budget		\$ 864,791,351
Contractual Changes		
	Change in Compensation Base and Professional Development	\$ 3,248,063
	Cost of Living	8,697,300
	Increments	8,497,687
	Increase in Fringe and Statutory Benefits (Including Employee Life and Health Trusts)	16,622,048
	Sub-Total	\$ 37,065,098
Changes in Costs - Details on Appendix A		
	Sub-Total	\$ 9,726,559
Changes in Grants, Public Sector Accounting Board and Legislation - Details on Appendix B		
	Sub-Total	\$ 5,744,034
Impact of Accommodation Review - Details on Appendix C		
	Elementary Staffing (Excluding impact of School Foundation Grant)	\$ (1,474,625)
	Secondary Staffing (Excluding impact of School Foundation Grant)	(747,148)
	Operations	(211,591)
	Sub-Total	\$ (2,433,364)
Board Decisions: Academic Staffing - Details on Appendix D		
	Elementary Teachers	\$ (982,143)
	Elementary Teachers - Impact of Average Daily Enrolment	469,336
	Elementary Teachers - Changes from 2016-2017 Average Daily Enrolment	3,756,660
	Elementary - Administration	122,750
	Secondary Teachers	(102,150)
	Secondary Teachers - Impact of Average Daily Enrolment	1,617,035
	Secondary Teachers - Changes from 2016-2017 Average Daily Enrolment	596,556
	Sub-Total	\$ 5,478,044



Summary of Changes in the Expense Budget

Recommended Changes in Staffing - Details on Appendix E		
Administration - Schools		\$ (768,766)
Administration - Learning Support Services		(165,761)
Facilities - Learning Environment		(555,884)
Central Departments		686,614
Sub-Total		\$ (803,797)
Recommended Changes in Operating Budgets - Details on Appendix F		
Schools		\$ (15,000)
Learning Support Services		230,000
Central Departments		1,611,187
Sub-Total		\$ 1,826,187
Recommended 2017-2018 Budget before Impact of Local Priorities Funding		\$ 921,394,111
Impact of Local Priorities Funding - Details on Appendix G		
Special Education Investment		\$ 3,516,802
Secondary Programming		715,041
Priority Fund Investment		989,919
System Priorities Investment		1,507,072
Sub-Total		\$ 6,728,834
Recommended 2017-2018 Budget		\$ 928,122,945

Numbers may not add due to rounding



Appendix A – Changes in Costs

Description	Amount
Ottawa Student Transportation Authority (OSTA) - Net change in projection	\$ 2,188,669
Early Childhood Educator Positions - Core Program	1,737,073
Multi-Cultural Liaison Contractual Services	50,000
OCENET - Contractual services	2,036,000
Debentures and Long-Term Loans	(325,872)
Reduction in Cross Departmental Savings	450,000
Provision for Contingency	400,000
Net change in salary differential between new hires and retired employees	(359,448)
Projected increase in vacation payouts	265,927
Staff replacement cost	700,000
Business and Learning Technologies - Change from Capital to Operating Budget	388,928
Staff on Loan	221,962
Central Interest	(300,000)
Extended Day Program	2,540,751
Infant, Toddler & Preschool Childcare Program	(267,431)
Total	\$ 9,726,559

Numbers may not add due to rounding



Appendix B – Changes in Grants, PSAB and Legislation

Description	Amount
Educational Programs Other - Grants	\$ 592,807
Amortization on Capital Assets	5,070,725
Public Sector Accounting Board (PSAB) Benefit Adjustment	59,005
Grants for Student Needs: Urban Priorities	60,593
Specialized Equipment Amount	(239,552)
School Renewal Allocation	595,789
Temporary Accommodations	(534,000)
Learning Opportunities Grant	204,635
New Teacher Induction Program	(201,621)
Indigenous Education	135,653
Total	\$ 5,744,034

Numbers may not add due to rounding



Appendix C – Impact of Accommodation Review

Accommodation Review: Elementary School Staffing										
Position Description	School Administration		Academic Staff		Office Staff & Educational Assistants		Facilities Learning Environment		Total	
	FTE	\$ Amount	FTE	\$ Amount	FTE	\$ Amount	FTE	\$ Amount	FTE	\$ Amount
Principals	(5.00)	\$ (659,250)							(5.00)	\$ (659,250)
Learning Support Teachers			(1.50)	\$ (152,295)					(1.50)	(152,295)
Learning Resource Teachers			(1.50)	(152,295)					(1.50)	(152,295)
School Office Staff					(5.50)	\$ (297,077)			(5.50)	(297,077)
Technician					(0.70)	(36,828)			(0.70)	(36,828)
Custodians (Net)							(3.00)	\$ (176,880)	(3.00)	(176,880)
Total	(5.00)	\$ (659,250)	(3.00)	\$ (304,590)	(6.20)	\$ (333,905)	(3.00)	\$ (176,880)	(17.20)	\$ (1,474,625)

Numbers may not add due to rounding

Accommodation Review: Secondary School Staffing										
Position Description	School Administration		Academic Staff		Office Staff & Educational Assistants		Facilities Learning Environment		Total	
	FTE	\$ Amount	FTE	\$ Amount	FTE	\$ Amount	FTE	\$ Amount	FTE	\$ Amount
Principal	(1.00)	\$ (139,160)							(1.00)	\$ (139,160)
Vice-Principals	(1.33)	(165,053)							(1.33)	(165,053)
Teacher Librarian			(1.00)	\$ (102,150)					(1.00)	(102,150)
School Office Staff					(2.00)	\$ (110,946)			(2.00)	(110,946)
Educational Assistant					(0.50)	(26,653)			(0.50)	(26,653)
Technician					(0.50)	(26,306)			(0.50)	(26,306)
Custodians							(3.00)	\$ (176,880)	(3.00)	(176,880)
Total	(2.33)	\$ (304,213)	(1.00)	\$ (102,150)	(3.00)	\$ (163,905)	(3.00)	\$ (176,880)	(9.33)	\$ (747,148)

Numbers may not add due to rounding

Operating Budget	Utilities and Cleaning Supplies	\$ (211,591)
Total		\$ (2,433,364)



Appendix D – Board Decisions: Academic Staffing

Board Decisions: Elementary Academic Staffing								
Position Description	School Administration		Teachers General Instruction		Teachers Special Education		Total	
	FTE	\$ Amount	FTE	\$ Amount	FTE	\$ Amount	FTE	\$ Amount
Vice-Principal - English Language Learners	1.00	\$ 122,750					1.00	\$ 122,750
Teacher of Autism Connections			1.00	\$ 98,600			1.00	98,600
Teachers for Student Work Study			(2.00)	(197,200)			(2.00)	(197,200)
Central Instructional Coach			(1.00)	(98,600)			(1.00)	(98,600)
English as a Second Language Teacher			(1.00)	(98,600)			(1.00)	(98,600)
Teachers of Specialized Program Classes					(4.76)	\$ (483,283)	(4.76)	(483,283)
Learning Resource Teachers					(2.00)	(203,060)	(2.00)	(203,060)
Sub-Total	1.00	\$ 122,750	(3.00)	\$ (295,800)	(6.76)	\$ (686,343)	(8.76)	\$ (859,393)
Average Daily Enrolment based Changes			4.76	\$ 469,336			4.76	\$ 469,336
Changes from 2016-2017 Average Daily Enrolment			38.10	3,756,660			38.10	3,756,660
Sub-Total	-	\$ -	42.86	\$ 4,225,996	-	\$ -	42.86	\$ 4,225,996
Total	1.00	\$ 122,750	39.86	\$ 3,930,196	(6.76)	\$ (686,343)	34.10	\$ 3,366,603

Numbers may not add due to rounding

Board Decisions: Secondary Academic Staffing								
Position Description	School Administration		Teachers General Instruction		Teachers Special Education		Total	
	FTE	\$ Amount	FTE	\$ Amount	FTE	\$ Amount	FTE	\$ Amount
Central Instructional Coach			(1.00)	\$ (102,150)			(1.00)	\$ (102,150)
Sub-Total	-	\$ -	(1.00)	\$ (102,150)	-	\$ -	(1.00)	\$ (102,150)
Average Daily Enrolment based Changes			15.83	\$ 1,617,035			15.83	\$ 1,617,035
Changes from 2016-2017 Average Daily Enrolment			5.84	596,556			5.84	596,556
Sub-Total	-	\$ -	21.67	\$ 2,213,591	-	\$ -	21.67	\$ 2,213,591
Total	-	\$ -	20.67	\$ 2,111,441	-	\$ -	20.67	\$ 2,111,441

Numbers may not add due to rounding



Appendix E – Recommended Changes in Staffing

Description	FTE	Amount
Administration - Schools		
Decrease in Elementary Office Positions	(2.00)	\$ (125,996)
Decrease in Secondary Office Positions	(4.50)	(257,144)
Decrease in Elementary Library Technician Positions	(2.00)	(103,860)
Decrease in Secondary Guidance Services Assistant Positions	(1.50)	(77,895)
Decrease in Secondary Instructional Services Support Technician Position	(1.00)	(57,255)
Decrease in Secondary Library Technician Position	(1.00)	(51,930)
Decrease in Secondary School Support Position	(1.00)	(94,686)
Sub-Total	(13.00)	\$ (768,766)
Administration - Learning Support Services		
Decrease in Administrative Support Position	(1.00)	\$ (70,554)
Decrease in Social Worker Position	(1.00)	(95,207)
Sub-Total	(2.00)	\$ (165,761)
Total	(15.00)	\$ (934,527)

Numbers may not add due to rounding



Appendix E – Recommended Changes in Staffing

Description	FTE	Amount
Facilities - Learning Environment		
Decrease in Maintenance Positions	(2.00)	\$ (150,072)
Decrease in Custodial Positions	(8.00)	(405,812)
Sub-Total	(10.00)	\$ (555,884)
Central Departments		
Decrease in Administrative Support Position	(0.50)	\$ (39,449)
Decrease in Human Resources Administrator Position	(0.50)	(49,000)
Increase in Programmer/Analyst Positions (Client Portal)	2.00	140,262
Finance Payroll Analyst Position	1.00	68,732
Systems Functional Specialist Positions (Finance, Human Resources and B<)	2.00	170,556
Staff Development - Human Resources Assistant (Internally funded by NTIP Grant)	1.00	45,613
Coordinator of Workplace Safety & Insurance Board Position	1.00	76,300
Disability Management Coordinator Position	1.00	76,300
Enterprise Resource Planning Project Manager Position	1.00	121,000
Absence Administrator Position (One-year term)	1.00	76,300
Sub-Total	9.00	\$ 686,614
Total	(1.00)	\$ 130,730
Grand Total	(16.00)	\$ (803,797)

Numbers may not add due to rounding



Appendix F – Recommended Changes in Operating Budgets

Description	Amount
Schools	
Professional Development for Principals and Vice-Principals	\$ 50,000
International Baccalaureate Program	100,000
Drug Counselling Program	135,000
Reduction of 5% in School Operating Budgets	(300,000)
Sub-Total	\$ (15,000)
Learning Support Services	
Special Education - Behaviour Management System (BMS) Training	\$ 100,000
Special Education - Individualized Education Program (IEP) License/Project	130,000
Sub-Total	\$ 230,000
Central Departments	
Curriculum Services - Support to Schools	\$ 330,000
Curriculum Services - Professional Development and Supplies	400,000
Business and Learning Technologies - Mobile Devices for Students	700,000
Regulatory Requirements - Health and Safety	250,000
Business and Learning Technologies - Contractual Services	(72,300)
Reduction in New Teacher Induction Program (NTIP) Budget	(46,513)
Corporate Records - Ontario Student Record (OSR) Forms	50,000
Sub-Total	\$ 1,611,187
Total	\$ 1,826,187

Numbers may not add due to rounding



Appendix G – Impact of Local Priorities Funding

Local Priorities: Preliminary Academic Staffing										
Funding	Elementary Teachers Regular Day School		Elementary Teachers Special Education		Secondary Teachers Regular Day School		Secondary Teachers Special Education		Total	
	FTE	\$ Amount	FTE	\$ Amount	FTE	\$ Amount	FTE	\$ Amount	FTE	\$ Amount
Special Education Investment			12.50	\$ 1,243,326			4.50	\$ 479,339	17.00	\$ 1,722,665
Secondary Programming					7.00	\$ 715,041			7.00	715,041
Priority Fund Investment	4.50	\$ 434,956	3.25	329,963					7.75	764,919
Total	4.50	\$ 434,956	15.75	\$ 1,573,289	7.00	\$ 715,041	4.50	\$ 479,339	31.75	\$ 3,202,625
Priority Fund Investment	Elementary Occasional Teachers - Professional Development									\$ 225,000

Numbers may not add due to rounding

Local Priorities: Preliminary Staffing for Educational Support Workers										
Funding	Educational Assistants		Professional Student Services Personnel		Facilities / Learning Environment		Educational Support Professionals		Total	
	FTE	\$ Amount	FTE	\$ Amount	FTE	\$ Amount	FTE	\$ Amount	FTE	\$ Amount
Special Education Investment	28.50	\$ 1,617,788	1.50	\$ 176,349					30.00	\$ 1,794,137
Systems Priority Investment					13.00	\$ 812,830	12.00	\$ 694,242	25.00	1,507,072
Total	28.50	\$ 1,617,788	1.50	\$ 176,349	13.00	\$ 812,830	12.00	\$ 694,242	55.00	\$ 3,301,209

Numbers may not add due to rounding

Total Local Priorities	\$ 6,728,834
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Budget Assumptions

General Assumptions:

- The Recommended 2017-2018 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 Recommended 2017-2018 Budget includes the enhancements introduced by the 2017-2019 Labour Framework Extension.
- The impact of Board decisions made pertaining to the Accommodation Reviews are included the Recommended 2017-2018 Budget. This includes both staffing and operations.

Revenue Assumptions:

- The financial impact of Grants for Student Needs and Educational Program-Other (EPOs) for the OCDSB are included in the approved budget along with corresponding expenses.
- Revenues have been adjusted to reflect projected 2017-2018 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 2017-2018 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.



Average Daily Enrolment



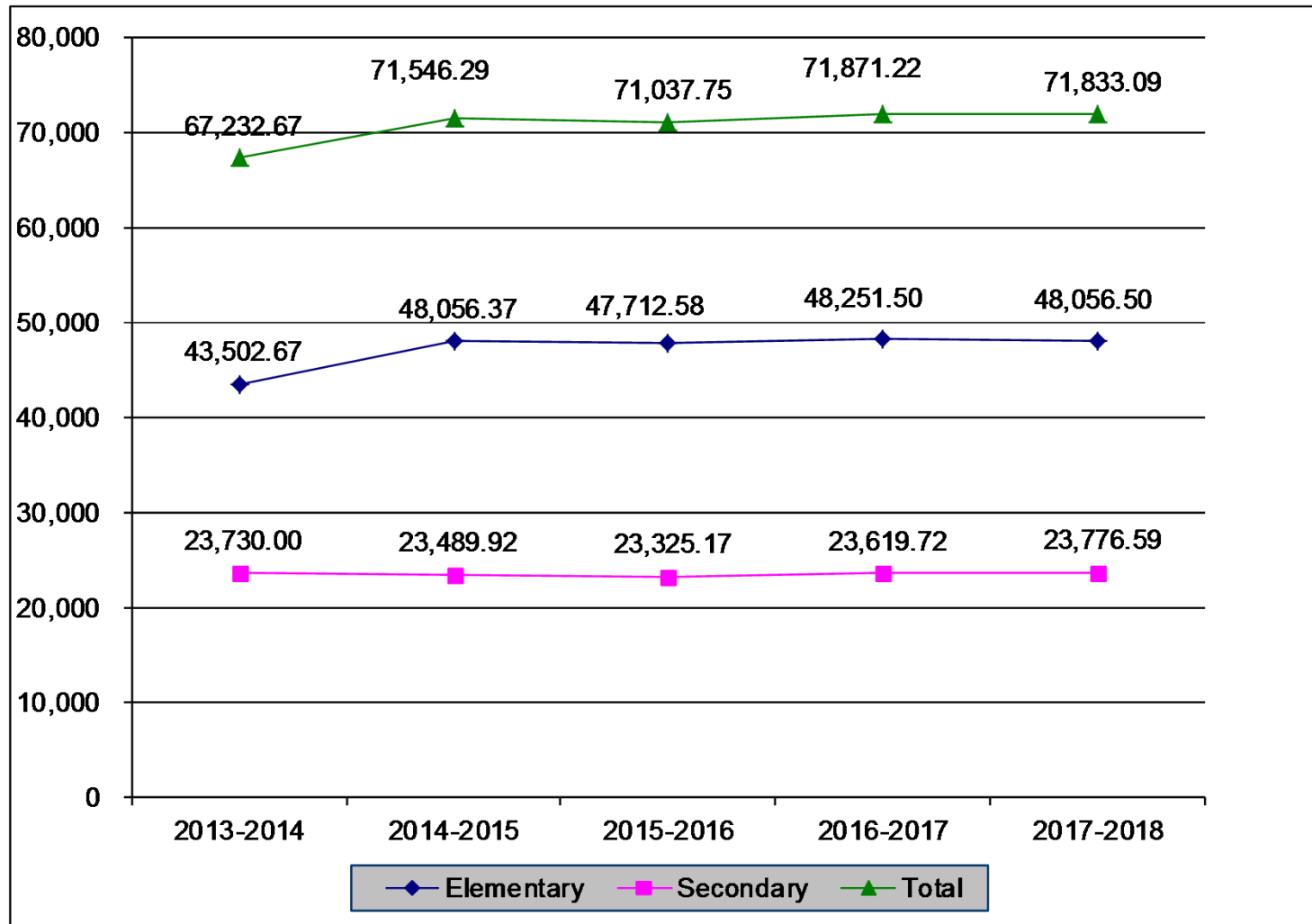
Average Daily Enrolment - Table

	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Revised	2017-2018 Projection
Elementary Students					
Junior Kindergarten	2,127.75	4,382.42	4,365.77	4,376.50	4,371.00
Senior Kindergarten	2,380.00	4,658.19	4,653.20	4,721.00	4,734.00
Grades 1 to 3	14,508.04	14,583.00	14,412.00	14,610.50	14,468.00
Grades 4 to 8	24,423.38	24,366.76	24,227.61	24,497.50	24,437.50
Sub-Total	43,439.17	47,990.37	47,658.58	48,205.50	48,010.50
Tuition Paying	63.50	66.00	54.00	46.00	46.00
Total Elementary Students	43,502.67	48,056.37	47,712.58	48,251.50	48,056.50
Secondary Students					
Under age 21	22,428.87	22,216.79	21,956.06	22,069.73	22,235.11
Age 21 and over	869.13	780.25	820.29	897.99	889.48
Sub-Total	23,298.00	22,997.04	22,776.35	22,967.72	23,124.59
Tuition Paying	432.00	492.88	548.82	652.00	652.00
Total Secondary Students	23,730.00	23,489.92	23,325.17	23,619.72	23,776.59
Grand Total	67,232.67	71,546.29	71,037.75	71,871.22	71,833.09

Numbers may not add due to rounding



Average Daily Enrolment – Trend Analysis Chart



Note: 2014-2015 Enrolment increase is due to the implementation of full day kindergarten



Budget Operating Details

- Staffing
- Revenues
- Expenditures



Staffing



Comparative Full-Time Equivalency (FTE) Staffing

OPERATIONS / DEPARTMENTS	2013-2014 Approved FTE	2014-2015 Approved FTE	2015-2016 Approved FTE	2016-2017 Approved FTE	2017-2018 Recommended FTE
Instructional Day School					
Elementary Principals / Vice-Principals	159.00	163.50	164.00	164.00	159.00
Elementary Teachers (Includes 4.50 FTE unassigned positions funded by Local Priorities)	2,532.45	2,577.95	2,571.14	2,518.12	2,565.49
Elementary Office Administrators & Assistants	195.00	195.00	195.00	190.50	180.50
Elementary Library Technicians	57.20	57.20	57.20	57.70	53.80
Unassigned Educational Support Positions funded by Local Priorities	0.00	0.00	0.00	0.00	12.00
Elementary Principal - Full-Day Kindergarten	0.50	0.50	0.00	0.00	0.00
Early Childhood Educators - Full-Day Kindergarten	267.00	372.00	372.00	357.00	389.20
Administration & Support - Regular Instruction / Learning Support Services	9.00	9.00	9.00	7.00	6.00
Executive Director - OCDSB Foundation (Transition to 100% cost recovery)	1.00	1.00	1.50	0.50	0.00
Equity / Diversity Coordinator	1.00	1.00	1.00	1.00	1.00
Total Elementary Schools	3,222.15	3,377.15	3,370.84	3,295.82	3,366.99
Secondary Principals / Vice-Principals	76.67	76.67	76.67	74.83	73.50
Secondary Teachers (Includes 7.0 FTE unassigned positions funded by Local Priorities)	1,486.85	1,455.18	1,460.84	1,460.00	1,486.99
Secondary Office Administrators, Assistant Administrators & Assistants	109.50	109.50	109.50	105.25	102.25
Secondary Technicians	35.00	35.00	35.00	32.00	31.00
Secondary Assistant Chef, Kitchen Helpers & Technological Studies Technician	6.00	6.00	6.00	6.00	5.00
Total Secondary Schools	1,714.02	1,682.35	1,688.01	1,678.08	1,698.74
Total Elementary & Secondary Schools	4,936.17	5,059.50	5,058.85	4,973.90	5,065.73
Associate Director, Safe Schools and Urban Priorities					
Associate Director & Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Safe Schools - Secondary Principal	1.00	1.00	0.00	0.00	0.00
Safe Schools - Secondary Teachers	4.00	3.00	3.00	3.00	3.00
Safe Schools - Student Counsellor	1.00	1.00	1.00	1.00	1.00
Safe Schools - Itinerant Educational Assistants	21.00	21.00	21.00	21.00	21.00
Safe Schools - Psychologists & Social Workers	2.00	2.00	2.00	2.00	2.00
Urban Priorities - Psychologists & Social Workers	2.80	2.80	2.80	2.80	2.80
Urban Priorities - Student Counsellor	1.00	1.00	1.00	1.00	1.00
Total Associate Director, Safe Schools and Urban Priorities	34.80	33.80	32.80	32.80	32.80
Other School Support Programs					
Outdoor Education and Indigenous Program	17.33	16.00	16.00	18.67	16.67
Total Instruction (As noted above)	4,988.30	5,109.30	5,107.65	5,025.37	5,115.20

Numbers may not add due to rounding



Comparative Full-Time Equivalency (FTE) Staffing

OPERATIONS / DEPARTMENTS	2013-2014 Approved FTE	2014-2015 Approved FTE	2015-2016 Approved FTE	2016-2017 Approved FTE	2017-2018 Recommended FTE
Learning Support Services/ Special Education					
Superintendent of Learning Support Services & Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Elementary Teacher (Includes 15.75 FTE unassigned positions funded by Local Priorities)	455.00	463.33	464.10	447.38	454.36
Secondary Teacher (Includes 4.50 FTE unassigned positions funded by Local Priorities)	110.84	118.82	116.82	116.00	121.17
Professional Student Services Personnel - PSSP (Includes Regular Instruction)	71.60	71.60	71.10	72.10	71.10
Unassigned PSSP positions funded by Local Priorities	0.00	0.00	0.00	0.00	1.50
Orientation Mobility Instructor	0.50	0.50	0.50	0.50	0.50
Educational Assistants	620.00	652.00	649.00	644.00	672.00
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
OCDL / Phoenix House - Secondary Teachers	2.50	2.50	0.00	0.00	0.00
Total Learning Support Services	1,271.44	1,319.75	1,312.52	1,290.98	1,331.63
Finance Department					
Chief Financial Officer & Administrative Assistant	2.00	1.00	1.00	1.00	1.00
Budget Services	5.00	5.00	5.00	5.00	5.00
Financial Reporting / School Support	19.50	19.50	19.50	18.50	18.50
Payroll	13.00	13.00	13.00	13.00	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
Total Finance Department	57.00	56.00	56.00	55.00	56.00
Planning and Facilities					
Superintendent of Facilities & Administrative Assistant	2.00	1.00	1.00	1.00	1.00
Custodial Services, Trades & Maintenance	715.12	732.12	711.12	712.12	696.12
Unassigned Custodial Services, Trades & Maintenance position funded by Local Priorities	0.00	0.00	0.00	0.00	13.00
Facilities Management, Design & Construction	47.00	49.00	49.00	47.00	47.00
Physical Planning	12.00	12.00	12.00	11.00	11.00
Facilities and Planning Office, Real Estate & Community Use	6.00	6.00	6.00	6.00	6.00
Admissions & Enrolment	4.00	4.00	4.00	4.00	4.00
Total Planning and Facilities	786.12	804.12	783.12	781.12	778.12
Curriculum Services					
Superintendent of Curriculum Services & Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Elementary Principals	2.00	2.00	2.00	2.00	3.00
Secondary Principals	2.00	2.00	2.00	2.00	2.00
Elementary Teachers	33.43	33.43	25.00	22.00	22.00
Secondary Teachers	14.00	14.00	14.00	13.00	13.00
Administration & Support	5.00	5.00	5.00	5.00	5.00
Total Curriculum Services	58.43	58.43	50.00	46.00	47.00

Numbers may not add due to rounding



Comparative Full-Time Equivalency (FTE) Staffing

OPERATIONS / DEPARTMENTS	2013-2014 Approved FTE	2014-2015 Approved FTE	2015-2016 Approved FTE	2016-2017 Approved FTE	2017-2018 Recommended FTE
Family Reception Centre					
Elementary Teacher	1.00	1.00	1.00	1.00	0.00
Secondary Teacher	1.00	1.00	1.00	1.00	1.00
Administration & Support	4.00	4.00	4.00	4.00	4.00
Total Family Reception Centre	6.00	6.00	6.00	6.00	5.00
Quality Assurance (Assigned to Corporate Services)					
Secondary Teacher	1.00	1.00	1.00	1.00	0.00
Administration & Support	8.00	9.50	9.00	8.00	0.00
Total Quality Assurance	9.00	10.50	10.00	9.00	0.00
Office of the Director					
Director's Office	3.00	3.00	3.00	3.00	3.00
Superintendents & Administrative Assistants	12.00	14.00	14.00	11.00	10.50
Legal Advisor	1.00	1.00	1.00	1.00	1.00
Total Office of the Director	16.00	18.00	18.00	15.00	14.50
Corporate Services					
Executive Officer, Administrative Assistant & Analyst	3.00	3.00	3.00	3.00	3.00
Board Services	6.00	7.00	7.00	6.00	6.00
Communications	10.00	10.00	10.00	9.00	9.00
Corporate Records	5.00	5.00	5.00	6.00	6.00
Quality Assurance	0.00	0.00	0.00	0.00	8.00
Trustees	12.00	12.00	12.00	12.00	12.00
Total Corporate Services	36.00	37.00	37.00	36.00	44.00
Human Resources					
Superintendent of Human Resources & Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Recruitment, Operations, Wellness & Disability	36.50	37.00	37.00	36.00	38.50
Staff Development	0.00	1.00	1.00	1.00	2.00
Labour Relations	5.00	5.50	5.50	5.50	5.00
Occupational Health & Safety (Includes .50 FTE Elementary Teacher)	5.00	5.00	5.00	5.00	5.50
Elementary Staffing Resource Teacher	1.00	1.00	1.00	1.00	1.00
Secondary Staffing Resource Teacher	0.67	0.67	0.67	0.67	0.67
Total Human Resources	50.17	52.17	52.17	51.17	54.67
Continuing Education					
Secondary Principal	1.00	1.00	1.00	1.00	1.00
Secondary Teacher	1.00	1.00	1.00	1.00	1.00
Administration & Support	17.00	17.00	17.00	13.00	13.00
Total Continuing Education	19.00	19.00	19.00	15.00	15.00

Numbers may not add due to rounding



Comparative Full-Time Equivalency (FTE) Staffing

OPERATIONS / DEPARTMENTS	2013-2014 Approved FTE	2014-2015 Approved FTE	2015-2016 Approved FTE	2016-2017 Approved FTE	2017-2018 Recommended FTE
Business and Learning Technologies					
Elementary Vice-Principal	0.00	1.00	1.00	1.00	1.00
Elementary Teachers	7.00	6.00	4.00	4.00	3.00
Secondary Teacher	1.00	1.00	1.00	1.00	1.00
Administration & Support	87.00	87.00	87.00	85.00	90.00
Total Business and Learning Technologies	95.00	95.00	93.00	91.00	95.00
Other Departmental Expenses					
Total Staff on Loan	71.17	68.17	68.32	76.42	72.65
Early Childhood Educators	118.50	138.29	182.35	182.35	190.35
Early Learning Assistants	31.30	29.50	33.68	33.68	37.17
Administration & Support	7.50	11.50	11.00	11.00	10.75
Total Extended Day Program	157.30	179.29	227.03	227.03	238.27
Early Childhood Educators / Administration & Support	27.09	9.10	25.00	25.00	22.25
Program Coordinators	4.00	4.00	4.00	4.00	2.00
Program Assistants	3.00	3.00	4.00	4.00	3.00
Cooks / Housekeepers	3.00	3.00	4.00	4.00	4.00
Total Infant, Toddler and Preschool Childcare Program	37.09	19.10	37.00	37.00	31.25
Total Other Departmental Expenses	265.56	266.56	332.35	340.45	342.17
Grand Total FTE	7,658.02	7,851.83	7,876.81	7,762.09	7,898.29
Reconciliation (Staff not included in Comparative Staffing)					
Trustees	(12.00)	(12.00)	(12.00)	(12.00)	(12.00)
Staff on Loan	(71.17)	(68.17)	(68.32)	(76.42)	(72.65)
Total FTE	7,574.85	7,771.66	7,796.49	7,673.67	7,813.64

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
Accommodation Review									
Elementary Principals		(5.00)							
Elementary Learning Support Teachers	(1.50)								
Elementary Learning Resource Teachers	(1.50)								
Elementary School Office Positions						(5.50)			
Elementary Technician						(0.70)			
Elementary Custodian Positions (Net)							(3.00)		
Secondary Principal		(1.00)							
Secondary Vice-Principals		(1.33)							
Secondary Teacher Librarian	(1.00)								
Secondary School Office Positions						(2.00)			
Secondary School Technician						(0.50)			
Secondary Custodial Positions							(3.00)		
Educational Assistant				(0.50)					
Sub-Total	(4.00)	(7.33)	0.00	(0.50)	0.00	(8.70)	(6.00)	0.00	(26.53)
ADE Based Changes									
Elementary Teachers	4.76								
Secondary Teachers	15.83								
Elementary Office Staff						(3.70)			
Secondary Office Staff						6.50			
Sub-Total	20.59	0.00	0.00	0.00	0.00	2.80	0.00	0.00	23.39
Board Decisions - 28 March 2017									
Elementary Vice-Principals - English Language Learners & Indigenous		2.00							
Elementary Teachers - Changes from 2016-2017 Average Daily Enrolment	38.10								
Elementary Teachers for Student Work Study	(2.00)								
Elementary Instructional Coach	(1.00)								
Elementary English as a Second Language Teacher	(1.00)								
Elementary Teachers of Specialized Program Classes	(4.76)								
Elementary Learning Resource Teachers	(2.00)								
Elementary Teacher for Autism Connections	1.00								
Secondary Teachers - Changes from 2016-2017 Average Daily Enrolment	5.84								
Secondary Instructional Coach	(1.00)								
Sub-Total	33.18	2.00	0.00	0.00	0.00	0.00	0.00	0.00	35.18
Total	49.77	(5.33)	0.00	(0.50)	0.00	(5.90)	(6.00)	0.00	32.04

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
Recommended Changes									
Infant, Toddler & Preschool Childcare Program								(5.75)	
Elementary School Office Positions						(2.00)			
Secondary School Office Positions						(4.50)			
Elementary Library Technician Positions						(2.00)			
Secondary Guidance Services Assistant Positions						(1.50)			
Secondary Instructional Services Support Technician Position						(1.00)			
Secondary Library Technician Position						(1.00)			
Administrative Support Position - Learning Support Services								(1.00)	
Maintenance Positions							(2.00)		
Custodial Positions							(8.00)		
Human Resources Administrator Position								(0.50)	
Programmer/Analyst Positions - Client Portal						2.00			
Coordinator of Workplace Safety & Insurance Board Position								1.00	
Disability Management Coordinator Position								1.00	
Enterprise Resource Planning Project Manager Position								1.00	
Absence Administrator Position								1.00	
Central Administrative Support Position								(0.50)	
Systems Functional Specialist						2.00			
Finance Payroll Analyst						1.00			
Staff Development - Human Resources Assistant (NTIP)						1.00			
Secondary School Support Position								(1.00)	
Social Worker			(1.00)						
Staff on Loan	(3.77)							(0.50)	
Extended Day Program					11.24				
Early Childhood Educators - Change in Base Costing					32.20				
Sub-Total	(3.77)	0.00	(1.00)	0.00	43.44	(6.00)	(10.00)	(5.25)	17.42
Local Priorities Enhancements									
Elementary Teachers - Day School	4.50								
Elementary Teachers - Special Education	15.75								
Secondary Teachers - Day School	7.00								
Secondary Teachers - Special Education	4.50								
Educational Assistants				28.50					
Professional Student Services Personnel Staff			1.50						
Facilities/Learning Environment Staff							13.00		
Educational Support Professional Staff						12.00			
Sub-Total	31.75	0.00	1.50	28.50	0.00	12.00	13.00	0.00	86.75
Total	27.98	0.00	0.50	28.50	43.44	6.00	3.00	(5.25)	104.17
Grand Total	77.75	(5.33)	0.50	28.00	43.44	0.10	(3.00)	(5.25)	136.21

Numbers may not add due to rounding



Revenues



Revenue – Grants for Student Needs

	2015-2016 Actual	2016-2017 Budget	2017-2018 Recommended Budget
Grants for Student Needs (GSN)			
GSN - Operating Purposes			
Pupil Foundation	\$ 371,209,974	\$ 373,614,330	\$ 386,112,343
School Foundation	48,468,034	49,143,504	50,277,487
Special Education	90,409,239	90,442,010	92,036,958
French as a Second Language	14,435,456	16,706,432	17,197,933
English as a Second Language	8,970,012	11,119,655	11,569,540
Indigenous Education Allocation	995,510	1,207,547	1,237,022
Learning Opportunities	17,435,038	18,270,179	26,279,271
Safe School Supplement	1,842,093	1,846,201	1,817,028
Continuing Education	3,817,769	3,900,302	3,909,573
Adult Education	2,736,488	3,031,503	3,040,243
Teacher Qualifications and Experience	60,771,595	58,225,634	84,684,560
New Teacher Induction Program	443,793	806,083	604,462
Student Transportation	37,818,894	38,317,295	38,954,113
Administration and Governance	17,904,776	18,274,548	19,122,150
School Operations (Facilities)	74,075,018	73,445,366	73,764,989
Community Use of Schools	1,042,678	1,033,282	1,062,318
Declining Enrolment Grant	1,386,276	921,600	87,455
Restraint Savings	(279,158)	(279,158)	(279,158)
Transfer to Deferred Revenue	(1,888,483)	(2,740,577)	(1,358,052)
Total Operating Grants	\$ 751,595,002	\$ 757,285,736	\$ 810,120,235
GSN - Capital Purposes			
Facilities Renewal	\$ 5,688,945	\$ 5,087,333	\$ 5,683,122
Temporary Accommodations	2,028,537	1,434,000	900,000
Interest on Ontario Financing Authority Debt	7,185,472	6,878,679	6,547,454
Interest Non-Ontario Financing Authority Debt	2,523,115	2,523,115	2,523,115
Interest on Capital Projects under Construction	314,370	469,182	407,241
Total Capital Grants	\$ 17,740,439	\$ 16,392,309	\$ 16,060,932
Total GSN for Operating and Capital Purposes	\$ 769,335,441	\$ 773,678,045	\$ 826,181,167

Numbers may not add due to rounding



Revenue – Non Grant Revenue and Reserves

	2015-2016 Actual	2016-2017 Budget	2017-2018 Recommended Budget
Non Grant Revenue			
Rentals	\$ 4,009,520	\$ 3,951,720	\$ 4,027,703
Continuing Education	5,579,322	4,807,510	5,161,392
Other Ministry of Education Grants	6,423,089	4,275,206	4,579,425
Staff on Loan	7,166,128	7,155,455	7,432,169
Tuition Fees	7,202,561	6,648,725	8,330,000
Interest Income	457,094	900,000	250,000
Miscellaneous Revenues	5,159,021	5,649,183	6,696,687
Early Learning Extended Day Program	12,720,320	14,068,777	16,609,528
Infant, Toddler & Preschool Childcare Program	1,551,302	1,820,000	1,576,000
Specialized Program Funding	950,000	1,500,000	1,500,000
Total Non Grant Revenues	\$ 51,218,357	\$ 50,776,576	\$ 56,162,904
Deferred Capital Contributions (Ministry Approved Capital)	\$ 39,448,242	\$ 40,350,446	\$ 45,782,874
Total Revenue	\$ 860,002,040	\$ 864,805,067	\$ 928,126,945
Use of Accumulated Surplus			
Other Program Spending	\$ 28,034	\$ -	\$ -
Board Supported Capital Projects	271,272	400,701	38,999
Use of Accumulated Surplus	\$ 299,306	\$ 400,701	\$ 38,999
Total Revenue and Use of Accumulated Surplus	\$ 860,301,346	\$ 865,205,768	\$ 928,165,944

Numbers may not add due to rounding



Expenditures Table of Contents

DEPARTMENT	Page	2017-2018	2017-2018	DEPARTMENT	Page	2017-2018	2017-2018
		DEPARTMENT SUMMARY	DEPARTMENT TOTAL			DEPARTMENT SUMMARY	DEPARTMENT TOTAL
Instructional Day School	55	\$ 540,572,555		Office of the Director	85	\$ 2,683,669	
Elementary Schools	56		\$ 347,557,242	Director's Office	86		\$ 696,025
Secondary Schools	57		186,007,105	Superintendents and Administrative Assistants	87		1,441,888
School Programs and Support	58		7,008,208	Legal Services	88		545,756
Learning Support Services / Special Education	59	\$ 115,166,626		Corporate Services	89	\$ 4,223,185	
Superintendent of Learning Support Services	60		\$ 332,762	Executive Officer	90		\$ 425,398
Elementary Special Education	61		49,886,676	Board Services	91		686,245
Secondary Special Education	62		12,150,766	Communications	92		1,055,304
Educational Assistants	63		38,814,024	Corporate Records	93		646,827
Special Education and Professional Services Personnel	64		13,982,398	Quality Assurance	94		1,023,990
Phoenix House	65		-	Trustees	95		385,420
Finance Department	66	\$ 7,903,008		Human Resources	96	\$ 7,041,992	
Chief Financial Officer/Treasurer	67		\$ 156,785	Superintendent of Human Resources	97		\$ 575,065
Budget Services	68		579,389	Human Resource Staff Development	98		778,943
Financial Reporting / School Support	69		1,692,418	Staffing, HRIS and Wellness/Disability Management	99		3,728,757
Payroll	70		1,070,404	Labour Relations	100		685,713
Risk & Supply Chain Management	71		3,527,728	Occupational Health and Safety	101		1,095,386
Document Reproduction / Mail & Courier	72		876,284	Elementary and Secondary Staffing Committee Resources	102		178,127
Planning and Facilities	73	\$ 82,239,347		Continuing Education	103	\$ 9,935,838	\$ 9,935,838
Superintendent of Facilities	74		\$ 156,787	Transportation / OSTA	104	\$ 40,132,990	\$ 40,132,990
Custodial Services, Trades and Maintenance, Facilities Management, Design and Construction	75		60,626,119	Business and Learning Technologies	105	\$ 16,496,072	\$ 16,496,072
Utilities	76		17,805,976	Debt and Other Expenses	106	\$ 87,265,198	
Physical Planning	77		1,312,263	Staff on Loan	107		\$ 7,644,375
Facilities & Planning Office, Real Estate & Community Use	78		1,973,099	Extended Day Program	108		15,912,644
Admissions & Enrolment	79		365,104	Infant, Toddler & Preschool Childcare Program	109		1,982,614
Curriculum Services	80	\$ 9,784,624		Facilities Renewal Plan	110		6,583,122
Superintendent of Curriculum Services	81		\$ 770,832	Debentures and Long Term Debt	111		55,142,443
Curriculum Department	82		8,553,795	Retirement Gratuities, Other Payments and Adjustments	112	\$ 4,677,840	\$ 4,677,840
Family Reception Centre	83		459,997				
Quality Assurance	84		-				
		TOTAL EXPENDITURES				\$ 928,122,945	\$ 928,122,945



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 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instructional Day School Totals								
Elementary School	\$ 316,600,814	3,370.84	\$ 320,291,686	\$ 322,970,933	3,295.82	\$ 200,777,454	\$ 347,557,242	3,367.00
Secondary School	171,479,938	1,688.00	171,463,601	173,945,670	1,678.08	106,251,508	186,007,105	1,698.75
School Programs and Support	6,183,091	48.80	5,554,479	6,426,814	51.47	2,898,531	7,008,208	49.47
Total	\$ 494,263,844	5,107.64	\$ 497,309,766	\$ 503,343,417	5,025.37	\$ 309,927,493	\$ 540,572,555	5,115.21

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 493,207,949	5,105.44	\$ 496,863,693	\$ 502,398,808	5,023.17	\$ 309,450,994	\$ 539,479,137	5,113.21
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	732,265	2.20	313,938	695,979	2.20	299,910	691,987	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	323,630	-	57,932	248,630	-	141,640	401,430	-
Other	-	-	74,202	-	-	34,949	-	-
Total	\$ 494,263,844	5,107.64	\$ 497,309,766	\$ 503,343,417	5,025.37	\$ 309,927,493	\$ 540,572,555	5,115.21

* 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 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Elementary Schools								
Salaries and Benefits	\$ 306,263,262	3,370.84	\$ 311,340,671	\$ 312,103,061	3,295.82	\$ 195,461,001	\$ 337,508,717	3,367.00
Staff Development	4,775,788	-	960,254	4,614,773	-	275,092	611,400	-
Supplies and Services	3,515,864	-	4,426,836	4,207,199	-	2,676,280	5,185,063	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	2,045,900	-	3,330,423	2,045,900	-	2,290,729	4,252,062	-
Other	-	-	39,381	-	-	19,235	-	-
Rental expense	-	-	194,121	-	-	55,116	-	-
Total	\$ 316,600,814	3,370.84	\$ 320,291,686	\$ 322,970,933	3,295.82	\$ 200,777,454	\$ 347,557,242	3,367.00

Enveloping	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Instruction	\$ 315,947,226	3,370.64	\$ 320,461,946	\$ 322,392,382	3,295.62	\$ 200,617,603	\$ 346,847,312	3,367.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	355,459	0.20	(195,233)	355,421	0.20	26,154	334,000	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	298,130	-	(48,444)	223,130	-	110,801	375,930	-
Other	-	-	73,416	-	-	22,895	-	-
Total	\$ 316,600,814	3,370.84	\$ 320,291,686	\$ 322,970,933	3,295.82	\$ 200,777,454	\$ 347,557,242	3,367.00

* Numbers may not add due to rounding

The District's 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 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Secondary Schools								
Salaries and Benefits	\$ 168,035,440	1,688.00	\$ 167,195,709	\$ 170,623,180	1,678.08	\$ 103,700,380	\$ 182,725,125	1,698.75
Staff Development	25,500	-	559,377	25,500	-	43,939	25,500	-
Supplies and Services	3,418,998	-	3,646,248	3,296,990	-	2,460,671	3,256,480	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	62,268	-	-	46,518	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 171,479,938	1,688.00	\$ 171,463,601	\$ 173,945,670	1,678.08	\$ 106,251,508	\$ 186,007,105	1,698.75

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 171,479,938	1,688.00	\$ 171,357,225	\$ 173,945,670	1,678.08	\$ 106,220,669	\$ 186,007,105	1,698.75
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	106,376	-	-	30,839	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 171,479,938	1,688.00	\$ 171,463,601	\$ 173,945,670	1,678.08	\$ 106,251,508	\$ 186,007,105	1,698.75

* 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 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
School Programs and Support								
Salaries and Benefits	\$ 3,672,605	48.80	\$ 2,912,252	\$ 3,989,377	51.47	\$ 1,795,643	\$ 4,000,926	49.47
Staff Development	264,096	-	120,727	239,096	-	79,775	186,709	-
Supplies and Services	2,246,390	-	1,864,174	2,198,341	-	986,176	2,820,573	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	657,086	-	-	25,362	-	-
Other	-	-	240	-	-	11,575	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 6,183,091	48.80	\$ 5,554,479	\$ 6,426,814	51.47	\$ 2,898,531	\$ 7,008,208	49.47

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 5,780,785	46.80	\$ 5,044,522	\$ 6,060,756	49.47	\$ 2,612,722	\$ 6,624,721	47.47
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	376,806	2.00	509,171	340,558	2.00	273,756	357,987	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	25,500	-	-	25,500	-	-	25,500	-
Other	-	-	786	-	-	12,053	-	-
Total	\$ 6,183,091	48.80	\$ 5,554,479	\$ 6,426,814	51.47	\$ 2,898,531	\$ 7,008,208	49.47

* Numbers may not add due to rounding

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



Expenditures – Learning Support Services

Learning Support Services/Special Education

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

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

Operating Resource	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Learning Support Services/Special Education								
Superintendent of Learning Support Services	\$ 317,459	2.00	\$ 321,362	\$ 309,556	2.00	\$ 206,182	\$ 332,762	2.00
Elementary Special Education	45,612,485	464.10	47,599,677	45,095,904	447.38	27,687,744	49,886,676	454.36
Secondary Special Education	11,839,579	116.83	10,930,408	12,017,600	116.00	6,632,558	12,150,766	121.17
Educational Assistants	34,372,073	649.00	36,983,289	34,641,878	644.00	24,354,655	38,814,024	672.00
Special Ed/Professional Student Services Personnel	13,251,776	80.60	14,015,083	13,608,943	81.60	7,423,103	13,982,398	82.10
Phoenix House and Young Offenders	-	-	9	-	-	-	-	-
Total	\$ 105,393,372	1,312.53	\$ 109,849,828	\$ 105,673,881	1,290.98	\$ 66,304,243	\$ 115,166,626	1,331.63

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 105,121,523	1,310.53	\$ 109,584,812	\$ 105,409,935	1,288.98	\$ 66,142,850	\$ 114,879,474	1,329.63
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	271,849	2.00	265,015	263,946	2.00	155,150	287,152	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	6,243	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 105,393,372	1,312.53	\$ 109,849,828	\$ 105,673,881	1,290.98	\$ 66,304,243	\$ 115,166,626	1,331.63

* Numbers may not add due to rounding

Objectives 2017-2018: 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 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Superintendent of Learning Support Services								
Salaries and Benefits	\$ 262,779	2.00	\$ 295,858	\$ 255,150	2.00	\$ 149,597	\$ 278,851	2.00
Staff Development	4,937	-	3,319	4,937	-	23,304	4,937	-
Supplies and Services	49,743	-	15,686	49,469	-	28,165	48,974	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	6,500	-	-	5,116	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 317,459	2.00	\$ 321,362	\$ 309,556	2.00	\$ 206,182	\$ 332,762	2.00

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 45,610	-	\$ 56,346	\$ 45,610	-	\$ 51,032	\$ 45,610	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	271,849	2.00	265,015	263,946	2.00	155,150	287,152	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 317,459	2.00	\$ 321,362	\$ 309,556	2.00	\$ 206,182	\$ 332,762	2.00

* Numbers may not add due to rounding

Objectives 2017-2018: Continue to ensure the District offers a wide range of programs and services that meet the needs of students with special needs. Oversee the phase-in 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 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Elementary Special Education								
Salaries and Benefits	\$ 45,612,485	464.10	\$ 47,599,677	\$ 45,095,904	447.38	\$ 27,687,744	\$ 49,886,676	454.36
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	-	-	-	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 45,612,485	464.10	\$ 47,599,677	\$ 45,095,904	447.38	\$ 27,687,744	\$ 49,886,676	454.36

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 45,612,485	464.10	\$ 47,599,677	\$ 45,095,904	447.38	\$ 27,687,744	\$ 49,886,676	454.36
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 45,612,485	464.10	\$ 47,599,677	\$ 45,095,904	447.38	\$ 27,687,744	\$ 49,886,676	454.36

* Numbers may not add due to rounding

Objectives 2017-2018: Continue with the phase-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 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Secondary Special Education								
Salaries and Benefits	\$ 11,838,457	116.83	\$ 10,930,408	\$ 12,016,478	116.00	\$ 6,632,558	\$ 12,149,644	121.17
Staff Development	1,122	-	-	1,122	-	-	1,122	-
Supplies and Services	-	-	-	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 11,839,579	116.83	\$ 10,930,408	\$ 12,017,600	116.00	\$ 6,632,558	\$ 12,150,766	121.17

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 11,839,579	116.83	\$ 10,930,408	\$ 12,017,600	116.00	\$ 6,632,558	\$ 12,150,766	121.17
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 11,839,579	116.83	\$ 10,930,408	\$ 12,017,600	116.00	\$ 6,632,558	\$ 12,150,766	121.17

* Numbers may not add due to rounding

Objectives 2017-2018: Continue with the phase-in 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 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Educational Assistants								
Salaries and Benefits	\$ 34,372,073	649.00	\$ 36,983,289	\$ 34,641,878	644.00	\$ 24,354,655	\$ 38,814,024	672.00
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	-	-	-	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 34,372,073	649.00	\$ 36,983,289	\$ 34,641,878	644.00	\$ 24,354,655	\$ 38,814,024	672.00

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 34,372,073	649.00	\$ 36,983,289	\$ 34,641,878	644.00	\$ 24,354,655	\$ 38,814,024	672.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 34,372,073	649.00	\$ 36,983,289	\$ 34,641,878	644.00	\$ 24,354,655	\$ 38,814,024	672.00

* Numbers may not add due to rounding

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



Expenditures – Learning Support Services

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

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

Operating Resource	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Special Education and PSSP								
Salaries and Benefits	\$ 8,809,943	80.60	\$ 10,682,059	\$ 9,080,282	81.60	\$ 6,001,997	\$ 9,463,289	82.10
Staff Development	197,500	-	77,373	(129,500)	-	27,520	(29,500)	-
Supplies and Services	4,145,394	-	3,202,056	4,496,471	-	1,306,753	4,386,919	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	98,939	-	53,595	161,690	-	80,589	161,690	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	6,243	-	-
Total	\$ 13,251,776	80.60	\$ 14,015,083	\$ 13,608,943	81.60	\$ 7,423,103	\$ 13,982,398	82.10

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 13,251,776	80.60	\$ 14,015,083	\$ 13,608,943	81.60	\$ 7,416,859	\$ 13,982,398	82.10
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	6,243	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 13,251,776	80.60	\$ 14,015,083	\$ 13,608,943	81.60	\$ 7,423,103	\$ 13,982,398	82.10

* 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 – Learning Support Services

Learning Support Services/Special Education - Phoenix House and Young Offenders

The Ottawa-Carleton District School Board provides educational instruction for young offenders being held at the Ottawa-Carleton Regional Detention Centre as well as at Phoenix House (a non-profit centre providing a variety of services to young males serving open custody or in-residence detention).

Operating Resource	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Phoenix House and Young Offenders								
Salaries and Benefits	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	-	-	9	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ -	-	\$ 9	\$ -	-	\$ -	\$ -	-

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ 9	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ -	-	\$ 9	\$ -	-	\$ -	\$ -	-

* Numbers may not add due to rounding

These programs have been transferred to the Ottawa Catholic School Board.



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 units which reflects the need for specialized knowledge and a segregated internal control structure.

Operating Resource	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Finance Totals								
Chief Financial Officer/Treasurer	\$ 139,062	1.00	\$ 154,116	\$ 140,409	1.00	\$ 89,609	\$ 156,785	1.00
Budget Services	555,416	5.00	560,872	562,980	5.00	315,147	579,389	5.00
Financial Reporting	1,741,933	19.50	1,651,185	1,626,847	18.50	869,691	1,692,418	18.50
Payroll	919,621	13.00	1,083,476	936,799	13.00	620,706	1,070,404	14.00
Risk & Supply Chain Management	3,668,235	11.50	3,407,083	3,484,004	11.50	2,302,350	3,527,728	11.50
Document Reproduction / Mail & Courier	848,748	6.00	835,992	855,637	6.00	466,991	876,284	6.00
Total	\$ 7,873,015	56.00	\$ 7,692,724	\$ 7,606,676	55.00	\$ 4,664,495	\$ 7,903,008	56.00

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 1,050,478	8.80	\$ 1,044,602	\$ 1,064,131	8.80	\$ 561,558	\$ 1,084,468	9.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	4,260,158	46.20	4,346,708	4,174,953	45.20	2,438,595	4,444,359	46.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	2,562,379	1.00	2,301,414	2,367,592	1.00	1,664,341	2,374,182	1.00
Other	-	-	-	-	-	-	-	-
Total	\$ 7,873,015	56.00	\$ 7,692,724	\$ 7,606,676	55.00	\$ 4,664,495	\$ 7,903,008	56.00

* Numbers may not add due to rounding

Objectives for 2017-2018: 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 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Chief Financial Officer								
Salaries and Benefits	\$ 134,528	1.00	\$ 138,858	\$ 136,012	1.00	\$ 77,563	\$ 148,488	1.00
Staff Development	1,193	-	1,221	1,193	-	1,583	2,386	-
Supplies and Services	3,341	-	8,045	3,204	-	6,263	5,911	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	200	-	-	-	-	-
Other	-	-	5,793	-	-	4,200	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 139,062	1.00	\$ 154,116	\$ 140,409	1.00	\$ 89,609	\$ 156,785	1.00

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ 172	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	139,062	1.00	154,116	140,409	1.00	89,437	156,785	1.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 139,062	1.00	\$ 154,116	\$ 140,409	1.00	\$ 89,609	\$ 156,785	1.00

* Numbers may not add due to rounding

Objectives for 2017-2018: Outreach to schools and the school community with a view to enhancing financial management practices.



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 unit 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 unit.

Operating Resource	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Budget Services								
Salaries and Benefits	\$ 542,821	5.00	\$ 548,796	\$ 551,096	5.00	\$ 314,683	\$ 567,505	5.00
Staff Development	4,000	-	2,799	4,000	-	-	4,000	-
Supplies and Services	8,595	-	9,277	7,884	-	464	7,884	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 555,416	5.00	\$ 560,872	\$ 562,980	5.00	\$ 315,147	\$ 579,389	5.00

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	555,416	5.00	560,872	562,980	5.00	315,147	579,389	5.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 555,416	5.00	\$ 560,872	\$ 562,980	5.00	\$ 315,147	\$ 579,389	5.00

* Numbers may not add due to rounding

Objectives for 2017-2018: Continued improvement of the District's budget development process and budget document, updated standardized financial management reports, continued support to schools and other departments regarding budget related items, and continued participation in the re-development of the financial system used by the District.



Expenditures – Finance Department

Finance - Financial Reporting/School Support

The Financial Reporting and School Support unit 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 Unit 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 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Financial Reporting/School Support								
Salaries and Benefits	\$ 1,542,480	19.50	\$ 1,493,918	\$ 1,432,074	18.50	\$ 812,746	\$ 1,497,645	18.50
Staff Development	12,000	-	2,007	12,000	-	196	12,000	-
Supplies and Services	60,713	-	40,052	56,033	-	44,359	56,033	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	126,740	-	115,208	126,740	-	12,389	126,740	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 1,741,933	19.50	\$ 1,651,185	\$ 1,626,847	18.50	\$ 869,691	\$ 1,692,418	18.50

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 267,372	4.00	\$ 260,651	\$ 274,106	4.00	\$ 183,225	\$ 289,008	4.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	1,474,561	15.50	1,390,534	1,352,741	14.50	686,467	1,403,410	14.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 1,741,933	19.50	\$ 1,651,185	\$ 1,626,847	18.50	\$ 869,691	\$ 1,692,418	18.50

* Numbers may not add due to rounding

Objectives for 2017-2018: Complete a request for proposal relating to banking services, complete the implementation of the financial system used for accounting for school generated funds and continued participation in the re-development of the financial system used by the District.



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 Services unit 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 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Payroll								
Salaries and Benefits	\$ 904,016	13.00	\$ 1,076,075	\$ 923,039	13.00	\$ 615,825	\$ 1,056,644	14.00
Staff Development	1,000	-	72	1,000	-	-	1,000	-
Supplies and Services	14,605	-	7,329	12,760	-	4,881	12,760	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 919,621	13.00	\$ 1,083,476	\$ 936,799	13.00	\$ 620,706	\$ 1,070,404	14.00

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	919,621	13.00	1,083,476	936,799	13.00	620,706	1,070,404	14.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 919,621	13.00	\$ 1,083,476	\$ 936,799	13.00	\$ 620,706	\$ 1,070,404	14.00

* Numbers may not add due to rounding

Objectives for 2017-2018: Continued assessment of the Payroll Department's activities and related internal controls, implement the newest version of the payroll system.



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 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Risk & Supply Chain Management								
Salaries and Benefits	\$ 1,013,961	11.50	\$ 1,028,676	\$ 1,030,775	11.50	\$ 569,814	\$ 1,074,499	11.50
Staff Development	6,814	-	6,972	6,814	-	2,576	6,814	-
Supplies and Services	688,055	-	693,058	687,010	-	157,076	687,010	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	1,959,405	-	1,678,377	1,759,405	-	1,572,884	1,759,405	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 3,668,235	11.50	\$ 3,407,083	\$ 3,484,004	11.50	\$ 2,302,350	\$ 3,527,728	11.50

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 162,800	-	\$ 130,772	\$ 162,800	-	\$ 58,560	\$ 162,800	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	943,057	10.50	975,490	953,611	10.50	579,448	990,747	10.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	2,562,379	1.00	2,300,822	2,367,592	1.00	1,664,341	2,374,182	1.00
Other	-	-	-	-	-	-	-	-
Total	\$ 3,668,235	11.50	\$ 3,407,083	\$ 3,484,004	11.50	\$ 2,302,350	\$ 3,527,728	11.50

* Numbers may not add due to rounding

Objectives for 2017-2018: The SCM staff will continue to communicate with schools and departments on the requirements of the Broader Public Sector (BPS) Procurement Directive and will implement new competitive bid document templates.

Risk Management staff will gather and develop information from departments with respect to regulatory requirements with which each department must comply.



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 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Document Reproduction / Mail & Courier								
Salaries and Benefits	\$ 396,152	6.00	\$ 399,856	\$ 405,454	6.00	\$ 226,616	\$ 426,101	6.00
Staff Development	1,275	-	765	1,275	-	177	1,275	-
Supplies and Services	166,321	-	216,943	163,908	-	83,525	163,908	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	15,000	-	111,150	15,000	-	104,930	15,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	270,000	-	107,277	270,000	-	51,743	270,000	-
Total	\$ 848,748	6.00	\$ 835,992	\$ 855,637	6.00	\$ 466,991	\$ 876,284	6.00

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 620,306	4.80	\$ 653,179	\$ 627,225	4.80	\$ 319,602	\$ 632,660	5.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	228,442	1.20	182,220	228,412	1.20	147,389	243,623	1.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	593	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 848,748	6.00	\$ 835,992	\$ 855,637	6.00	\$ 466,991	\$ 876,284	6.00

* Numbers may not add due to rounding

Objectives for 2017-2018: Further examination of the department's processes and procedures to identify any additional 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 Department maintains the OCDSB's 156 buildings and their grounds, while constructing new schools and renovating facilities as needed to address changes in curriculum and/or health & safety codes. The Department oversees community use of the Board's properties outside of school hours and provides demographic planning to ensure suitable instructional space for students and to maximize funding grants.

Operating Resource	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Planning and Facilities Totals								
Superintendent of Planning and Facilities	\$ 139,062	1.00	\$ 135,058	\$ 140,409	1.00	\$ 77,987	\$ 156,787	1.00
Custodial Services, Trades and Maintenance, Facilities Management, Design & Construction	59,439,853	760.13	60,487,651	58,309,048	759.12	34,876,878	60,626,119	756.13
Utilities	17,905,976	-	17,181,891	17,805,976	-	9,011,735	17,805,976	-
Physical Planning	1,335,258	12.00	1,222,289	1,282,293	11.00	713,572	1,312,263	11.00
Facilities & Planning Office, Real Estate & Community Use	2,010,117	6.00	1,721,105	1,946,754	6.00	1,005,844	1,973,099	6.00
Admissions & Enrollment	349,065	4.00	356,946	350,165	4.00	194,673	365,104	4.00
Total	\$ 81,179,331	783.13	\$ 81,104,939	\$ 79,834,645	781.12	\$ 45,880,688	\$ 82,239,347	778.13

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 73,440	-	\$ 157,915	\$ 73,440	-	\$ 92,521	\$ 73,440	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	2,065,422	22.88	2,206,518	2,009,351	21.88	1,190,523	2,092,657	21.88
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	79,040,469	760.25	78,740,506	77,751,855	759.24	44,597,644	80,073,251	756.25
Other	-	-	-	-	-	-	-	-
Total	\$ 81,179,331	783.13	\$ 81,104,939	\$ 79,834,645	781.12	\$ 45,880,688	\$ 82,239,347	778.13

* Numbers may not add due to rounding

Objectives for 2017-2018: 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 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Superintendent of Planning and Facilities								
Salaries and Benefits	\$ 134,528	1.00	\$ 134,020	\$ 136,012	1.00	\$ 77,563	\$ 148,488	1.00
Staff Development	1,193	-	-	1,193	-	-	2,387	-
Supplies and Services	3,341	-	1,038	3,204	-	424	5,912	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 139,062	1.00	\$ 135,058	\$ 140,409	1.00	\$ 77,987	\$ 156,787	1.00

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	139,062	1.00	135,058	140,409	1.00	77,987	156,787	1.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 139,062	1.00	\$ 135,058	\$ 140,409	1.00	\$ 77,987	\$ 156,787	1.00

* Numbers may not add due to rounding

Objective for 2017-2018: 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 runs 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 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Custodial, Trades, Facilities Management, Design & Construction								
Salaries and Benefits	\$ 46,787,609	760.13	\$ 48,894,534	\$ 46,591,818	759.12	\$ 27,710,160	\$ 49,120,480	756.13
Staff Development	172,040	-	41,627	172,040	-	25,685	172,040	-
Supplies and Services	6,924,815	-	6,344,262	6,455,665	-	3,449,318	6,244,074	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	5,225,189	-	5,158,823	4,884,325	-	3,652,795	4,884,325	-
Other	250,000	-	-	125,000	-	-	125,000	-
Rental expense	80,200	-	48,405	80,200	-	38,920	80,200	-
Total	\$ 59,439,853	760.13	\$ 60,487,651	\$ 58,309,048	759.12	\$ 34,876,878	\$ 60,626,119	756.13

Enveloping	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Instruction	\$ -	-	\$ 75,354	\$ -	-	\$ 37,947	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	376,899	6.38	525,088	372,092	6.38	291,560	395,912	6.38
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	59,062,954	753.75	59,887,209	57,936,956	752.74	34,547,372	60,230,207	749.75
Other	-	-	-	-	-	-	-	-
Total	\$ 59,439,853	760.13	\$ 60,487,651	\$ 58,309,048	759.12	\$ 34,876,878	\$ 60,626,119	756.13

* Numbers may not add due to rounding

Objective for 2017-2018: 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 for School Condition Improvement (SCI) and Facilities Renewal (FRP) and continue with the new school capital program. Reduce the excess space within underutilized schools to reduce the cleaning 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 awareness programs in place that are very effective.

Operating Resource	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Utilities								
Salaries and Benefits	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Staff Development	-	-	-	-	-	-	-	-
Utilities	17,904,576	-	17,181,891	17,804,576	-	9,011,735	17,804,576	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	1,400	-	-	1,400	-	-	1,400	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 17,905,976	-	\$ 17,181,891	\$ 17,805,976	-	\$ 9,011,735	\$ 17,805,976	-

Enveloping	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	133,035	-	-	51,782	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	17,905,976	-	17,048,855	17,805,976	-	8,959,954	17,805,976	-
Other	-	-	-	-	-	-	-	-
Total	\$ 17,905,976	-	\$ 17,181,891	\$ 17,805,976	-	\$ 9,011,735	\$ 17,805,976	-

* Numbers may not add due to rounding

Objective for 2017-2018: Continuation of the ongoing energy management programs, including retrofits to electrical, heating and cooling systems for energy use reductions.



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 triggers staffing numbers. The 25 year student projection triggers acquisition of future school sites.

Operating Resource	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Physical Planning								
Salaries and Benefits	\$ 1,179,406	12.00	\$ 1,022,889	\$ 1,136,330	11.00	\$ 584,594	\$ 1,166,300	11.00
Staff Development	7,497	-	-	7,497	-	-	7,497	-
Supplies and Services	91,255	-	93,987	81,366	-	47,875	81,366	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	57,100	-	20,077	57,100	-	11,677	57,100	-
Other	-	-	85,337	-	-	69,426	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 1,335,258	12.00	\$ 1,222,289	\$ 1,282,293	11.00	\$ 713,572	\$ 1,312,263	11.00

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 71,400	-	\$ 82,561	\$ 71,400	-	\$ 54,574	\$ 71,400	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	1,202,436	11.50	991,923	1,148,724	10.50	553,651	1,176,894	10.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	61,422	0.50	147,805	62,169	0.50	105,347	63,969	0.50
Other	-	-	-	-	-	-	-	-
Total	\$ 1,335,258	12.00	\$ 1,222,289	\$ 1,282,293	11.00	\$ 713,572	\$ 1,312,263	11.00

* Numbers may not add due to rounding

Objective for 2017-2018: Continue to review school attendance zones to determine when changes are needed to reflect changing student numbers in the Board's main program offerings.



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 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Facilities Planning Office, Real Estate & Com								
Salaries and Benefits	\$ 1,344,924	6.00	\$ 1,359,137	\$ 1,283,374	6.00	\$ 833,460	\$ 1,309,719	6.00
Staff Development	51,510	-	1,674	51,510	-	2,102	51,510	-
Supplies and Services	37,763	-	109,613	35,950	-	27,979	35,950	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	150,000	-	156,630	150,000	-	33,101	150,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	425,920	-	94,051	425,920	-	109,202	425,920	-
Total	\$ 2,010,117	6.00	\$ 1,721,105	\$ 1,946,754	6.00	\$ 1,005,844	\$ 1,973,099	6.00

Enveloping	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	64,468	-	-	20,872	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	2,010,117	6.00	1,656,637	1,946,754	6.00	984,972	1,973,099	6.00
Other	-	-	-	-	-	-	-	-
Total	\$ 2,010,117	6.00	\$ 1,721,105	\$ 1,946,754	6.00	\$ 1,005,844	\$ 1,973,099	6.00

* Numbers may not add due to rounding

Objective for 2017-2018: 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 71,000 pupils are properly recorded to comply with the funding requirements of the provincial government.

Operating Resource	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Admissions and Enrolment								
Salaries and Benefits	\$ 334,764	4.00	\$ 346,441	\$ 336,328	4.00	\$ 189,780	\$ 351,267	4.00
Staff Development	1,581	-	204	1,581	-	-	1,581	-
Supplies and Services	10,680	-	10,301	10,216	-	4,893	10,216	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	2,040	-	-	2,040	-	-	2,040	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 349,065	4.00	\$ 356,946	\$ 350,165	4.00	\$ 194,673	\$ 365,104	4.00

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 2,040	-	\$ -	\$ 2,040	-	\$ -	\$ 2,040	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	347,025	4.00	356,946	348,125	4.00	194,673	363,064	4.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 349,065	4.00	\$ 356,946	\$ 350,165	4.00	\$ 194,673	\$ 365,104	4.00

* Numbers may not add due to rounding

Objective for 2017-2018: 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.

Registration of students from outside of Ontario.



Expenditures – Curriculum Services

Curriculum Services

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

Operating Resource	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Curriculum Totals								
Superintendent of Curriculum Services	\$ 669,125	2.00	\$ 695,749	\$ 651,877	2.00	\$ 530,508	\$ 770,832	2.00
Curriculum Department	7,585,433	48.00	10,160,875	6,971,738	44.00	5,854,206	8,553,795	45.00
Family Reception Centre	548,049	6.00	491,035	554,640	6.00	295,802	459,997	5.00
Quality Assurance	1,117,751	10.00	1,076,979	1,067,662	9.00	462,325	-	-
Total	\$ 9,920,357	66.00	\$ 12,424,637	\$ 9,245,917	61.00	\$ 7,142,841	\$ 9,784,624	52.00

Enveloping	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Instruction	\$ 9,631,698	64.00	\$ 12,142,158	\$ 8,974,506	59.00	\$ 6,997,818	\$ 9,515,278	50.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	288,659	2.00	282,479	271,411	2.00	145,024	269,346	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 9,920,357	66.00	\$ 12,424,637	\$ 9,245,917	61.00	\$ 7,142,841	\$ 9,784,624	52.00

* Numbers may not add due to rounding

Objectives for 2017-2018: Continued implementation of all Curriculum and Ministry of Education initiatives.



Expenditures – Curriculum Services

Curriculum Services - Superintendent of Curriculum Services

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

Operating Resource	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Superintendent of Curriculum Services								
Salaries and Benefits	\$ 279,589	2.00	\$ 265,388	\$ 262,615	2.00	\$ 140,156	\$ 261,045	2.00
Staff Development	2,387	-	1,042	2,387	-	1,022	2,387	-
Supplies and Services	6,683	-	13,207	6,409	-	7,480	76,934	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	380,466	-	416,113	380,466	-	381,851	430,466	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 669,125	2.00	\$ 695,749	\$ 651,877	2.00	\$ 530,508	\$ 770,832	2.00

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 380,466	-	\$ 416,113	\$ 380,466	-	\$ 386,099	\$ 501,486	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	288,659	2.00	279,636	271,411	2.00	144,409	269,346	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 669,125	2.00	\$ 695,749	\$ 651,877	2.00	\$ 530,508	\$ 770,832	2.00

* Numbers may not add due to rounding

Objectives for 2017-2018: 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 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Curriculum Department								
Salaries and Benefits	\$ 4,577,097	48.00	\$ 7,457,961	\$ 4,342,063	44.00	\$ 4,501,984	\$ 4,889,736	45.00
Staff Development	(48,567)	-	133,776	(727,219)	-	66,038	(19,587)	-
Supplies and Services	3,206,058	-	1,902,773	3,516,894	-	1,228,076	3,683,646	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	(149,155)	-	666,358	(160,000)	-	55,966	-	-
Other	-	-	7	-	-	2,143	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 7,585,433	48.00	\$ 10,160,875	\$ 6,971,738	44.00	\$ 5,854,206	\$ 8,553,795	45.00

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 7,585,433	48.00	\$ 10,158,032	\$ 6,971,738	44.00	\$ 5,853,592	\$ 8,553,795	45.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	2,842	-	-	615	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 7,585,433	48.00	\$ 10,160,875	\$ 6,971,738	44.00	\$ 5,854,206	\$ 8,553,795	45.00

* Numbers may not add due to rounding

Objectives for 2017-2018: 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), lead system-wide networks in subject areas of focus (e.g., mathematics), 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 liaison 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 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Family Reception Centre								
Salaries and Benefits	\$ 504,675	6.00	\$ 479,912	\$ 513,904	6.00	\$ 287,827	\$ 419,261	5.00
Staff Development	5,100	-	422	5,100	-	200	5,100	-
Supplies and Services	38,274	-	10,701	35,636	-	7,775	35,636	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 548,049	6.00	\$ 491,035	\$ 554,640	6.00	\$ 295,802	\$ 459,997	5.00

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 548,049	6.00	\$ 491,035	\$ 554,640	6.00	\$ 295,802	\$ 459,997	5.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 548,049	6.00	\$ 491,035	\$ 554,640	6.00	\$ 295,802	\$ 459,997	5.00

* 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 - Quality Assurance

The Quality Assurance 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 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Quality Assurance								
Salaries and Benefits	\$ 869,443	10.00	\$ 1,019,040	\$ 896,394	9.00	\$ 449,035	\$ -	-
Staff Development	71,604	-	1,735	2,448	-	907	-	-
Supplies and Services	176,704	-	53,943	168,820	-	12,383	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	2,260	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 1,117,751	10.00	\$ 1,076,979	\$ 1,067,662	9.00	\$ 462,325	\$ -	-

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 1,117,751	10.00	\$ 1,076,979	\$ 1,067,662	9.00	\$ 462,325	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 1,117,751	10.00	\$ 1,076,979	\$ 1,067,662	9.00	\$ 462,325	\$ -	-

* Numbers may not add due to rounding

Effective 2017-2018 Quality Assurance is reported in 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 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Director Totals								
Director's Office	\$ 772,050	3.00	\$ 579,572	\$ 673,252	3.00	\$ 395,917	\$ 696,025	3.00
Superintendents and Administrative Assistants	1,821,486	14.00	1,572,058	1,369,150	11.00	824,549	1,441,888	10.50
Legal Advisor	596,981	1.00	494,599	545,271	1.00	256,525	545,756	1.00
Total	\$ 3,190,518	18.00	\$ 2,646,229	\$ 2,587,672	15.00	\$ 1,476,991	\$ 2,683,669	14.50

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 21,360	-	\$ 13,049	\$ 21,360	-	\$ 1,740	\$ 21,360	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	3,169,158	18.00	2,633,181	2,566,312	15.00	1,475,251	2,662,309	14.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 3,190,518	18.00	\$ 2,646,229	\$ 2,587,672	15.00	\$ 1,476,991	\$ 2,683,669	14.50

* 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

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 objectives. 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 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Director's Office								
Salaries and Benefits	\$ 437,414	3.00	\$ 404,329	\$ 415,647	3.00	\$ 249,207	\$ 438,420	3.00
Staff Development	80,697	-	12,716	80,697	-	11,608	80,697	-
Supplies and Services	83,939	-	128,773	56,908	-	47,714	56,908	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	170,000	-	33,754	120,000	-	87,388	120,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 772,050	3.00	\$ 579,572	\$ 673,252	3.00	\$ 395,917	\$ 696,025	3.00

Enveloping	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Instruction	\$ 21,360	-	\$ 13,049	\$ 21,360	-	\$ 1,740	\$ 21,360	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	750,690	3.00	566,523	651,892	3.00	394,177	674,665	3.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 772,050	3.00	\$ 579,572	\$ 673,252	3.00	\$ 395,917	\$ 696,025	3.00

* Numbers may not add due to rounding

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



Expenditures – Office of the Director

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 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Superintendents & Administrative Assistants								
Salaries and Benefits	\$ 1,821,486	14.00	\$ 1,572,058	\$ 1,369,150	11.00	\$ 824,549	\$ 1,441,888	10.50
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	-	-	-	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 1,821,486	14.00	\$ 1,572,058	\$ 1,369,150	11.00	\$ 824,549	\$ 1,441,888	10.50

Enveloping	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	1,821,486	14.00	1,572,058	1,369,150	11.00	824,549	1,441,888	10.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 1,821,486	14.00	\$ 1,572,058	\$ 1,369,150	11.00	\$ 824,549	\$ 1,441,888	10.50

* 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

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 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Legal Services								
Salaries and Benefits	\$ -	-	\$ -	\$ -	1.00	\$ -	\$ -	1.00
Staff Development	1,530	-	-	1,530	-	-	1,530	-
Supplies and Services	6,120	-	185	5,814	-	-	5,814	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	589,331	1.00	494,414	537,927	-	256,525	538,412	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 596,981	1.00	\$ 494,599	\$ 545,271	1.00	\$ 256,525	\$ 545,756	1.00

Enveloping	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	596,981	1.00	494,599	545,271	1.00	256,525	545,756	1.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 596,981	1.00	\$ 494,599	\$ 545,271	1.00	\$ 256,525	\$ 545,756	1.00

* Numbers may not add due to rounding

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



Expenditures – Corporate Services

Corporate Services

Corporate Services provides public policy and operational support to the school district through the Communications & Information Services Department, Board Services, Corporate Records, Quality Assurance (effective 2017-2018), 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 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Corporate Services Totals								
Executive Officer	\$ 387,835	3.00	\$ 458,987	\$ 395,408	3.00	\$ 287,632	\$ 425,398	3.00
Board Services	733,103	7.00	502,553	736,968	7.00	304,253	686,245	6.00
Communications	1,054,739	10.00	1,049,789	1,015,613	9.00	630,872	1,055,304	9.00
Corporate Records	516,608	5.00	567,509	517,052	5.00	307,641	646,827	6.00
Quality Assurance	-	-	-	-	-	-	1,023,990	8.00
Trustees	421,664	12.00	321,088	389,397	12.00	190,916	385,420	12.00
Total	\$ 3,113,949	37.00	\$ 2,899,926	\$ 3,054,438	36.00	\$ 1,721,315	\$ 4,223,185	44.00

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 477,781	4.80	\$ 625,752	\$ 487,104	4.80	\$ 375,051	\$ 1,633,352	14.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	2,636,169	32.20	2,274,174	2,567,334	31.20	1,346,264	2,589,833	30.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 3,113,949	37.00	\$ 2,899,926	\$ 3,054,438	36.00	\$ 1,721,315	\$ 4,223,185	44.00

* Numbers may not add due to rounding

Provides support in the area of strategic plan and measurement.



Expenditures – Corporate Services

Corporate Services - Executive Officer

The Executive Officer oversees the Corporate Services division which includes Board Services, Communications, Corporate Records and Quality Assurance.

Operating Resource	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Executive Officer								
Salaries and Benefits	\$ 367,645	3.00	\$ 363,455	\$ 375,742	3.00	\$ 214,693	\$ 405,977	3.00
Staff Development	2,387	-	1,182	2,387	-	-	2,387	-
Supplies and Services	17,803	-	86,315	17,279	-	72,939	17,034	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	8,035	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 387,835	3.00	\$ 458,987	\$ 395,408	3.00	\$ 287,632	\$ 425,398	3.00

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 6,120	-	\$ 105,213	\$ 6,120	-	\$ 77,818	\$ 6,120	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	381,715	3.00	353,774	389,288	3.00	209,814	419,278	3.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 387,835	3.00	\$ 458,987	\$ 395,408	3.00	\$ 287,632	\$ 425,398	3.00

* Numbers may not add due to rounding

Provides support in the area of strategic plan and measurement.



Expenditures – Corporate Services

Corporate Services - Board Services

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

Operating Resource	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Board Services								
Salaries and Benefits	\$ 620,079	7.00	\$ 451,951	\$ 629,985	7.00	\$ 277,763	\$ 579,263	6.00
Staff Development	10,550	-	384	10,550	-	-	10,550	-
Supplies and Services	96,725	-	50,218	90,683	-	26,490	90,683	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	5,749	-	-	5,749	-	-	5,749	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 733,103	7.00	\$ 502,553	\$ 736,968	7.00	\$ 304,253	\$ 686,245	6.00

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	733,103	7.00	502,553	736,968	7.00	304,253	686,245	6.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 733,103	7.00	\$ 502,553	\$ 736,968	7.00	\$ 304,253	\$ 686,245	6.00

* 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 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Communications								
Salaries and Benefits	\$ 778,163	10.00	\$ 801,061	\$ 750,315	9.00	\$ 466,323	\$ 790,006	9.00
Staff Development	3,723	-	1,024	3,723	-	-	3,723	-
Supplies and Services	252,053	-	223,882	240,775	-	164,549	240,775	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	20,800	-	23,822	20,800	-	-	20,800	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 1,054,739	10.00	\$ 1,049,789	\$ 1,015,613	9.00	\$ 630,872	\$ 1,055,304	9.00

Enveloping	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Instruction	\$ 63,496	0.80	\$ 65,246	\$ 64,213	0.80	\$ 41,882	\$ 84,782	1.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	991,243	9.20	984,543	951,400	8.20	588,991	970,522	8.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 1,054,739	10.00	\$ 1,049,789	\$ 1,015,613	9.00	\$ 630,872	\$ 1,055,304	9.00

* Numbers may not add due to rounding

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



Expenditures – Corporate Services

Corporate Services - Corporate Records

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

Operating Resource	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Corporate Records								
Salaries and Benefits	\$ 328,483	5.00	\$ 355,831	\$ 338,892	5.00	\$ 230,217	\$ 418,667	6.00
Staff Development	816	-	471	816	-	204	816	-
Supplies and Services	187,309	-	211,207	177,344	-	77,220	227,344	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 516,608	5.00	\$ 567,509	\$ 517,052	5.00	\$ 307,641	\$ 646,827	6.00

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 408,164	4.00	\$ 455,293	\$ 416,771	4.00	\$ 255,352	\$ 518,460	5.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	108,444	1.00	112,215	100,281	1.00	52,290	128,367	1.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 516,608	5.00	\$ 567,509	\$ 517,052	5.00	\$ 307,641	\$ 646,827	6.00

* Numbers may not add due to rounding

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



Expenditures – Corporate Services

Corporate Services - Quality Assurance

The Quality Assurance 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 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Quality Assurance								
Salaries and Benefits	\$ 869,443	10.00	\$ 1,019,040	\$ 896,394	9.00	\$ 449,035	\$ 852,722	8.00
Staff Development	71,604	-	1,735	2,448	-	907	2,448	-
Supplies and Services	176,704	-	53,943	168,820	-	12,383	168,820	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	2,260	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 1,117,751	10.00	\$ 1,076,979	\$ 1,067,662	9.00	\$ 462,325	\$ 1,023,990	8.00

Enveloping	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Instruction	\$ 1,117,751	10.00	\$ 1,076,979	\$ 1,067,662	9.00	\$ 462,325	\$ 1,023,990	8.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 1,117,751	10.00	\$ 1,076,979	\$ 1,067,662	9.00	\$ 462,325	\$ 1,023,990	8.00

* Numbers may not add due to rounding

Objectives for 2017-2018: Continued implementation of all Curriculum and Ministry of Education initiatives. Prior to 2017-2018 Quality Assurance was reported in Curriculum Services. Amounts prior to 2017-2018 are shown for comparative purposes only and are not included in Departmental summary page.



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 71,000 students in 143 schools and sites. Trustees are empowered under the Education Act to set policy for the operation of all public schools in the Ottawa area.

Operating Resource	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Trustees								
Salaries and Benefits	\$ 248,067	12.00	\$ 197,801	\$ 210,800	12.00	\$ 109,612	\$ 206,823	12.00
Staff Development	53,100	-	43,220	70,100	-	29,818	70,100	-
Supplies and Services	120,497	-	77,566	108,497	-	51,485	108,497	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	2,500	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 421,664	12.00	\$ 321,088	\$ 389,397	12.00	\$ 190,916	\$ 385,420	12.00

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	421,664	12.00	321,088	389,397	12.00	190,916	385,420	12.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 421,664	12.00	\$ 321,088	\$ 389,397	12.00	\$ 190,916	\$ 385,420	12.00

* 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 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Human Resource Totals								
Superintendent of Human Resources	\$ 503,764	2.00	\$ 533,046	\$ 507,816	2.00	\$ 323,382	\$ 575,065	2.00
Human Resource Staff Development	704,471	1.00	577,164	967,285	1.00	304,309	778,943	2.00
Staffing, HRIS and Wellness/Disability Mgt	3,412,375	37.00	3,577,955	3,445,949	36.00	1,683,006	3,728,757	38.50
Labour Relations	694,541	5.50	643,215	704,633	5.50	381,573	685,713	5.00
Occupational Health and Safety	755,641	5.00	894,048	766,225	5.00	593,325	1,095,386	5.50
Elementary and Secondary Staffing Committee Resources	166,461	1.67	173,952	169,419	1.67	111,319	178,127	1.67
Total	\$ 6,237,254	52.17	\$ 6,399,379	\$ 6,561,328	51.17	\$ 3,396,914	\$ 7,041,992	54.67

Enveloping	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Instruction	\$ 1,991,790	9.17	\$ 1,892,745	\$ 2,271,401	9.17	\$ 1,085,551	\$ 2,517,710	11.17
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	4,182,960	43.00	4,376,852	4,252,023	42.00	2,230,211	4,486,378	43.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	62,504	-	129,783	37,904	-	81,153	37,904	-
Other	-	-	-	-	-	-	-	-
Total	\$ 6,237,254	52.17	\$ 6,399,379	\$ 6,561,328	51.17	\$ 3,396,914	\$ 7,041,992	54.67

* Numbers may not add due to rounding

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



Expenditures – Human Resources

Human Resources - Superintendent of Human Resources

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

Operating Resource	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Superintendent of Human Resources								
Salaries and Benefits	\$ 274,694	2.00	\$ 350,725	\$ 309,020	2.00	\$ 217,642	\$ 326,764	2.00
Staff Development	32,387	-	1,022	2,387	-	1,496	52,387	-
Supplies and Services	6,683	-	12,460	6,409	-	5,754	5,914	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	190,000	-	168,840	190,000	-	98,490	190,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 503,764	2.00	\$ 533,046	\$ 507,816	2.00	\$ 323,382	\$ 575,065	2.00

Enveloping	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Instruction	\$ 182,000	-	\$ 209,575	\$ 182,000	-	\$ 140,754	\$ 232,000	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	321,764	2.00	323,471	325,816	2.00	182,629	343,065	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 503,764	2.00	\$ 533,046	\$ 507,816	2.00	\$ 323,382	\$ 575,065	2.00

* Numbers may not add due to rounding

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



Expenditures – Human Resources

Human Resources - Human Resource Staff Development

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

Operating Resource	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Human Resource Staff Development								
Salaries and Benefits	\$ 94,199	1.00	\$ 159,310	\$ 100,121	1.00	\$ 254,929	\$ 159,013	2.00
Staff Development	610,272	-	406,268	837,164	-	47,780	589,930	-
Supplies and Services	-	-	9,986	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	1,600	30,000	-	1,600	30,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 704,471	1.00	\$ 577,164	\$ 967,285	1.00	\$ 304,309	\$ 778,943	2.00

Enveloping	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Instruction	\$ 704,471	1.00	\$ 575,495	\$ 967,285	1.00	\$ 302,709	\$ 778,943	2.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	1,669	-	-	1,600	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 704,471	1.00	\$ 577,164	\$ 967,285	1.00	\$ 304,309	\$ 778,943	2.00

* 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 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Staffing, HRIS & Wellness/Disability Mgt								
Salaries and Benefits	\$ 3,179,395	37.00	\$ 3,417,205	\$ 3,220,355	36.00	\$ 1,596,379	\$ 3,503,163	38.50
Staff Development	45,848	-	31,972	45,848	-	22,197	45,848	-
Supplies and Services	171,832	-	124,687	164,446	-	63,000	164,446	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	15,300	-	4,091	15,300	-	1,430	15,300	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 3,412,375	37.00	\$ 3,577,955	\$ 3,445,949	36.00	\$ 1,683,006	\$ 3,728,757	38.50

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 366,390	2.40	\$ 311,747	\$ 368,655	2.40	\$ 134,114	\$ 465,436	3.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	3,021,385	34.60	3,266,208	3,077,293	33.60	1,548,892	3,263,321	35.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	24,600	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 3,412,375	37.00	\$ 3,577,955	\$ 3,445,949	36.00	\$ 1,683,006	\$ 3,728,757	38.50

* 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 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Labour Relations								
Salaries and Benefits	\$ 599,540	5.50	\$ 580,413	\$ 620,287	5.50	\$ 321,473	\$ 601,367	5.00
Staff Development	21,562	-	6,089	13,413	-	5,097	13,413	-
Supplies and Services	53,040	-	17,329	9,733	-	12,639	9,733	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	20,400	-	39,385	61,200	-	42,364	61,200	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 694,541	5.50	\$ 643,215	\$ 704,633	5.50	\$ 381,573	\$ 685,713	5.00

Enveloping	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Instruction	\$ 25,848	-	\$ 7,129	\$ 25,848	-	\$ 2,528	\$ 25,848	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	668,693	5.50	636,086	678,785	5.50	379,045	659,865	5.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 694,541	5.50	\$ 643,215	\$ 704,633	5.50	\$ 381,573	\$ 685,713	5.00

* 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 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Occupational Health and Safety								
Salaries and Benefits	\$ 407,480	5.00	\$ 467,161	\$ 421,634	5.00	\$ 273,319	\$ 500,795	5.50
Staff Development	230,305	-	257,292	230,305	-	182,231	230,305	-
Supplies and Services	84,706	-	63,583	81,136	-	93,951	331,136	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	33,150	-	106,013	33,150	-	43,824	33,150	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 755,641	5.00	\$ 894,048	\$ 766,225	5.00	\$ 593,325	\$ 1,095,386	5.50

Enveloping	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Instruction	\$ 546,619	4.10	\$ 614,848	\$ 558,193	4.10	\$ 394,127	\$ 837,355	4.50
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	171,118	0.90	149,417	170,128	0.90	118,045	220,127	1.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	37,904	-	129,783	37,904	-	81,153	37,904	-
Other	-	-	-	-	-	-	-	-
Total	\$ 755,641	5.00	\$ 894,048	\$ 766,225	5.00	\$ 593,325	\$ 1,095,386	5.50

* 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 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 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Elementary & Secondary Staffing Committee								
Salaries and Benefits	\$ 159,866	1.67	\$ 173,952	\$ 164,777	1.67	\$ 111,319	\$ 173,485	1.67
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	6,595	-	-	4,642	-	-	4,642	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 166,461	1.67	\$ 173,952	\$ 169,419	1.67	\$ 111,319	\$ 178,127	1.67

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 166,461	1.67	\$ 173,952	\$ 169,419	1.67	\$ 111,319	\$ 178,127	1.67
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 166,461	1.67	\$ 173,952	\$ 169,419	1.67	\$ 111,319	\$ 178,127	1.67

* Numbers may not add due to rounding

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



Expenditures – Continuing Education

Continuing Education

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

Operating Resource	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Continuing Education								
Salaries and Benefits	\$ 8,616,373	19.00	\$ 9,496,332	\$ 8,751,506	15.00	\$ 4,739,251	\$ 9,061,852	15.00
Staff Development	1,400	-	5,716	1,400	-	14,887	1,400	-
Supplies and Services	642,779	-	562,341	409,040	-	264,257	450,837	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	5,000	-	16,920	5,000	-	18,752	6,129	-
Other	-	-	-	-	-	-	-	-
Rental expense	464,908	-	480,967	415,620	-	311,766	415,620	-
Total	\$ 9,730,460	19.00	\$ 10,562,276	\$ 9,582,566	15.00	\$ 5,348,912	\$ 9,935,838	15.00

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	9,730,460	19.00	10,562,276	9,582,566	15.00	5,348,354	9,935,838	15.00
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	558	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 9,730,460	19.00	\$ 10,562,276	\$ 9,582,566	15.00	\$ 5,348,912	\$ 9,935,838	15.00

* Numbers may not add due to rounding

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



Expenditures - Transportation

Transportation / OSTA

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

Operating Resource	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Transportation / OSTA								
Salaries and Benefits	\$ 1,108,766	-	\$ 1,268,254	\$ 1,091,881	-	\$ 716,271	\$ 1,277,034	-
Staff Development	15,472	-	-	15,598	-	-	15,562	-
Supplies and Services	365,648	-	325,654	369,528	-	330,223	404,623	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	35,109,805	-	35,717,375	36,331,314	-	25,330,098	38,299,771	-
Other	136,000	-	-	136,000	-	-	136,000	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 36,735,691	-	\$ 37,311,282	\$ 37,944,321	-	\$ 26,376,591	\$ 40,132,990	-

Enveloping	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	36,735,691	-	37,311,282	37,944,321	-	26,376,591	40,132,990	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 36,735,691	-	\$ 37,311,282	\$ 37,944,321	-	\$ 26,376,591	\$ 40,132,990	-

* Numbers may not add due to rounding

The Effectiveness and Efficiency Review of OSTA operations resulted in increased funding for transportation 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 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Business and Learning Technologies								
Salaries and Benefits	\$ 7,225,441	93.00	\$ 7,010,912	\$ 7,193,705	91.00	\$ 3,940,506	\$ 7,969,124	95.00
Staff Development	20,600	-	19,186	20,600	-	14,674	20,600	-
Supplies and Services	3,258,745	-	1,975,371	3,157,959	-	1,022,954	4,246,887	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	4,703,910	-	6,376,321	3,938,910	-	4,024,102	3,866,610	-
Other	-	-	1,806	-	-	578	-	-
Rental expense	392,851	-	273,104	392,851	-	23,788	392,851	-
Total	\$ 15,601,547	93.00	\$ 15,656,699	\$ 14,704,025	91.00	\$ 9,026,603	\$ 16,496,072	95.00

Enveloping	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Instruction	\$ 13,705,546	79.60	\$ 14,288,158	\$ 12,920,287	79.00	\$ 8,420,730	\$ 14,238,474	82.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	1,896,001	13.40	1,368,542	1,783,738	12.00	605,872	2,257,598	13.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 15,601,547	93.00	\$ 15,656,699	\$ 14,704,025	91.00	\$ 9,026,603	\$ 16,496,072	95.00

* Numbers may not add due to rounding

The objective for our District is to have a fully mobile and user-accessible technology environment. In addition to investing in the tools and infrastructure that supports student learning, an ongoing priority is the renewal of our corporate infrastructure that supports regular business functions and is critical to maintaining day-to-day operations.



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 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Debt and Other Expense Totals								
Staff on Loan	\$ 6,682,507	68.32	\$ 7,391,141	\$ 7,422,413	76.42	\$ 4,334,911	\$ 7,644,375	72.65
Extended Day Program	12,014,625	226.53	12,939,953	13,085,558	226.53	8,171,798	15,912,644	238.27
Infant, Toddler & Preschool Childcare Program	2,117,518	37.50	2,210,996	2,250,045	37.50	1,274,744	1,982,614	31.25
Facilities Renewal Plan	7,334,833	-	7,745,415	6,521,333	-	2,838,469	6,583,122	-
Debentures and long term debt	49,051,603	-	50,814,562	50,702,815	-	27,794,667	55,142,443	-
Total	\$ 77,201,087	332.35	\$ 81,102,067	\$ 79,982,164	340.45	\$ 44,414,590	\$ 87,265,198	342.17

Enveloping	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Instruction	\$ 150,000	-	\$ 882,136	\$ -	-	\$ 155,148	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	50,000	-	438,298	-	-	144,929	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	53,663,321	-	54,716,694	47,522,480	-	30,333,059	52,654,995	-
Other	23,337,766	332.35	25,064,939	32,459,684	340.45	13,781,454	34,610,203	342.17
Total	\$ 77,201,087	332.35	\$ 81,102,067	\$ 79,982,164	340.45	\$ 44,414,590	\$ 87,265,198	342.17

* 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.

Operating Resource	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Staff on Loan								
Salaries and Benefits	\$ 6,682,507	68.32	\$ 7,390,923	\$ 7,422,413	76.42	\$ 4,334,911	\$ 7,644,375	72.65
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	-	-	218	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 6,682,507	68.32	\$ 7,391,141	\$ 7,422,413	76.42	\$ 4,334,911	\$ 7,644,375	72.65

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	6,682,507	68.32	7,391,141	7,422,413	76.42	4,334,911	7,644,375	72.65
Total	\$ 6,682,507	68.32	\$ 7,391,141	\$ 7,422,413	76.42	\$ 4,334,911	\$ 7,644,375	72.65

* 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 parents of students in the kindergarten program to age twelve (end of grade 6) with access to before and after school programs. The programs are led by registered Early Childhood Educators who deliver the Ministry of Education's EDP curriculum which includes recreational and social opportunities for children. EDP is offered on a cost recovery basis.

Operating Resource	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Extended Day Program								
Salaries and Benefits	\$ 10,934,493	226.53	\$ 12,286,761	\$ 11,070,559	226.53	\$ 7,325,627	\$ 14,452,475	238.27
Staff Development	68,001	-	-	68,001	-	-	280,502	-
Supplies and Services	1,012,131	-	647,872	1,946,998	-	243,981	1,179,667	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	5,320	-	-	602,191	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 12,014,625	226.53	\$ 12,939,953	\$ 13,085,558	226.53	\$ 8,171,798	\$ 15,912,644	238.27

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ 266	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	12,014,625	226.53	12,939,687	13,085,558	226.53	8,171,798	15,912,644	238.27
Total	\$ 12,014,625	226.53	\$ 12,939,953	\$ 13,085,558	226.53	\$ 8,171,798	\$ 15,912,644	238.27

* Numbers may not add due to rounding

Objectives for 2017-2018: All OCDSB schools with full day kindergarten programs will offer an extended day program before and after school, subject to sufficient enrolment. EDP totals do not include departmental salary allocation for 2016-2017 and 2017-2018 of approximately \$900,000 and \$700,000, respectively.



Expenditures – Debt and Other Expenses

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

The District assumed the operations of the Ottawa School Day Nursery (OSDN), effective September 2013. OSDN had offered a range of child care services at a number of the District's schools. Care for school age children was combined with the District's Extended Day Program when operations were assumed. The remaining operations, presently called the Infant, Toddler & Preschool Childcare Program (formerly the Ottawa-Carleton District School Board Child Care Centres (OCDsB CCC)), are licensed daycare programs which continue to be offered at Woodroffe and Rideau High Schools.

Operating Resource	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Infant, Toddler & Preschool Childcare Program								
Salaries and Benefits	\$ 1,823,654	37.50	\$ 2,061,683	\$ 1,956,181	37.50	\$ 1,202,833	\$ 1,858,058	31.25
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	293,864	-	142,894	293,864	-	71,911	124,556	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	6,419	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 2,117,518	37.50	\$ 2,210,996	\$ 2,250,045	37.50	\$ 1,274,744	\$ 1,982,614	31.25

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	2,117,518	37.50	2,210,996	2,250,045	37.50	1,274,744	1,982,614	31.25
Total	\$ 2,117,518	37.50	\$ 2,210,996	\$ 2,250,045	37.50	\$ 1,274,744	\$ 1,982,614	31.25

* Numbers may not add due to rounding

Review the operations of the Child Care Centres to identify opportunities to improve operational efficiencies in the delivery of services with the objective of offering quality programs on a full cost recovery basis.



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 Students 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 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Facilities Renewal Plan								
Salaries and Benefits	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	5,087,333	-	5,716,878	5,087,333	-	2,385,857	5,683,122	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other - Portable moving expense	2,247,500	-	2,028,537	1,434,000	-	452,612	900,000	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 7,334,833	-	\$ 7,745,415	\$ 6,521,333	-	\$ 2,838,469	\$ 6,583,122	-

Enveloping	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	7,334,833	-	7,745,415	6,521,333	-	2,838,469	6,583,122	-
Other	-	-	-	-	-	-	-	-
Total	\$ 7,334,833	-	\$ 7,745,415	\$ 6,521,333	-	\$ 2,838,469	\$ 6,583,122	-

* 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. 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 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Debentures and Long Term Debt								
Employee future benefits (PSAB)	\$ -	-	\$ 1,160,173	\$ -	-	\$ 507,551	\$ -	-
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	200,000	-	20,698	-	-	(3,306)	-	-
Interest Charges	7,182,761	-	7,185,472	6,878,553	-	3,642,915	6,547,455	-
Fees and Contractual	250,000	-	155,261	250,000	-	119,656	250,000	-
Other	2,823,115	-	2,573,445	2,823,115	-	27,117	2,523,115	-
Rental expense	-	-	-	-	-	-	-	-
Amortization	38,595,727	-	39,719,514	40,751,147	-	23,500,734	45,821,873	-
Total	\$ 49,051,603	-	\$ 50,814,562	\$ 50,702,815	-	\$ 27,794,667	\$ 55,142,443	-

Enveloping	Approved 2015-2016		Year End 2015-2016	Approved 2016-2017		31 March 2017	Recommended 2017-2018	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Instruction	\$ 150,000	-	\$ 881,870	\$ -	-	\$ 155,148	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	50,000	-	438,298	-	-	144,929	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	46,328,488	-	46,971,279	41,001,147	-	27,494,590	46,071,873	-
Other	2,523,115	-	2,523,115	9,701,668	-	-	9,070,570	-
Total	\$ 49,051,603	-	\$ 50,814,562	\$ 50,702,815	-	\$ 27,794,667	\$ 55,142,443	-

* 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.



Expenditures – Retirement Gratuities and Other Payments

Retirement Gratuities, Other Payments and Adjustments

Employee future benefits are amounts payable at termination, after completion of employment or while an employee is on short or long-term disability. The benefits include gratuity payments arising from the cumulative sick leave plan that was discontinued in August 2012, compensated absences relating to the sick leave plan implemented in September 2012, the provision of health and dental coverage to certain groups of retired employees and the waiver of benefit premiums for employees on long-term disability. The District relies on actuarial valuations in determining costs associated with employee future benefits.

Operating Resource	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Retirement Gratuities, Other Pmts & Adj Total								
Retirement Gratuities	\$ 6,251,406	-	\$ 7,309,086	\$ 4,670,299	-	\$ 2,514,607	\$ 4,677,840	-
Budget Reductions to be allocated	(709,091)	-	-	-	-	-	-	-
PSAB	-	-	-	-	-	-	-	-
Total	\$ 5,542,315	-	\$ 7,309,086	\$ 4,670,299	-	\$ 2,514,607	\$ 4,677,840	-

Enveloping	Approved 2015-2016		Year End 2015-2016 Actual \$	Approved 2016-2017		31 March 2017 Actual \$	Recommended 2017-2018	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 1,436,954	-	\$ 7,089,833	\$ 3,118,010	-	\$ 2,246,136	\$ 3,824,958	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	(39,472)	-	172,540	368,903	-	268,471	370,967	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	382,346	-	46,713	1,183,386	-	-	481,915	-
Other	3,762,487	-	-	-	-	-	-	-
Total	\$ 5,542,315	-	\$ 7,309,086	\$ 4,670,299	-	\$ 2,514,607	\$ 4,677,840	-

* Numbers may not add due to rounding

Expenses reflect net in-year costs as well as the amortization of the unfunded liability that existed at 31 August 2012.



Capital Budget



Capital Expenditure Budget

	Estimated Expenditures for 2017-2018	Funding Sources			Total
		Ministry Funding	Capital Expenses from Operating Budget	Capital Reserves	Capital Funding
Buildings, Additions and Portables:					
Capital Priorities	\$ 4,446,556	\$ 4,446,556			\$ 4,446,556
Education Development Charges	8,000,000			\$ 8,000,000	8,000,000
School Renewal	8,421,996	8,421,996			8,421,996
School Condition Improvement	51,839,435	51,839,435			51,839,435
Greenhouse Gas Reduction Fund	3,470,790	3,470,790			3,470,790
Sub-Total	\$ 76,178,777	\$ 68,178,777	\$ -	\$ 8,000,000	\$ 76,178,777
Other Assets:					
Furniture, Equipment, Computer Hardware & Software	\$ 832,075		\$ 832,075		\$ 832,075
Sub-Total	\$ 832,075	\$ -	\$ 832,075	\$ -	\$ 832,075
Total	\$ 77,010,852	\$ 68,178,777	\$ 832,075	\$ 8,000,000	\$ 77,010,852

Numbers may not add due to rounding

Note the following:

2017-2018 Total School Renewal Allocation:	\$ 14,124,287
2017-2018 Total School Condition Improvement Allocation:	\$ 41,883,180



Accumulated Surplus (Reserves)



Accumulated Surplus (Reserves)

	Projected as at 31 August 2018	Projected as at 31 August 2017	Change Increase / (Decrease)
Available for Compliance - Unappropriated			
Operating Accumulated Surplus	\$ 507,000	\$ 464,000	\$ 43,000
Available for Compliance - Internally Appropriated			
Employee Future Benefits	3,400,000	3,400,000	-
Supplies and Equipment	80,000	80,000	-
Sub-Total (Subject to Board Decision)	\$ 3,987,000	\$ 3,944,000	\$ 43,000
Restricted - Committed Capital	\$ 476,000	\$ 515,000	\$ (39,000)
Sub-Total	\$ 476,000	\$ 515,000	\$ (39,000)
Total	\$ 4,463,000	\$ 4,459,000	\$ 4,000

Numbers may not add due to rounding

The accumulated surplus includes a restricted amount for committed capital which supports amortization expenses related to capital assets acquired in past years. This restriction means that the funds cannot be used for any other purpose.



Background Information



Special Education – Revenues and Expenses

Grant Revenues	2016-2017 Approved Budget *	2017-2018 Recommended Budget
Special Education Allocation		
Special Education Per Pupil Amount (SEPPA)	\$ 50,261,687	\$ 52,322,377
Differentiated Special Education Needs Amount (DSENA)	34,708,950	34,473,135
Behavioural Expertise Amount (BEA)	282,557	290,109
Special Incidence Portion (SIP)	2,176,694	1,799,400
Specialized Equipment Amount (SEA)	3,012,122	3,151,937
Less SEA Deferred Revenue	(640,577)	(525,977)
Sub-Total: Special Education Grants	\$ 89,801,433	\$ 91,510,981
Special Education Grant Allocations		
Proportionate Foundation Allocation	\$ 10,070,714	\$ 9,735,406
Proportionate Teacher Compensation Allocation	1,614,248	1,692,813
Sub-Total: Special Education Grant Allocations	\$ 11,684,962	\$ 11,428,219
Special Education Other Grants		
Summer Learning Program	\$ 117,822	\$ 99,054
Local Priorities Fund (Teachers, PSSP and Educational Assistants)		3,846,765
Sub-Total: Special Education - Other Grants	\$ 117,822	\$ 3,945,819
Special Education Other Income		
Autism Support and Training-Grant	\$ 105,076	\$ 105,677
Other Revenue from Recoveries	570,000	642,525
Education Program Grants - Other (EPO)	200,000	340,758
Employee Life and Health Trusts (Proportionate share)		2,968,987
Sub-Total: Special Education Other Income	\$ 875,076	\$ 4,057,947
Total Grant Revenues	\$ 102,479,293	\$ 110,942,966

* Restated to include SEA Deferred Revenue

Expenditures	2016-2017 Approved Budget *	2017-2018 Recommended Budget
Staffing	\$ 101,350,377	\$ 109,599,271
Operating	6,374,619	7,141,175
Total Expenditures	\$ 107,724,997	\$ 116,740,446
Projected (Shortfall) / Surplus	\$ (5,245,704)	\$ (5,797,480)

Numbers may not add due to rounding



Special Education – Detail Expenditures

	2016-2017 Approved Budget		2017-2018 Recommended Budget	
Teaching Staff	FTE	COSTS	FTE	COSTS
Elementary Teachers	469.88	\$ 47,363,904	476.86	\$ 49,886,676
Secondary Teachers	109.75	11,370,100	114.92	12,150,766
Total Teaching Staff	579.63	\$ 58,734,004	591.78	\$ 62,037,442
Educational Assistants	644.00	\$ 34,325,200	672.00	\$ 38,881,996
(Includes 28.5 positions funded by Local Priorities)				
Total Educational Assistants	644.00	\$ 34,325,200	672.00	\$ 38,881,996
Professional Student Services Personnel (PSSP)				
Psychologists	19.89	\$ 2,049,903	19.89	\$ 2,206,019
Social Workers	20.25	1,874,495	19.35	1,845,259
Speech and Language Pathologists	24.75	2,339,971	24.75	2,384,185
Unassigned positions funded by Local Priorities		-	1.50	149,001
Total Professional Student Services Personnel Staff	64.89	\$ 6,264,369	65.49	\$ 6,584,464
Principals and Vice-Principals	4.50	\$ 592,950	4.50	\$ 610,006
Administration and Support Staff	12.50	\$ 1,433,854	12.50	\$ 1,485,363
Total Administration & Support Staff	17.00	\$ 2,026,804	17.00	\$ 2,095,369
Total Special Education Staff	1,305.52	\$ 101,350,377	1,346.27	\$ 109,599,271
Operating Budget				
General Operating Budget		\$ 1,248,803		\$ 1,738,801
Specialized Equipment for Students		3,008,512		2,768,960
Sub-Total	-	\$ 4,257,315	-	\$ 4,507,761
Summer Learning Program		610,800		610,800
Special Education Short Term Response Fund		360,000		360,000
Occasional Teachers for Special Education Teachers		1,102,882		1,195,670
Staff Development		43,622		143,622
Other programs and EPO expenses		-		323,322
Total Operating Budget	-	\$ 6,374,619	-	\$ 7,141,175
Grand Total	1,305.52	\$ 107,724,997	1,346.27	\$ 116,740,446

Numbers may not add due to rounding



Learning Support Services – Financial Summary

Revenues	2017-2018		2017-2018		2017-2018		2017-2018		2017-2018	
	Special Education		Accounting Adjustments		Special Education		Safe Schools and		Learning Support	
Grants for Students Needs		\$ 91,510,981				\$ 91,510,981		\$ 1,731,568		\$ 93,242,549
Grant Allocations (Foundation and Q&E)		11,428,219				11,428,219				11,428,219
Other Grants		3,945,819				3,945,819				3,945,819
Other Income		4,057,947				4,057,947				4,057,947
Total Revenues		\$ 110,942,966		\$ -		\$ 110,942,966		\$ 1,731,568		\$ 112,674,534
Expenditures										
Elementary Teachers	454.36	\$ 47,532,840			476.86	\$ 49,886,676			476.86	\$ 49,886,676
<i>Ministry Totals include partially integrated classes</i>			22.50	\$ 2,353,836						
Secondary Teachers	121.17	12,811,593			114.92	12,150,766			114.92	12,150,766
<i>Ministry Totals include partially integrated classes</i>			14.50	1,533,120						
<i>Ministry Totals exclude Gifted classes that do not qualify for grant</i>			(20.75)	(2,193,947)						
Educational Assistants	672.00	39,241,996		(360,000)	672.00	38,881,996	21.00	\$ 1,226,312	693.00	40,108,308
Professional Student Services Personnel (PSSP):										
Psychologists	22.10	2,451,133	(2.21)	(245,113)	19.89	2,206,019	1.80	209,167	21.69	2,415,186
Social Workers	21.50	2,050,288	(2.15)	(205,029)	19.35	1,845,259	3.00	296,089	22.35	2,141,348
Speech and Language Pathologists	27.50	2,649,094	(2.75)	(264,909)	24.75	2,384,185			24.75	2,384,185
Learning Priorities Funding Staffing	1.50	149,001			1.50	149,001			1.50	149,001
<i>Ministry Totals exclude 10% of PSSP salaries allocated to instruction</i>										
Administration and Support Staff:										
Program Evaluator	1.00	106,577			1.00	106,577			1.00	106,577
Managers/Supervisors of Professional Services	5.00	724,491			5.00	724,491			5.00	724,491
Orientation and Mobility Instructor (PSSP)	0.50	34,341			0.50	34,341			0.50	34,341
Brailist	1.00	64,098			1.00	64,098			1.00	64,098
Child and Youth Worker and SIP Consultant	-	220,629			-	220,629			-	220,629
Clerical and secretarial - CB Schools	-	-	3.00	169,907	3.00	169,907			3.00	169,907
Feeding skills assistant	-	27,856	-	-	-	27,856			-	27,856
Principals and Vice-Principals:										
Principals / Vice-Principal - CB Schools	-	-	2.50	338,321	2.50	338,321			2.50	338,321
Central Principal / Vice Principal	2.00	271,685	-	-	2.00	271,685			2.00	271,685
Other										
Business and Learning Technology Technicians	-	-	2.00	137,464	2.00	137,464			2.00	137,464
Operating Expenses										
General Operating Budget:		5,261,061		(3,522,260)		1,738,801				1,738,801
ISA equipment		-		2,768,960		2,768,960				2,768,960
Special Education Short Term Response Fund		-		360,000		360,000				360,000
Staff Development		1,122		142,500		143,622				143,622
Summer Learning Program		-		610,800		610,800				610,800
Other program and EPO expenses		-		323,322		323,322				323,322
Occasional Teachers for Special Education Teachers		-		1,195,670		1,195,670				1,195,670
Total Expenses	1,329.63	\$ 113,597,805	16.64	\$ 3,142,641	1,346.27	\$ 116,740,446	25.80	\$ 1,731,568	1,372.07	\$ 118,472,014
Projected Surplus (Shortfall)		\$ (2,654,839)		\$ (3,142,641)		\$ (5,797,480)		\$ -		\$ (5,797,480)

Numbers may not add due to rounding



Special Education – Comparative Staffing

	2013-2014 Approved Budget	2014-2015 Approved Budget	2015-2016 Approved Budget	2016-2017 Approved Budget	2017-2018 Recommended Budget
Teaching Staff	FTE	FTE	FTE	FTE	FTE
Elementary Teachers	477.50	485.83	486.60	469.88	476.86
Secondary Teachers	101.39	112.58	110.58	109.75	114.92
Total Teaching Staff	578.89	598.41	597.18	579.63	591.78
Total Educational Assistants	620.00	652.00	649.00	644.00	672.00
Professional Student Services Personnel (PSSP)					
Psychologists	20.90	21.44	20.99	19.89	19.89
Social Workers	19.86	20.40	20.45	20.25	19.35
Speech and Language Pathologists	23.30	23.30	23.30	24.75	24.75
Unassigned positions funded by Local Priorities	0.00	0.00	0.00	0.00	1.50
Total Professional Student Services Personnel Staff	64.06	65.14	64.74	64.89	65.49
Principals and Vice-Principals	5.50	4.50	4.50	4.50	4.50
Phoenix House and Young Offenders	2.50	2.50	-	-	-
Administration and Support Staff	10.10	12.10	12.50	12.50	12.50
Total Administration & Support Staff	18.10	19.10	17.00	17.00	17.00
Total Special Education Staff	1,281.05	1,334.65	1,327.92	1,305.52	1,346.27

Numbers may not add due to rounding



Special Education Revenue and Expenditure Allocations

Special Education Costs - As Reported to Ministry of Education		Intended Support		Allocations and Charges		
		All OCDSB Students	Focus on Special Education Students	Special Education	General Instruction	Safe Schools & Urban Priorities
Revenues						
	Amount					
Special Education Per Pupil Amount (SEPPA)	\$ 52,322,377	√		100.0%	-	-
Differentiated Special Education Needs Amount (DSENA)	34,473,135		√	100.0%	-	-
Behavioural Expertise Amount (BEA)	290,109		√	100.0%	-	-
Special Incidence Portion (SIP)	1,799,400		√	100.0%	-	-
Specialized Equipment Amount (SEA)	3,151,937		√	100.0%	-	-
Proportionate Foundation Allocation	9,735,406		√	100.0%	-	-
Proportionate Teacher Compensation Allocation	1,692,813		√	100.0%	-	-
Other Revenues	8,003,766		√	100.0%	-	-
Less SEA Deferred Revenue	(525,977)					
Total Revenues	\$ 110,942,966					
Expenditures						
	Amount					
Staffing						
Special Education Teachers	\$ 62,037,442		√	100.0%	-	-
Educational Assistants	39,241,996		√	97.0%	-	3.0%
Professional Student Services Personnel	6,584,464		√	84.6%	9.2%	6.2%
Principals and Vice Principals	610,006		√	100.0%	-	-
Administration and Support Staff	1,485,363		√	100.0%	-	-
Sub-Total	\$ 109,959,271					
Operations						
General Operating Budget	\$ 1,738,801		√	100.0%	-	-
Specialized Equipment for Students	2,768,960		√	100.0%	-	-
Summer Learning Program	610,800		√	100.0%	-	-
Occasional Teachers / Staff Development / Other	1,339,292		√	100.0%	-	-
Other Programs and EPO Expenses	323,322		√	100.0%	-	-
Sub-Total	\$ 6,781,175		√	100.0%	-	-
Total Expenditures	\$ 116,740,446					

Numbers may not add due to rounding



English as a Second Language

Projected Revenues	FTE	2016-2017 Approved Budget	FTE	2017-2018 Recommended Budget
Grant Revenue		\$ 11,119,655		\$ 11,569,540
OCENET				
Teaching Positions funded by OCENET	5.33	538,712	6.00	611,125
Total Revenue		\$ 11,658,367		\$ 12,180,665

Projected Expenditures	FTE	2016-2017 Approved Budget	FTE	2017-2018 Recommended Budget
Elementary				
Classroom Teachers (Includes 0.5 FTE position funded from OCENET)	84.25	\$ 8,248,075	84.25	\$ 8,307,050
Vice-Principal of English Language Learners	-	-	1.00	137,206
Family Reception Centre (Academic Staff)	1.00	97,900	-	-
Sub-Total	85.25	\$ 8,345,975	85.25	\$ 8,444,256
Secondary				
Classroom Teachers (Includes 5.50 FTE positions funded from OCENET)	33.00	\$ 3,346,200	33.66	\$ 3,438,369
Orientation (Academic Staff)	1.00	101,400	1.00	102,150
Sub-Total	34.00	\$ 3,447,600	34.66	\$ 3,540,519
Administration and Support				
Family Reception Centre	4.00	\$ 298,460	4.00	\$ 296,343
Multi-Cultural Liaison Contractual Services		174,933		199,933
Operating Budget		57,682		57,682
Sub-Total	4.00	\$ 531,075	4.00	\$ 553,958
Total	123.25	\$ 12,324,650	123.91	\$ 12,538,733
Projected Surplus (Shortfall)		\$ (666,283)		\$ (358,068)

Numbers may not add due to rounding



Extended Day Program and Infant, Toddler & Preschool Childcare Program

2017-2018 Projected Revenues	Extended Day Program	Infant, Toddler & Preschool Childcare Program
Extended Day and Infant, Toddler & Preschool Childcare Programs		
Extended Day Fee Revenue - Regular Day	\$ 15,821,201	
Extended Day Fee Revenue - PD Days, Winter, March & Summer Break	788,327	
Infant, Toddler & Preschool Childcare Program		\$ 1,576,000
Total	\$ 16,609,528	\$ 1,576,000

2017-2018 Projected Expenditures	Extended Day Program		Infant, Toddler & Preschool Childcare Program	
Extended Day Program	FTE	Amount	FTE	Amount
Staffing and Operating Expenses:				
Central Staffing	10.75	\$ 977,037		
Early Childhood Educators	190.35	10,192,762		
Early Learning Assistants	37.17	1,449,762		
Supply Early Childhood Educators		1,127,498		
Staff Costs - Professional Development Days, Winter, March and Summer Break		705,416		
Snacks		351,707		
Supplies and Services		200,960		
Professional Development		68,001		
Summer Orientation		212,501		
EDP Information System		300,000		
Departmental Costs:				
School Operations		327,000		
Superintendent and Support		127,300		
Human Resources		196,090		
Business & Learning Technology		194,499		
Finance		112,504		
Payroll		66,491		
Total Extended Day Program	238.27	\$ 16,609,528		
Infant, Toddler & Preschool Childcare Program				
Staffing			31.25	\$ 1,858,058
Operating Expenses				124,556
Total Infant, Toddler & Preschool Childcare Program			31.25	\$ 1,982,614
Projected (Shortfall) / Surplus		\$ -		\$ (406,614)

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 (2016-2017 Budget Allocation)	Foundation	Days per FTE Teacher	8.95	5.78
Office Staff (2016-2017 Budget Allocation)	School Foundation	Per FTE Office Staff	\$1,144.23	\$774.45
Educational Assistants (2016-2017 Budget Allocation)	Foundation	Per FTE Educational Assistant	\$1,144.23	\$774.45

* Includes a 5% decrease in school budgets. Reductions may be adjusted based on school size, RAISE factors, and historical spending.

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.



Preliminary Salary Differential

	OCDSB Average Salary and Benefits			Ministry Funded Salary and Benefits			Difference
	Salary	Benefits	Total	Salary	Benefits	Total	
Elementary							
Teacher *	\$ 91,906	\$ 12,037	\$ 103,943	\$ 87,854	\$ 10,467	\$ 98,321	\$ (5,622)
Principal	123,473	13,734	137,207	114,840	14,308	129,148	(8,059)
Vice-Principal	112,571	15,247	127,818	108,775	13,679	122,454	(5,364)
School Office Staff	42,993	14,107	57,100	43,108	11,824	54,932	(2,168)
Secondary							
Teacher *	\$ 94,698	\$ 12,417	\$ 107,115	\$ 89,089	\$ 10,227	\$ 99,316	\$ (7,799)
Principal	131,193	13,971	145,164	125,242	15,387	140,629	(4,535)
Vice-Principal	116,628	13,953	130,581	114,756	14,300	129,056	(1,525)
School Office Staff	45,130	14,574	59,704	45,411	12,921	58,332	(1,372)
Support Staff							
Education Assistants	\$ 43,687	\$ 13,628	\$ 57,315	\$ 43,839	\$ 13,275	\$ 57,114	\$ (201)
Early Childhood Educators *	39,041	12,564	51,605	43,134	10,059	53,193	1,588

Numbers may not add due to rounding

* Ministry funding for salaries includes the Qualifications & Experience Grant

Ministry funding for benefits includes projected 2017-2018 Employee Life and Health Trust Payments



Learning Opportunities Grant

Learning Opportunities Grant		OCDSB Budget		
Funding Component	Amount	FTE	Description	Amount
Student Success	\$ 2,585,366	- 1.0 2.3 0.4	Operational Budget Principal Instructional Coach Office Support	\$ 2,166,877 144,338 246,915 27,236 \$ 2,585,366
School Effectiveness Framework	\$ 372,275	- - 1.0 0.4	Operational Budget Release Time Principal Office Support	\$ 10,845 189,856 144,338 27,236 \$ 372,275
Ontario Focused Intervention Partnership (OFIP)	\$ 294,329	-	Operational Budget	\$ 294,329
Specialist High Skills Major Program	\$ 347,937	- 1.0	Operational Budget Instructional Coach	\$ 241,965 105,972 \$ 347,937
Mental Health Leader	\$ 123,113	1.0	Manager of Mental Health	\$ 170,080
Outdoor Education	\$ 602,790	-	Outdoor Education Operational Budget	\$ 602,790
Library Staff	\$ 235,183	- 0.5	Operational Budget (Included in central budget) Library Co-ordinator	\$ 205,769 29,414 \$ 235,183
Local Priorities Fund	\$ 7,411,215	-	Local Priorities Fund	\$ 7,411,215
Demographic Component	\$12,396,205		To fund School Based Projects:	\$ 1,478,504
Literacy and Numeracy	1,910,858		Multi-Cultural Liaison Contractual Services, Instructional Coaches and Instructional Program Support	12,781,592
	\$14,307,063			\$14,260,096
Total	\$26,279,271		Total	\$26,279,271

Numbers may not add due to rounding

