

2016-2017 Recommended Budget

10 May 2016



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



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Letter of Transmittal and Board Motion for Approval

COMMITTEE OF THE WHOLE-BUDGET (PUBLIC)

10 May 2016

Report No. 16-077

2016-2017 Staff Recommended Budget

Key Contact: Michael Carson, Chief Financial Officer 613-596-8211 Ext 8881

PURPOSE:

1. To seek approval for the 2016-2017 Staff Recommended Budget.

CONTEXT:

2. The annual budget is a key part of the planning process in support of the priorities contained in the strategic plan. The OCDSB, like all school districts, is required to approve and submit its annual budget in June for the coming school year.

Planning for the 2016-2017 staff recommended budget began upon approval of the 2015-2016 Budget.

That budget which already included \$5.3 million of reductions in expenditure, represented the first year of a three-year plan to more closely align spending with Ministry of Education funding levels. The proposed reductions were made in a manner that had the least direct impact on students in the classroom, and that could be implemented for September 2015.

These decisions were the first step of a multi-year financial recovery plan as required by the Ministry.

In the fall of 2015, staff presented an outline to the Committee of the Whole (COW) Budget Committee which estimated that approximately \$14.4 million would need to be located through either revenue enhancements or spending reductions in order to develop a balanced budget for 2016-2017. This assumed that the OCDSB would receive approximately \$5.0 million for transportation as part of the Effectiveness and Efficiency (E&E) Review and would also need to address funding reductions and cost pressures equal to approximately 1% of gross expenditures.



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Table 1 –Deficit Reduction Plan Starting Point

	\$
2015-2016 Approved Budget Deficit	11,897,000
Enhanced Revenue from Transportation Grant	(5,000,000)
Grant Reduction (1% of GSN operating allocation)	6,897,000
Deficit Reduction Plan Starting Point	7,500,000
	14,397,000

As of the end of March, Board had already made decisions which had a total impact of nearly \$9.0 million.

Table 2– Effect of Board Decision on Deficit Reduction Plan Starting Point

Description	Amount
	\$
Deficit Reduction Plan Starting Point	14,397,000
Increase in extended day fees	(1,315,000)
JK/SK EFI Decision-Enhanced Revenue	(2,700,000)
JK/SK EFI Decision-Reduced Staffing	(565,000)
Projected LD Program changes	(550,000)
	9,267,000
Academic Staffing Decisions (non-ADE)	(3,861,000)
Balance remaining	5,406,000

This report will focus on staff's recommendations to address the \$5.4 million shortfall.

KEY CONSIDERATIONS

3. Strategic Priorities

The budget development process is always aligned with the strategic priorities of the District. While this is easier to express in a budget which makes key investments, it is also true in a year where budget pressures require reductions.

Stewardship is one of the District's five key strategic priorities. Effective stewardship involves the responsible management of resources and that commitment guided the budget development process. Every effort has been made in the preparation of this budget to recommend changes that maintain our commitment to learning and well-being, and to look at every decision through the lens of equity. To that end, staff has been guided by the following principles:



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- Where possible enhance student learning through program reviews and optimize any grant funding opportunities; Improve business/operational efficiencies, reduce discretionary spending to generate savings and/or new revenue;
- Review staffing allocation models to ensure equity, reduce duplication/overlays, and ensure sustainability in alignment with funding levels;
- Use attrition as the mechanism for FTE reductions wherever possible;
- Look for opportunities to defer expenditures until savings can be generated in future years from more efficient use of space.

In our opinion, this has helped us in developing recommendations for changes, that will still allow the OCDSB to make progress towards the achievement of its strategic objectives.

4. **Budget Risk**

Enrolment

Staff considers the element of risk when developing budget estimates. One of the major risk factors lies in enrolment projections. On a system basis, enrolment projections have usually been well within 1% of actuals, however, there can be larger school-by-school variances which can create staffing pressures or savings.

Enrolment is measured twice each year and reflected as average daily enrolment (ADE). Originally, staff had projected a 2016-2017 day school ADE of 70,665. As noted previously, the projection for 2015-2016 had been considered conservative yet, actual elementary enrolments were lower than projected for October 2015. After reviewing the impact of new enrolments from Syrian newcomers in the last three months, staff has increased its elementary ADE projection for 2016-2017 by approximately 100. Should October enrolments prove to be stronger than projected, staff would bring forward further recommendations tied to any additional funding generated.

Cost increases

While staff has endeavoured to estimate and provide for anticipated changes in costs, there are always fluctuations in the actual pattern of cost increases. For example, we are recommending an increase of \$1.0 million to the occasional teacher budget, based on recent experience. We did the same last year, which proved to be inadequate.



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Need to respond to changing circumstances

From time to time, departments and schools must respond to the emerging needs of students. If these costs exceed the budgets provided, additional reallocations are required internally. We have seen this in the past when responding to Health and Safety issues, and severe weather conditions. In addition, there are sometimes occasions when the Ministry has been unable to provide funding to offset unforeseen costs. These include changes in the flow of immigration or reductions by service providers upon whom students and families must rely. Without access to reserves, we need to be able to identify other in-year savings which could offset this impact.

5. **Changes in Operating Revenues and Expenses**

The District is a complex organization and every member of staff and every department play a critical role in helping to create an effective learning environment. Staff and members of the Committee have been consistent in requesting that every effort is made to reduce the direct impact on students in the classroom. Accordingly, efforts have been focused on developing a budget that staff believes minimizes the negative impact on students. In addition, the reductions reflected in the staff recommended budget attempt to minimize the impact that these decisions will have on staff and staffing levels.

The changes resulting from identified savings, when combined with anticipated changes in revenues and other system-driven costs, result in a planned surplus of \$58,000 as reflected in the 2016-2017 Staff Recommended Budget. Table 3 compares the revenues and expenses reflected in the staff recommended budget with the approved 2015-2016 budget. The anticipated year-over-year decrease in the deficit is \$12.0 million.

Table 3 – Comparison of Approved Budget and Staff Recommended Budget

	2015-2016 Approved Budget	2016-2017 Recommended Budget	Change increase (decrease)
	\$	\$	%
Revenues	844,085,600	864,805,100	2.5
Expenses	855,982,700	864,747,200	1.0
Surplus (Deficit)	(11,897,100)	57,900	(100.5)

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6. **Changes in Revenues**

The Ministry announced the Grants for Student Need (GSNs) on 24 March 2016 through the release of Memo 2016: B06. 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 affecting 2016-2017 included:

- Increased salary benchmarks to support labour settlements;
- Enhanced funding to support a leadership position for First Nation, Metis and Inuit Education(FNMI) ;
- Enhanced School Operations Grant benchmarks to assist boards in managing cost increases relating to supplies, services and utilities; and
- Conversion of certain one-time grants into a permanent GSN allocation (no new funding but provides for a more predictable funding stream).
-

A comparative table of revenue is attached as Appendix B.

7. **Changes in Expenses**

Operating costs

Staff had previously identified a number of areas of non-salary operating cost reductions. This included a review and reduction of routine and non-routine operating expenditures, improved controls and guidelines on the use of cell phones and other electronic devices, reduced energy costs, changed accounting treatment of staff costs in the Design and Construction division and reduced professional development spending in recognition of the extra Professional Learning (PD) day provided in the collective agreements.

It was originally estimated that savings of approximately \$2.5 million could be generated in this manner. In fact additional measures were required to address emerging and continuing cost pressures such as:

- The increase in employee benefit costs, beyond funding levels;
- The need to increase occasional teacher costs to address sick leave usage; and
- The substantial increase in sewerage costs by the City of Ottawa.

Other areas of cost pressures are summarized and are detailed in the budget binder.

Notwithstanding the above, staff has been able to manage the proposed staff reductions within the range previously identified to the Committee.



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Staff reductions

Earlier reports to COW Budget Committee had indicated that approximately \$3.0 million in additional staff reductions, beyond those approved as part of academic staffing decisions would be required to achieve a balanced budget. Staff also indicated that those reductions would include approximately 50.0 FTE unionized education worker positions and 10.0 FTE union-exempt staff.

The staff recommended budget includes the reduction of 60.0 FTE unionized administrative and support positions, and 6 union-exempt positions, impacting almost every area of the Board. The budget also includes the addition of 18.0 FTE new unionized administrative and support positions for next year to support the three new elementary schools scheduled to open in September 2016 and the implementation of program changes already approved by the Board. It also includes the addition of a new central administrator responsible for FNMI education (K-12). If approved, therefore, the staff recommended budget will result in a net reduction of 47.0 FTE positions, in addition to those approved as part of the academic staffing decisions. The net reductions total \$2.8 million. Further details of these changes are shown in Appendix A.

As indicated previously, every effort has been made to minimize job loss as a result of position reductions. The current collective agreements with the District's unionized administrative and support workers include job security provisions that place restrictions on the Board's ability to reduce total staff complements, except through attrition. Although the reductions will result in some disruption of staff from their current positions, every effort has been made to minimize such disruption. Employees, whose specific positions will not be continued, will be able to access their bumping rights under the respective collective agreements.

8. **Staffing Reduction by Area of Responsibility**

Union-Exempt Positions

The staff recommendation includes the elimination of the following positions:

- 1 superintendent
- 2 administrative assistants to superintendents
- 1 supervisory position in Finance
- 2 supervisory positions in Facilities

These reductions will be managed through attrition. The estimated savings are approximately \$680,000.

In all cases, these reductions will result in redistribution of assignments and we need to carefully review and prioritize the way we work. In some cases, it may also require some change in expectations and the work plans of those departments affected.



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Unionized Positions

The current collective agreements impose restrictions on the Board's ability to reduce overall staff levels; however the following changes have been identified as achievable through attrition, although there will be some movement of staff.

Learning Support Services (LSS)

The District allocates a number of resources and positions to support special education students, both in specialized system classes or through supports for students in regular classrooms. Staff supports include various categories of administrative and support positions including educational assistants (EAs) and professional student services staff, either assigned directly to schools or centrally to support students with special education needs.

According to the grant regulations, all of the funding provided within the special education envelope must be allocated to support special education programs and students through staffing and other resources. As indicated in previous reports, at least some reductions in this area will need to be identified as part of the overall budget reduction strategy this year.

The staff recommended budget includes the following changes to the staff complements within LSS:

- Increase of 2.0 FTE Speech and Language Pathologists due to kindergarten changes;
- Reduction of 3.0 Educational Assistants (EAs) due to primary special needs (PSN) changes;
- Increase of 4.0 EAs in support of new classes for students with autism;
- Reduction of .8 Social Workers;
- Reduction of 1.0 Psychologist;
- General reduction of 13.0 FTE EAs across the system; and
- Increase of 2.0 FTE EAs to support 50:50 kindergarten program.

Staff has carefully considered the needs of students and changing demands upon the department as we continue to implement changes to our service delivery and the geographic model. There will be some impact upon caseloads in social work and psychology but student needs will be met.

Similarly the reduction of 13.0 FTE EAs (approximately 2%) will be implemented by ensuring allocations to schools recognize the unique circumstances of the students at each site. It should be noted that the budget for emergency EAs has been increased by \$150,000 which is roughly equivalent to 3.0 FTE.



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Facilities

Increase of 6.0 FTE custodial positions in support of the new schools for 2016-2017

Decrease of 5.0 FTE in maintenance.

Substantial reductions in custodial staffing were made in 2015-2016, and in spite of efforts to mitigate the impact by closing some unused spaces, there have been changes to cleaning schedules, such that some areas have seen reductions in the level of service.

In the same manner, the reduction of positions in maintenance will result in delays in some discretionary work done at the request of schools, and will necessitate the adjustment for some preventative maintenance schedules. All essential work will continue to be done in a timely manner. Staff will also work to optimize the benefits of the School Condition and Facilities Renewal funding to ensure safe and healthy learning and working environments.

Central administration

Staff has identified the possibility of reducing 9.0 administrative and support positions across nearly all central departments, which includes the assistant/coordinator positions in the Learning Support Services (LSS) department. Human Resources is currently finalizing its review of the impacts of collective agreements and staffing requirements which could have an impact on the final placement of staff affected by these changes.

In every case, these reductions will require changes to the levels of service provided to schools and other stakeholders but staff is of the opinion that this can be managed effectively.

Schools

Early Childhood Educators

In reviewing staffing and the impact of kindergarten changes upon class organization, staff has identified the reduction of 10.0 FTE Early Childhood Educator (ECE) positions.

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Office and Technician Staff

Several years ago, the budget was amended to use funding from the Board's reserves to fund 6.0 office assistant positions to ensure that every elementary school had an allocation of at least 1.5 FTE. The current financial situation makes this unsustainable and staff is recommending the elimination of these 6.0 FTE. Reductions in office staff at secondary schools of 5.25 are also being recommended. These reductions will require a change to the allocation model to ensure an equitable distribution to meet student needs.

Additionally, staff has identified that changes in requirements will allow for the reduction of 2 technician positions in secondary schools.

9. **Other Cost Reductions by Area of Responsibility**

Schools

All central reductions will ultimately impact upon schools. We are recommending a specific 1% reduction (\$85,000) to school operating budgets. However a portion of the additional \$1.0 million in occasional teacher budgets will be directed to assisting those schools where operating budgets have had to be used to offset increased absenteeism.

Facilities

With the largest single operating budget, Facilities staff has continued to look for ways to reduce costs and impact on the operating budget. In spite of adding square feet next year, the department has committed to reducing costs by approximately \$1.3 million. This includes a number of measures such as a moratorium on the fleet renewal plan, reduction of the use of external consultants, some reduction in professional development, and an ongoing process to ensure that any discretionary expenditures are carefully monitored.

Continuing Education

There are recommended reductions of service within the operations of Continuing Education.

Sustaining community programs which have historically been operating at a deficit are recommended to cease. Over the course of multiple years, two programs have sustained continued losses: Extra Curricular Creative Arts (ECCA) and the General Interest Program (GI). An overall decrease in revenue of the Continuing Education programming has impacted on the baseline profitability which historically has been used to offset losses in both the ECCA and GI programs.

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It is recommended that both ECCA and GI programs be eliminated. We understand the importance of these activities to our community, but they are outside of our core business.

There are two additional service providers for interest programming: the City of Ottawa and Algonquin College. The coterminous Ottawa Catholic School Board (OCSB) no longer offers interest programming.

The net cost savings in ECCA is \$48,000.

The net cost savings in GI is \$267,000.

In summary, a total cost reduction in Continuing Education would be \$315,000 in staffing and operational costs.

Other Central Departments

The staff recommended budget includes the reduction of Board-wide professional learning by an additional 1.25 days per teacher, in addition to the 1.0 reduction included in the 2015-2016 budget. Curriculum Services, LSS and other departments will be determining the final allocation to departmental budget holders to ensure that the best possible synergy is in place with all teacher training.

In 2013-2014, there had been an average of 7 days of professional learning for every teacher in the system, beyond that mandated by the Ministry.

In addition, operating cost savings have been identified by the Director's office, Business & Learning Technologies and the Supply Chain and Risk Management department.

10. **Summary**

Impact on Students

Throughout our planning, staff has focused on those areas where we could minimize the direct impact on students in the classroom. We have not been able to eliminate the impact but on balance we are of the opinion that the recommended changes will allow the Board to successfully serve its students while rebuilding its financial stability in the face of future funding challenges.

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Multi-Year Planning

During discussion of the 2015-2016 budget, staff identified that the District would need to align its expenditures with revenues over a three-year period. Although staff had already presented this requirement, the Ministry also directed in its approval of the 2015-2016 budget that the District commence work on a multi-year financial recovery plan that would eliminate the structural deficit by 2017-2018. The second part of the Ministry's directive was to achieve an accumulated surplus for compliance purposes reflecting between 0.5% and 1.0% of the compliance threshold (an amount based on the operating allocation provided by the Ministry). In monetary terms, the accumulated surplus target ranges between \$3.5 million and \$7.4 million.

The work done by the Budget Committee, the Board and all stakeholders in considering competing priorities, maintaining a focus on deficit reduction and making difficult decisions has positioned the OCDSB well for the final phase of the 2016-2017 budget process.

Approval of the staff recommended budget is a major milestone in this process. An important part of restraining costs in 2017-2018 and thereafter will be the impact of school closures and consolidations.

As we have outlined in various discussions around student learning and student accommodation planning, we have the opportunity to look at the District and make changes that will improve learning environments for our students and staff, while generating savings that can be better reinvested in support of student achievement.

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 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 over recent years and has continued the commitment to grants that support school renewal and school condition improvement. The costs of operating the new schools at Half Moon Bay, Avalon and Kanata North as well as the rebuilt Broadview Public School have also been reflected.



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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.

11. **Accumulated Surplus**

As previously reported, the District incurred a deficit of \$17.2 million in 2014-2015 resulting in an accumulated surplus of \$16.8 million as of 31 August 2015. The balance is significant in that, as in past years, it allowed for the approval of a budget that relied on the use of the accumulated surplus. The 2015-2016 budget anticipated the use of \$11.9 million of the available balance. Coincidentally, the 2015-2016 Revised Estimates also anticipated the use of \$11.9 million, while the most recent forecast projected the use of \$11.2 million

Table 4 presents the projected accumulated surplus available for compliance at the end of the current year based on planned activity shown in the 2015-2016 updated forecast after adjusting for funding of labour contract settlements and enhanced transportation funding. The actual amounts for the two previous years are also shown.

Table 4 – Accumulated Surplus Available for Compliance

	Projected as at 31 Aug 2016	Actual as at 31 Aug 2015	Actual as at 31 Aug 2014
	\$	\$	\$
Internally appropriated			
Gratuities/WSIB Liabilities	-	4,339,000	8,588,000
Supplies and Equipment	-	34,000	3,945,000
Committed Capital	5,473,000	5,938,000	8,129,000
Total internally appropriated	5,473,000	10,311,000	20,662,000
Unappropriated	172,000	6,501,000	13,314,000
Total available	5,645,000	16,812,000	33,976,000

Previous reports have outlined that accumulated surpluses have been used to support improvements in learning as well as to further the strategy to obtain appropriate funding for transportation through the province's E&E review. As shown in the preceding table the District no longer has capacity to offset the funding shortfall. To this end, staff has with the support of trustees, been actively looking at ways to reduce overall expenditures and increase revenue given the necessity of approving a budget that is compliant with Ministry requirements.



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RESOURCE IMPLICATIONS:

12. The staff recommended budget will set the Board's fiscal operating plan for 2016-2017. Budgets have been tightened in most areas and the ongoing management of operations and reporting on financial results will continue to be a priority. The staff recommended budget will set the stage for planning for the 2017-2018 budget. Staff anticipates that there will be further need for cost containment in that year. The likelihood of some cost savings and improvements in effectiveness as a result of the work being done through the student learning and student accommodation planning will be key to minimizing the need to look at a similar scale of changes as part of that budget.

COMMUNICATION/CONSULTATION ISSUES:

13. Similar to previous years all information provided to the Budget Committee has been posted to the Board website, linked to social media sites, and made available at zone meetings where staff had been invited. Updates have been provided to principals as well as staff.

The goal has been to ensure that the community was aware that the budget development process had commenced and to seek community input. An email link for budget questions and comments is available to the public, but most input is facilitated through trustees and delegations appearing at committee meetings.

Upon the release of the GSNs, staff provided additional information to the Committee including the estimated size of possible budget reductions and the areas which could face reduction.

As the budget process continues questions will be received. Responses to questions that are submitted are provided to members of the Committee and are also posted to the website.

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The remaining scheduled meetings of Committee of the Whole Budget are shown on the Board calendar. These are:

Date	Purpose of Meeting
30 May 2016	Delegations/Debate Commences
06 June 2016	Delegations if required/Debate continues
13 June 2016	Debate continues/continued by Special Board if required
20 June 2016	Debate if required/(if debate continues then) provision for a special Board, if required
27 June 2016	Board Meeting (Budget approval if required)

The schedule may be amended based on needs identified by the Committee.

STRATEGIC LINKS:

14. The budget will set the Board's operating plan for 2016-2017. An effective debate leading to approval of the budget is a cornerstone of sound governance practice. The stewardship of the District's financial resources has always been one of the Board's primary functions and will be particularly challenging as we continue through the process of program expenditure restraint. In addition, the approval of a budget that brings expenditures in line with anticipated revenues, while continuing to meet the needs of students is essential if the OCDSB is to continue to progress towards all of the objectives contained in the 2015-2019 Strategic Plan,

RECOMMENDATION

- A. THAT the unconsolidated 2016-2017 operating budget of \$864.7 million as presented in Report 16-077 and in the supporting 2016-2017 budget binder be approved; and
- B. THAT the capital expenditure budget of \$60.2 million as presented in Report 16-077 and in the supporting 2016-2017 budget binder be approved.

Michael Carson
Chief Financial Officer

Jennifer Adams
Director of Education and
Secretary of the Board

APPENDICES

Appendix A - 2016-2017 Budget Decisions
Appendix B – 2016-2017 Revenues



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Appendix A (i) to Report 16-077

2016-2017 Budget Decisions		
Learning Support Services	FTE	Amount
Full-Time Equivalent (FTE) Positions		
Net Decrease in Assistant / Coordinator Positions	(2.00)	(\$110,900)
Decrease in Social Worker Position	(0.80)	(\$74,800)
Decrease of one Psychologist Position	(1.00)	(\$104,200)
Increase in Speech Language Pathologist Positions (One year term to support LD Program)	2.00	\$191,200
Decrease in Educational Assistants	(16.00)	(\$852,800)
Increase in Educational Assistants - Autism Programs	4.00	\$213,200
Increase in Educational Assistants - To Support 50 : 50 Kindergarten Program	2.00	\$106,600
Sub-Total	(11.80)	(\$631,700)
Operations		
Increase in Emergency Educational Assistant Budget		\$150,000
Total	(11.80)	(\$481,700)
Schools	FTE	Amount
Full-Time Equivalent (FTE) Positions		
Decrease in School Office Positions	(12.25)	(\$540,550)
Decrease in Early Childhood Educators	(10.00)	(\$471,000)
Decrease in Secondary Technician Positions	(2.00)	(\$104,800)
Increase of one Principal to Support FNMI	1.00	\$139,100
Office Staff for new Schools	3.00	\$156,000
Sub-Total	(20.25)	(\$821,250)
Operations		
Increase in Occasional Teacher Budget		\$1,000,000
Reduction of 1% in School Budgets and reduction in Music Repair Budgets		(\$110,000)
Sub-Total		\$890,000
Total	(20.25)	\$68,750



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Appendix A (ii) to Report 16-077

2016-2017 Budget Decisions		
Central	FTE	Amount
Full-Time Equivalent (FTE) Positions		
Decrease in Senior Staff Positions	(3.00)	(\$330,700)
Decrease in Central Positions	(7.00)	(\$460,700)
Elimination of Extracurricular Creative Arts & General Interest Programs - Positions	(4.00)	(\$310,357)
Sub-Total	(14.00)	(\$1,101,757)
Operations		
Elimination of Extracurricular Creative Arts & General Interest Programs - Operations		(\$633,517)
Reduction in Communication Devices - Business and Learning Technologies		(\$400,000)
Elimination of 1.25 Professional Development Day		(\$1,285,000)
Decrease Software Licenses - Business and Learning Technologies		(\$365,000)
Supplies - To support 50 : 50 Kindergarten Program		\$30,000
Release Time - To support 50 : 50 Kindergarten Program		\$40,000
Reduction in Leadership Conference		(\$25,000)
Reduction in Strategic Plan Budget		(\$50,000)
Reduction in Central Renovations/Projects Budget		(\$200,000)
Expected Reduction in Insurance Premiums		(\$200,000)
Reduction in Start-Up Supplies for New Schools		(\$100,000)
Elimination of District Wide Exams - Curriculum Services		(\$150,000)
Sub-Total		(\$3,338,517)
Total	(14.00)	(\$4,440,274)

Facilities / Learning Environment	FTE	Amount
Full-Time Equivalent (FTE) Positions		
Decrease in Maintenance Positions	(5.00)	(\$350,000)
Decrease in Supervisory Positions	(2.00)	(\$221,800)
Chief and Custodians for New Schools	6.00	\$345,000
Sub-Total	(1.00)	(\$226,800)
Operations		
Reduction in Utilities / Energy Savings		(\$500,000)
Reduction in Supplies and Services		(\$500,000)
Reduction in Consultant Fees		(\$100,000)
Reduction in School Buildings Curb Appeal Budget		(\$100,000)
Postpone Vehicle Replacement Budget		(\$125,000)
Sub-Total		(\$1,325,000)
Total	(1.00)	(\$1,551,800)



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Appendix B (i) to Report 16-077

2016-2017 Revenues			
	2014-2015 Actual	2015-2016 Budget	2016-2017 Recommended
Grants for Student Needs (GSN)			
GSN - Operating Purposes			
Pupil Foundation	\$ 374,558,924	\$ 372,827,079	\$ 373,614,330
School Foundation	48,824,932	48,653,758	48,702,427
Special Education	90,576,105	90,035,576	90,442,010
French as a Second Language	14,263,628	14,154,401	16,706,432
English as a Second Language	9,700,475	9,461,869	11,119,655
First Nation, Metis and Inuit Education	1,052,332	985,673	1,207,547
Learning Opportunities	17,301,716	18,548,644	18,270,179
Safe School Supplement	1,857,280	1,846,815	1,846,201
Continuing Education	3,972,862	3,938,426	1,368,610
Adult Education	2,606,815	2,941,151	5,563,195
Teacher Qualifications and Experience	52,425,316	52,648,008	58,608,994
New Teacher Induction Program	560,998	537,641	806,083
Student Transportation	37,181,133	31,591,208	32,517,295
Student Transportation - Effectiveness and Efficiency	-	-	5,800,000
Administration and Governance	17,904,301	17,062,042	18,274,548
School Operations (Facilities)	75,208,315	74,372,908	73,445,366
Community Use of Schools	1,041,201	1,042,678	1,033,282
Declining Enrolment Grant	1,182,425	798,192	921,600
Restraint Savings	(279,158)	(279,158)	(279,158)
Transfer to Deferred Revenue	(2,872,077)	(2,100,000)	(2,740,577)
Total Operating Grants	\$ 747,067,523	\$ 739,067,911	\$ 757,228,019
GSN - Capital Purposes			
Facilities Renewal	\$ 5,087,333	\$ 5,087,333	\$ 5,087,333
Temporary Accommodations	2,608,906	2,247,500	1,434,000
Interest on Ontario Financing Authority Debt	7,481,664	7,182,761	6,878,679
Interest non-Ontario Financing Authority Debt	2,523,115	2,523,115	2,523,115
Interest on Capital Projects under Construction	362,702	300,000	469,182
Total Capital Grants	\$ 18,063,720	\$ 17,340,709	\$ 16,392,309
Total GSN for Operating and Capital Purposes	\$ 765,131,243	\$ 756,408,620	\$ 773,620,328

Numbers may not add due to rounding



Letter of Transmittal and Board Motion for Approval

Appendix B (ii) to Report 16-077

2016-2017 Revenues			
	2014-2015 Actual	2015-2016 Budget	2016-2017 Recommended
Non Grant Revenue			
Rentals	\$ 3,904,475	\$ 3,715,000	\$ 3,951,720
Continuing Education	5,399,866	5,715,954	4,807,510
Other Ministry of Education Grants	4,349,666	4,821,728	4,091,618
Staff on Loan	7,073,721	6,682,507	7,155,455
Tuition Fees	6,667,807	6,574,710	6,648,725
Interest Income	1,206,322	1,200,000	900,000
Miscellaneous Revenues	5,881,508	5,340,233	5,890,488
Early Learning Extended Day Program	10,990,772	12,014,625	14,068,777
Ottawa Carleton District School Board Child Care Centres	1,737,358	2,117,518	1,820,000
Specialized Program Funding	878,445	1,500,000	1,500,000
Total Non Grant Revenues	\$ 48,089,940	\$ 49,682,275	\$ 50,834,293
Deferred Capital Contributions (Ministry Approved Capital)	\$ 35,049,469	\$ 37,994,724	\$ 40,350,446
Total Revenue	\$ 848,270,652	\$ 844,085,619	\$ 864,805,067
Use of Accumulated Surplus			
Special Education	\$ 4,371,808	\$ 5,049,561	\$ -
Transportation	5,829,697	4,807,155	
Other Program Spending	6,474,782	1,439,400	
Board Supported Capital Projects	488,094	601,003	400,701
Use of Accumulated Surplus	\$ 17,164,381	\$ 11,897,119	\$ 400,701
Total Revenue and Use of Accumulated Surplus	\$ 865,435,033	\$ 855,982,738	\$ 865,205,768

Numbers may not add due to rounding



Budget Overview



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Comparative Budget Summary

	2015-2016 Approved Budget	2016-2017 Recommended Budget
Revenues:		
Grants for Student Needs	\$ 794,403,344	\$ 813,970,774
Educational Programs and Other Revenues	35,550,132	34,945,516
Board Programs:		
Extended Day Program & OCDSB - Child Care Centres	14,132,143	15,888,777
Total Revenues	\$ 844,085,619	\$ 864,805,067
Expenditures:		
By Funding Envelope:		
Instruction	\$ 629,976,014	\$ 636,635,525
Continuing Education	9,730,460	9,582,566
Transportation	36,735,691	37,944,321
Facilities/Learning Environment	90,465,614	88,160,700
Central Administration	19,658,706	18,323,332
Amortization	38,595,727	40,751,147
Other:		
Extended Day Program & OCDSB - Child Care Centres	14,132,143	16,318,822
Debt Repayment	10,005,876	9,701,668
Staff on Loan	6,682,507	7,329,070
Total Expenditures	\$ 855,982,738	\$ 864,747,151
Projected Surplus (Shortfall):	\$ (11,897,119)	\$ 57,916

	2015-2016 Approved Budget	2016-2017 Recommended Budget
Use of Reserves		
Unappropriated Reserves:		
To fund Projected Deficit	\$ 11,296,116	\$ -
Appropriated Reserves:		
Amortization on Board Approved Projects	601,003	400,701
Total Use of Reserves	\$ 11,897,119	\$ 400,701

Numbers may not add due to rounding



Net Enveloping Summary – Table

TABLE TO FOLLOW



Net Enveloping Chart of Revenue and Expenditures

(In \$Millions)

CHART TO FOLLOW

Summary of Changes in the Expense Budget

Approved Expenditure 2015-2016 Budget		\$ 855,982,738
Legislative Changes		
	Change in Compensation Base	\$ 4,251,960
	Cost of Living (MOU Agreement)	5,873,338
	Increments	4,199,587
	Increase in Fringe and Statutory Benefits	1,694,985
	Sub-Total	\$ 16,019,870
Changes in Costs - Details on Appendix A		
	Sub-Total	\$ 4,812,758
Changes in Grants, Public Sector Accounting Board and Legislation - Details on Appendix B		
	Sub-Total	\$ 1,911,100
Reduction in Staffing - Details on Appendix C		
	Academic Staffing:	
	Previous Board Decision - Program Change	\$ (1,139,929)
	Board Decision	(3,425,695)
	Average Daily Enrolment (ADE) based Changes	(2,617,042)
	Administration	(510,100)
	Administration Staffing:	
	Schools	(821,250)
	Learning Support Services	(631,700)
	Facilities/Learning Environment	(248,800)
	Central Departments	(791,400)
	Continuing Education	(299,882)
	Sub-Total	\$ (10,485,798)
Reduction in Operations- Details on Appendix D		
	Schools & Learning Support Services	\$ 1,040,000
	Facilities/Learning Environment	(1,325,000)
	Central Departments	(2,575,000)
	Continuing Education	(633,517)
	Sub-Total	\$ (3,493,517)
Recommended 2016-2017 Budget		\$ 864,747,151

Numbers may not add due to rounding



Appendix A – Changes in Costs

Description	Amount
Ottawa Student Transportation Authority (OSTA) - Net Change in Projection	\$ 1,208,630
Increase in Lunch Time Monitor Budgets	165,000
Increase in Emergency Educational Assistants Budget	150,000
Release Time and Supplies - To support 50 : 50 Kindergarten Program	70,000
Impact of change in Average Daily Enrolment in Budgets	(284,616)
Professional Development - Memorandum of Understanding (MOU)	99,095
Net Change in Salary Differential between New Hires and Retired Employees	500,000
Reduction in Cross Departmental Savings	600,000
Increase in Water and Sewage	400,000
Transfer of Design and Construction Costs to Capital Funding	(500,000)
Staff on Loan	646,563
Expected reduction in Insurance Premiums	(200,000)
Provision for Enrolment Fluctuations	340,000
Extended Day Program and OCDSB Child Care Centres (Off-set by revenue increase)	1,618,086
Total	\$ 4,812,758

Numbers may not add due to rounding



Appendix B – Changes in Grants, PSAB and Legislation

Description	Amount
Educational Programs Grants - Other	\$ (220,110)
Amortization on Capital Assets	2,155,420
Grants for Student Needs (ISA, Urban Priorities, Outdoor Education and LOG)	966,996
Public Sector Accounting Board (PSAB) Benefit Adjustment	(991,206)
Total	\$ 1,911,100

Numbers may not add due to rounding

Appendix C – Reduction in Staffing

Description	FTE	Amount
Academic Staffing - Previous Board Decisions (Program changes)		
Decrease in Kindergarten FSL Delivery (5.0 FTE Teachers + Preparation Time)	(5.95)	\$ (582,505)
Decrease in Congregated LD Classes (8.0 FTE Teachers + Preparation Time)	(9.53)	(960,624)
Increase in Learning Resource Teachers - To support Learning Disability	4.00	403,200
Sub-Total	(11.48)	\$ (1,139,929)
Academic Staffing - Board Decisions: 29 March 2016		
Elementary		
Decrease in Kindergarten FSL Delivery (5.0 FTE teachers + Preparation Time)	(5.95)	\$ (582,505)
Decrease in English as a Second Language Positions	(4.00)	(391,600)
Decrease in Central Coaches	(4.00)	(391,600)
Decrease in PSN Classes (3.0 FTE Teachers + Preparation Time)	(3.57)	(359,856)
Increase of one Gifted Program Class (1.0 FTE Teacher + Preparation Time)	1.19	119,952
Increase of one Autism Program Class (1.0 FTE Teacher + Preparation Time)	1.19	119,952
Decrease in Learning Resource Teachers	(8.00)	(806,400)
Decrease in Hearing and Visually Impaired Teacher	(1.00)	(100,800)
Decrease of one Learning Support Consultant	(1.00)	(100,800)
Sub-Total	(25.14)	\$ (2,493,657)

Numbers may not add due to rounding



Appendix C – Reduction in Staffing

Description	FTE	Amount
Academic Staffing - Board Decisions: 29 March 2016		
Secondary		
Decrease in Pathways - Overlay Position	(1.00)	\$ (101,400)
Decrease in Focus Program - Overlay Position	(0.50)	(50,700)
Decrease in PSW (Adult) Program - Overlay Position	(1.00)	(101,400)
Decrease in Small School Allocation - Overlay Positions	(2.00)	(202,800)
Decrease in Arts Program Coordinator - Overlay Position	(0.33)	(33,462)
Decrease in International Baccalaureate Program Coordinator - Overlay Position	(0.34)	(34,476)
Adjustment to Staffing Ratio at Adult HS Over 21 from 29:1 to 30:1	(1.00)	(101,400)
Decrease in Central Coaches	(2.00)	(202,800)
Decrease in System Classes (1.0 FTE Teacher + Preparation Time)	(1.33)	(137,788)
Increase in Autism Class (1.0 FTE Teacher + Preparation Time)	1.33	137,788
Decrease in Learning Support Consultant	(1.00)	(103,600)
Sub-Total	(9.17)	\$ (932,038)
Total Academic Staffing - Board Decisions : 29 March 2016	(34.31)	\$ (3,425,695)

Numbers may not add due to rounding



Appendix C – Reduction in Staffing

Description	FTE	Amount
Academic Staffing - Average Daily Enrolment (ADE) Changes		
Elementary Teachers (26.0 FTE Teachers + Preparation Time)	(30.98)	\$ (3,032,942)
Secondary Teachers (Net adjustment)	1.50	152,100
Principals for New Schools	2.00	263,800
Sub-Total	(27.48)	\$ (2,617,042)
Administration		
Decrease of one Elementary Vice-Principal	(1.00)	\$ (122,800)
Decrease in Secondary Vice-Principals	(2.00)	(248,200)
Decrease of one System Principal (Vacant)	(1.00)	(139,100)
Sub-Total	(4.00)	\$ (510,100)
Total Academic Changes	(77.27)	\$ (7,692,766)

Numbers may not add due to rounding



Appendix C – Reduction in Staffing

Description	FTE	Amount
Administration - Schools		
Decrease in Elementary Office Assistant Positions	(6.00)	\$ (263,400)
Decrease in Early Childhood Educators	(10.00)	(471,000)
Decrease in Secondary Technician Positions	(2.00)	(104,800)
Decrease in Community Outreach Officer Positions	(1.00)	(47,200)
Decrease in Secondary Office Assistants	(5.25)	(229,950)
Increase of one Principal to support FNMI	1.00	139,100
Office Staff for new Schools	3.00	156,000
Sub-Total	(20.25)	\$ (821,250)
Administration - Learning Support Services		
Net decrease in Assistant / Coordinator Positions	(2.00)	\$ (110,900)
Decrease in Social Worker Position	(0.80)	(74,800)
Decrease in Psychologist Position	(1.00)	(104,200)
Speech Language Pathologist - One year term to support Learning Disability Program	2.00	191,200
Decrease in Educational Assistants - General Schools	(13.00)	(692,900)
Decrease in Educational Assistants - Primary Special Need	(3.00)	(159,900)
Increase in Educational Assistants - Autism Programs	4.00	213,200
Increase in Educational Assistants - To support 50 : 50 Kindegarten Program	2.00	106,600
Sub-Total	(11.80)	\$ (631,700)

Numbers may not add due to rounding



Appendix C – Reduction in Staffing

Description	FTE	Amount
Facilities/Learning Environment		
Decrease in Maintenance Positions	(5.00)	\$ (372,000)
Decrease in Supervisory Positions	(2.00)	(221,800)
Chief and Custodians for New Schools	6.00	345,000
Sub-Total	(1.00)	\$ (248,800)
Central Departments		
Decrease of one Superintendent	(1.00)	\$ (172,300)
Decrease in Administrative Assistant Positions	(2.00)	(158,400)
Decrease of one Finance Position	(1.00)	(127,000)
Decrease of one Human Resources Position	(1.00)	(61,300)
Decrease in Communication / Switchboard Operator Position	(1.00)	(53,200)
Decrease in Quality Assurance - Office Assistant Position	(1.00)	(53,100)
Decrease in Business and Learning Technologies Office Positions	(2.00)	(105,000)
Decrease in Planning Position	(1.00)	(61,100)
Sub-Total	(10.00)	\$ (791,400)
Continuing Education		
Elimination of Extracurricular Creative Arts Program - Positions	(1.20)	\$ (102,834)
Elimination of General Interest Program - Positions	(2.80)	(197,048)
Sub-Total	(4.00)	\$ (299,882)
Total Administration Changes	(47.05)	\$ (2,793,032)

Numbers may not add due to rounding



Appendix D – Reduction in Operations

Description	Amount
Schools and Learning Support Services	
Increase in Occasional Teachers Budget	\$ 1,000,000
Increase in Emergency Educational Assistants Budget	150,000
Reduction in Music Repairs and Consumables Budgets	(25,000)
Reduction of 1% in School Budgets	(85,000)
Sub-Total	\$ 1,040,000

Numbers may not add due to rounding

Description	Amount
Facilities / Learning Environment	
Reduction in Utilities / Energy Savings	\$ (500,000)
Reduction in Supplies and Services	(500,000)
Reduction in Consultant Fees	(100,000)
Reduction in School Building Enhancement Budget	(100,000)
Postpone Vehicle Replacement Budget	(125,000)
Sub-Total	\$ (1,325,000)

Numbers may not add due to rounding



Appendix D – Reduction in Operations

Description	Amount
Central Departments	
Communication Devices - Business and Learning Technologies	\$ (400,000)
Reduction of 1.25 Professional Development Days	(1,285,000)
Software Licenses - Business and Learning Technologies	(365,000)
Reduction in Leadership Conference	(25,000)
Reduction in Start-Up Supplies for New Schools	(100,000)
Elimination of District Wide Exams - Curriculum Services	(150,000)
Reduction in Strategic Plan Budget	(50,000)
Reduction in Central Renovations/Projects Budget	(200,000)
Sub-Total	\$ (2,575,000)

Numbers may not add due to rounding

Description	Amount
Continuing Education	
Elimination of Extra Curricular Creative Arts Program	\$ (121,253)
Elimination of General Interest Program	(512,264)
Sub-Total	\$ (633,517)
Total	\$ (3,493,517)

Numbers may not add due to rounding



Budget Assumptions

General Assumptions:

- The Recommended 2016-2017 Budget was prepared in accordance with the Ministry of Education's Balanced Budget Calculation - per Regulation (Excluding benefits under Regulation 488/10)
- The Recommended 2016-2017 Budget includes the provisions implemented by the 2014-2017 Labour Framework

Revenue Assumptions:

- The financial impact of Grants for Students Needs and Educational Program-Other (EPO's) for the OCDSB are included in the approved budget along with corresponding expenses
- Revenues have been adjusted to reflect projected 2016-2017 Average Daily Enrolment (ADE)

Expenditure Assumptions:

- Statutory and benefit costs have been adjusted to reflect estimated increases/changes
- Budgets have been adjusted to reflect the projected impact of Ontario Regulation 2/13
- Transportation budgets have been adjusted to reflect projected expenditures determined by the Ottawa Student Transportation Authority (OSTA) and reflect the favorable impact of the Effectiveness and Efficiency Review
- Debt and amortization expenditures have been revised to reflect 2016-2017 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)
- Changes in program and operating costs have been updated to reflect projected usage

Average Daily Enrolment



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



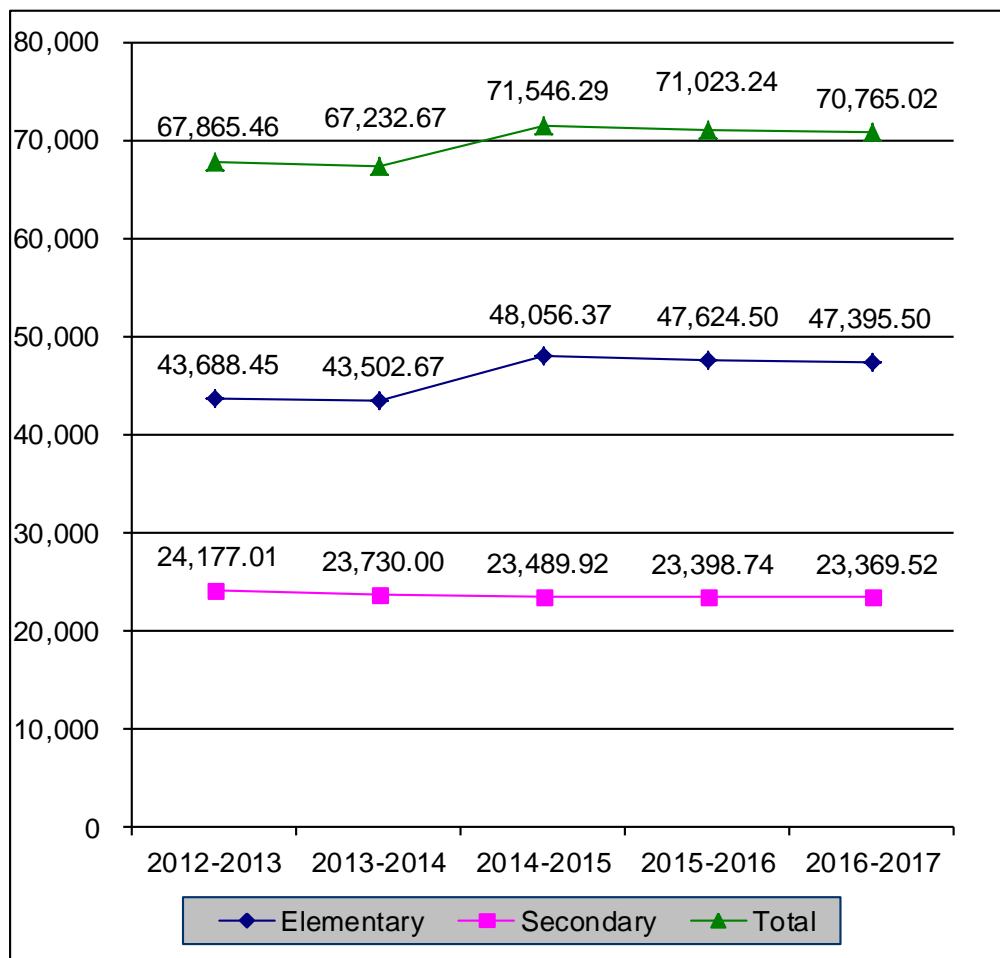
Average Daily Enrolment - Table

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Revised	2016-2017 Estimates
Elementary Students					
Junior Kindergarten	2,223.00	2,127.75	4,382.42	4,350.50	4,366.50
Senior Kindergarten	2,355.00	2,380.00	4,658.19	4,642.00	4,709.00
Grades 1 to 3	14,730.50	14,508.04	14,583.00	14,359.50	14,237.50
Grades 4 to 8	24,330.95	24,423.38	24,366.76	24,219.50	24,029.50
Sub-Total	43,639.45	43,439.17	47,990.37	47,571.50	47,342.50
Tuition Paying	49.00	63.50	66.00	53.00	53.00
Total Elementary Students	43,688.45	43,502.67	48,056.37	47,624.50	47,395.50
Secondary Students					
Under age 21	22,880.50	22,428.87	22,216.79	22,086.31	22,034.23
Age 21 and over	851.01	869.13	780.25	809.43	832.29
Sub-Total	23,731.51	23,298.00	22,997.04	22,895.74	22,866.52
Tuition Paying	445.50	432.00	492.88	503.00	503.00
Total Secondary Students	24,177.01	23,730.00	23,489.92	23,398.74	23,369.52
Grand Total	67,865.46	67,232.67	71,546.29	71,023.24	70,765.02

Numbers may not add due to rounding



Average Daily Enrolment – Trend Analysis Chart



Budget Operating Details

- Staffing
- Revenues
- Expenditures



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Staffing



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Comparative Full-Time Equivalency (FTE) Staffing

OPERATIONS / DEPARTMENTS	2012-2013 Approved FTE	2013-2014 Approved FTE	2014-2015 Approved FTE	2015-2016 Approved FTE	2016-2017 Recommended FTE
Instructional Day School					
Elementary Principals / Vice-Principals	159.00	159.00	163.50	164.00	164.00
Elementary Teachers	2,505.63	2,532.45	2,577.95	2,571.14	2,517.12
Elementary Administrators & Assistants	194.50	195.00	195.00	195.00	190.50
Elementary Library Technicians	57.20	57.20	57.20	57.20	57.70
Elementary Principal - Full-Day Kindergarten	0.00	0.50	0.50	0.00	0.00
Elementary Early Childhood Educators - Full-Day Kindergarten	170.00	267.00	372.00	372.00	362.00
Administration & Support-Regular Instruction/Learning Support Services	8.00	9.00	9.00	9.00	7.00
Executive Director-OCDSB Foundation	1.00	1.00	1.00	1.50	1.50
Equity/Diversity Coordinator	1.00	1.00	1.00	1.00	1.00
Total for Elementary Schools	3,096.33	3,222.15	3,377.15	3,370.84	3,300.82
Secondary Principals / Vice-Principals	75.67	76.67	76.67	76.67	74.83
Secondary Teachers	1,514.67	1,486.85	1,455.18	1,460.84	1,460.00
Secondary Administrators, Assistant Administrators & Assistants	114.00	109.50	109.50	109.50	105.25
Secondary Technicians	35.50	35.00	35.00	35.00	32.00
Secondary Chef, Assistant Chef, Kitchen Helpers & Technological Studies Technician	6.00	6.00	6.00	6.00	6.00
Total for Secondary Schools	1,745.84	1,714.02	1,682.35	1,688.01	1,678.08
Total Elementary & Secondary Schools	4,842.17	4,936.17	5,059.50	5,058.85	4,978.90
Associate Director (Safe Schools & Urban Priorities)					
Superintendent & Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Safe Schools - Secondary Principal	1.00	1.00	1.00	0.00	0.00
Safe Schools - Secondary Teachers	3.00	4.00	3.00	3.00	3.00
Safe Schools - Student Counsellor	3.00	1.00	1.00	1.00	1.00
Safe Schools - Itinerant Educational Assistants	19.00	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	33.80	34.80	33.80	32.80	32.80
Other School Support Programs	17.67	17.33	16.00	16.00	18.67
Total Associate Director, Safe Schools, and Other Support Programs	51.47	52.13	49.80	48.80	51.47
Total Instruction and School Support Programs	4,893.64	4,988.30	5,109.30	5,107.65	5,030.37



Comparative Full-Time Equivalency (FTE) Staffing

OPERATIONS / DEPARTMENTS	2012-2013 Approved FTE	2013-2014 Approved FTE	2014-2015 Approved FTE	2015-2016 Approved FTE	2016-2017 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	445.04	455.00	463.33	464.10	447.38
Secondary Teacher	108.00	110.84	118.82	116.82	116.00
Professional Student Services Personnel (Includes Regular Instruction)	66.60	71.60	71.60	71.10	71.30
Orientation Mobility Instructor	0.50	0.50	0.50	0.50	0.50
Educational Assistants	609.00	620.00	652.00	649.00	639.00
Elementary Principal/Secondary Vice-Principal	2.00	2.00	2.00	2.00	2.00
Administration & Support	5.00	7.00	7.00	7.00	7.00
OCDC/Phoenix House-Secondary Teacher	2.50	2.50	2.50	0.00	0.00
Total Learning Support Services	1,240.64	1,271.44	1,319.75	1,312.52	1,285.18
Finance Department					
Chief Financial Officer & Administrative Assistant	2.00	2.00	1.00	1.00	1.00
Budget Services	5.50	5.00	5.00	5.00	5.00
Financial Reporting / School Support	19.00	19.50	19.50	19.50	18.50
Payroll	13.00	13.00	13.00	13.00	13.00
Supply Chain Management / Risk Management	9.50	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	55.00	57.00	56.00	56.00	55.00
Planning and Facilities					
Superintendent of Facilities & Administrative Assistant	2.00	2.00	1.00	1.00	1.00
Custodial Services, Trades & Maintenance	697.12	715.12	732.12	711.12	712.12
Facilities Management, Design & Construction	46.00	47.00	49.00	49.00	47.00
Physical Planning	12.00	12.00	12.00	12.00	11.00
Facilities & Planning Office, Real Estate & Community Use	6.00	6.00	6.00	6.00	6.00
Admissions & Enrolment	4.00	4.00	4.00	4.00	4.00
Ottawa Student Transportation Authority	9.50	0.00	0.00	0.00	0.00
Total Planning and Facilities	776.62	786.12	804.12	783.12	781.12
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	2.00
Secondary Principals	2.00	2.00	2.00	2.00	2.00
Elementary Teachers	33.43	33.43	33.43	25.00	22.00
Secondary Teachers (includes 2.0 FTE Student Success-Winning Attitudes)	14.00	14.00	14.00	14.00	13.00
Administrative & Support	5.00	5.00	5.00	5.00	5.00
Total Curriculum Services	58.43	58.43	58.43	50.00	46.00



Comparative Full-Time Equivalency (FTE) Staffing

OPERATIONS / DEPARTMENTS	2012-2013 Approved FTE	2013-2014 Approved FTE	2014-2015 Approved FTE	2015-2016 Approved FTE	2016-2017 Recommended FTE
Family Reception Center					
Elementary Teacher	1.00	1.00	1.00	1.00	1.00
Secondary Teacher	1.00	1.00	1.00	1.00	1.00
Administrative & Support	4.00	4.00	4.00	4.00	4.00
Total Family Reception Center	6.00	6.00	6.00	6.00	6.00
Quality Assurance					
Secondary Teacher	1.00	1.00	1.00	1.00	1.00
Administrative & Support	8.00	8.00	9.50	9.00	8.00
Total Quality Assurance	9.00	9.00	10.50	10.00	9.00
Office of the Director					
Director's Office	3.00	3.00	3.00	3.00	3.00
Superintendents & Administrative Assistants	12.00	12.00	14.00	14.00	11.00
Legal Advisor	1.00	1.00	1.00	1.00	1.00
Total Office of the Director	16.00	16.00	18.00	18.00	15.00
Corporate Services					
Executive Officer, Administrative Assistant & Analyst	3.00	3.00	3.00	3.00	3.00
Board Services	6.00	6.00	7.00	7.00	7.00
Communications	10.00	10.00	10.00	10.00	9.00
Corporate Records	5.00	5.00	5.00	5.00	5.00
Trustees	12.00	12.00	12.00	12.00	12.00
Total Corporate Services	36.00	36.00	37.00	37.00	36.00
Human Resources					
Superintendent of Human Resources & Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Recruitment, Operations, Wellness & Disability	33.50	36.50	37.00	37.00	36.00
Staff Development	3.00	0.00	1.00	1.00	1.00
Labour Relations	5.00	5.00	5.50	5.50	5.50
Occupational Health & Safety (Includes .50 FTE Elementary Teacher)	4.50	5.00	5.00	5.00	5.00
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	49.67	50.17	52.17	52.17	51.17
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	16.50	17.00	17.00	17.00	13.00
Continuing Education	18.50	19.00	19.00	19.00	15.00



Comparative Full-Time Equivalency (FTE) Staffing

OPERATIONS / DEPARTMENTS	2012-2013 Approved FTE	2013-2014 Approved FTE	2014-2015 Approved FTE	2015-2016 Approved FTE	2016-2017 Recommended FTE
Business and Learning Technologies					
Elementary Vice-Principal	0.00	0.00	1.00	1.00	1.00
Elementary Teachers	6.00	7.00	6.00	4.00	4.00
Secondary Teacher	1.00	1.00	1.00	1.00	1.00
Administration & Support	82.00	87.00	87.00	87.00	85.00
Business and Learning Technologies	89.00	95.00	95.00	93.00	91.00
Other Departmental Expenses					
Total Staff on Loan	72.14	71.17	68.17	68.32	75.42
Early Childhood Educators	0.00	118.50	167.79	182.35	182.35
Early Learning Assistants	0.00	0.00	0.00	33.68	33.68
Administration & Support (includes .50 FTE Financial Analyst for Child Care Centres)	4.00	7.50	11.50	11.00	11.00
Total Extended Day Program	4.00	126.00	179.29	227.03	227.03
Early Childhood Educators	0.00	58.39	9.10	25.00	25.00
Program Coordinators	0.00	4.00	4.00	4.00	4.00
Program Assistants	0.00	3.00	3.00	4.00	4.00
Cooks/Housekeepers	0.00	3.00	3.00	4.00	4.00
Total OCDSB-Child Care Centres	0.00	68.39	19.10	37.00	37.00
Total Other Departmental Expenses	76.14	265.56	266.56	332.35	339.45
Grand Total FTE	7,324.64	7,658.02	7,851.83	7,876.81	7,760.29

Numbers may not add due to rounding

Staffing numbers include Trustees and Staff on Loan



Staffing Changes by Union Affiliation

	Teachers	P and VPs	PSSP	EAs & ECEs	ESP	Facilities	Exempt
Previously Approved by Board - Program Changes							
Decrease in Kindergarten French as a Second Language Delivery	(5.95)						
Decrease in Congregated Learning Disability Classes	(9.53)						
Increase in Learning Resource Teachers - LSS	4.00						
Increase in Speech Language Pathologists (One year term to support LD Program) - LSS			2.00				
Increase in Educational Assistants (To support 50:50 Kindergarten Program) - LSS				2.00			
Sub-Total	(11.48)		2.00	2.00			
ADE Based Changes							
Elementary Teachers	(30.98)						
Secondary Teachers	1.50						
Principals for New Schools		2.00					
Sub-Total	(29.48)	2.00					
Approved by Board - 29 March 2016							
Decrease in Kindergarten French as a Second Language Delivery	(5.95)						
Decrease in English as a Second Language Positions	(4.00)						
Decrease in Central Coaches	(4.00)						
Decrease in Primary Special Needs Classes - LSS	(3.57)						
Increase of one Gifted Program Class - LSS	1.19						
Increase of one Autism Program Class - LSS	1.19						
Decrease in Learning Resource Teachers - LSS	(8.00)						
Decrease in Hearing and Visually Impaired - LSS	(1.00)						
Decrease of one Learning Support Consultant - LSS	(1.00)						
Decrease in Pathway - Overlay Position	(1.00)						
Decrease in Focus Program - Overlay Position	(0.50)						
Decrease in PSW (Adult) Program - Overlay Position	(1.00)						
Decrease in Small School Allocation - Overlay Positions	(2.00)						
Decrease in Arts Program Coordinator - Overlay Position	(0.33)						
Decrease in International Baccalaureate Program Coordinator - Overlay Position	(0.34)						
Adjustment to Staffing Ratio at Adult HS	(1.00)						
Decrease in Central Coaches	(2.00)						
Decrease in System Classes - LSS	(1.33)						
Increase in Autism Class - LSS	1.33						
Decrease in Learning Support Consultant - LSS	(1.00)						
Decrease of one Elementary Vice-Principal		(1.00)					
Decrease in Secondary Vice-Principals		(2.00)					
Decrease of one System Principal (Vacant)		(1.00)					
Sub-Total	(34.31)	(4.00)					



Staffing Changes by Union Affiliation

	Teachers	P and VPs	PSSP	EAs & ECEs	ESP	Facilities	Exempt
Recommended							
Increase of one Office Coordinator - LSS					1.00		
Decrease in Assistant Office Coordinator Positions - LSS					(3.00)		
Decrease in Social Worker Position - LSS			(0.80)				
Decrease of one Psychologist Position - LSS			(1.00)				
Decrease in Educational Assistants - General Schools - LSS				(13.00)			
Decrease in Educational Assistants - Primary Special Need - LSS				(3.00)			
Increase in Educational Assistants - Elem. Autism Program - LSS				2.00			
Increase in Educational Assistants - Sec. Autism Program - LSS				2.00			
Increase in Emergency Educational Assistant Budget - LSS							
Decrease in Elementary Office Assistant Positions					(6.00)		
Decrease in Early Childhood Educators				(10.00)			
Decrease in Secondary Technician Positions					(2.00)		
Decrease in Community Outreach Officer Positions					(1.00)		
Decrease in Secondary Office Assistant Positions					(4.00)		
Decrease in Secondary Office Assistants - Alternate Sites					(1.25)		
Increase of one Principal to support FNMI		1.00					
Office Staff for New Schools					3.00		
Decrease of one Superintendent							(1.00)
Decrease in Administrative Assistant Positions							(2.00)
Decrease of one Finance Position							(1.00)
Decrease of one Human Resources Position					(1.00)		
Decrease in Communication / Switchboard Operator Position					(1.00)		
Decrease in Quality Assurance - Office Assistant Position					(1.00)		
Decrease in Business and Learning Technologies Office Positions					(2.00)		
Decrease in Planning Position					(1.00)		
Elimination of Extracurricular Creative Arts & General Interest Programs					(4.00)		
Decrease in Maintenance Positions						(5.00)	
Decrease in Supervisory Positions							(2.00)
Chief and Custodians for New Schools						6.00	
Sub-Total	0.00	1.00	(1.80)	(22.00)	(23.25)	1.00	(6.00)
Total	(75.27)	(1.00)	0.20	(20.00)	(23.25)	1.00	(6.00)
						Grand Total	(124.32)



Revenues



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Revenue – Grants for Student Needs

	2014-2015 Actual	2015-2016 Budget	2016-2017 Recommended
Grants for Student Needs (GSN)			
GSN - Operating Purposes			
Pupil Foundation	\$ 374,558,924	\$ 372,827,079	\$ 373,614,330
School Foundation	48,824,932	48,653,758	48,702,427
Special Education	90,576,105	90,035,576	90,442,010
French as a Second Language	14,263,628	14,154,401	16,706,432
English as a Second Language	9,700,475	9,461,869	11,119,655
First Nation, Metis and Inuit Education	1,052,332	985,673	1,207,547
Learning Opportunities	17,301,716	18,548,644	18,270,179
Safe School Supplement	1,857,280	1,846,815	1,846,201
Continuing Education	3,972,862	3,938,426	1,368,610
Adult Education	2,606,815	2,941,151	5,563,195
Teacher Qualifications and Experience	52,425,316	52,649,008	58,608,994
New Teacher Induction Program	560,998	537,641	806,083
Student Transportation	37,181,133	31,591,208	32,517,295
Student Transportation - Effectiveness and Efficiency	-	-	5,800,000
Administration and Governance	17,904,301	17,062,042	18,274,548
School Operations (Facilities)	75,208,315	74,372,908	73,445,366
Community Use of Schools	1,041,201	1,042,678	1,033,282
Declining Enrolment Grant	1,182,425	798,192	921,600
Restraint Savings	(279,158)	(279,158)	(279,158)
Transfer to Deferred Revenue	(2,872,077)	(2,100,000)	(2,740,577)
Total Operating Grants	\$ 747,067,523	\$ 739,067,911	\$ 757,228,019
GSN - Capital Purposes			
Facilities Renewal	\$ 5,087,333	\$ 5,087,333	\$ 5,087,333
Temporary Accommodations	2,608,906	2,247,500	1,434,000
Interest on Ontario Financing Authority Debt	7,481,664	7,182,761	6,878,679
Interest non-Ontario Financing Authority Debt	2,523,115	2,523,115	2,523,115
Interest on Capital Projects under Construction	362,702	300,000	469,182
Total Capital Grants	\$ 18,063,720	\$ 17,340,709	\$ 16,392,309
Total GSN for Operating and Capital Purposes	\$ 765,131,243	\$ 756,408,620	\$ 773,620,328

Numbers may not add due to rounding



Revenue – Non Grant Revenue and Reserves

	2014-2015 Actual	2015-2016 Budget	2016-2017 Recommended
Non Grant Revenue			
Rentals	\$ 3,904,475	\$ 3,715,000	\$ 3,951,720
Continuing Education	5,399,866	5,715,954	4,807,510
Other Ministry of Education Grants	4,349,666	4,821,728	4,091,618
Staff on Loan	7,073,721	6,682,507	7,155,455
Tuition Fees	6,667,807	6,574,710	6,648,725
Interest Income	1,206,322	1,200,000	900,000
Miscellaneous Revenues	5,881,508	5,340,233	5,890,488
Early Learning Extended Day Program	10,990,772	12,014,625	14,068,777
OCDSB Child Care Centres	1,737,358	2,117,518	1,820,000
Specialized Program Funding	878,445	1,500,000	1,500,000
Total Non Grant Revenues	\$ 48,089,940	\$ 49,682,275	\$ 50,834,293
Deferred Capital Contributions (Ministry Approved Capital)	\$ 35,049,469	\$ 37,994,724	\$ 40,350,446
Total Revenue	\$ 848,270,652	\$ 844,085,619	\$ 864,805,067
Use of Accumulated Surplus			
Special Education	\$ 4,371,808	\$ 5,049,561	\$
Transportation	5,829,697	4,807,155	
Other Program Spending	6,474,782	1,439,400	
Board Supported Capital Projects	488,094	601,003	400,701
Use of Accumulated Surplus	\$ 17,164,381	\$ 11,897,119	\$ 400,701
Total Revenue and Use of Accumulated Surplus	\$ 865,435,033	\$ 855,982,738	\$ 865,205,768

Numbers may not add due to rounding



Expenditures

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DEPARTMENT	Page	DEPARTMENT SUMMARY	DEPARTMENT TOTAL	DEPARTMENT	Page	DEPARTMENT SUMMARY	DEPARTMENT TOTAL
Instructional Day School	51	\$ 504,148,672		Office of the Director	81	\$ 2,516,211	
Elementary Schools	52		323,732,655	Director's Office	82		676,595
Secondary Schools	53		173,989,203	Superintendents and Administrative Assistants	83		1,244,346
School Programs and Support	54		6,426,814	Legal Services	84		595,271
Learning Support Services / Special Education	55	\$ 104,769,430		Corporate Services	85	\$ 3,049,438	
Superintendent of Learning Support Services	56		309,556	Executive Officer	86		395,408
Elementary Special Education	57		44,576,287	Board Services	87		736,968
Secondary Special Education	58		11,974,067	Communications	88		1,015,613
Educational Assistants	59		34,375,378	Corporate Records	89		517,052
Special Education and Professional Services Personnel	60		13,534,142	Trustees	90		384,397
Phoenix House	61		-				
Finance Department	62	\$ 7,431,191		Human Resources	91	\$ 6,369,082	
Chief Financial Officer/Treasurer	63		140,409	Superintendent of Human Resources	92		507,816
Budget Services	64		452,682	Human Resource Staff Development	93		967,285
Financial Reporting / School Support	65		1,626,847	Staffing, HRIS and Wellness/Disability Management	94		3,253,704
Payroll	66		871,612	Labour Relations	95		704,633
Risk & Supply Chain Management	67		3,484,004	Occupational Health and Safety	96		766,225
Document Reproduction / Mail & Courier	68		855,637	Elementary and Secondary Staffing Committee Resources	97		169,419
Planning and Facilities	69	\$ 79,634,645		Continuing Education	98	\$ 9,582,566	9,582,566
Superintendent of Facilities	70		140,409	Transportation / OSTA	99	\$ 37,944,321	37,944,321
Custodial Services, Trades and Maintenance,				Business and Learning Technologies	100	\$ 14,513,340	14,513,340
Facilities Management, Design and Construction	71		58,109,048	Debt and Other Expenses	101	\$ 80,872,040	
Utilities	72		17,805,976	Staff on Loan	102		7,329,070
Physical Planning	73		1,282,293	Extended Day Program	103		14,068,777
Facilities & Planning Office, Real Estate & Community Use	74		1,946,754	OCDsB Child Care Centres (OCDsB CCC)	104		2,250,045
Admissions & Enrolment	75		350,165	Facilities Renewal Plan	105		6,521,333
Curriculum Services	76	\$ 9,245,914		Debentures and Long Term Debt	106		50,702,815
Superintendent of Curriculum Services	77		651,877	Retirement Gratuities, Other Payments and Adjustments	107	\$ 4,670,299	4,670,299
Curriculum Department	78		6,971,735				
Family Reception Centre	79		554,640				
Quality Assurance	80		1,067,662				

TOTAL EXPENDITURES		\$ 864,747,151	\$ 864,747,151
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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 149 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instructional Day School Totals								
Elementary School	\$ 310,177,021	3,377.15	\$ 314,079,070	\$ 316,600,814	3,370.84	\$ 188,098,419	\$ 323,732,655	3,300.82
Secondary School	170,847,787	1,682.34	170,550,815	171,479,938	1,688.00	98,994,468	173,989,203	1,678.08
School Programs and Support	6,340,968	49.80	6,094,731	6,183,091	48.80	2,494,987	6,426,814	51.47
Total	\$ 487,365,777	5,109.29	\$ 490,724,615	\$ 494,263,844	5,107.64	\$ 289,587,875	\$ 504,148,672	5,030.37

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 486,100,458	5,107.09	\$ 487,974,076	\$ 493,207,949	5,105.44	\$ 288,761,381	\$ 503,204,063	5,028.17
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	739,819	2.20	900,126	732,265	2.20	402,433	695,979	2.20
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	525,500	-	701,887	323,630	-	397,532	248,630	-
Other	-	-	1,148,526	-	-	26,529	-	-
Total	\$ 487,365,777	5,109.29	\$ 490,724,615	\$ 494,263,844	5,107.64	\$ 289,587,875	\$ 504,148,672	5,030.37

* 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 149 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Elementary Schools								
Salaries and Benefits	\$ 300,604,240	3,377.15	\$ 302,987,941	\$ 306,263,262	3,370.84	\$ 182,139,368	\$ 312,828,126	3,300.82
Staff Development	3,754,070	-	1,321,511	4,775,788	-	477,316	4,654,773	-
Supplies and Services	3,672,812	-	6,578,018	3,515,864	-	3,004,286	4,203,856	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	2,145,900	-	3,080,641	2,045,900	-	2,358,826	2,045,900	-
Other	-	-	102,092	-	-	25,293	-	-
Rental expense	-	-	8,866	-	-	93,331	-	-
Total	\$ 310,177,021	3,377.15	\$ 314,079,070	\$ 316,600,814	3,370.84	\$ 188,098,419	\$ 323,732,655	3,300.82

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 309,319,649	3,376.95	\$ 312,989,733	\$ 315,947,226	3,370.64	\$ 187,602,431	\$ 323,154,104	3,300.62
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	357,372	0.20	358,082	355,459	0.20	131,416	355,421	0.20
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	500,000	-	566,797	298,130	-	338,701	223,130	-
Other	-	-	164,457	-	-	25,872	-	-
Total	\$ 310,177,021	3,377.15	\$ 314,079,070	\$ 316,600,814	3,370.84	\$ 188,098,419	\$ 323,732,655	3,300.82

* 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. Three new elementary schools will be opening for the 2016-2017 school year. **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 149 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Secondary Schools								
Salaries and Benefits	\$ 167,172,964	1,682.34	\$ 165,417,589	\$ 168,035,440	1,688.00	\$ 96,075,434	\$ 170,666,713	1,678.08
Staff Development	25,500	-	698,187	25,500	-	314,184	25,500	-
Supplies and Services	3,649,323	-	4,399,902	3,418,998	-	2,553,703	3,296,990	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	23,777	-	-	51,147	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	11,359	-	-	-	-	-
Total	\$ 170,847,787	1,682.34	\$ 170,550,815	\$ 171,479,938	1,688.00	\$ 98,994,468	\$ 173,989,203	1,678.08

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 170,847,787	1,682.34	\$ 169,478,968	\$ 171,479,938	1,688.00	\$ 98,956,878	\$ 173,989,203	1,678.08
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	88,189	-	-	37,590	-	-
Other	-	-	983,659	-	-	-	-	-
Total	\$ 170,847,787	1,682.34	\$ 170,550,815	\$ 171,479,938	1,688.00	\$ 98,994,468	\$ 173,989,203	1,678.08

* 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 25 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 149 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
School Programs and Support								
Salaries and Benefits	\$ 3,774,038	49.80	\$ 2,475,472	\$ 3,672,605	48.80	\$ 1,022,842	\$ 3,989,377	51.47
Staff Development	316,216	-	727,351	264,096	-	67,711	239,096	-
Supplies and Services	2,250,714	-	2,350,028	2,246,390	-	1,017,246	2,198,341	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	541,639	-	-	386,933	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	240	-	-	255	-	-
Total	\$ 6,340,968	49.80	\$ 6,094,731	\$ 6,183,091	48.80	\$ 2,494,987	\$ 6,426,814	51.47

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 5,933,022	47.80	\$ 5,505,375	\$ 5,780,785	46.80	\$ 2,202,072	\$ 6,060,755	49.47
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	382,447	2.00	542,044	376,806	2.00	271,017	340,558	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	25,500	-	46,901	25,500	-	21,241	25,500	-
Other	-	-	410	-	-	657	-	-
Total	\$ 6,340,968	49.80	\$ 6,094,731	\$ 6,183,091	48.80	\$ 2,494,987	\$ 6,426,814	51.47

* 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, Aboriginal 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Learning Support Services/Special Education								
Superintendent of Learning Support Services	\$ 317,310	2.00	\$ 326,515	\$ 317,459	2.00	\$ 149,644	\$ 309,556	2.00
Elementary Special Education	47,311,175	463.33	47,076,971	45,612,485	464.10	27,897,229	44,576,287	447.38
Secondary Special Education	11,361,241	118.83	11,114,727	11,839,579	116.83	6,536,332	11,974,067	116.00
Educational Assistants	34,371,706	652.00	33,281,523	34,372,073	649.00	23,773,112	34,375,378	639.00
Special Ed/Professional Student Services Personnel	13,414,704	81.10	13,289,014	13,251,776	80.60	6,804,135	13,534,142	80.80
Phoenix House and Young Offenders	273,276	2.50	7,144	-	-	-	-	-
Total	\$ 107,049,413	1,319.76	\$ 105,095,894	\$ 105,393,372	1,312.53	\$ 65,160,451	\$ 104,769,430	1,285.18

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 106,777,713	1,317.76	\$ 104,766,732	\$ 105,121,523	1,310.53	\$ 65,014,707	\$ 104,505,483	1,283.18
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	271,700	2.00	329,162	271,849	2.00	145,744	263,946	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 107,049,413	1,319.76	\$ 105,095,894	\$ 105,393,372	1,312.53	\$ 65,160,451	\$ 104,769,430	1,285.18

* Numbers may not add due to rounding

Objectives 2016-2017: 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Superintendent of Learning Support Services								
Salaries and Benefits	\$ 261,623	2.00	\$ 314,286	\$ 262,779	2.00	\$ 142,956	\$ 255,150	2.00
Staff Development	5,202	-	2,868	4,937	-	1,022	4,937	-
Supplies and Services	50,485	-	9,362	49,743	-	5,666	49,469	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 317,310	2.00	\$ 326,515	\$ 317,459	2.00	\$ 149,644	\$ 309,556	2.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 45,610	-	\$ -	\$ 45,610	-	\$ 3,899	\$ 45,610	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	271,700	2.00	326,515	271,849	2.00	145,744	263,946	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 317,310	2.00	\$ 326,515	\$ 317,459	2.00	\$ 149,644	\$ 309,556	2.00

* Numbers may not add due to rounding

Objectives 2016-2017: 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Elementary Special Education								
Salaries and Benefits	\$ 47,311,175	463.33	\$ 47,076,971	\$ 45,612,485	464.10	\$ 27,897,229	\$ 44,576,287	447.38
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	-	-	-	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 47,311,175	463.33	\$ 47,076,971	\$ 45,612,485	464.10	\$ 27,897,229	\$ 44,576,287	447.38

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 47,311,175	463.33	\$ 47,076,971	\$ 45,612,485	464.10	\$ 27,897,229	\$ 44,576,287	447.38
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 47,311,175	463.33	\$ 47,076,971	\$ 45,612,485	464.10	\$ 27,897,229	\$ 44,576,287	447.38

* Numbers may not add due to rounding

Objectives 2016-2017: 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Secondary Special Education								
Salaries and Benefits	\$ 11,360,119	118.83	\$ 11,114,727	\$ 11,838,457	116.83	\$ 6,536,332	\$ 11,972,945	116.00
Staff Development	1,122	-	-	1,122	-	-	1,122	-
Supplies and Services	-	-	-	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 11,361,241	118.83	\$ 11,114,727	\$ 11,839,579	116.83	\$ 6,536,332	\$ 11,974,067	116.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 11,361,241	118.83	\$ 11,114,727	\$ 11,839,579	116.83	\$ 6,536,332	\$ 11,974,067	116.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 11,361,241	118.83	\$ 11,114,727	\$ 11,839,579	116.83	\$ 6,536,332	\$ 11,974,067	116.00

* Numbers may not add due to rounding

Objectives 2016-2017: 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Educational Assistants								
Salaries and Benefits	\$ 34,371,706	652.00	\$ 33,281,523	\$ 34,372,073	649.00	\$ 23,773,112	\$ 34,375,378	639.00
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	-	-	-	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 34,371,706	652.00	\$ 33,281,523	\$ 34,372,073	649.00	\$ 23,773,112	\$ 34,375,378	639.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 34,371,706	652.00	\$ 33,281,523	\$ 34,372,073	649.00	\$ 23,773,112	\$ 34,375,378	639.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 34,371,706	652.00	\$ 33,281,523	\$ 34,372,073	649.00	\$ 23,773,112	\$ 34,375,378	639.00

* 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Special Education and PSSP								
Salaries and Benefits	\$ 8,717,284	81.10	\$ 9,912,405	\$ 8,809,943	80.60	\$ 5,591,660	\$ 8,830,381	80.80
Staff Development	122,500	-	488,127	197,500	-	15,975	(129,500)	-
Supplies and Services	4,300,881	-	2,622,145	4,145,394	-	1,169,830	4,496,471	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	274,039	-	266,336	98,939	-	26,670	336,790	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 13,414,704	81.10	\$ 13,289,014	\$ 13,251,776	80.60	\$ 6,804,135	\$ 13,534,142	80.80

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 13,414,704	81.10	\$ 13,286,367	\$ 13,251,776	80.60	\$ 6,804,135	\$ 13,534,142	80.80
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	2,646	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 13,414,704	81.10	\$ 13,289,014	\$ 13,251,776	80.60	\$ 6,804,135	\$ 13,534,142	80.80

* Numbers may not add due to rounding

All members of the Learning Support Services department work in collaboration with teaching personnel and parent(s)/guardian(s) to provide special education supports and services to meet the needs of students through a tiered and multi-disciplinary approach to service. The multi-disciplinary team consists of the in-school team and various personnel who are assigned to support the school in areas of special education and programming. Staff members include; the Learning Support Consultant, Psychologist or Psychological Associate, Social Worker, Speech/Language Pathologist, Itinerant Teachers for the Blind/Low Vision, Itinerant Teachers of 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Phoenix House and Young Offenders								
Salaries and Benefits	\$ 246,043	2.50	\$ -	\$ -	-	\$ -	\$ -	-
Staff Development	-	-	876	-	-	-	-	-
Supplies and Services	27,233	-	6,268	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 273,276	2.50	\$ 7,144	\$ -	-	\$ -	\$ -	-

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 273,276	2.50	\$ 7,144	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 273,276	2.50	\$ 7,144	\$ -	-	\$ -	\$ -	-

* 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Finance Totals								
Chief Financial Officer/Treasurer	\$ 136,411	1.00	\$ 295,558	\$ 139,062	1.00	\$ 86,118	\$ 140,409	1.00
Budget Services	555,252	5.00	575,343	555,416	5.00	316,900	452,682	5.00
Financial Reporting	1,711,686	19.50	1,678,227	1,741,933	19.50	918,276	1,626,847	18.50
Payroll	936,979	13.00	1,048,647	919,621	13.00	607,477	871,612	13.00
Risk & Supply Chain Management	3,786,165	11.50	3,472,830	3,668,235	11.50	2,105,586	3,484,004	11.50
Document Reproduction / Mail & Courier	865,561	6.00	880,346	848,748	6.00	552,321	855,637	6.00
Total	\$ 7,992,053	56.00	\$ 7,950,951	\$ 7,873,015	56.00	\$ 4,586,677	\$ 7,431,191	55.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 1,082,878	8.80	\$ 1,113,172	\$ 1,050,478	8.80	\$ 432,255	\$ 1,064,131	8.80
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	4,205,296	46.20	4,505,582	4,260,158	46.20	2,475,636	3,999,468	45.20
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	2,703,879	1.00	2,332,196	2,562,379	1.00	1,678,785	2,367,592	1.00
Other	-	-	-	-	-	-	-	-
Total	\$ 7,992,053	56.00	\$ 7,950,951	\$ 7,873,015	56.00	\$ 4,586,677	\$ 7,431,191	55.00

* Numbers may not add due to rounding

Objectives for 2016-2017: 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Chief Financial Officer								
Salaries and Benefits	\$ 131,372	1.00	\$ 137,460	\$ 134,528	1.00	\$ 76,490	\$ 136,012	1.00
Staff Development	1,326	-	620	1,193	-	817	1,193	-
Supplies and Services	3,713	-	12,172	3,341	-	7,199	3,204	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	145,306	-	-	1,612	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 136,411	1.00	\$ 295,558	\$ 139,062	1.00	\$ 86,118	\$ 140,409	1.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ 77	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	136,411	1.00	295,481	139,062	1.00	86,118	140,409	1.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 136,411	1.00	\$ 295,558	\$ 139,062	1.00	\$ 86,118	\$ 140,409	1.00

* Numbers may not add due to rounding

Objectives for 2016-2017: 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, regular management reporting as well as ad hoc support of various initiatives and other services provided by the unit.

Operating Resource	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Budget Services								
Salaries and Benefits	\$ 540,652	5.00	\$ 567,122	\$ 542,821	5.00	\$ 310,044	\$ 440,798	5.00
Staff Development	4,000	-	159	4,000	-	2,799	4,000	-
Supplies and Services	10,600	-	8,062	8,595	-	4,057	7,884	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 555,252	5.00	\$ 575,343	\$ 555,416	5.00	\$ 316,900	\$ 452,682	5.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	555,252	5.00	575,343	555,416	5.00	316,900	452,682	5.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 555,252	5.00	\$ 575,343	\$ 555,416	5.00	\$ 316,900	\$ 452,682	5.00

* Numbers may not add due to rounding

Objectives for 2016-2017: 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Financial Reporting/School Support								
Salaries and Benefits	\$ 1,521,058	19.50	\$ 1,568,760	\$ 1,542,480	19.50	\$ 872,213	\$ 1,432,074	18.50
Staff Development	7,500	-	3,101	12,000	-	2,007	12,000	-
Supplies and Services	56,388	-	31,552	60,713	-	(18,265)	56,033	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	126,740	-	74,815	126,740	-	62,320	126,740	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 1,711,686	19.50	\$ 1,678,227	\$ 1,741,933	19.50	\$ 918,276	\$ 1,626,847	18.50

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 262,062	4.00	\$ 259,091	\$ 267,372	4.00	\$ 116,022	\$ 274,106	4.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	1,449,624	15.50	1,419,136	1,474,561	15.50	802,254	1,352,741	14.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 1,711,686	19.50	\$ 1,678,227	\$ 1,741,933	19.50	\$ 918,276	\$ 1,626,847	18.50

* Numbers may not add due to rounding

Objectives for 2016-2017: Complete a request for proposal relating to banking services, initiate the process to update 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 Services 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Payroll								
Salaries and Benefits	\$ 916,279	13.00	\$ 1,031,699	\$ 904,016	13.00	\$ 603,277	\$ 857,852	13.00
Staff Development	1,000	-	6,094	1,000	-	-	1,000	-
Supplies and Services	19,700	-	10,854	14,605	-	4,200	12,760	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 936,979	13.00	\$ 1,048,647	\$ 919,621	13.00	\$ 607,477	\$ 871,612	13.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	936,979	13.00	1,048,647	919,621	13.00	607,477	871,612	13.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 936,979	13.00	\$ 1,048,647	\$ 919,621	13.00	\$ 607,477	\$ 871,612	13.00

* Numbers may not add due to rounding

Objectives for 2016-2017: Continued assessment of the Payroll Department's activities and related internal controls in order to meet the Department's objectives.



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 makes recommendations for risk control/prevention and administers insurance inquiries and claims.

Operating Resource	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Risk & Supply Chain Management								
Salaries and Benefits	\$ 955,892	11.50	\$ 1,023,148	\$ 1,013,961	11.50	\$ 474,062	\$ 1,030,775	11.50
Staff Development	6,814	-	3,677	6,814	-	2,546	6,814	-
Supplies and Services	689,055	-	465,700	688,055	-	100,433	687,010	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	2,134,405	-	1,980,305	1,959,405	-	1,528,545	1,759,405	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 3,786,165	11.50	\$ 3,472,830	\$ 3,668,235	11.50	\$ 2,105,586	\$ 3,484,004	11.50

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 192,800	-	\$ 169,618	\$ 162,800	-	\$ (11,409)	\$ 162,800	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	889,487	10.50	971,016	943,057	10.50	438,209	953,611	10.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	2,703,879	1.00	2,332,196	2,562,379	1.00	1,678,785	2,367,592	1.00
Other	-	-	-	-	-	-	-	-
Total	\$ 3,786,165	11.50	\$ 3,472,830	\$ 3,668,235	11.50	\$ 2,105,586	\$ 3,484,004	11.50

* Numbers may not add due to rounding

Objectives for 2016-2017: 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Document Reproduction / Mail & Courier								
Salaries and Benefits	\$ 412,965	6.00	\$ 385,005	\$ 396,152	6.00	\$ 331,115	\$ 405,454	6.00
Staff Development	1,275	-	1,449	1,275	-	1,146	1,275	-
Supplies and Services	166,321	-	223,534	166,321	-	87,497	163,908	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	15,000	-	157,093	15,000	-	82,675	15,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	270,000	-	113,264	270,000	-	49,887	270,000	-
Total	\$ 865,561	6.00	\$ 880,346	\$ 848,748	6.00	\$ 552,321	\$ 855,637	6.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 628,016	4.80	\$ 684,386	\$ 620,306	4.80	\$ 327,642	\$ 627,225	4.80
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	237,545	1.20	195,960	228,442	1.20	224,679	228,412	1.20
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 865,561	6.00	\$ 880,346	\$ 848,748	6.00	\$ 552,321	\$ 855,637	6.00

* Numbers may not add due to rounding

Objectives for 2016-2017: 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Planning and Facilities Totals								
Superintendent of Planning and Facilities	\$ 136,411	1.00	\$ 130,061	\$ 139,062	1.00	\$ 77,119	\$ 140,409	1.00
Custodial Services, Trades and Maintenance, Facilities Management, Design & Construction	61,024,734	781.13	58,308,291	59,439,853	760.13	33,781,007	58,109,048	759.12
Utilities	18,180,825	-	18,514,332	17,905,976	-	8,331,547	17,805,976	-
Physical Planning	1,381,008	12.00	1,142,004	1,335,258	12.00	661,072	1,282,293	11.00
Facilities & Planning Office, Real Estate & Community Use	2,000,326	6.00	2,007,916	2,010,117	6.00	922,616	1,946,754	6.00
Admissions & Enrollment	354,994	4.00	360,207	349,065	4.00	195,036	350,165	4.00
Total	\$ 83,078,297	804.13	\$ 80,462,811	\$ 81,179,331	783.13	\$ 43,968,397	\$ 79,634,645	781.12

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 73,440	-	\$ 161,584	\$ 73,440	-	\$ 55,072	\$ 73,440	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	2,077,132	22.88	2,255,197	2,065,422	22.88	1,253,804	2,009,351	21.88
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	80,927,725	781.25	78,046,030	79,040,469	760.25	42,659,521	77,551,855	759.24
Other	-	-	-	-	-	-	-	-
Total	\$ 83,078,297	804.13	\$ 80,462,811	\$ 81,179,331	783.13	\$ 43,968,397	\$ 79,634,645	781.12

* Numbers may not add due to rounding

Objectives for 2016-2017: 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Superintendent of Planning and Facilities								
Salaries and Benefits	\$ 131,372	1.00	\$ 128,845	\$ 134,528	1.00	\$ 76,490	\$ 136,012	1.00
Staff Development	1,326	-	-	1,193	-	-	1,193	-
Supplies and Services	3,713	-	1,216	3,341	-	629	3,204	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 136,411	1.00	\$ 130,061	\$ 139,062	1.00	\$ 77,119	\$ 140,409	1.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	136,411	1.00	130,061	139,062	1.00	77,119	140,409	1.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 136,411	1.00	\$ 130,061	\$ 139,062	1.00	\$ 77,119	\$ 140,409	1.00

* Numbers may not add due to rounding

Objective for 2016-2017: 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<u>Custodial, Trades, Facilities Management, Design & Construction</u>								
Salaries and Benefits	\$ 47,590,855	781.13	\$ 48,146,949	\$ 46,787,609	760.13	\$ 27,503,319	\$ 46,291,818	759.12
Staff Development	226,646	-	38,491	172,040	-	26,863	172,040	-
Supplies and Services	7,869,652	-	5,183,334	6,924,815	-	3,224,980	6,505,665	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	5,007,381	-	4,931,739	5,225,189	-	2,986,925	4,934,325	-
Other	250,000	-	-	250,000	-	-	125,000	-
Rental expense	80,200	-	7,778	80,200	-	38,920	80,200	-
Total	\$ 61,024,734	781.13	\$ 58,308,291	\$ 59,439,853	760.13	\$ 33,781,007	\$ 58,109,048	759.12

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ 94,961	\$ -	-	\$ 41,871	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	371,745	6.38	559,913	376,899	6.38	304,199	372,092	6.38
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	60,652,989	774.75	57,653,417	59,062,954	753.75	33,434,938	57,736,956	752.74
Other	-	-	-	-	-	-	-	-
Total	\$ 61,024,734	781.13	\$ 58,308,291	\$ 59,439,853	760.13	\$ 33,781,007	\$ 58,109,048	759.12

* Numbers may not add due to rounding

Objective for 2016-2017: 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 2014-2015		Year End 2014-2015	Approved 2015-2016		31 March 2016	Recommended 2016-2017	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Utilities								
Salaries and Benefits	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Staff Development	-	-	-	-	-	-	-	-
Utilities	18,180,825	-	18,514,332	17,904,576	-	8,331,547	17,804,576	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	1,400	-	-	1,400	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 18,180,825	-	\$ 18,514,332	\$ 17,905,976	-	\$ 8,331,547	\$ 17,805,976	-

Enveloping	Approved 2014-2015		Year End 2014-2015	Approved 2015-2016		31 March 2016	Recommended 2016-2017	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	119,999	-	-	66,431	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	18,180,825	-	18,394,333	17,905,976	-	8,265,116	17,805,976	-
Other	-	-	-	-	-	-	-	-
Total	\$ 18,180,825	-	\$ 18,514,332	\$ 17,905,976	-	\$ 8,331,547	\$ 17,805,976	-

* Numbers may not add due to rounding

Objective for 2016-2017: 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 schools sites.

Operating Resource	Approved 2014-2015		Year End 2014-2015	Approved 2015-2016		31 March 2016	Recommended 2016-2017	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Physical Planning								
Salaries and Benefits	\$ 1,175,156	12.00	\$ 1,032,355	\$ 1,179,406	12.00	\$ 591,153	\$ 1,136,330	11.00
Staff Development	7,497	-	-	7,497	-	-	7,497	-
Supplies and Services	91,255	-	97,399	91,255	-	19,048	81,366	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	77,100	-	1,829	57,100	-	13,201	57,100	-
Other	30,000	-	10,420	-	-	37,670	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 1,381,008	12.00	\$ 1,142,004	\$ 1,335,258	12.00	\$ 661,072	\$ 1,282,293	11.00

Enveloping	Approved 2014-2015		Year End 2014-2015	Approved 2015-2016		31 March 2016	Recommended 2016-2017	
	Budget \$	FTE	Actual \$	Budget \$	FTE	Actual \$	Budget \$	FTE
Instruction	\$ 71,400	-	\$ 66,371	\$ 71,400	-	\$ 13,201	\$ 71,400	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	1,216,022	11.50	1,003,438	1,202,436	11.50	574,788	1,148,724	10.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	93,586	0.50	72,195	61,422	0.50	73,082	62,169	0.50
Other	-	-	-	-	-	-	-	-
Total	\$ 1,381,008	12.00	\$ 1,142,004	\$ 1,335,258	12.00	\$ 661,072	\$ 1,282,293	11.00

* Numbers may not add due to rounding

Objective for 2016-2017: 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Facilities Planning Office, Real Estate & Com								
Salaries and Benefits	\$ 1,335,133	6.00	\$ 1,495,786	\$ 1,344,924	6.00	\$ 717,209	\$ 1,283,374	6.00
Staff Development	51,510	-	7,988	51,510	-	645	51,510	-
Supplies and Services	37,763	-	120,394	37,763	-	75,604	35,950	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	150,000	-	147,599	150,000	-	89,108	150,000	-
Other	-	-	14,658	-	-	-	-	-
Rental expense	425,920	-	221,490	425,920	-	40,051	425,920	-
Total	\$ 2,000,326	6.00	\$ 2,007,916	\$ 2,010,117	6.00	\$ 922,616	\$ 1,946,754	6.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	81,830	-	-	36,231	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	2,000,326	6.00	1,926,085	2,010,117	6.00	886,386	1,946,754	6.00
Other	-	-	-	-	-	-	-	-
Total	\$ 2,000,326	6.00	\$ 2,007,916	\$ 2,010,117	6.00	\$ 922,616	\$ 1,946,754	6.00

* Numbers may not add due to rounding

Objective for 2016-2017: 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Admissions and Enrolment								
Salaries and Benefits	\$ 340,693	4.00	\$ 347,991	\$ 334,764	4.00	\$ 190,628	\$ 336,328	4.00
Staff Development	1,581	-	409	1,581	-	-	1,581	-
Supplies and Services	10,680	-	11,807	10,680	-	4,408	10,216	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	2,040	-	-	2,040	-	-	2,040	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 354,994	4.00	\$ 360,207	\$ 349,065	4.00	\$ 195,036	\$ 350,165	4.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 2,040	-	\$ 252	\$ 2,040	-	\$ -	\$ 2,040	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	352,954	4.00	359,955	347,025	4.00	195,036	348,125	4.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 354,994	4.00	\$ 360,207	\$ 349,065	4.00	\$ 195,036	\$ 350,165	4.00

* Numbers may not add due to rounding

Objective for 2016-2017: 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 curriculum implementation of initiatives related to curriculum, teaching and learning, as well as provincial and district-wide assessments.

Operating Resource	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Curriculum Totals								
Superintendent of Curriculum Services	\$ 652,166	2.00	\$ 683,845	\$ 669,125	2.00	\$ 526,120	\$ 651,877	2.00
Curriculum Department	10,208,977	56.43	13,192,171	7,585,433	48.00	4,906,601	6,971,735	44.00
Family Reception Centre	545,804	6.00	488,669	548,049	6.00	286,272	554,640	6.00
Quality Assurance	1,167,803	10.50	1,311,545	1,117,751	10.00	593,332	1,067,662	9.00
Total	\$ 12,574,749	74.93	\$ 15,676,231	\$ 9,920,357	66.00	\$ 6,312,326	\$ 9,245,914	61.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 12,303,049	72.93	\$ 15,387,322	\$ 9,631,698	64.00	\$ 6,158,597	\$ 8,974,503	59.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	271,700	2.00	288,909	288,659	2.00	153,728	271,411	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 12,574,749	74.93	\$ 15,676,231	\$ 9,920,357	66.00	\$ 6,312,326	\$ 9,245,914	61.00

* Numbers may not add due to rounding

Objectives for 2016-2017: 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Superintendent of Curriculum Services								
Salaries and Benefits	\$ 261,623	2.00	\$ 253,815	\$ 279,589	2.00	\$ 146,648	\$ 262,615	2.00
Staff Development	2,652	-	-	2,387	-	1,042	2,387	-
Supplies and Services	7,425	-	25,904	6,683	-	3,718	6,409	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	380,466	-	404,127	380,466	-	374,713	380,466	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 652,166	2.00	\$ 683,845	\$ 669,125	2.00	\$ 526,120	\$ 651,877	2.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 380,466	-	\$ 404,127	\$ 380,466	-	\$ 374,713	\$ 380,466	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	271,700	2.00	279,718	288,659	2.00	151,407	271,411	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 652,166	2.00	\$ 683,845	\$ 669,125	2.00	\$ 526,120	\$ 651,877	2.00

* Numbers may not add due to rounding

Objectives for 2016-2017: 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Curriculum Department								
Salaries and Benefits	\$ 5,337,920	56.43	\$ 6,769,858	\$ 4,577,097	48.00	\$ 3,592,643	\$ 4,342,060	44.00
Staff Development	1,654,154	-	2,822,655	(48,567)	-	65,775	(887,219)	-
Supplies and Services	3,206,058	-	2,524,055	3,206,058	-	777,147	3,516,894	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	10,845	-	1,075,603	(149,155)	-	471,037	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 10,208,977	56.43	\$ 13,192,171	\$ 7,585,433	48.00	\$ 4,906,601	\$ 6,971,735	44.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 10,208,977	56.43	\$ 13,182,981	\$ 7,585,433	48.00	\$ 4,904,279	\$ 6,971,735	44.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	9,190	-	-	2,321	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 10,208,977	56.43	\$ 13,192,171	\$ 7,585,433	48.00	\$ 4,906,601	\$ 6,971,735	44.00

* Numbers may not add due to rounding

Objectives for 2016-2017: 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, our multicultural liaison officer(s) 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Family Reception Centre								
Salaries and Benefits	\$ 502,430	6.00	\$ 474,592	\$ 504,675	6.00	\$ 281,163	\$ 513,904	6.00
Staff Development	5,100	-	441	5,100	-	422	5,100	-
Supplies and Services	38,274	-	14,395	38,274	-	4,687	35,636	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	(758)	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 545,804	6.00	\$ 488,669	\$ 548,049	6.00	\$ 286,272	\$ 554,640	6.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 545,804	6.00	\$ 488,669	\$ 548,049	6.00	\$ 286,272	\$ 554,640	6.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 545,804	6.00	\$ 488,669	\$ 548,049	6.00	\$ 286,272	\$ 554,640	6.00

* 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Quality Assurance								
Salaries and Benefits	\$ 919,495	10.50	\$ 947,584	\$ 869,443	10.00	\$ 573,714	\$ 896,394	9.00
Staff Development	71,604	-	299,928	71,604	-	-	2,448	-
Supplies and Services	176,704	-	64,033	176,704	-	19,619	168,820	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 1,167,803	10.50	\$ 1,311,545	\$ 1,117,751	10.00	\$ 593,332	\$ 1,067,662	9.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 1,167,803	10.50	\$ 1,311,545	\$ 1,117,751	10.00	\$ 593,332	\$ 1,067,662	9.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 1,167,803	10.50	\$ 1,311,545	\$ 1,117,751	10.00	\$ 593,332	\$ 1,067,662	9.00

* Numbers may not add due to rounding

Objectives for 2016-2017: Continued implementation of all Curriculum and Ministry of Education initiatives.



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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Director Totals								
Director's Office	\$ 829,984	3.00	\$ 719,628	\$ 772,050	3.00	\$ 343,212	\$ 676,595	3.00
Superintendents and Administrative Assistants	1,831,990	14.00	1,795,988	1,821,486	14.00	991,217	1,244,346	11.00
Legal Advisor	595,651	2.00	366,472	596,981	1.00	263,199	595,271	1.00
Total	\$ 3,257,625	19.00	\$ 2,882,088	\$ 3,190,518	18.00	\$ 1,597,628	\$ 2,516,211	15.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 21,360	-	\$ 6,260	\$ 21,360	-	\$ 7,655	\$ 21,360	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	3,236,265	19.00	2,875,828	3,169,158	18.00	1,589,973	2,494,851	15.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 3,257,625	19.00	\$ 2,882,088	\$ 3,190,518	18.00	\$ 1,597,628	\$ 2,516,211	15.00

* Numbers may not add due to rounding

The department is comprised of the Director of Education, senior management which includes the office of the Associate Director, 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Director's Office								
Salaries and Benefits	\$ 435,348	3.00	\$ 422,852	\$ 437,414	3.00	\$ 233,888	\$ 415,647	3.00
Staff Development	80,697	-	19,011	80,697	-	2,494	80,697	-
Supplies and Services	143,939	-	162,543	83,939	-	89,304	60,251	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	170,000	-	115,221	170,000	-	17,526	120,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 829,984	3.00	\$ 719,628	\$ 772,050	3.00	\$ 343,212	\$ 676,595	3.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 21,360	-	\$ 6,260	\$ 21,360	-	\$ 7,655	\$ 21,360	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	808,624	3.00	713,368	750,690	3.00	335,557	655,235	3.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 829,984	3.00	\$ 719,628	\$ 772,050	3.00	\$ 343,212	\$ 676,595	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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Superintendents & Administrative Assistants								
Salaries and Benefits	\$ 1,831,990	14.00	\$ 1,785,677	\$ 1,821,486	14.00	\$ 987,590	\$ 1,244,346	11.00
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	-	-	10,311	-	-	3,627	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 1,831,990	14.00	\$ 1,795,988	\$ 1,821,486	14.00	\$ 991,217	\$ 1,244,346	11.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	1,831,990	14.00	1,795,988	1,821,486	14.00	991,217	1,244,346	11.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 1,831,990	14.00	\$ 1,795,988	\$ 1,821,486	14.00	\$ 991,217	\$ 1,244,346	11.00

* Numbers may not add due to rounding

The Associate Director and the superintendents work closely with the Director of Education to formulate and implement decisions that align with the District's strategic plan 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Legal Services								
Salaries and Benefits	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	1.00
Staff Development	1,530	-	-	1,530	-	-	1,530	-
Supplies and Services	6,120	-	-	6,120	-	185	5,814	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	588,001	2.00	366,472	589,331	1.00	263,014	587,927	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 595,651	2.00	\$ 366,472	\$ 596,981	1.00	\$ 263,199	\$ 595,271	1.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	595,651	2.00	366,472	596,981	1.00	263,199	595,271	1.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 595,651	2.00	\$ 366,472	\$ 596,981	1.00	\$ 263,199	\$ 595,271	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 Department, Board Services, Corporate Records, 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Corporate Services Totals								
Executive Officer	\$ 289,798	2.00	\$ 377,396	\$ 387,835	3.00	\$ 236,733	\$ 395,408	3.00
Board Services	719,524	7.00	623,255	733,103	7.00	291,425	736,968	7.00
Communications	1,153,092	11.00	1,109,791	1,054,739	10.00	638,406	1,015,613	9.00
Corporate Records	534,008	5.00	686,853	516,608	5.00	327,790	517,052	5.00
Trustees	436,574	12.00	343,687	421,664	12.00	176,273	384,397	12.00
Total	\$ 3,132,996	37.00	\$ 3,140,981	\$ 3,113,949	37.00	\$ 1,670,627	\$ 3,049,438	36.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 489,266	4.80	\$ 653,031	\$ 477,781	4.80	\$ 331,848	\$ 487,104	4.80
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	2,643,730	32.20	2,487,950	2,636,169	32.20	1,338,779	2,562,334	31.20
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 3,132,996	37.00	\$ 3,140,981	\$ 3,113,949	37.00	\$ 1,670,627	\$ 3,049,438	36.00

* 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 and Corporate Records.

Operating Resource	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Executive Officer								
Salaries and Benefits	\$ 268,601	2.00	\$ 348,755	\$ 367,645	3.00	\$ 206,231	\$ 375,742	3.00
Staff Development	8,134	-	2,835	2,387	-	1,182	2,387	-
Supplies and Services	13,063	-	25,806	17,803	-	21,356	17,279	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	7,965	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 289,798	2.00	\$ 377,396	\$ 387,835	3.00	\$ 236,733	\$ 395,408	3.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 6,120	-	\$ 91,691	\$ 6,120	-	\$ 31,650	\$ 6,120	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	283,678	2.00	285,705	381,715	3.00	205,082	389,288	3.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 289,798	2.00	\$ 377,396	\$ 387,835	3.00	\$ 236,733	\$ 395,408	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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Board Services								
Salaries and Benefits	\$ 605,145	7.00	\$ 537,678	\$ 620,079	7.00	\$ 262,314	\$ 629,985	7.00
Staff Development	10,550	-	1,262	10,550	-	384	10,550	-
Supplies and Services	98,080	-	84,315	96,725	-	28,727	90,683	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	5,749	-	-	5,749	-	-	5,749	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 719,524	7.00	\$ 623,255	\$ 733,103	7.00	\$ 291,425	\$ 736,968	7.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	719,524	7.00	623,255	733,103	7.00	291,425	736,968	7.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 719,524	7.00	\$ 623,255	\$ 733,103	7.00	\$ 291,425	\$ 736,968	7.00

* 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Communications								
Salaries and Benefits	\$ 851,871	11.00	\$ 764,010	\$ 778,163	10.00	\$ 463,603	\$ 750,315	9.00
Staff Development	3,723	-	2,933	3,723	-	1,024	3,723	-
Supplies and Services	276,698	-	336,978	252,053	-	164,601	240,775	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	20,800	-	5,870	20,800	-	9,178	20,800	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 1,153,092	11.00	\$ 1,109,791	\$ 1,054,739	10.00	\$ 638,406	\$ 1,015,613	9.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 65,211	0.80	\$ 66,148	\$ 63,496	0.80	\$ 37,174	\$ 64,213	0.80
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	1,087,881	10.20	1,043,642	991,243	9.20	601,232	951,400	8.20
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 1,153,092	11.00	\$ 1,109,791	\$ 1,054,739	10.00	\$ 638,406	\$ 1,015,613	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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Corporate Records								
Salaries and Benefits	\$ 345,884	5.00	\$ 395,991	\$ 328,483	5.00	\$ 177,179	\$ 338,892	5.00
Staff Development	816	-	413	816	-	204	816	-
Supplies and Services	187,308	-	290,448	187,309	-	150,406	177,344	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 534,008	5.00	\$ 686,853	\$ 516,608	5.00	\$ 327,790	\$ 517,052	5.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 417,935	4.00	\$ 495,192	\$ 408,164	4.00	\$ 263,024	\$ 416,771	4.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	116,073	1.00	191,661	108,444	1.00	64,766	100,281	1.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 534,008	5.00	\$ 686,853	\$ 516,608	5.00	\$ 327,790	\$ 517,052	5.00

* 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 - 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 149 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Trustees								
Salaries and Benefits	\$ 245,611	12.00	\$ 191,233	\$ 248,067	12.00	\$ 108,144	\$ 210,800	12.00
Staff Development	53,100	-	45,486	53,100	-	26,678	53,100	-
Supplies and Services	137,863	-	101,968	120,497	-	41,450	120,497	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	5,000	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 436,574	12.00	\$ 343,687	\$ 421,664	12.00	\$ 176,273	\$ 384,397	12.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	436,574	12.00	343,687	421,664	12.00	176,273	384,397	12.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 436,574	12.00	\$ 343,687	\$ 421,664	12.00	\$ 176,273	\$ 384,397	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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Human Resource Totals								
Superintendent of Human Resources	\$ 503,527	2.00	\$ 684,028	\$ 503,764	2.00	\$ 304,611	\$ 507,816	2.00
Human Resource Staff Development	765,184	1.00	521,514	704,471	1.00	171,398	967,285	1.00
Staffing, HRIS and Wellness/Disability Mgt	3,356,840	37.00	3,521,926	3,412,375	37.00	1,841,474	3,253,704	36.00
Labour Relations	694,518	5.50	601,735	694,541	5.50	352,243	704,633	5.50
Occupational Health and Safety	802,816	5.00	920,157	755,641	5.00	511,865	766,225	5.00
Elementary and Secondary Staffing								
Committee Resources	165,288	1.67	172,974	166,461	1.67	99,275	169,419	1.67
Total	\$ 6,288,172	52.17	\$ 6,422,334	\$ 6,237,254	52.17	\$ 3,280,865	\$ 6,369,082	51.17

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 2,121,446	9.17	\$ 1,995,674	\$ 1,991,790	9.17	\$ 939,770	\$ 2,267,144	9.07
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	4,104,222	43.00	4,236,931	4,182,960	43.00	2,270,299	4,064,035	42.10
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	62,504	-	189,729	62,504	-	70,796	37,904	-
Other	-	-	-	-	-	-	-	-
Total	\$ 6,288,172	52.17	\$ 6,422,334	\$ 6,237,254	52.17	\$ 3,280,865	\$ 6,369,082	51.17

* 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Superintendent of Human Resources								
Salaries and Benefits	\$ 273,450	2.00	\$ 462,604	\$ 274,694	2.00	\$ 210,503	\$ 279,020	2.00
Staff Development	32,652	-	2,149	32,387	-	1,022	32,387	-
Supplies and Services	7,425	-	20,725	6,683	-	8,666	6,409	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	190,000	-	198,550	190,000	-	84,420	190,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 503,527	2.00	\$ 684,028	\$ 503,764	2.00	\$ 304,611	\$ 507,816	2.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 152,000	-	\$ 349,504	\$ 182,000	-	\$ 123,353	\$ 182,000	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	351,527	2.00	334,524	321,764	2.00	181,257	325,816	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 503,527	2.00	\$ 684,028	\$ 503,764	2.00	\$ 304,611	\$ 507,816	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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Human Resource Staff Development								
Salaries and Benefits	\$ 93,809	1.00	\$ 240,812	\$ 94,199	1.00	\$ 128,725	\$ 100,121	1.00
Staff Development	671,375	-	153,455	610,272	-	41,004	837,164	-
Supplies and Services	-	-	98,280	-	-	69	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	28,966	-	-	1,600	30,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 765,184	1.00	\$ 521,514	\$ 704,471	1.00	\$ 171,398	\$ 967,285	1.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 765,184	1.00	\$ 520,314	\$ 704,471	1.00	\$ 169,729	\$ 967,285	1.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	1,200	-	-	1,669	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 765,184	1.00	\$ 521,514	\$ 704,471	1.00	\$ 171,398	\$ 967,285	1.00

* 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Staffing, HRIS & Wellness/Disability Mgt								
Salaries and Benefits	\$ 3,059,000	37.00	\$ 3,307,435	\$ 3,179,395	37.00	\$ 1,737,955	\$ 3,028,110	36.00
Staff Development	110,708	-	51,570	45,848	-	34,906	45,848	-
Supplies and Services	171,832	-	145,626	171,832	-	64,523	164,446	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	15,300	-	17,294	15,300	-	4,091	15,300	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 3,356,840	37.00	\$ 3,521,926	\$ 3,412,375	37.00	\$ 1,841,474	\$ 3,253,704	36.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 422,575	2.40	\$ 352,673	\$ 366,390	2.40	\$ 180,316	\$ 368,655	2.40
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	2,909,664	34.60	3,169,253	3,021,385	34.60	1,661,159	2,885,048	33.60
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	24,600	-	-	24,600	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 3,356,840	37.00	\$ 3,521,926	\$ 3,412,375	37.00	\$ 1,841,474	\$ 3,253,704	36.00

* 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Labour Relations								
Salaries and Benefits	\$ 599,516	5.50	\$ 521,218	\$ 599,540	5.50	\$ 309,041	\$ 620,287	5.50
Staff Development	21,562	-	5,120	21,562	-	5,926	13,413	-
Supplies and Services	53,040	-	34,135	53,040	-	19,235	50,533	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	20,400	-	41,263	20,400	-	18,040	20,400	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 694,518	5.50	\$ 601,735	\$ 694,541	5.50	\$ 352,243	\$ 704,633	5.50

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 25,848	-	\$ 9,379	\$ 25,848	-	\$ 3,885	\$ 25,848	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	668,670	5.50	592,356	668,693	5.50	348,358	678,785	5.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 694,518	5.50	\$ 601,735	\$ 694,541	5.50	\$ 352,243	\$ 704,633	5.50

* 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Occupational Health and Safety								
Salaries and Benefits	\$ 454,655	5.00	\$ 429,566	\$ 407,480	5.00	\$ 261,894	\$ 421,634	5.00
Staff Development	90,305	-	247,925	230,305	-	176,391	230,305	-
Supplies and Services	224,706	-	105,147	84,706	-	35,784	81,136	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	33,150	-	137,520	33,150	-	37,796	33,150	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 802,816	5.00	\$ 920,157	\$ 755,641	5.00	\$ 511,865	\$ 766,225	5.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 590,551	4.10	\$ 590,831	\$ 546,619	4.10	\$ 363,213	\$ 553,936	4.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	174,361	0.90	139,598	171,118	0.90	77,856	174,385	1.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	37,904	-	189,729	37,904	-	70,796	37,904	-
Other	-	-	-	-	-	-	-	-
Total	\$ 802,816	5.00	\$ 920,157	\$ 755,641	5.00	\$ 511,865	\$ 766,225	5.00

* 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Elementary & Secondary Staffing Committee								
Salaries and Benefits	\$ 158,693	1.67	\$ 172,824	\$ 159,866	1.67	\$ 99,275	\$ 164,777	1.67
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	6,595	-	150	6,595	-	-	4,642	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 165,288	1.67	\$ 172,974	\$ 166,461	1.67	\$ 99,275	\$ 169,419	1.67

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 165,288	1.67	\$ 172,974	\$ 166,461	1.67	\$ 99,275	\$ 169,419	1.67
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 165,288	1.67	\$ 172,974	\$ 166,461	1.67	\$ 99,275	\$ 169,419	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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Continuing Education								
Salaries and Benefits	\$ 8,707,452	19.00	\$ 9,699,635	\$ 8,616,373	19.00	\$ 4,961,704	\$ 8,751,506	15.00
Staff Development	1,400	-	13,047	1,400	-	5,263	1,400	-
Supplies and Services	644,949	-	517,815	642,779	-	327,430	409,040	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	5,000	-	17,643	5,000	-	16,620	5,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	384,931	-	465,736	464,908	-	302,258	415,620	-
Total	\$ 9,743,732	19.00	\$ 10,713,875	\$ 9,730,460	19.00	\$ 5,613,276	\$ 9,582,566	15.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	9,743,732	19.00	10,713,875	9,730,460	19.00	5,613,276	9,582,566	15.00
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 9,743,732	19.00	\$ 10,713,875	\$ 9,730,460	19.00	\$ 5,613,276	\$ 9,582,566	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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Transportation / OSTA								
Salaries and Benefits	\$ 1,343,634	-	\$ 1,236,351	\$ 1,108,766	-	\$ 726,123	\$ 1,091,881	-
Staff Development	17,095	-	-	15,472	-	-	15,598	-
Supplies and Services	351,116	-	513,110	365,648	-	306,713	369,528	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	43,263,973	-	42,225,707	35,109,805	-	24,443,812	36,331,314	-
Other	74,918	-	8,932	136,000	-	-	136,000	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 45,050,736	-	\$ 43,984,100	\$ 36,735,691	-	\$ 25,476,647	\$ 37,944,321	-

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	45,050,736	-	43,984,100	36,735,691	-	25,476,647	37,944,321	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 45,050,736	-	\$ 43,984,100	\$ 36,735,691	-	\$ 25,476,647	\$ 37,944,321	-

* Numbers may not add due to rounding

The Effectiveness and Efficiency Review of OSTA operations resulted in the elimination of the deficit attributable to 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Business and Learning Technologies								
Salaries and Benefits	\$ 7,643,642	95.00	\$ 6,979,869	\$ 7,225,441	93.00	\$ 4,019,761	\$ 7,003,020	91.00
Staff Development	20,600	-	106,370	20,600	-	19,821	20,600	-
Supplies and Services	3,309,489	-	2,311,315	3,258,745	-	1,305,318	3,157,959	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	4,804,383	-	6,181,416	4,703,910	-	4,888,648	3,938,910	-
Other	-	-	2,786	-	-	1,176	-	-
Rental expense	403,000	-	448,525	392,851	-	196,224	392,851	-
Total	\$ 16,181,113	95.00	\$ 16,030,281	\$ 15,601,547	93.00	\$ 10,430,949	\$ 14,513,340	91.00

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 14,226,539	82.60	\$ 14,698,803	\$ 13,705,546	79.60	\$ 9,647,008	\$ 12,920,287	79.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	1,954,574	12.40	1,331,478	1,896,001	13.40	783,941	1,593,053	12.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	0	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 16,181,113	95.00	\$ 16,030,281	\$ 15,601,547	93.00	\$ 10,430,949	\$ 14,513,340	91.00

* 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Debt and Other Expense Totals								
Staff on Loan	\$ 6,491,833	68.17	\$ 6,281,367	\$ 6,682,507	68.32	\$ 4,283,383	\$ 7,329,070	75.42
Extended Day Program	10,008,031	179.29	11,096,809	12,014,625	226.53	6,250,712	14,068,777	226.53
OCDSB Child Care Centres	1,100,000	19.10	2,052,133	2,117,518	37.50	1,203,351	2,250,045	37.50
Facilities Renewal Plan	7,775,000	-	7,769,190	7,334,833	-	3,571,149	6,521,333	-
Debentures and long term debt	45,967,459	-	47,611,126	49,051,603	-	26,144,107	50,702,815	-
Total	\$ 71,342,323	266.56	\$ 74,810,626	\$ 77,201,087	332.35	\$ 41,452,702	\$ 80,872,040	339.45

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 150,000	-	\$ 1,308,086	\$ 150,000	-	\$ 800,146	\$ -	-
Continuing Education	-	-	5,003	-	-	-	-	-
Central Administration	225,000	-	324,683	50,000	-	45,791	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	50,844,344	-	51,271,477	53,663,321	-	28,869,435	54,701,033	-
Other	20,122,979	266.56	21,901,376	23,337,766	332.35	11,737,330	26,171,007	339.45
Total	\$ 71,342,323	266.56	\$ 74,810,626	\$ 77,201,087	332.35	\$ 41,452,702	\$ 80,872,040	339.45

* 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Staff on Loan								
Salaries and Benefits	\$ 6,491,833	68.17	\$ 6,281,367	\$ 6,682,507	68.32	\$ 4,283,376	\$ 7,329,070	75.42
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	-	-	-	-	-	8	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 6,491,833	68.17	\$ 6,281,367	\$ 6,682,507	68.32	\$ 4,283,383	\$ 7,329,070	75.42

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	6,491,833	68.17	6,281,367	6,682,507	68.32	4,283,383	7,329,070	75.42
Total	\$ 6,491,833	68.17	\$ 6,281,367	\$ 6,682,507	68.32	\$ 4,283,383	\$ 7,329,070	75.42

* 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 Extended Day Program curriculum which includes recreational and social opportunities for children. EDP is offered on a cost recovery basis.

Operating Resource	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Extended Day Program								
Salaries and Benefits	\$ 9,019,617	179.29	\$ 10,701,341	\$ 10,934,493	226.53	\$ 6,025,864	\$ 12,053,778	226.53
Staff Development	-	-	1,633	68,001	-	-	68,001	-
Supplies and Services	988,414	-	369,899	1,012,131	-	219,529	1,946,998	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	5,320	-	-
Other	-	-	23,936	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 10,008,031	179.29	\$ 11,096,809	\$ 12,014,625	226.53	\$ 6,250,712	\$ 14,068,777	226.53

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ 52,048	\$ -	-	\$ 116	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	10,008,031	179.29	11,044,761	12,014,625	226.53	6,250,596	14,068,777	226.53
Total	\$ 10,008,031	179.29	\$ 11,096,809	\$ 12,014,625	226.53	\$ 6,250,712	\$ 14,068,777	226.53

* Numbers may not add due to rounding

Objectives for 2016-2017: All OCDSB schools with full day kindergarten programs will offer an extended day program before and after school, subject to sufficient enrolment.



Expenditures – Debt and Other Expenses

Debt and Other Expenses - Ottawa-Carleton District School Board Child Care Centres

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 Ottawa-Carleton District School Board Child Care Centres (OCDSB CCC), are licensed daycare programs which continue to be offered at four school sites: Frederick Banting Alternate and Adult High School host preschool programs and Woodroffe and Rideau High Schools offer infant, toddler and preschool programs.

Operating Resource	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
OCDSB CCC								
Salaries and Benefits	\$ 806,136	19.10	\$ 1,893,376	\$ 1,823,654	37.50	\$ 1,119,677	\$ 1,956,181	37.50
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	293,864	-	145,030	293,864	-	77,254	293,864	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	6,419	-	-
Other	-	-	13,728	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 1,100,000	19.10	\$ 2,052,133	\$ 2,117,518	37.50	\$ 1,203,351	\$ 2,250,045	37.50

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	1,100,000	19.10	2,052,133	2,117,518	37.50	1,203,351	2,250,045	37.50
Total	\$ 1,100,000	19.10	\$ 2,052,133	\$ 2,117,518	37.50	\$ 1,203,351	\$ 2,250,045	37.50

* 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Facilities Renewal Plan								
Salaries and Benefits	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	5,105,000	-	5,510,282	5,087,333	-	3,283,713	5,087,333	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other - Portable moving expense	2,670,000	-	2,258,908	2,247,500	-	287,437	1,434,000	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 7,775,000	-	\$ 7,769,190	\$ 7,334,833	-	\$ 3,571,149	\$ 6,521,333	-

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	7,775,000	-	7,769,190	7,334,833	-	3,571,149	6,521,333	-
Other	-	-	-	-	-	-	-	-
Total	\$ 7,775,000	-	\$ 7,769,190	\$ 7,334,833	-	\$ 3,571,149	\$ 6,521,333	-

* 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Debentures and Long Term Debt								
Employee future benefits (PSAB)	\$ -	-	\$ 1,023,522	\$ -	-	\$ 787,736	\$ -	-
Staff Development	-	-	571	-	-	-	-	-
Supplies and Services	225,000	-	369,000	200,000	-	6,262	-	-
Interest Charges	7,481,664	-	7,844,366	7,182,761	-	3,808,606	6,878,553	-
Fees and Contractual	250,000	-	245,796	250,000	-	34,833	250,000	-
Other	2,673,115	-	2,590,309	2,823,115	-	19,540	2,823,115	-
Rental expense	-	-	-	-	-	-	-	-
Amortization	35,337,680	-	35,537,562	38,595,727	-	21,487,130	40,751,147	-
Total	\$ 45,967,459	-	\$ 47,611,126	\$ 49,051,603	-	\$ 26,144,107	\$ 50,702,815	-

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 150,000	-	\$ 1,256,038	\$ 150,000	-	\$ 800,030	\$ -	-
Continuing Education	-	-	5,003	-	-	-	-	-
Central Administration	225,000	-	324,683	50,000	-	45,791	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	43,069,344	-	43,502,286	46,328,488	-	25,298,286	48,179,700	-
Other	2,523,115	-	2,523,115	2,523,115	-	-	2,523,115	-
Total	\$ 45,967,459	-	\$ 47,611,126	\$ 49,051,603	-	\$ 26,144,107	\$ 50,702,815	-

* 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 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Retirement Gratuities, Other Pmts & Adj Total								
Retirement Gratuities	\$ 6,789,891	-	\$ 7,540,259	\$ 6,251,406	-	\$ 3,187,683	\$ 4,670,299	-
Budget Reductions to be allocated	-	-	-	(709,091)	-	-	-	-
Total	\$ 6,789,891	-	\$ 7,540,259	\$ 5,542,315	-	\$ 3,187,683	\$ 4,670,299	-

Enveloping	Approved 2014-2015		Year End 2014-2015 Actual \$	Approved 2015-2016		31 March 2016 Actual \$	Recommended 2016-2017	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 1,681,268	-	\$ 7,084,373	\$ 1,436,954	-	\$ 2,758,895	\$ 3,118,010	-
Continuing Education	-	-	-	-	-	2,770	-	-
Central Administration	320,319	-	133,913	(39,472)	-	104,822	368,903	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	688,553	-	321,973	382,346	-	321,197	1,183,386	-
Other	4,099,751	-	-	3,762,487	-	-	-	-
Total	\$ 6,789,891	-	\$ 7,540,259	\$ 5,542,315	-	\$ 3,187,683	\$ 4,670,299	-

* 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.



Budget Changes



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Summary of Approved Changes

Approved Budget Changes		
Previous Board Decisions (Program changes)	FTE	Impact \$
Decrease in Kindergarten FSL Delivery (5.0 FTE Teachers + Preparation Time)	(5.95)	\$ (582,505)
Decrease in Congregated LD Classes (8.0 FTE Teachers + Preparation Time)	(9.53)	(960,624)
Increase in Learning Resource Teachers - To support Learning Disability Program	4.00	403,200
Speech Language Pathologist - One year term to support Learning Disability Program	2.00	191,200
Increase in Educational Assistants - To support 50 : 50 Kindergarten Program	2.00	106,600
Sub-Total	(7.48)	\$ (842,129)

Numbers may not add due to rounding

Summary of Approved Changes

Approved Budget Changes		
Academic Staffing - Board Decisions: 29 March 2016	FTE	Impact \$
Elementary Teachers		
Decrease in Kindergarten FSL Delivery (5.0 FTE teachers + Preparation Time)	(5.95)	\$ (582,505)
Decrease in English as a Second Language Positions	(4.00)	(391,600)
Decrease in Central Coaches	(4.00)	(391,600)
Decrease in Primary Special Needs Classes (3.0 FTE Teachers + Preparation Time)	(3.57)	(359,856)
Increase of one Gifted Program Class (1.0 FTE Teacher + Preparation Time)	1.19	119,952
Increase of one Autism Program Class (1.0 FTE Teacher + Preparation Time)	1.19	119,952
Decrease in Learning Resource Teachers	(8.00)	(806,400)
Decrease in Hearing and Visually Impaired Teacher	(1.00)	(100,800)
Decrease of one Learning Support Consultant	(1.00)	(100,800)
Sub-Total	(25.14)	\$ (2,493,657)

Numbers may not add due to rounding



Summary of Approved Changes

Approved Budget Changes		
Academic Staffing - Board Decisions: 29 March 2016	FTE	Impact \$
Secondary Teachers		
Decrease in Pathways - Overlay	(1.00)	\$ (101,400)
Decrease in Focus Program - Overlay	(0.50)	(50,700)
Decrease in PSW (Adult) Program - Overlay	(1.00)	(101,400)
Decrease in Small School Allocation - Overlay	(2.00)	(202,800)
Decrease in Arts Program Coordinator - Overlay	(0.33)	(33,462)
Decrease in International Baccalaureate Program Coordinator - Overlay	(0.34)	(34,476)
Adjustment to Staffing Ratio at Adult HS Over 21 from 29:1 to 30:1	(1.00)	(101,400)
Decrease in Central Coaches	(2.00)	(202,800)
Decrease in System Classes (1.0 FTE Teacher + Preparation Time)	(1.33)	(137,788)
Increase in Autism Class (1.0 FTE Teacher + Preparation Time)	1.33	137,788
Decrease in Learning Support Consultant	(1.00)	(103,600)
Sub-Total	(9.17)	\$ (932,038)

Numbers may not add due to rounding



Summary of Approved Changes

Approved Budget Changes		
Academic Staffing - Average Daily Enrolment (ADE) Changes	FTE	Impact \$
Elementary Teachers (26.0 FTE Teachers + Preparation Time)	(30.98)	\$ (3,032,942)
Secondary Teachers (Net adjustment)	1.50	152,100
Principals for New Schools	2.00	263,800
Sub-Total	(27.48)	\$ (2,617,042)

Numbers may not add due to rounding

Approved Budget Changes		
Administration	FTE	Impact \$
Decrease of one Elementary Vice-Principal	(1.00)	\$ (122,800)
Decrease in Secondary Vice-Principals	(2.00)	(248,200)
Decrease of one System Principal (Vacant)	(1.00)	(139,100)
Sub-Total	(4.00)	\$ (510,100)
Total Changes Approved by Board	(73.27)	\$ (7,394,966)

Numbers may not add due to rounding



Summary of Recommended Changes

Recommended Budget Changes		
Learning Support Services	FTE	Impact \$
Increase of one Coordinator Position	1.00	\$ 61,300
Decrease in Assistant Office Coordinator Positions	(3.00)	(172,200)
Decrease in Social Worker Position	(0.80)	(74,800)
Decrease of one Psychologist Position	(1.00)	(104,200)
Decrease in Educational Assistants - General Schools	(13.00)	(692,900)
Decrease in Educational Assistants - Primary Special Need	(3.00)	(159,900)
Increase in Educational Assistants - Autism Programs	4.00	213,200
Increase in Emergency Educational Assistant Budget		150,000
Total	(15.80)	\$ (779,500)

Numbers may not add due to rounding



Summary of Recommended Changes

Recommended Budget Changes		
Schools	FTE	Impact \$
Decrease in Elementary Office Assistant Positions	(6.00)	\$ (263,400)
Decrease in Early Childhood Educators	(10.00)	(471,000)
Decrease in Secondary Technician Positions	(2.00)	(104,800)
Decrease in Community Outreach Officer Position	(1.00)	(47,200)
Decrease in Secondary Office Assistant Positions	(4.00)	(175,000)
Decrease in Secondary Office Assistant Positions - Alternate Sites	(1.25)	(54,750)
Increase of one Principal to support FNMI	1.00	139,100
Office Staff for New Schools	3.00	156,000
Reduction in Music Repairs and Consumables Budget	-	(\$25,000)
Increase in Occasional Teacher Budget	-	\$1,000,000
Reduction of 1% in School Budgets	-	(\$85,000)
Total	(20.25)	\$ 68,950

Numbers may not add due to rounding



Summary of Recommended Changes

Recommended Budget Changes		
Central	FTE	Impact \$
Decrease of one Superintendent	(1.00)	\$ (172,300)
Decrease in Administrative Assistant Positions	(2.00)	(158,400)
Decrease of one Finance Position	(1.00)	(127,000)
Decrease of one Human Resources Position	(1.00)	(61,300)
Decrease in Communication / Switchboard Operator Position	(1.00)	(53,200)
Decrease in Quality Assurance - Office Assistant Position	(1.00)	(53,100)
Decrease in Business and Learning Technologies Office Positions	(2.00)	(105,000)
Decrease in Planning Position	(1.00)	(61,100)
Elimination of Extracurricular Creative Arts Program - Positions	(1.20)	(102,834)
Elimination of General Interest Program - Positions	(2.80)	(197,048)
Elimination of Extracurricular Creative Arts Program - Operations		(121,253)
Elimination of General Interest Program - Operations		(512,264)
Change from 12.0 to 10.5 Month Status - Outdoor Education Position		(10,475)
Reduction in Communication Devices - Business and Learning Technologies	-	(400,000)
Elimination of 1.25 Professional Development Day	-	(1,285,000)
Decrease Software Licenses - Business and Learning Technologies	-	(365,000)
Supplies & Release Time- To support 50 : 50 Kindergarten Program	-	70,000
Reduction in Start-Up Supplies for New Schools		(100,000)
Elimination of District Wide Exams - Curriculum Services	-	(150,000)
Reduction in Leadership Conference	-	(25,000)
Reduction in Strategic Plan Budget	-	(50,000)
Reduction in Central Renovations/Projects Budget	-	(200,000)
Expected Reduction in Insurance Premiums	-	(200,000)
Total	(14.00)	\$ (4,440,274)

Numbers may not add due to rounding



Summary of Recommended Changes

Recommended Budget Changes		
Facilities / Learning Environment	FTE	Impact \$
Decrease in Maintenance Positions	(5.00)	\$ (372,000)
Decrease in Supervisory Positions	(2.00)	(221,800)
Chief and Custodians for New Schools	6.00	345,000
Reduction in Utilities / Energy Savings	-	(500,000)
Reduction in Supplies and Services	-	(500,000)
Reduction in Consultant Fees	-	(100,000)
Reduction in School Buildings Curb Appeal Budget	-	(100,000)
Postpone Vehicle Replacement Budget	-	(125,000)
Total	(1.00)	\$ (1,573,800)

Numbers may not add due to rounding



Summary of Recommended Changes

Summary of Recommended Budget Changes	FTE	Impact
Learning Support Services	(15.80)	\$ (779,500)
Schools	(20.25)	(181,050)
Central	(14.00)	(4,190,274)
Facilities / Learning Environment	(1.00)	(1,573,800)
Sub-Total	(51.05)	\$ (6,724,624)
Total Changes Approved by Board	(73.27)	\$ (7,394,966)
Total	(124.32)	\$ (14,119,590)

Numbers may not add due to rounding



Capital Budget



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Capital Expenditure Budget

	Estimated Expenditures for 2016-2017	Funding Sources		Total
		Ministry Funding	Capital Expenses from Operating Budget	Capital Funding
Buildings, Additions and Portables:				
Capital Priorities	\$ 23,500,000	\$ 23,500,000		\$ 23,500,000
Proceeds of Disposition & Education Development Charges				-
Full Day Kindergarten	100,000	100,000		100,000
Childcare Retrofit	200,000	200,000		200,000
School Renewal	7,613,675	7,613,675		7,613,675
School Condition Improvement	26,674,096	26,674,096		26,674,096
Sub-Total	\$ 58,087,771	\$ 58,087,771	\$ -	\$ 58,087,771
Other Assets:				
Furniture, Equipment, Computer Hardware & Software	\$ 2,100,000		\$ 2,100,000	\$ 2,100,000
Sub-Total	\$ 2,100,000	\$ -	\$ 2,100,000	\$ 2,100,000
Total	\$ 60,187,771	\$ 58,087,771	\$ 2,100,000	\$ 60,187,771

Numbers may not add due to rounding



Accumulated Surplus (Reserves)



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Accumulated Surplus (Reserves)

	Balance at 31 August 2015	Projected Use for 2015-2016	Estimated Available Balance at 31 August 2016	Recommended Use for 2016-2017	Estimated Available Balance at 31 August 2017
Available for Compliance - Unappropriated:					
Operating Accumulated Surplus	\$ 6,501,149	\$ (6,329,835)	\$ 171,314	\$ 458,616	\$ 629,930
Sub-Total	\$ 6,501,149	\$ (6,329,835)	\$ 171,314	\$ 458,616	\$ 629,930
Available for Compliance - Internally Appropriated:					
Employee Future Benefits (Gratuities/WSIB)	\$ 4,338,385	\$ (4,338,385)	\$ -	\$ -	\$ -
Cafeteria Equipment	-	-	-	-	-
School / Department Carryforward	33,901	(33,901)	-	-	-
Miscellaneous	-	-	-	-	-
School Renewal	-	-	-	-	-
Committed Capital - Amortization of Board Supported Projects	5,938,097	(464,797)	5,473,300	(400,701)	5,072,599
Sub-Total	\$ 10,310,383	\$ (4,837,083)	\$ 5,473,300	\$ (400,701)	\$ 5,072,599
Total	\$ 16,811,532	\$ (11,166,919)	\$ 5,644,614	\$ 57,916	\$ 5,702,529

Numbers may not add due to rounding



Background Information



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Special Education – Revenues and Expenses

Grant Revenues	2015-2016 Approved Budget	2016-2017 Recommended Budget
Special Education Grants		
Special Education Per Pupil Amount (SEPPA)	\$ 49,766,706	\$ 50,261,687
Differentiated Special Education Needs Amount (DSENA)	35,424,556	34,708,950
Behavioural Expertise Amount (BEA)	281,242	282,557
Special Incidence Portion (SIP)	1,732,081	2,176,694
Specialized Equipment Amount (SEA)	2,830,991	3,012,122
Sub-Total: Special Education Grants	\$ 90,035,576	\$ 90,442,010
Special Education Grant Allocations		
Proportionate Foundation Allocation	\$ 10,244,040	\$ 10,070,714
Proportionate Teacher Compensation Allocation	1,466,008	1,614,248
Sub-Total: Special Education Grant Allocations	\$ 11,710,048	\$ 11,684,962
Special Education Other Grants		
Summer Learning Program	\$ 168,430	\$ 117,822
Sub-Total: Special Education - Other Grants	\$ 168,430	\$ 117,822
Special Education Other Income		
Autism Support and Training-Grant	\$ 105,667	\$ 105,076
Other Revenue From Recoveries	541,045	570,000
Educational Grants Other (EPO) - Estimate	210,953	200,000
Sub-Total: Special Education Other Income	\$ 857,665	\$ 875,076
Total Grant Revenues	\$ 102,771,719	\$ 103,119,870

Expenditures	2015-2016 Approved Budget	2016-2017 Recommended Budget
Staffing	\$ 101,575,597	\$ 101,016,557
Operating	6,245,683	6,631,619
Total Expenditures	\$ 107,821,280	\$ 107,648,177
Projected (Shortfall) / Surplus	\$ (5,049,561)	\$ (4,528,306)

Numbers may not add due to rounding



Special Education – Detail Expenditures

	2015-2016		2016-2017	
	Approved Budget		Recommended Budget	
Teaching Staff	FTE	COSTS	FTE	COSTS
Elementary Teaching:	486.60	\$ 47,823,821	469.88	\$ 47,363,904
Secondary Teaching:	110.58	\$ 11,205,141	109.75	\$ 11,370,100
Total Teaching Staff	597.18	\$ 59,028,961	579.63	\$ 58,734,004
Total Educational Assistants	649.00	\$ 34,372,073	639.00	\$ 34,058,700
Professional Student Services Personnel (PSSP):				
Psychologists	20.99	\$ 2,165,951	19.89	\$ 2,049,903
Social Workers	20.45	1,868,674	19.53	1,807,175
Speech and Language Pathologists	23.30	2,148,608	24.75	2,339,971
Total Professional Student Services Personnel Staff	64.74	\$ 6,183,233	64.17	\$ 6,197,049
Principals and Vice-Principals:	4.50	\$ 579,624	4.50	\$ 592,950
Administration and Support Staff:				
Program Evaluator	1.00	\$ 101,637	1.00	\$ 102,680
Managers/Supervisors of Professional Services	5.00	682,596	5.00	698,650
Orientation and Mobility Instructor	0.50	30,720	0.50	31,847
Brailist	1.00	60,256	1.00	61,097
Office Support Staff at Crystal Bay and Clifford Bowey	3.00	158,487	3.00	159,781
Child and Youth Worker and SIP Consultant	-	220,629	-	220,629
Feeding Skills Assistants	-	27,856	-	27,856
Technicians - Equipment Support	2.00	129,525	2.00	131,314
Administration and Support Staff:	12.50	\$ 1,411,706	12.50	\$ 1,433,854
Total Administration & Support Staff	17.00	\$ 1,991,330	17.00	\$ 2,026,804
Total Special Education Staff	1,327.92	\$ 101,575,597	1,299.80	\$ 101,016,557



Special Education – Detail Expenditures

	2015-2016 Approved Budget		2016-2017 Recommended Budget	
	FTE	COSTS	FTE	COSTS
Operating Budget:				
General Operating Budget		\$ 1,511,650		\$ 1,505,803
Specialized Equipment for Students		2,830,991		3,008,512
Sub-Total		\$ 4,342,641		\$ 4,514,315
Summer Learning Program		\$ 510,800		\$ 610,800
Special Education Short Term Response Fund		210,000		360,000
Occasional Teachers for Special Education Teachers		1,138,620		1,102,882
Staff Development		43,622		43,622
Total Operating Budget	-	\$ 6,245,683	-	\$ 6,631,619
Grand Total	1,327.92	\$ 107,821,280	1,299.80	\$ 107,648,177

Numbers may not add due to rounding



Learning Support Services – Financial Summary

Revenues	2016-2017		2016-2017		2016-2017		2016-2017		2016-2017	
	Special Education		Accounting Adjustments		Special Education Ministry Totals		Safe Schools and Urban Priorities (applicable to LSS)		Learning Support Services Totals	
Grants for Students Needs		\$ 90,442,010				\$ 90,442,010		\$ 1,633,381		\$ 92,075,391
Grant Allocations (Foundation and Q&E)		11,684,962				11,684,962				11,684,962
Other Grants		117,822				117,822				117,822
Other Income		875,076				875,076				875,076
Total Revenues		\$ 103,119,870		\$ -		\$ 103,119,870		\$ 1,633,381		\$ 104,753,251
Expenditures										
Elementary Teachers	447.38	\$ 45,095,904			469.88	\$ 47,363,904	-		469.88	\$ 47,363,904
<i>Ministry Totals include partially integrated classes</i>			22.50	\$ 2,268,000						
Secondary Teachers	116.00	\$12,017,600			109.75	11,370,100	-		109.75	11,370,100
<i>Ministry Totals include partially integrated classes</i>			14.50	1,502,200						
<i>Ministry Totals exclude Gifted classes that do not qualify for grant</i>			(20.75)	(2,149,700)						
Educational Assistants	639.00	34,058,700			639.00	34,058,700	21.00	\$ 1,140,997	660.00	35,199,697
Professional Student Services Personnel (PSSP):										
Psychologists	22.10	2,277,670	(2.21)	(227,767)	19.89	2,049,903	1.80	211,337	21.69	2,261,240
Social Workers	21.70	2,007,972	(2.17)	(200,797)	19.53	1,807,175	3.00	281,047	22.53	2,088,222
Speech and Language Pathologists	27.50	2,599,968	(2.75)	(259,997)	24.75	2,339,971			24.75	2,339,971
<i>Ministry Totals exclude 10% of PSSP salaries allocated to instruction</i>										
Administration and Support Staff:										
Program Evaluator	1.00	102,680			1.00	102,680			1.00	102,680
Managers/Supervisors of Professional Services	5.00	698,650			5.00	698,650			5.00	698,650
Orientation and Mobility Instructor (PSSP)	0.50	31,847			0.50	31,847			0.50	31,847
Brailist	1.00	61,097			1.00	61,097			1.00	61,097
Child and Youth Worker and SIP Consultant	-	220,629			-	220,629			-	220,629
Clerical and secretarial - CB Schools	-	-	3.00	159,781	3.00	159,781	-		3.00	159,781
Feeding skills assistant	-	27,856		-	-	27,856			-	27,856
Principals and Vice-Principals:										
Principals / Vice-Principal - CB Schools	-	-	2.50	329,750	2.50	329,750	-		2.50	329,750
Central Principal / Vice Principal	2.00	263,200			2.00	263,200			2.00	263,200
Other										
Business and Learning Technology Technicians	-	-	2.00	131,314	2.00	131,314	-		2.00	131,314
Operating Expenses										
General Operating Budget:		5,527,615		(4,021,812)		1,505,803				1,505,803
ISA equipment		-		3,008,512		3,008,512				3,008,512
Special Education Short Term Response Fund		-		360,000		360,000				360,000
Staff Development		1,122		42,500		43,622				43,622
Summer Learning Program		-		610,800		610,800				610,800
Occasional Teachers for Special Education Teachers		-		1,102,882		1,102,882				1,102,882
Total Expenses	1,283.18	\$ 104,992,510	16.62	\$ 2,655,667	1,299.80	\$ 107,648,177	25.80	\$ 1,633,381	1,325.60	\$ 109,281,558
Projected Surplus (Shortfall)		\$ (1,872,640)		\$ (2,655,667)		\$ (4,528,306)		\$ -		\$ (4,528,306)

Numbers may not add due to rounding



Special Education – Comparative Staffing

	2012-2013 Approved Budget	2013-2014 Approved Budget	2014-2015 Approved Budget	2015-2016 Approved Budget	2016-2017 Recommended Budget
Teaching Staff	FTE	FTE	FTE	FTE	FTE
Elementary Teaching:	462.54	477.50	485.83	486.60	469.88
Secondary Teaching:	98.45	101.39	112.58	110.58	109.75
Total Teaching Staff	560.99	578.89	598.41	597.18	579.63
Educational Assistants:	609.00	620.00	652.00	649.00	639.00
Total Educational Assistants	609.00	620.00	652.00	649.00	639.00
Professional Student Services Personnel (PSSP):					
Psychologists	19.10	20.90	21.44	20.99	19.89
Social Workers	18.06	19.86	20.40	20.45	19.53
Speech and Language Pathologists	22.40	23.30	23.30	23.30	24.75
Total Professional Student Services Personnel Staff	59.56	64.06	65.14	64.74	64.17
Principals and Vice-Principals:	5.50	5.50	4.50	4.50	4.50
Phoenix House and Young Offenders:	2.50	2.50	2.50	-	-
Administration and Support Staff:	9.10	10.10	12.10	12.50	12.50
Total Administration & Support Staff	17.10	18.10	19.10	17.00	17.00
Total Special Education Staff	1,246.65	1,281.05	1,334.65	1,327.92	1,299.80

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)	\$ 50,261,687	√		100.0%	-	-
Differentiated Special Education Needs Amount (DSENA)	34,708,950		√	100.0%	-	-
Behavioural Expertise Amount (BEA)	282,557		√	100.0%	-	-
Special Incidence Portion (SIP)	2,176,694		√	100.0%	-	-
Specialized Equipment Amount (SEA)	3,012,122		√	100.0%	-	-
Proportionate Foundation Allocation	10,070,714		√	100.0%	-	-
Proportionate Teacher Compensation Allocation	1,614,248		√	100.0%	-	-
Other Revenues	992,898		√	100.0%	-	-
Total Revenues	\$ 103,119,870					
Expenditures	Amount					
Staffing						
Special Education Teachers	\$ 58,734,004		√	100.0%	-	-
Educational Assistants	34,058,700		√	96.8%	-	3.2%
Professional Student Services Personnel	6,197,049		√	84.3%	9.4%	6.3%
Principals and Vice Principals	592,950		√	100.0%	-	-
Administration and Support Staff	1,433,854		√	100.0%	-	-
Sub-Total	\$ 101,016,557					
Operations						
General Operating Budget	\$ 1,505,803		√	100.0%	-	-
Specialized Equipment for Students	3,008,512		√	100.0%	-	-
Summer Learning Program	610,800		√	100.0%	-	-
Occasional Teachers / Staff Development / Other	1,506,504		√	100.0%	-	-
Sub-Total	\$ 6,631,619		√	100.0%	-	-
Total Expenditures	\$ 107,648,177					

Numbers may not add due to rounding



English as a Second Language

Projected Revenues	FTE	2015-2016 Approved Budget	FTE	2016-2017 Recommended Budget
Grant Revenue		\$ 9,461,869		\$ 11,119,655
OCENET				
Teaching Positions funded by OCENET	4.50	444,650	5.33	538,712
Total Revenue		\$ 9,906,519		\$ 11,658,367

Projected Expenditures	FTE	2015-2016 Approved Budget	FTE	2016-2017 Recommended Budget
Elementary				
Classroom Teachers (Includes 0.5 position funded from OCENET)	87.25	\$ 8,210,225	83.25	\$ 8,150,175
Family Reception Centre (Teaching Staff)	1.00	94,100	1.00	97,900
Sub-Total	88.25	\$ 8,304,325	84.25	\$ 8,248,075
Secondary				
Classroom Teachers (Includes 4.83 positions funded from OCENET)	32.33	\$ 3,213,602	33.00	\$ 3,346,200
Orientation (Teaching Staff)	1.00	99,400	1.00	101,400
Sub-Total	33.33	\$ 3,313,002	34.00	\$ 3,447,600
Administration and Support				
Family Reception Centre	4.00	\$ 294,849	4.00	\$ 298,460
Multi-Cultural Liaison Officers		174,933		174,933
Operating Budget		60,391		57,682
Sub-Total	4.00	\$ 530,173	4.00	\$ 531,075
Total	125.58	\$ 12,147,500	122.25	\$ 12,226,750
Projected Surplus (Shortfall)		\$ (2,240,981)		\$ (568,383)

Numbers may not add due to rounding



Extended Day Program and Child Care Centres

2016 - 2017 Projected Revenues	Extended Day Program	OCDSB Child Care Centres	Total
Extended Day Fee Revenue - Regular Day	\$13,301,445		
Extended Day Fee Revenue - PD Days, Winter, March and Summer Break	\$767,332		
Ottawa School Day Nursery Revenue		\$1,820,000	
Total	\$14,068,777	\$1,820,000	\$ 15,888,777

2016 - 2017 Projected Expenditures	Extended Day Program		OCDSB Child Care Centres		Total	
	FTE	Amount	FTE	Amount	FTE	Amount
Extended Day Program						
Central Administration	10.50	\$ 898,548			10.50	\$ 898,548
Early Childhood Educators	182.35	8,304,671			182.35	8,304,671
Early Learning Assistants		1,344,496				1,344,496
Supply Early Childhood Educators		822,843				822,843
Staff Costs - PD Days, Winter, March and Summer Break		767,332				767,332
Snacks		351,707				351,707
Supplies and Services		200,960				200,960
Professional Development		68,001				68,001
EDP Information System		300,000				300,000
Departmental Costs:						
School Operations		327,000				327,000
Superintendent's Office		124,804				124,804
Human Resources		192,245				192,245
Business & Learning Technology		190,685				190,685
Finance		110,298				110,298
Payroll		65,187				65,187
Total Extended Day Program	192.85	\$ 14,068,777			192.85	\$ 14,068,777
OCDSB Child Care Centres						
Staffing			37.50	\$ 1,956,181	37.50	\$ 1,956,181
Operating Expenses				293,864		293,864
Total OCDSB Child Care Centres			37.50	\$ 2,250,045	37.50	\$ 2,250,045
Total Extended Day Program & OCDSB Child Care Centres					230.35	\$ 16,318,822
Projected (Shortfall) / Surplus		\$ (0)		\$ (430,045)		\$ (430,045)

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	\$70.51	\$109.80
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	\$150.00	\$150.00
Field Trip *	Foundation	ADE	\$4.70	N/A
JK/SK Allocation *	Foundation	JK/SK ADE	\$4.19	N/A
Small School Allocation *	Foundation	ADE Schools < 300	\$5.80	N/A
Intermediate School Allocation *	Foundation	Intermediate ADE	\$4.12	N/A
Team Transportation *	Foundation	ADE	N/A	\$6.58
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 (2015-2016 Allocations)	Foundation	Days per FTE Teacher	8.12	5.27
Office Staff (2015-2016 Allocations)	School Foundation	Per FTE Office Staff	\$912.27	\$495.83
Educational Assistants (2015-2016 Allocations)	Foundation	Per FTE Educational Assistant	\$912.27	\$495.83

* Rate reflects a 1% decrease

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



Salary Differential

	OCDSB Average Salary and Benefits			Ministry Funded Salary and Benefits			Difference
	Salary	Benefits	Total	Salary	Benefits	Total	
Elementary							
Teacher *	\$ 87,393	\$ 10,465	\$ 97,858	\$ 84,693	\$ 7,955	\$ 92,647	\$ (5,211)
Principal	120,399	11,454	131,853	113,422	11,955	125,377	(6,476)
Vice-Principal	109,302	13,452	122,754	107,432	11,323	118,755	(3,999)
School Office Staff	41,050	12,963	54,013	42,365	11,129	53,494	(519)
Secondary							
Teacher *	\$ 90,611	\$ 10,776	\$ 101,387	\$ 86,455	\$ 7,955	\$ 94,410	\$ (6,977)
Principal	127,333	11,776	139,109	123,696	13,038	136,734	(2,375)
Vice-Principal	113,217	10,885	124,102	113,339	11,946	125,285	1,183
School Office Staff	42,710	12,763	55,473	44,628	11,724	56,352	879
Support Staff							
Education Assistants	\$ 41,409	\$ 11,892	\$ 53,301	\$ 43,083	\$ 11,361	\$ 54,444	\$ 1,143
Early Childhood Educators *	33,697	13,440	47,137	39,998	8,011	48,009	872

Numbers may not add due to rounding

*Ministry funding for salaries includes the Qualifications & Experience Grant



Learning Opportunities Grant

Learning Opportunities Grant		OCDSB Budget		
Funding Component	Amount	FTE	Description	Amount
Student Success	\$ 2,499,090	- 1.0 2.3 0.4	Operational Budget Principal Instructional Coach Office Support	\$ 2,098,598 138,879 235,272 26,342 \$ 2,499,090
School Effectiveness Framework	\$ 364,065	- - 1.0 0.4	Operational Budget Release Time Principal Office Support	\$ 10,845 189,605 138,879 24,736 \$ 364,065
Ontario Focused Intervention Partnership (OFIP)	\$ 289,985	-	Operational Budget	\$ 289,985
Specialist High Skills Major Program	\$ 247,633	- 1.0	Operational Budget Instructional Coach	\$ 146,658 100,975 \$ 247,633
Mental Health Leader	\$ 121,161	1.0	Manager of Mental Health	\$ 166,400
Outdoor Education	\$ 593,968	-	Outdoor Education Operational Budget	\$ 543,968
Library Staff	\$ 244,805	- 0.5	Operational Budget Library Co-ordinator	\$ 209,805 35,000 \$ 244,805
Demographic Component	\$12,216,950	To fund School Based Projects: Multicultural Liaison Officers, Instructional Coaches and Instructional Program Support		\$ 1,500,782
Literacy and Numeracy	1,689,428			12,410,357
	\$13,906,378			\$13,911,139
Total	\$18,267,085	Total		\$18,267,085

Numbers may not add due to rounding

