



# **Committee of the Whole Budget**

**Report 17-046**  
30 May 2017

**2017-2018**  
**Staff-Recommended Budget**



# A Community of Character

**ACCEPTANCE:** I reach out to include others. I accept others for who they are. I am gentle with myself and others when mistakes are made.

**APPRECIATION:** I am grateful for all that I have. I am thankful for the support that others give me. I am generous in recognizing the contributions of others.

**COOPERATION:** I work with others to make a peaceful community. I am willing to listen to others' ideas and suggestions. I compromise and negotiate to solve problems and differences of opinion.

**EMPATHY:** I am compassionate, caring, and kind. I am a true friend. I will walk in your shoes in order to understand you. I am slow to judge and quick to forgive.

**FAIRNESS:** I make decisions based upon the whole picture. I treat others the way I would like to be treated. I am just.



**INTEGRITY:** I behave ethically and honourably. I am honest, loyal, and trustworthy. I am truthful and courageous. I stand up for what is right even when it is hard. I am a person of my word and people who know me understand that.

**OPTIMISM:** I believe that challenges are opportunities. I choose to see goodness. I have hope for our future.

**PERSEVERANCE:** I will work hard and I will not give up. I will finish what I begin and I will not give up. I will care enough and I will not give up.

**RESPECT:** I honour myself and others through my words and actions. I support our diversity of beliefs. I treat our world and everything in it with dignity.

**RESPONSIBILITY:** I am accountable for the decisions I make. I realize that my decisions impact my community. I honour my commitments.

Educating for Success —  
Inspiring Learning and Building Citizenship



# 2017-2018 Staff-Recommended Budget

## Context for the District's budget:

- **Provincial funding and priorities**
- **Input from trustees and the public**
- **Multi-Year Financial Recovery Plan**
- **OCDSB financial position**
- **Local needs**



# Strategic Priorities

- **2015-2019 Strategic Plan five priorities are:**
  - **Learning**
  - **Well-being**
  - **Engagement**
  - **Equity**
  - **Stewardship**
- **The budgeting challenge is to align available resources to maximize the achievement of the five priorities.**



# Multi-Year Financial Recovery Plan

- **The Ministry mandated the development of a MYFRP with the requirements of:**
  - **by 2017-2018, establish an accumulated surplus equal to \$3.8 million (0.5% of grants)**
  - **by 2018-2019, increase the accumulated surplus to \$7.6 million (1.0% of grants)**
- **In June 2016, the Board approved the MYFRP which will be updated following approval of the District's budget**
- **Discussions continue with the Ministry regarding the possibility of extending the plan by an additional year**



# Compliance Results

## Comparative Summary of Net Results and Accumulated Surplus

(\$ in millions)

School Year	Net Actual \$	Net Budget \$	Change \$	Accumulated Surplus (YE) \$
2011-12	9.4	(6.6)	16.0	46.0
2012-13	(0.2)	(6.7)	6.5	45.8
2013-14	(11.8)	(14.3)	2.5	34.0
2014-15	(17.2)	(17.2)	-	16.8
2015-16	(12.3)	(11.9)	(0.4)	4.5
2016-17 *	-	-	-	4.5

\* Projected results. \$500,000 of the accumulated surplus balance is restricted (cannot be used for other purposes)



# 2017-2018 Budget Development

## Starting Point (\$ millions)

	Amount
<b>2016-2017 Approved Budget</b>	<b>-</b>
<b>Adjustments</b>	
<b>Delayed Facility Consolidation Savings</b>	<b>1.0</b>
<b>Indigenous Studies</b>	<b>0.3</b>
<b>Special Education</b>	<b>0.5</b>
<b>2017-2018 Starting Point</b>	<b>1.8</b>



# 2017-2018 Budget Development

## Preliminary Savings Target (\$ millions)

	Amount
<b>2017-2018 Starting Point</b>	<b>1.8</b>
<b>Pressures</b>	
<b>Net Change in Grants</b>	<b>3.0</b>
<b>Grants from Increased Enrolment</b>	<b>(3.0)</b>
<b>Inflationary Pressures (supplies/services)</b>	<b>1.0</b>
<b>Staff Replacement Costs</b>	<b>1.0</b>
<b>Reinvestment in System Infrastructure *</b>	<b>2.0</b>
<b>2017-2018 Savings Target (30 Jan 2017)</b>	<b>5.8</b>

\* Other net pressures and reinvestment needs:

Technology, Health and Safety, Student and Staff Supports, Professional Learning





# 2017-2018 Budget Development

## Updated Savings Target (\$ millions)

	Amount
<b>2017-2018 Savings Target (30 Jan 2017)</b>	<b>5.8</b>
<b>Changes</b>	
<b>Net Change in Grant Assumptions</b>	<b>(1.5)</b>
<b>Academic Staffing Changes (Discretionary)</b>	<b>(1.3)</b>
<b>Additional Facility Consolidation Savings</b>	<b>(0.1)</b>
<b>Additional Staff Replacement Costs</b>	<b>0.5</b>
<b>Transportation Net Costs</b>	<b>1.2</b>
<b>2017-2018 Savings Target (18 April 2017)</b>	<b>4.6</b>



# Budget Risk

- **The element of risk is considered when developing budget estimates**
  - **Enrolment variability**
  - **Fluctuations in revenues and expenses**
  - **In-year pressures to meet emerging needs**
- **A conservative approach has been used in developing the recommended budget**



# Budget Assumptions

- **Increased enrolment in 2016-2017 maintained**
- **Labour framework extensions to 2018-2019**
- **Implementation of approved initiatives**
  - **Academic staffing decisions**
  - **Student learning and accommodation planning review recommendations**
- **Changes in both revenues and expenses over all areas**
- **Need for investments in system infrastructure (technology, health & safety, PD, HR/Payroll)**
- **Reserves used only for capital purposes**



# Average Daily Enrolment

	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Revised	2017-2018 Projection
<b>Elementary Students</b>					
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
<b>Sub-Total</b>	<b>43,439.17</b>	<b>47,990.37</b>	<b>47,658.58</b>	<b>48,205.50</b>	<b>48,010.50</b>
Tuition Paying	63.50	66.00	54.00	46.00	46.00
<b>Total Elementary Students</b>	<b>43,502.67</b>	<b>48,056.37</b>	<b>47,712.58</b>	<b>48,251.50</b>	<b>48,056.50</b>
<b>Secondary Students</b>					
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
<b>Sub-Total</b>	<b>23,298.00</b>	<b>22,997.04</b>	<b>22,776.35</b>	<b>22,967.72</b>	<b>23,124.59</b>
Tuition Paying	432.00	492.88	548.82	652.00	652.00
<b>Total Secondary Students</b>	<b>23,730.00</b>	<b>23,489.92</b>	<b>23,325.17</b>	<b>23,619.72</b>	<b>23,776.59</b>
<b>Grand Total</b>	<b>67,232.67</b>	<b>71,546.29</b>	<b>71,037.75</b>	<b>71,871.22</b>	<b>71,833.09</b>



# Changes in the Operating Budget

- The recommended budget shows a 7.3% increase in both revenues and expenses
- A balanced budget is being presented for the second consecutive year

(\$ in millions)

	<b>2017-2018 Staff- Recommended Budget</b> \$	<b>2016-2017 Approved Budget</b> \$	<b>Change</b> \$
<b>Revenues</b>	<b>928.1</b>	<b>864.8</b>	<b>63.3</b>
<b>Expenses</b>	<b>928.1</b>	<b>864.8</b>	<b>63.3</b>
<b>Surplus (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>



# Significant Revenue Items

- **Improved accumulated surplus starting point**
- **Increase in elementary and secondary enrolment relative to 2016-2017 Approved Budget**
- **Increased revenues for fee-based services**
- **Enhanced funding for:**
  - **Collective agreement obligations including employee life and health trusts**
  - **School facilities operating costs**
  - **Capital investments in schools**
  - **Local priorities (primarily staffing)**



# Significant Changes

- **Staffing changes, including those resulting from:**
  - **Academic staffing**
  - **Student Learning and Accommodation Planning Reviews**
  - **Local Priorities Fund**
- **Increased support of staff replacement costs**
- **Increased student transportation costs**
- **Investments in health and safety, professional development and supports to schools**
- **Investments in classroom technology**



# Impact on Staffing

- Review staffing allocation models to ensure equity, reduce duplication/overlays, and ensure sustainability
- Use attrition for reductions where possible

	ADE and Student Learning	Local Priorities Fund	Changes in Costs	Staff-Proposed	Total
	FTE	FTE	FTE	FTE	FTE
Academic	49.77	31.75	(3.77)	-	77.75
Education Workers*	(15.20)	55.00	46.24	(17.00)	69.04
Exempt/PVPs	(6.33)	-	(5.25)	1.00	(10.58)
	28.24	86.75	37.22	(16.00)	136.21

\* Includes 32.2 FTE Early Childhood Educator base budget adjustment





# Changes by Affiliation

	2017-2018 Staffing	Change from Prior Year	Change from Prior Year
	FTE	FTE	%
<b>Teachers</b>	<b>4,681.85</b>	<b>77.75</b>	<b>1.7</b>
<b>Professional Support Staff</b>	<b>77.90</b>	<b>0.50</b>	<b>0.6</b>
<b>Plant Support Staff</b>	<b>707.12</b>	<b>(3.00)</b>	<b>(0.4)</b>
<b>Education Support Staff</b>	<b>607.05</b>	<b>0.10</b>	<b>-</b>
<b>Educational Assistants</b>	<b>693.00</b>	<b>28.00</b>	<b>4.2</b>
<b>Early Childhood Educators *</b>	<b>580.55</b>	<b>43.44</b>	<b>8.1</b>
<b>Principals/Vice-Principals</b>	<b>242.50</b>	<b>(5.33)</b>	<b>(2.2)</b>
<b>Union-Exempt Staff*</b>	<b>223.67</b>	<b>(5.25)</b>	<b>(2.3)</b>
	<b>7,813.64</b>	<b>136.21</b>	<b>1.8</b>

\* Includes Extended Day and Child Care Programs



# Contractual and Cost Changes

## Changes in Contracts, Costs and Grant Capacity (\$ millions)

	FTE	\$
<b>Contractual Changes</b>	-	37.1
<b>Changes in Costs *</b>	37.22	9.7
<b>Grants and Accounting Changes</b>	-	5.7
	<b>37.22</b>	<b>52.5</b>

\* Includes Extended Day Program FTE adjustments, ADE-based school office staff adjustments, staff reductions resulting from closure of Child Care Centre sites and changes to staff on loan assignments



# Previously Approved Changes

## Student Learning and Accommodation Planning (\$ millions)

	<b>FTE</b>	<b>\$</b>
<b>Principal/Vice-Principals</b>	<b>(7.33)</b>	<b>(0.9)</b>
<b>Teachers</b>	<b>(4.00)</b>	<b>(0.4)</b>
<b>Office Staff/Classroom Support</b>	<b>(9.20)</b>	<b>(0.5)</b>
<b>Facilities Staff</b>	<b>(6.00)</b>	<b>(0.4)</b>
<b>Facilities Operating Budget</b>	<b>-</b>	<b>(0.2)</b>
	<b>(26.53)</b>	<b>(2.4)</b>



# Previously Approved Changes

## Academic Staffing (\$ millions)

	<b>FTE</b>	<b>\$</b>
<b>Principal/Vice-Principals</b>	<b>1.00</b>	<b>0.1</b>
<b>Teachers-Board Decision</b>	<b>(10.76)</b>	<b>(1.1)</b>
<b>Teachers-ADE Based</b>	<b>64.53</b>	<b>6.5</b>
	<b>54.77</b>	<b>5.5</b>



# Recommended Changes

## Recommended Net Changes to Staffing and Operating Budgets (\$ millions)

	FTE	\$
<b>School Office Administration</b>	<b>(13.00)</b>	<b>(0.8)</b>
<b>Learning Support Administration</b>	<b>(2.00)</b>	<b>(0.2)</b>
<b>Facilities</b>	<b>(10.00)</b>	<b>(0.5)</b>
<b>Central Departments</b>	<b>9.00</b>	<b>0.7</b>
<b>Operating Budgets</b>	<b>-</b>	<b>1.8</b>
	<b>(16.00)</b>	<b>1.0</b>



# Potential Enhancements

## Local Priorities Fund

(\$ millions)

	<b>FTE</b>	<b>\$</b>
<b>Teachers (ETFO, OSSTF)</b>	<b>31.75</b>	<b>3.2</b>
<b>Educational Assistants (EA)</b>	<b>28.50</b>	<b>1.6</b>
<b>Professional Student Services (PSSP)</b>	<b>1.50</b>	<b>0.2</b>
<b>Facilities/Plant (PSSU)</b>	<b>13.00</b>	<b>0.8</b>
<b>Educational Support (Office) (ESP)</b>	<b>12.00</b>	<b>0.7</b>
<b>Elementary Occasional Teacher PD</b>	<b>-</b>	<b>0.2</b>
	<b>86.75</b>	<b>6.7</b>



# Key Dates

<b>29 Nov</b>	<b>Budget Process and Overview</b>
<b>30 Jan</b>	<b>Budget development update</b>
<b>28 Mar</b>	<b>Academic Staffing Approval</b>
<b>18 Apr</b>	<b>Budget development update (GSNs)</b>
<b>21 Apr</b>	<b>EFIS Estimates Forms Released</b>
<b>30 May</b>	<b>Presentation of staff-recommended budget</b>
<b>05 Jun</b>	<b>Delegations, if required and debate</b>
<b>12 Jun</b>	<b>Debate, if required (Special Board, if required)</b>
<b>19 Jun</b>	<b>Debate, if required (Special Board, if required)</b>
<b>26 Jun</b>	<b>Budget approval (if required)</b>



# Committee of the Whole Budget

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## Questions and Comments

