

2015-2016 Recommended Budget

12 May 2015



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



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Letter of Transmittal and Board Motion for Approval

COMMITTEE OF THE WHOLE-BUDGET (PUBLIC)
Report No. 15-067

12 May 2015

2015-2016 Staff Recommended Budget

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

PURPOSE:

1. To seek approval for the 2015-2016 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.

A key step in the budget development process is the approval of academic staffing as this commits approximately 60% of the expenses in advance of formal approval of the budget. This approach is required in order to meet obligations under collective agreements and to support the smooth re-opening of schools each September. The academic staffing recommendation was approved by Board in March 2015.

The 2015-2016 staff recommended budget represents the first year of a three year plan to more closely align spending with Ministry of Education funding levels. Accordingly, recommendations to reduce spending are reflected in various areas. The proposed reductions were made in a manner that staff believes has the least direct impact on students in their classroom and that could be implemented for September 2015.

KEY CONSIDERATIONS:

3. Board and staff have expressed their commitment over the past number of years to ensuring that the recommendations and decisions made in the development and approval of the annual budget are aligned to support the achievement of the ten objectives identified in the District's strategic plan. A summary of these objectives is presented as Appendix A. While development of a new strategic plan is underway, the District remains focused on the need to maintain the progress that has been made in serving our students and 'closing the gap'.

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4. **Budget Risk**

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). Currently, staff is projecting a 2015-2016 day school ADE of 69,910 which is 23 ADE more than that shown in the 2014-2015 budget.

5. **Use of Accumulated Surplus (Reserves)**

At the end of 2012-2013 the District had an accumulated surplus (commonly referred to as reserves) of \$46.0 million. Board approved staff's recommended strategy of a more aggressive use of the reserves. This has allowed the District to make important investments to support student success and to respond to the objectives noted in the strategic plan. Staff has confirmed that the strategy has been successful; however, the District's reliance on reserves to fund ongoing operations must be restrained to more closely align with funding provided by the Ministry.

As discussed in the revised estimates which were approved by Board in January 2015, staff is projecting a deficit in 2014-2015 of \$16.8 million which is slightly less than budgeted. It is important to recognize that actual results will differ from the projected in-year deficits. A reduction in the deficit for the current year will have a positive impact on reserve balances as at the end of the year.

A summary of reserves is presented in Table 1. The projected balance at the end of 2015 reflects the results reported in the District's revised estimates whereas the 2016 projection is based on estimates contained in the 2015-2016 staff recommended budget that anticipated a deficit of \$12.7 million. The table also shows the amounts that have been internally appropriated for specific purposes and amounts that have not been appropriated. Internally appropriated amounts are reviewed annually to align with District requirements.

Table 1 – Accumulated Surplus Available for Compliance

As at 31 August	Actual 2014	Projected 2015	Projected 2016
	\$	\$	\$
Internally appropriated			
Gratuities/WSIB Liabilities	8,588,000	4,338,000	576,000
Supplies and Equipment	3,945,000	3,581,000	1,138,000
Committed Capital	8,129,000	7,817,000	6,333,000
Total internally appropriated	20,662,000	15,736,000	8,047,000
Unappropriated	13,314,000	1,457,000	(3,600,000)
Total available	33,976,000	17,193,000	4,447,000



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The District's use of its reserves means that the capacity to support spending in excess of revenues diminishes over time. The decline in the reserve balance necessitated that the District commence planning to allow for a managed transition to balanced budgets. Staff has previously noted that the 2015-2016 budget would be the first step in the transition process and that the budget would require a reduction in net expenditures, the use of reserves to the maximum of 1% as allowed by the Ministry to balance the budget and an additional amount from reserves equal to the estimated deficit attributed to the District's transportation costs.

Recognizing that reliance on reserves cannot be a part of the budgeting strategy in years commencing 2016-2017, staff has already identified a number of areas to be reviewed. For example, there is a need to review the extended day program delivery model which will include an assessment of fee structures and staffing models as well as the reconsideration of the number of participants required to support program delivery. Similarly, changes to funding provided by the Ministry through its grants for student needs will necessitate a review of a number of areas of District operations as these changes take effect. These include continued changes to the funding provided for school administration as well as for facilities operations and maintenance. Achieving the next layer of savings will require changes to the way the District operates and, perhaps, to service levels.

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

The District is a complex organization and every member of staff and every department plays a key role in helping to create an effective learning environment. Staff and members of the committee have been consistent in asking that every effort is made to reduce the direct impact on children in the classroom. Accordingly, efforts have been focused on developing a budget that staff believes minimizes the 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 deficit of \$12.7 million as reflected in the 2015-2016 staff recommended budget. Table 2 compares the revenues and expenses reflected in the staff recommended budget with the approved 2014-2015 budget. The anticipated year-over-year decrease in the deficit is \$4.4million An expanded version of this table is provided as Appendix B.

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Table 2 – Comparison of Approved Budget and Staff Recommended Budget

	2014-2015 Approved Budget	2015-2016 Recommended Budget	Change increase (decrease)
	\$	\$	%
Revenues	842,691,000	843,203,000	0.1
Expenses	859,847,000	855,949,000	(0.5)
Deficit	17,156,000	12,746,000	(25.7)

7. Changes in Revenues

In March, the Ministry announced its Grants for Student Needs. Commonly referred to as GSNs, this funding provides the bulk of the money used by individual school boards to support student learning. GSN funding leverages a formula intended to provide equitable resources to all school districts to give students equal educational opportunities.

The Ministry has amended its 2015-2016 funding formula to align funding with its priorities. While changes to special education and board administration funding announced last year continue to be phased in, a number of new updates were announced.

A significant theme of the announcements this year related to grants that affect school operations with an overall objective of encouraging districts to optimize the use of its pupil spaces through school consolidations and partnerships with other organizations. In effect, the changes introduced reduce the amount of money provided to the District to operate schools that have low enrolment and adjusts the School Foundation Grant in a manner that provides enhanced funding to schools with higher capacity while reducing funding for smaller capacity schools. Other changes reduce the amount and duration of funding provided through the Declining Enrolment Grant which is intended to mitigate the effect that reduced enrolment has on revenues while the District adapts to lower enrolment. Changes to benchmarks that help provide for school operating costs including those relating to utilities are also reflected in the calculations. The effect of these changes is estimated to be a net decrease in funding of more than \$1.5 million.

Special mention must be made regarding transportation funding. Effective 2015-2016, the Ministry will assume direct responsibility for costs incurred to transport students to provincial schools. Up until the end of the current year, the District has been responsible for administering the program on a cost recovery basis. This decision is reflected as a \$6.4 million decrease in the anticipated funding but it has no impact on the District's net position because the related expenses have been eliminated.



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Another significant change in the GSNs is the additional funding provided to support teacher advancement on their respective salary grid in accordance with provisions of existing collective agreements. The funding is based on existing teacher demographics and anticipated grid movement. It will provide close to \$1.7 million to support related costs.

In addition to GSN funding, revenue is also obtained in the form of fees received from international students and users of child care services, fees from facility rentals, interest earned on cash balances, grants from the federal government and from donations. The estimates for these amounts have been updated to reflect participation rates that are anticipated in the coming year and are based on current year trends. Significantly, anticipated revenues from international student tuition fees (OCENET) are expected to increase by \$1.2 million relative to the 2014-2015 budget. Fees collected for extended day and child care programs are estimated to increase by \$3.0 million. Note that the extended day and child care programs are cost recoverable and the increased revenue will be offset by a corresponding increase in related costs.

The last significant area of revenue adjustment relates to funding received for the purpose of acquiring or developing a depreciable tangible capital asset. Such revenue is termed a deferred capital contribution and amounts are recognized as revenue at the same rate as the related tangible capital asset is amortized into expense. Amortization is based on the expected useful life of the asset. The significant investments made over the past year combined with those expected to be completed in 2015-2016 result in an anticipated revenue increase of \$3.5 million. A corresponding cost increase is also reflected in the staff recommended budget.

A summary of revenues by type is provided as Appendix C and these have been categorized as GSN, non-GSN and deferred capital contributions.

For the most part, funding received as GSNs and the revenues obtained from other sources are not directed to support specific spending plans. This approach allows the Board to determine how best to meet the needs of its students. The most significant exception to this approach is the funding received for special education purposes as its use is restricted for those needs. Other smaller amounts such as targeted grants and donations may also be restricted for a specific use. It is important to recognize that the District traditionally spends more on special education than the funding provided by the Ministry.

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8. **Changes in Expenses**

As previously mentioned, staff's efforts were focused on developing a budget that minimizes the impact on students. With this in mind, a detailed review of the District's operations was performed to identify savings opportunities that would also accommodate known cost pressures including those relating to collective agreements, statutory benefits and inflationary costs. The review resulted in a net reduction in anticipated 2015-2016 expenses totaling \$3.9 million relative to 2014-2015. The areas of net savings have been identified on Appendix D.

Compensation Costs

The cost of salaries and benefits represents approximately 80% of the District's total expenses. Efforts were made to minimize the impact on staffing levels during the budget development process, but reductions could not be avoided and these changes are reflected in the staff recommended budget. Although some of the reductions are enrolment driven, most are based on staff recommendations.

- **Academic Staffing:**

The academic staffing recommendation was approved in March 2015 and provided for a net reduction of 23.5 FTE.

Reductions totaled 30.5 FTE. These are represented as 10.0 FTE that were enrolment driven, 15.5 FTE principal, coaching and teaching positions as recommended by staff and 5.0 FTE from the amount held as a contingency which are used to assist with school-by-school anomalies as the staffing process rolls out.

Increases in staffing were limited to 7.0 FTE, with 4.7 FTE being directed to special education autism classes and 1.2 FTE resulting from enrolment changes at the elementary level.

Savings net of the additional costs associated with the new autism classes have been reflected in the staff recommended budget and total \$2.3 million. This is 0.5% of total academic staffing costs.

- **Learning Support Services:**

The 2015-2016 budget includes recommended reductions in staffing in Learning Support Services (LSS). The reductions are 3.0 FTE emergency itinerant educational assistants as well as 0.5 FTE each of a psychologist and a social worker. The estimated savings resulting from these reductions is \$251,000 and represents 0.25% of the total LSS salary budget.



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- Facilities:

The other major area of change in staffing is in Facilities. After reviewing enrolment and classroom usage, staff will be reinstating the practice of working with school principals to identify those rooms and areas of the school which can be removed from service thereby reducing cleaning needs. This initiative, along with changes to the scheduling of evening custodians, will allow for the reduction of approximately 23.0 FTE of regular part-time custodial staff. This reduction, while not totally offset by the reduction in the amount of space to be cleaned, would not have been recommended if staff was not confident of the continued commitment to maintaining safe and healthy schools for students and staff. The anticipated savings of \$1.0 million represents 2.4% of Facilities total compensation budget.

The savings noted above have helped the District to absorb other net compensation related cost pressures totaling \$5.3 million. The pressures relate primarily to contractual obligations and statutory benefits. Some of this amount is supported by related funding provided by the Qualification and Experience Grant.

Operating Budgets

Operating budgets are amounts that are not related to compensation costs which are incurred for permanent staff. Instead, these budgets provide for the purchase of supplies and services, permit staff to participate in professional development opportunities, are used to pay for leased equipment and temporary assistance and reflect other expenses in accordance with accounting principles.

Some of the cost changes are directly related to changes in revenues such as those relating to fee for service and cost recovery arrangements. Other changes are based on an assessment of where adjustments can be made to operating budgets in a manner that will not directly affect students in the classroom.

Table 3 summarizes the changes by category. Changes in costs supported by direct revenue are in essence cost neutral. These costs have no effect on the anticipated deficit because they are adjusted in line with related revenue. Changes identified as being based on recommendations are aligned with Board objectives and, for this purpose, include the significant cost savings resulting from new student transportation contracts.

Staff believes the recommended changes are manageable and that they also allow for implementation starting in September 2015.

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Table 3 – Summary of Changes in Operating Budgets (Non-compensation)

	Amount
	\$
Changes supported by direct revenue (neutral)	
Provincial Transportation	(6,447,000)
Extended Day and Child Care Centres	3,024,000
Deferred Capital Contributions	3,258,000
Supported Spending and Recoveries	1,044,000
	879,000
Changes based on recommendations	
Transportation Contracts	(2,079,000)
Facilities Operations	(1,184,000)
Professional Development Release Time	(1,750,000)
Central Departments Operating Budgets	(1,639,000)
School Based Operating Budgets	(854,000)
Occasional Teachers	1,000,000
	(6,506,000)
Net changes in the operating budget	(5,627,000)

9. Capital Budget

In addition to funding provided to support the annual costs that were discussed above, the District receives money 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 also enhanced the 2015-2016 grants that support school renewal and school condition improvement. Projects that are in various stages of progress include schools such as Half Moon Bay, Avalon and Kanata North.

The budget document shows that the Ministry has committed to provide \$71.5 million and has authorized the use of an additional \$6.3 million held by the District as deferred revenue for capital purposes. A smaller amount of \$2.1 million is supported through a transfer from the operating budget.

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.



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10. Summary

The District is facing challenges in the coming years which are mainly related to the anticipated changes in Ministry funding. The anticipated continued reduction in funding means that the District must be creative in adapting to the changes. Despite the general restraints in funding, staff does anticipate that the planned Effectiveness and Efficiency review of Ottawa Student Transportation Authority should result in enhanced funding that will significantly reduce the deficit attributable to transportation costs. Although the potential additional revenue relating to transportation is not reflected in the staff recommended budget, any funding adjustments would commence in 2015-2016.

On another positive note, prudent management of the District's resources has in recent years allowed for targeted investments in student learning beyond the level that Ministry funding would normally allow. A managed transition away from the use of reserves to balance the District's budget is underway. In 2015-2016, staff is recommending the use of \$12.7 million of reserves which is a \$4.4 million reduction as compared to planned reserve use in 2014-2015.

RESOURCE IMPLICATIONS:

11. The budget will set the Board's fiscal operating plan for 2015-2016. The Board cannot approve a budget with a deficit, but it can use reserves as part of balancing revenue and expenses. Staff is of the opinion that any increase in expenditure or changes to recommended reductions should be approved in conjunction with other identified savings to maintain the recommended deficit at \$12.7 million.

COMMUNICATION/CONSULTATION ISSUES:

12. Following the Budget Committee meeting of 10 February 2015, staff prepared a budget information document that included some of the background information being provided that evening. The same document was posted to the Board website, linked to social media sites, and made available at any zone meetings to date where staff had been invited. The goal was to ensure 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. Answers 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
Tuesday, 12 May 2015	Presentation of staff's recommended budget
Monday, 25 May 2015	Delegations
Monday, 01 June 2015	Delegations (if required)/Budget debate
Monday, 08 June 2015	Budget debate (if required)
Monday, 15 June 2015	Budget debate (if required)
Monday, 22 June 2015	Budget approval (Board meeting)

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

STRATEGIC LINKS:

13. The budget will set the Board's operating plan for 2015-2016. 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.

RECOMMENDATION

- A. THAT the unconsolidated 2015-2016 Operating Budget of \$855.9 million as presented in Report 15-067 and the supporting 2015-2016 budget binder be approved;
- B. THAT the Capital Expenditure Budget of \$79.9 million as presented in Report 15-067 and the supporting 2015-2016 budget binder be approved; and
- C. THAT the use of \$12.7 million of accumulated surplus to finance the 2015-2016 budget be approved.

Michael Carson
Chief Financial Officer

Jennifer Adams
Director of Education and
Secretary of the Board

APPENDICES

- Appendix A - 2011-2015 OCDSB Strategy Map
- Appendix B - Comparative Budget Summary
- Appendix C - Summary of Revenues and Use of Accumulated Surplus
- Appendix D - Summary of Changes in Expenses



Letter of Transmittal – Appendix A



2011–2015 OCDSB Strategy Map



Public Education: *Doing it W.E.L.L.*

Vision for 2015

The OCDSB is a dynamic, creative learning organization that fosters the achievement, well-being, and dignity of every student. As a global leader in public education, we:

1. *Inspire* educational excellence in our schools, which are important community hubs reflecting local needs;
2. *Provide* equity of access to programs and pathways for all students;
3. *Raise* the overall achievement level and close the achievement gap through the equitable allocation of available resources;
4. *Implement* a comprehensive framework for student well-being;
5. *Engage* students, staff and parents in the learning process, encouraging the full potential of every student;
6. *Provide* an inspiring place to work that attracts, retains, nurtures, values, and engages our employees;
7. *Model* outstanding governance, leadership, and citizenship; and
8. *Draw from*, and contribute to, the talent and rich diversity of the Ottawa community.

Objectives for 2015

How we will know we have achieved our vision:

1. The 90% graduation rate goal is on track to be met by, or in advance of the 2020 target.
2. The Board is meeting annual targets for student achievement results established in the Board Improvement Plan, that exceed provincial results, on average, by 5% and reduce the gaps for identified sub-groups.
3. All school Improvement Plans are developed in partnership with the school community and establish targets for student achievement and well-being, in alignment with the Board Improvement Plan and student well-being framework.
4. The District has a framework for student well-being, including measures and indicators of success and attains annual targets for improvement to services and supports for student well-being.
5. All of our schools have active community partnership programs that support the school as a community hub.
6. Full-day kindergarten is offered in all of our schools, supported by vibrant extended day programs.
7. All students have equitable access to a choice of high-quality programs.
8. The school climate survey results indicate improvement in students' level of comfort and safety at school.
9. The school district is recognized as a top employer in the community.
10. The District has a clear and commonly understood governance framework and an efficient and effective decision-making process.

Mission

Our mission is educating for success — inspiring learning and building citizenship, using the pillars of well-being, engagement, leadership, and learning to support and inspire students and staff by:

1. Promoting student and staff well-being to support their physical, emotional, and mental health;
2. Developing a culture in which all people are welcome and challenged to be creative and contributing members; feel valued and respected, and where the success and creativity of our District is recognized and celebrated;
3. Enhancing leadership and governance capacities and practices that demonstrate our District, and its representatives as models of good character and effective community partners; and
4. Improving student achievement through focused instructional practice, effective use of data and strategies that challenge all schools to make significant gains in student achievement no matter where they start.

4 Key Priority Areas W.E.L.L.



W ell-being

- WB1. Enhance safe, caring and respectful learning, and working environments.
- WB2. Create a framework for student and staff well-being that recognizes the mental, physical, and emotional health of students and staff.
- WB3. In collaboration with community partners, develop specific strategies to further the cultural proficiency of the school district in terms of inclusive and accessible practices and a workplace representative of the community we serve.
- WB4. Nurture an emotionally intelligent organizational culture that recognizes and supports innovation, productivity and employee wellness.



E ngagement

- EN1. Enhance parental engagement and outreach to all parents.
- EN2. Create a framework for and initiate effective partnerships with organizations that enrich our schools as community hubs.
- EN3. Encourage broad community engagement in school and District initiatives.
- EN4. Develop a strategy that supports and encourages engagement in provincial, national, and international initiatives to encourage organizational learning and global citizenship.



L eadership

- LD1. Implement sound governance structures and practices.
- LD2. Develop specific strategies for leadership development and succession planning with a focus on developing emotionally intelligent leaders who foster innovation, collaboration, and the celebration of success.
- LD3. Enhance our risk management culture, focusing on effective financial, information, and human resources management practices, and internal audit controls.
- LD4. Encourage and support student leadership and citizenship to promote global competencies.



L earning

- LN1. Enhance instructional practice to encourage and support critical and creative thinking skills.
- LN2. Maintain a cyclical program development, monitoring and review framework to improve equity of access to programs, pathways, and services for all students.
- LN3. Use student survey data to identify and understand groups that require additional services and supports.
- LN4. Develop an organizational culture that is committed to lifelong learning.

Appendix A
to Report 15-067



Letter of Transmittal – Appendix B

	2014-2015 Approved Budget	2015-2016 Recommended Budget
Revenues:		
Grants for Student Needs	\$ 798,021,596	\$ 793,520,941
Educational Programs and Other Revenues	33,561,468	35,550,132
Board Programs:		
Extended Day Program & OCDSB - Child Care Centres	11,108,031	14,132,143
Total Revenues	\$ 842,691,095	\$ 843,203,216
Expenditures:		
By Funding Envelope:		
Instruction	\$ 625,879,177	\$ 626,821,868
Continuing Education	9,743,732	9,730,460
Transportation	45,050,136	36,735,691
School Facilities	93,783,089	91,739,566
Central Administration	20,048,506	19,526,169
Capital Expenditures and Other:		
Debt Repayment	10,004,799	9,705,876
Amortization	33,637,823	37,112,321
Staff on Loan	6,491,833	6,682,507
Public Sector Accounting Board (PSAB) Benefit Expense	4,099,751	3,762,487
Board Programs:		
Extended Day Program & OCDSB - Child Care Centres	11,108,031	14,132,143
Total Expenditures	\$ 859,846,877	\$ 855,949,088
Projected Shortfall:	\$ (17,155,782)	\$ (12,745,872)

Shortfall funded as follows:	2014-2015 Approved Budget	2015-2016 Recommended Budget
Unappropriated Reserves:		
To fund Projected Deficit	\$ 14,880,925	\$ 11,262,466
To fund One Time Initiatives	575,000	-
Appropriated Reserves:		
Amortization on Board Approved Projects	1,699,857	1,483,406
Total Use of Reserves	\$ 17,155,782	\$ 12,745,872

Numbers may not add due to rounding



Letter of Transmittal – Appendix C

	2013-2014 Actual	2014-2015 Budget	2015-2016 Recommended
Grants for Student Needs (GSN)			
GSN - Operating Purposes			
Pupil Foundation	\$ 339,182,875	\$ 373,098,453	\$ 372,827,079
School Foundation	46,866,064	48,589,233	48,653,758
Special Education	82,988,400	90,430,994	90,035,576
French as a Second Language	13,821,208	14,001,932	14,154,401
English as a Second Language	9,976,774	9,719,899	9,461,869
First Nation, Metis and Inuit Education Supplement	891,000	932,085	985,673
Learning Opportunities	18,187,232	18,957,262	18,548,644
Safe School Supplement	1,793,954	1,852,332	1,846,815
Continuing Education	4,009,381	3,820,967	3,938,426
Adult Education	2,891,527	3,139,103	2,941,151
Teacher Qualifications and Experience	46,714,978	50,984,227	52,649,008
New Teacher Induction Program	575,536	539,936	537,641
Student Transportation	37,392,433	37,807,147	31,591,208
Administration and Governance	16,521,727	17,248,976	17,062,042
School Operations (Facilities)	72,331,435	75,284,959	74,372,908
Community Use of Schools	1,036,870	1,041,201	1,042,678
Declining Enrolment Grant	1,787,975	1,539,828	798,192
Restraint Savings	(279,158)	(279,158)	(279,158)
Transfer to Deferred Revenue	(3,113,575)	(2,217,244)	(2,100,000)
Total Operating Grants	\$ 693,576,636	\$ 746,492,132	\$ 739,067,911
GSN - Capital Purposes			
Facilities Renewal	\$ 5,456,936	\$ 5,087,333	\$ 5,087,333
Temporary Accommodations	1,423,662	2,670,000	2,247,500
Interest on Ontario Financing Authority Debt	7,614,835	7,481,664	7,182,761
Interest non-Ontario Financing Authority Debt	2,523,115	2,523,115	2,523,115
Interest on Capital Projects under Construction	263,583	-	300,000
Total Capital Grants	\$ 17,282,131	\$ 17,762,112	\$ 17,340,709
Total GSN for Operating and Capital Purposes	\$ 710,858,767	\$ 764,254,244	\$ 756,408,620
Non Grant Revenue			
Rentals	\$ 3,736,720	\$ 4,350,000	\$ 3,715,000
Continuing Education	5,608,112	5,651,770	5,715,954
Other Ministry of Education Grants	41,861,923	3,790,010	4,821,728
Staff on Loan	6,829,840	6,491,833	6,682,507
Tuition Fees	5,869,985	5,361,798	6,574,710
Interest Income	1,429,964	1,500,000	1,200,000
Miscellaneous Revenues	5,424,034	5,882,253	5,340,233
Early Learning Extended Day Program	7,947,763	10,008,031	12,014,625
Ottawa Carleton District School Board Child Care Centres	1,515,485	1,100,000	2,117,518
Specialized Program Funding	57,965	663,065	1,500,000
Total Non Grant Revenues	\$ 80,281,791	\$ 44,798,760	\$ 49,682,275
Deferred Capital Contributions (Ministry Approved Capital)	\$ 30,716,285	\$ 33,638,093	\$ 37,112,321
Total Revenue	\$ 821,856,843	\$ 842,691,097	\$ 843,203,216
Use of Accumulated Surplus			
Special Education	\$ 2,040,878	\$ 5,027,752	\$ 4,958,870
Transportation	1,464,333	7,073,735	4,807,155
Other Program Spending	6,704,366	3,354,708	1,496,439
Board Supported Capital Projects	1,607,333	1,699,587	1,483,406
Use of Accumulated Surplus	\$ 11,816,910	\$ 17,155,782	\$ 12,745,872
Total Revenue and Use of Accumulated Surplus	\$ 833,673,753	\$ 859,846,879	\$ 855,949,088

Numbers may not add due to rounding



Letter of Transmittal – Appendix D

Description	FTE	Compensation	Operating	Total
Changes Based on Enrolment and Collective Agreement				
Elementary Teachers *	1.19	\$ 111,979	-	\$ 111,979
Secondary Teachers *	(10.00)	(984,000)	-	(984,000)
Salary Grid Movement and Statutory Benefits	-	5,353,837	-	5,353,837
Total	(8.81)	\$ 4,481,816	-	\$ 4,481,816
Changes Supported by Direct Revenue				
Provincial Transportation	-	-	\$ (6,447,306)	\$ (6,447,306)
Extended Day and Child Care Centres	-	-	3,024,112	3,024,112
Deferred Capital Contributions	-	-	3,258,047	3,258,047
Supported Spending and Recoveries	-	-	1,043,861	1,043,861
Total	-	-	\$ 878,714	\$ 878,714
Changes Based on Recommendations				
Elementary Teachers and Coaches *	(12.00)	\$ (1,146,400)	-	\$ (1,146,400)
Secondary Teachers and Coaches *	(1.50)	(149,100)	-	(149,100)
Central Principals *	(2.00)	(274,000)	-	(274,000)
Elementary Principals *	1.00	130,400	-	130,400
Elementary Need Allocation Teachers *	(5.00)	(470,500)	-	(470,500)
Teachers Autism Classes *	4.76	468,384	-	468,384
Transportation Contracts	-	-	\$ (2,078,836)	(2,078,836)
Facilities Operations	(23.00)	(999,401)	(1,183,834)	(2,183,235)
Professional Development Release Time	-	-	(1,750,000)	(1,750,000)
Central Department Budgets	(4.00)	(312,024)	(1,639,303)	(1,951,327)
School Based Budgets	-	-	(853,706)	(853,706)
Occasional Teachers	-	-	1,000,000	1,000,000
Total	(41.74)	\$ (2,752,641)	\$ (6,505,679)	\$ (9,258,320)
Total Changes in Expenses	(50.55)	\$ 1,729,175	\$ (5,626,965)	\$ (3,897,790)
* Denotes staffing change approved with the passing of Report 15-045 2015-2016 Academic Staffing				

Numbers may not add due to rounding



Budget Overview



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Comparative Budget Summary

	2014-2015 Approved Budget	2015-2016 Recommended Budget
Revenues:		
Grants for Student Needs	\$ 798,021,596	\$ 793,520,941
Educational Programs and Other Revenues	33,561,468	35,550,132
Board Programs:		
Extended Day Program & OCDSB - Child Care Centres	11,108,031	14,132,143
Total Revenues	\$ 842,691,095	\$ 843,203,216
Expenditures:		
By Funding Envelope:		
Instruction	\$ 625,879,177	\$ 626,821,868
Continuing Education	9,743,732	9,730,460
Transportation	45,050,136	36,735,691
School Facilities	93,783,089	91,739,566
Central Administration	20,048,506	19,526,169
Capital Expenditures and Other:		
Debt Repayment	10,004,799	9,705,876
Amortization	33,637,823	37,112,321
Staff on Loan	6,491,833	6,682,507
Public Sector Accounting Board (PSAB) Benefit Expense	4,099,751	3,762,487
Board Programs:		
Extended Day Program & OCDSB - Child Care Centres	11,108,031	14,132,143
Total Expenditures	\$ 859,846,877	\$ 855,949,088
Projected Shortfall:	\$ (17,155,782)	\$ (12,745,872)

	2014-2015 Approved Budget	2015-2016 Recommended Budget
Shortfall funded as follows:		
Unappropriated Reserves:		
To fund Projected Deficit	\$ 14,880,925	\$ 11,262,466
To fund One Time Initiatives	575,000	-
Appropriated Reserves:		
Amortization on Board Approved Projects	1,699,857	1,483,406
Total Use of Reserves	\$ 17,155,782	\$ 12,745,872

Numbers may not add due to rounding



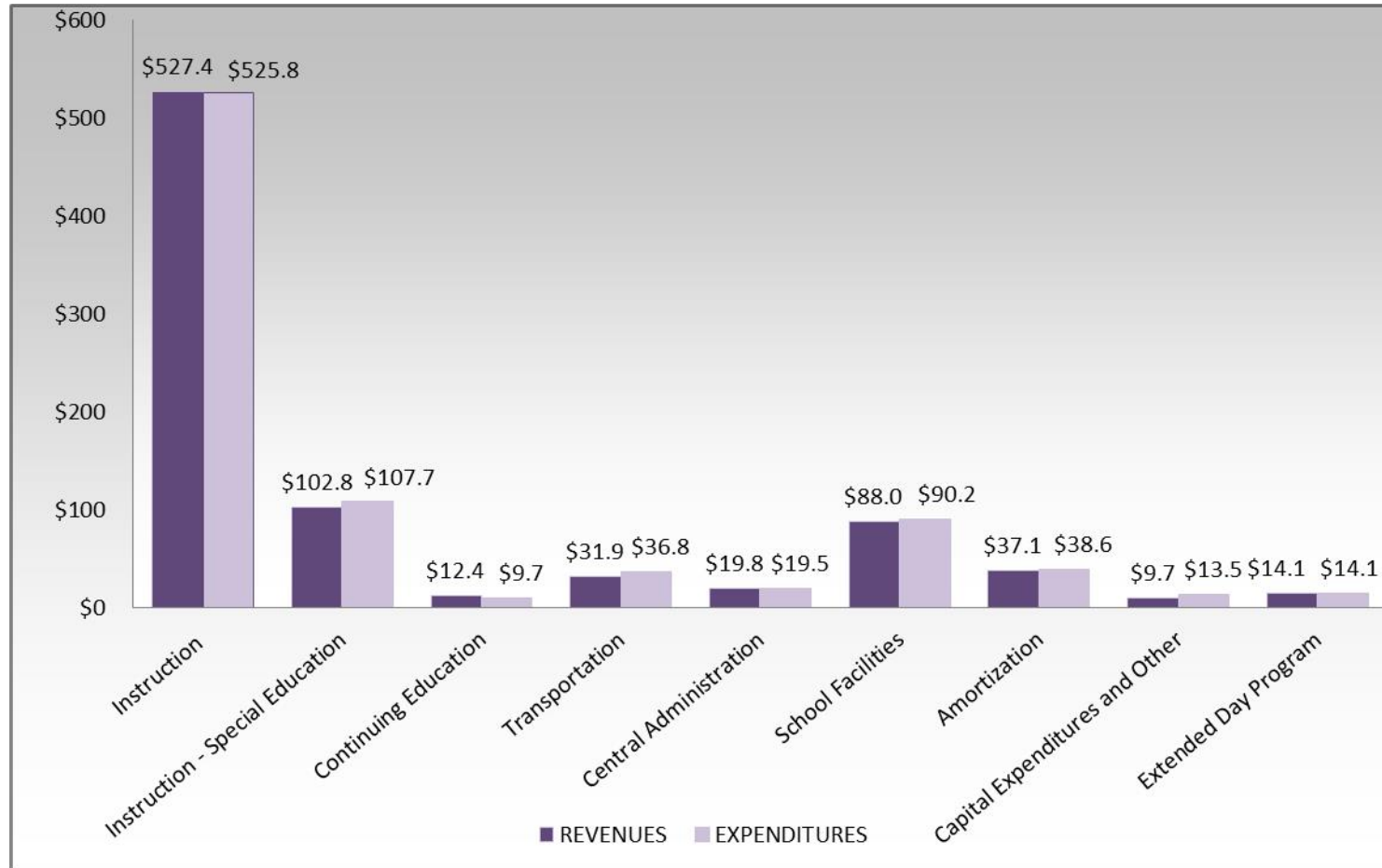
Net Enveloping Summary – Table

	Projected Expenditures	Grants and Other Revenues	Surplus / (Shortfall)
Instruction	\$ 525,773,787	\$ 527,338,264	\$ 1,564,478
Instruction - Special Education	107,730,588	102,771,719	(4,958,870)
Continuing Education	9,730,459	12,391,655	2,661,196
Transportation	36,735,691	31,928,536	(4,807,155)
Central Administration	19,526,169	19,868,358	342,189
School Facilities	90,256,160	87,954,344	(2,301,816)
Amortization	38,595,727	37,112,321	(1,483,406)
Capital Financing and Other	13,468,363	9,705,876	(3,762,487)
Extended Day Program / OCDSB-Child Care Centres	14,132,143	14,132,143	-
Total	\$ 855,949,088	\$ 843,203,216	\$ (12,745,872)

Numbers may not add due to rounding



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



Summary of Changes in the Expense Budget

Approved Expenditure 2014-2015 Budget		\$ 859,846,877
Board Decisions included in 2015-2016 Budget - Details on Appendix A		
	Regulations and or Collective Agreements	\$ (872,021)
	Previously Approved	(1,441,216)
	Sub-Total	\$ (2,313,237)
Changes included in 2015-2016 Budget - Details on Appendix B		
	Schools	\$ (596,006)
	Special Education	(374,300)
	Facilities/Learning Environment	(2,183,235)
	Central	(2,109,136)
	Sub-Total	\$ (5,262,677)
Changes in Costs - Details on Appendix C		
	Sub-Total	\$ 3,114,767
Changes in Grants, Public Sector Accounting Board and Legislation - Details on Appendix D		
	Sub-Total	\$ 563,357
Net decrease in budget base from Approved 2014-2015 Budget		\$ (3,897,790)
Staff Recommended 2015-2016 Budget		\$ 855,949,088

Numbers may not add due to rounding



Appendix A – Collective Agreement & Approved by Board

Description	FTE	Amount
Regulations and or Collective Agreements		
Impact of Changes in Enrolment:		
Elementary Teaching Staff	1.19	\$ 111,979
Secondary Teaching Staff	(10.00)	(984,000)
Sub-Total	(8.81)	\$ (872,021)
Previously Approved:		
Decrease in Elementary Instructional Coaches	(8.00)	\$ (752,800)
Decrease in Secondary Instructional Coaches	(1.00)	(99,400)
Decrease in Elementary Needs Allocation Teachers	(5.00)	(470,500)
Decrease in Secondary Focus Program Teacher	(0.50)	(49,700)
Decrease in Central Principals	(2.00)	(274,000)
Decrease in Elementary Learning Resource Teachers	(2.00)	(196,800)
Decrease in Elementary Learning Support Teachers	(2.00)	(196,800)
Increase of one Elementary Principal for schools opening in September 2016	1.00	130,400
Increase System Classes for Special Education (Including Preparation Time)	4.76	468,384
Sub-Total	(14.74)	\$ (1,441,216)
Total	(23.55)	\$ (2,313,237)

Numbers may not add due to rounding

Approved by Board on 31 March 2015 - Report Number 15-045

Appendix B – Budget Changes

Description	FTE	Amount
Schools		
Reduction in Overtime		\$ (57,640)
Reduction in School Budgets		(312,000)
Increase in Occasional Teacher Budgets		1,000,000
Reduction in Professional Development		(875,000)
Reduction in Contracts for External Partners		(160,000)
Reduction in Switches, Servers, Licenses and Release Time (B & LT)		(191,366)
Sub-Total	-	\$ (596,006)
Special Education		
Reduction in Furniture and Equipment		\$ (20,000)
Reduction in Assessment Materials		(50,000)
Reduction in Professional Development		(10,000)
Reduction in Supplies		(43,000)
Reduction in Emergency Itinerant Educational Assistants	(3.00)	(157,500)
Reduction in Psychologists	(0.50)	(47,150)
Reduction in Social Workers	(0.50)	(46,650)
Sub-Total	(4.00)	\$ (374,300)

Numbers may not add due to rounding



Appendix B – Budget Changes

Description	FTE	Amount
Facilities / Learning Environment		
Reduction in Overtime		\$ (105,168)
Reduction in Regular Part-Time Custodians	(23.00)	(999,401)
Reduction in Maintenance Services		(78,212)
Change in Waste Removal, Refuse and Recycle		(220,000)
Reduction in Utilities		(314,543)
Reduction in Supplies and Professional Development		(47,818)
Increase in Turf Management Elementary		75,000
Increase in Tree Service-Inoculation and removal of Ash Trees		184,000
Reduction in replacement of Ash Trees		(300,000)
Changes in Management Consultants & Project Management & Salaries		(271,892)
Reduction in ECO Schools		(50,000)
Increase in Multi Year Energy Conservation Projects		89,693
Reduction in Community Use		(50,000)
Increase in Uniforms		95,000
Reduction in Vehicle Fuel and Oil		(30,511)
Reduction in Replacement Vehicles		(50,000)
Reduction in Cleaning, Communication and Furniture & Equipment		(109,383)
Sub-Total	(23.00)	\$ (2,183,235)

Numbers may not add due to rounding



Appendix B – Budget Changes

Description	FTE	Amount
Central		
Reduction in Director's Operating Budget		\$ (60,000)
Reduction in Central Overtime		(32,228)
Reduction in Corporate Wellness and Staff Development		(123,668)
Reduction in Departmental Budgets		(94,326)
Reduction in Professional Development		(875,000)
Reduction in Food for Meetings and Professional Development		(347,548)
Reduction in General Operating Budgets - Financial Services		(20,000)
Eliminate Central Chair and Table Loaning Program		(30,000)
Reduction in Operating Budgets - Risk Management		(1,000)
Reduction in Board Governance Central Budgets		(4,366)
Reduction in Communication Budgets - Media Monitoring		(10,000)
Reduction in Communications and Board Services - Printing and Supplies		(16,000)
Reduction in Supplies and Start-Up for New Schools		(270,000)
Business Review Process		(100,000)
Reduction in Audit Committee Budget		(25,000)
Reduction in Leadership Conference Budget		(50,000)
Reduction in Committees & Consulting Services - Planning Department		(50,000)
Sub-Total	-	\$ (2,109,136)
Total	(27.00)	\$ (5,262,677)

Numbers may not add due to rounding



Appendix C and D - Changes in Costs and Grants

Description	Amount
Ottawa Student Transportation Authority (OSTA) - Change in Projection	\$ (2,078,836)
Provincial Transportation (OSTA) now operated by the Ministry of Education	(6,447,306)
Special Education Equipment Amount	(47,434)
Impact of Average Daily Enrolment Budgets	(132,700)
Statutory Benefit Cost Increases, Salary Differential and Increments	5,353,837
Change in assumption for Cross Departmental Savings	303,000
Calendar/Work Day Adjustments for Administrative Staff	196,540
Savings from Position Vacancies & Staffing	80,000
Anticipated Credits from OSBIE Insurance	(145,000)
Deferred Capital Contributions	3,258,047
Staff on Loan	190,674
Temporary Accommodations and Facilities Renewal Plan	(440,167)
Extended Day Program and OCDSB Child Care Centres	3,024,112
Total	\$ 3,114,767

Numbers may not add due to rounding

Changes in Grants, PSAB and Legislation - Appendix D

Description	Amount
Educational Programs Grants - Other	\$ 1,021,718
Debt Repayment	(121,097)
Public Sector Accounting Board (PSAB) Benefit Adjustment	(337,264)
Total	\$ 563,357

Numbers may not add due to rounding



Budget Assumptions

General Assumptions:

- The Recommended 2015-2016 Budget was prepared in accordance with the Ministry of Education's Balanced Budget Calculation - per Regulation (Excluding benefits under Regulation 488/10)
- The Recommended 2015-2016 Budget maintains the provisions implemented by the 2012-2014 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 2015-2016 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
- Debt and amortization expenditures have been revised to reflect 2015-2016 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

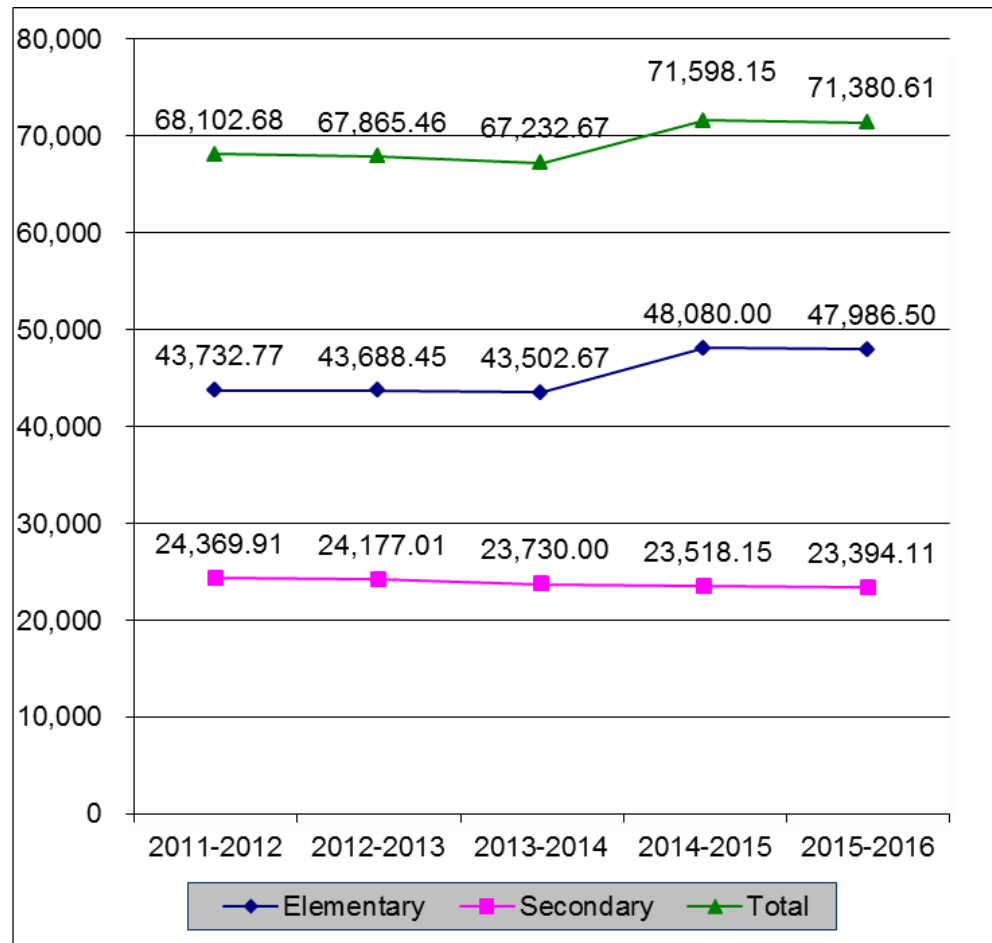
	2011-2012 Actual	2012-2013 Actual	2013-2014 Actual	2014-2015 Revised *	2015-2016 Estimates
Elementary Students					
Junior Kindergarten	2,188.75	2,223.00	2,127.75	4,381.50	4,341.50
Senior Kindergarten	2,356.00	2,355.00	2,380.00	4,658.00	4,763.00
Grades 1 to 3	14,965.00	14,730.50	14,508.04	14,592.00	14,524.50
Grades 4 to 8	24,183.52	24,330.95	24,423.38	24,387.50	24,298.50
Sub-Total	43,693.27	43,639.45	43,439.17	48,019.00	47,927.50
Tuition Paying	39.50	49.00	63.50	61.00	59.00
Total Elementary Students	43,732.77	43,688.45	43,502.67	48,080.00	47,986.50
Secondary Students					
Under age 21	23,040.15	22,880.50	22,428.87	22,208.06	22,036.47
Age 21 and over	939.75	851.01	869.13	835.09	881.64
Sub-Total	23,979.90	23,731.51	23,298.00	23,043.15	22,918.11
Tuition Paying	390.01	445.50	432.00	475.00	476.00
Total Secondary Students	24,369.91	24,177.01	23,730.00	23,518.15	23,394.11
Grand Total	68,102.68	67,865.46	67,232.67	71,598.15	71,380.61

Numbers may not add due to rounding

* Funding of Full-Day Kindergarten (FDK) programs was incorporated into the Grants for Student Needs effective for the 2014-2015 school year. The related enrolment projections from 2014-2015 and subsequent years reflect full-day attendance. For years prior to 2014-2015, funding of the phase-in of FDK programs was provided by a specific grant (non-GSN). Kindergarten enrolment for these years reflects half-day attendance.



Average Daily Enrolment – Trend Analysis Chart



Budget Operating Details

- Comparative Staffing
- Revenues
- Expenditures



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Comparative Staffing



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Comparative Full-Time Equivalency (FTE) Staffing

OPERATIONS / DEPARTMENTS	2011-2012 Approved FTE	2012-2013 Approved FTE	2013-2014 Approved FTE	2014-2015 Approved FTE	2015-2016 Recommended FTE
Instructional Day School					
Elementary Principals / Vice Principals	159.00	159.00	159.00	163.50	164.00
Elementary Teachers	2,444.69	2,505.63	2,532.45	2,577.95	2,571.14
Elementary Administrators, Assistants & Outreach Coordinator	188.00	194.50	195.00	195.00	195.00
Elementary Library Technicians	57.60	57.20	57.20	57.20	57.20
Elementary Principal - Full Day Kindergarten	0.00	0.00	0.50	0.50	0.00
Elementary Early Childhood Educators - Full Day Kindergarten	82.00	170.00	267.00	372.00	372.00
Administration & Support-Regular Instruction/Learning Support Services	8.00	8.00	9.00	9.00	9.00
Executive Director-OCDSB Foundation	1.00	1.00	1.00	1.00	1.50
Equity/Diversity Coordinator	1.00	1.00	1.00	1.00	1.00
Total for Elementary Schools	2,941.29	3,096.33	3,222.15	3,377.15	3,370.84
Secondary Principals / Vice Principals	76.67	75.67	76.67	76.67	76.67
Secondary Teachers	1,487.16	1,514.67	1,486.85	1,455.18	1,460.84
Secondary Administrators, Assistant Administrators & Assistants	113.50	114.00	109.50	109.50	109.50
Secondary Technicians	34.50	35.50	35.00	35.00	35.00
Secondary Chef, Assistant Chef, Kitchen Helpers & Technological Studies Technician	6.00	6.00	6.00	6.00	6.00
Total for Secondary Schools	1,717.83	1,745.84	1,714.02	1,682.35	1,688.01
Total Elementary & Secondary Schools	4,659.12	4,842.17	4,936.17	5,059.50	5,058.85
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	1.00	0.00
Safe Schools - Elementary Teacher	1.00	0.00	0.00	0.00	0.00
Safe Schools - Secondary Teacher(s)	2.00	3.00	4.00	3.00	3.00
Safe Schools - Student Counsellors (Included Manager & Assistant until 2013 - 2014)	5.00	3.00	1.00	1.00	1.00
Safe Schools - Educational Assistants	19.00	19.00	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 Counsellors	0.00	1.00	1.00	1.00	1.00
Total Associate Director & Safe Schools	34.80	33.80	34.80	33.80	32.80
Total Other School Support Programs	11.00	17.67	17.33	16.00	14.00
Total Associate Director, Safe Schools, and Other Support Programs	45.80	51.47	52.13	49.80	46.80
Total Instruction and School Support Programs	4,704.92	4,893.64	4,988.30	5,109.30	5,105.65



Comparative Full-Time Equivalency (FTE) Staffing

OPERATIONS / DEPARTMENTS	2011-2012 Approved FTE	2012-2013 Approved FTE	2013-2014 Approved FTE	2014-2015 Approved FTE	2015-2016 Recommended FTE
Learning Support Services / Special Education					
Superintendent of Learning Support Services & Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Elementary Teachers	434.40	445.04	455.00	463.33	464.10
Secondary Teachers	107.67	108.00	110.84	118.82	116.82
Professional Student Services Personnel (Includes regular instruction)	63.60	66.60	71.60	71.60	70.60
Orientation Mobility Instructor	0.00	0.50	0.50	0.50	0.50
Educational Assistants	600.00	609.00	620.00	652.00	649.00
Elementary Principal/Secondary Vice-Principal	2.00	2.00	2.00	2.00	2.00
Administration & Support	5.00	5.00	7.00	7.00	7.00
OCDC/Phoenix House-Secondary Teacher(s)	2.50	2.50	2.50	2.50	0.00
Total Learning Support Services	1,217.17	1,240.64	1,271.44	1,319.75	1,312.02
Finance Department					
Chief Financial Officer & Administrative Assistant (.50 FTE effective September 2014)	2.00	2.00	2.00	1.00	1.00
Budget Services	5.50	5.50	5.00	5.00	5.00
Financial Reporting / School Support	19.00	19.00	19.50	19.50	19.50
Payroll	12.00	13.00	13.00	13.00	13.00
Supply Chain Management / Risk Management	9.50	9.50	11.50	11.50	11.50
Mail & Courier	2.00	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	55.00	57.00	56.00	56.00
Planning and Facilities					
Superintendent of Facilities & Administrative Assistant (.50 FTE effective September 2014)	2.00	2.00	2.00	1.00	1.00
Custodial Services, Trades & Maintenance	691.12	697.12	715.12	732.12	711.12
Facilities Management, Design & Construction	48.00	46.00	47.00	49.00	49.00
Physical Planning	10.00	12.00	12.00	12.00	12.00
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 (Effective September 2013)	9.50	9.50	0.00	0.00	0.00
Total Planning and Facilities	770.62	776.62	786.12	804.12	783.12
Curriculum Services					
Superintendent of Curriculum Services & Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Elementary Principal(s)	2.00	2.00	2.00	2.00	2.00
Secondary Principal(s)	2.00	2.00	2.00	2.00	2.00
Elementary Teacher(s) (Includes 2.0 FTE Early Learning)	27.00	33.43	33.43	33.43	27.00
Secondary Teacher(s) (Includes 2.0 FTE Student Success-Winning Attitudes)	15.00	14.00	14.00	14.00	14.00
Administrative & Support	5.00	5.00	5.00	5.00	5.00
Total Curriculum Services	53.00	58.43	58.43	58.43	52.00



Comparative Full-Time Equivalency (FTE) Staffing

OPERATIONS / DEPARTMENTS	2011-2012 Approved FTE	2012-2013 Approved FTE	2013-2014 Approved FTE	2014-2015 Approved FTE	2015-2016 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(s)	1.00	1.00	1.00	1.00	1.00
Administrative & Support	8.00	8.00	8.00	9.50	9.50
Total Quality Assurance	9.00	9.00	9.00	10.50	10.50
Office of the Director					
Director's Office	3.00	3.00	3.00	3.00	3.00
Superintendents & Administrative Assistants	12.00	12.00	12.00	14.00	14.00
Legal Advisor	1.00	1.00	1.00	1.00	1.00
Total Office of the Director	16.00	16.00	16.00	18.00	18.00
Corporate Services					
Executive Officer, Administrative Assistant & Analyst	3.00	3.00	3.00	3.00	3.00
Board Services	6.00	6.00	6.00	7.00	7.00
Communications	10.00	10.00	10.00	10.00	10.00
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	36.00	37.00	37.00
Human Resources					
Superintendent of Human Resources & Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Recruitment, Operations, Wellness & Disability	33.50	33.50	36.50	37.00	37.00
Staff Development	3.00	3.00	0.00	1.00	1.00
Labour Relations	4.00	5.00	5.00	5.50	5.50
Occupational Health & Safety (Includes .50 FTE Elementary Teacher)	4.50	4.50	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	48.67	49.67	50.17	52.17	52.17
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	16.00	16.50	17.00	17.00	17.00
Total Continuing Education	18.00	18.50	19.00	19.00	19.00



Comparative Full-Time Equivalency (FTE) Staffing

OPERATIONS / DEPARTMENTS	2011-2012 Approved FTE	2012-2013 Approved FTE	2013-2014 Approved FTE	2014-2015 Approved FTE	2015-2016 Recommended FTE
Business and Learning Technologies					
Elementary Vice-Principal	0.00	0.00	0.00	1.00	1.00
Elementary Teacher(s)	6.00	6.00	7.00	6.00	4.00
Secondary Teacher	1.00	1.00	1.00	1.00	1.00
Administration & Support	82.00	82.00	87.00	87.00	87.00
Total Business and Learning Technologies	89.00	89.00	95.00	95.00	93.00
Other Departmental Expenses					
Total Staff on Loan	71.47	72.14	71.17	68.17	68.32
Early Childhood Educators	0.00	0.00	118.50	167.79	182.35
Early Learning Assistants	0.00	0.00	0.00	0.00	33.68
Administration & Support (Includes .50 FTE Financial Analyst for Child Care Centres)	1.00	4.00	7.50	11.50	11.00
Total Extended Day Program	1.00	4.00	126.00	179.29	227.03
Early Childhood Educators	0.00	0.00	58.39	9.10	25.00
Program Coordinators	0.00	0.00	4.00	4.00	4.00
Program Assistants	0.00	0.00	3.00	3.00	4.00
Cooks/Housekeepers	0.00	0.00	3.00	3.00	4.00
Total OCDSB-Child Care Centres	0.00	0.00	68.39	19.10	37.00
Total Other Departmental Expenses	72.47	76.14	265.56	266.56	332.35
GRAND TOTAL FTE	7,095.85	7,324.64	7,658.02	7,851.83	7,876.81

Numbers may not add due to rounding

Staffing numbers include Trustees and Staff on Loan



Revenues



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Revenue – Grant for Student Needs

	2013-2014 Actual	2014-2015 Budget	2015-2016 Recommended
Grants for Student Needs (GSN)			
GSN - Operating Purposes			
Pupil Foundation	\$ 339,182,875	\$ 373,098,453	\$ 372,827,079
School Foundation	46,866,064	48,589,233	48,653,758
Special Education	82,988,400	90,430,994	90,035,576
French as a Second Language	13,821,208	14,001,932	14,154,401
English as a Second Language	9,976,774	9,719,899	9,461,869
First Nation, Metis and Inuit Education Supplement	891,000	932,085	985,673
Learning Opportunities	18,187,232	18,957,262	18,548,644
Safe School Supplement	1,793,954	1,852,332	1,846,815
Continuing Education	4,009,381	3,820,967	3,938,426
Adult Education	2,891,527	3,139,103	2,941,151
Teacher Qualifications and Experience	46,714,978	50,984,227	52,649,008
New Teacher Induction Program	575,536	539,936	537,641
Student Transportation	37,392,433	37,807,147	31,591,208
Administration and Governance	16,521,727	17,248,976	17,062,042
School Operations (Facilities)	72,331,435	75,284,959	74,372,908
Community Use of Schools	1,036,870	1,041,201	1,042,678
Declining Enrolment Grant	1,787,975	1,539,828	798,192
Restraint Savings	(279,158)	(279,158)	(279,158)
Transfer to Deferred Revenue	(3,113,575)	(2,217,244)	(2,100,000)
Total Operating Grants	\$ 693,576,636	\$ 746,492,132	\$ 739,067,911
GSN - Capital Purposes			
Facilities Renewal	\$ 5,456,936	\$ 5,087,333	\$ 5,087,333
Temporary Accommodations	1,423,662	2,670,000	2,247,500
Interest on Ontario Financing Authority Debt	7,614,835	7,481,664	7,182,761
Interest non-Ontario Financing Authority Debt	2,523,115	2,523,115	2,523,115
Interest on Capital Projects under Construction	263,583	-	300,000
Total Capital Grants	\$ 17,282,131	\$ 17,762,112	\$ 17,340,709
Total GSN for Operating and Capital Purposes	\$ 710,858,767	\$ 764,254,244	\$ 756,408,620

Numbers may not add due to rounding



Revenue – Non Grant Revenue and Reserves

	2013-2014 Actual	2014-2015 Budget	2015-2016 Recommended
Non Grant Revenue			
Rentals	\$ 3,736,720	\$ 4,350,000	\$ 3,715,000
Continuing Education	5,608,112	5,651,770	5,715,954
Other Ministry of Education Grants	41,861,923	3,790,010	4,821,728
Staff on Loan	6,829,840	6,491,833	6,682,507
Tuition Fees	5,869,985	5,361,798	6,574,710
Interest Income	1,429,964	1,500,000	1,200,000
Miscellaneous Revenues	5,424,034	5,882,253	5,340,233
Early Learning Extended Day Program	7,947,763	10,008,031	12,014,625
Ottawa Carleton District School Board Child Care Centres	1,515,485	1,100,000	2,117,518
Specialized Program Funding	57,965	663,065	1,500,000
Total Non Grant Revenues	\$ 80,281,791	\$ 44,798,760	\$ 49,682,275
Deferred Capital Contributions (Ministry Approved Capital)	\$ 30,716,285	\$ 33,638,093	\$ 37,112,321
Total Revenue	\$ 821,856,843	\$ 842,691,097	\$ 843,203,216
Use of Accumulated Surplus			
Special Education	\$ 2,040,878	\$ 5,027,752	\$ 4,958,870
Transportation	1,464,333	7,073,735	4,807,155
Other Program Spending	6,704,366	3,354,708	1,496,439
Board Supported Capital Projects	1,607,333	1,699,587	1,483,406
Use of Accumulated Surplus	\$ 11,816,910	\$ 17,155,782	\$ 12,745,872
Total Revenue and Use of Accumulated Surplus	\$ 833,673,753	\$ 859,846,879	\$ 855,949,088

Numbers may not add due to rounding



Expenditures

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DEPARTMENT	Page	2015-2016 DEPARTMENT SUMMARY	2015-2016 DEPARTMENT TOTAL	DEPARTMENT	Page	2015-2016 DEPARTMENT SUMMARY	2015-2016 DEPARTMENT TOTAL
Instructional Day School	41	\$ 496,337,012		Office of the Director	71	\$ 3,190,518	
Elementary Schools	42		318,569,871	Director's Office	72		772,050
Secondary Schools	43		171,772,013	Superintendents and Administrative Assistants	73		1,821,486
School Programs and Support	44		5,995,128	Legal Services	74		596,981
Learning Support Services / Special Education	45	\$ 103,085,716		Corporate Services	75	\$ 3,126,949	
Superintendent of Learning Support Services	46		317,459	Executive Officer	76		387,835
Elementary Special Education	47		43,644,711	Board Services	77		733,103
Secondary Special Education	48		11,547,504	Communications	78		1,054,739
Educational Assistants	49		34,372,073	Corporate Records	79		516,608
Special Education and Professional Services Personnel	50		13,203,969	Trustees	80		434,664
Phoenix House	51		-	Human Resources	81	\$ 6,237,254	
Finance Department	52	\$ 7,873,015		Superintendent of Human Resources	82		503,764
Chief Financial Officer/Treasurer	53		139,062	Human Resource Staff Development	83		704,471
Budget Services	54		555,416	Staffing, HRIS and Wellness/Disability Management	84		3,412,375
Financial Reporting / School Support	55		1,741,933	Labour Relations	85		694,541
Payroll	56		919,621	Occupational Health and Safety	86		755,641
Risk & Supply Chain Management	57		3,668,235	Elementary and Secondary Staffing Committee Resources	87		166,461
Document Reproduction / Mail & Courier	58		848,748	Continuing Education	88	\$ 9,730,460	9,730,460
Planning and Facilities	59	\$ 81,179,331		Transportation / OSTA	89	\$ 36,735,691	36,735,691
Superintendent of Facilities	60		139,062	Business and Learning Technologies	90	\$ 15,601,547	15,601,547
Custodial Services, Trades and Maintenance,				Debt and Other Expenses	91	\$ 77,201,087	
Facilities Management, Design and Construction	61		59,439,853	Staff on Loan	92		6,682,507
Utilities	62		17,905,976	Extended Day Program	93		12,014,625
Physical Planning	63		1,335,258	OCDSB Child Care Centres (OCDSB CCC)	94		2,117,518
Facilities & Planning Office, Real Estate & Community Use	64		2,010,117	Facilities Renewal Plan	95		7,334,833
Admissions & Enrolment	65		349,065	Debentures and Long Term Debt	96		49,051,603
Curriculum Services	66	\$ 10,108,194		Retirement Gratuities, Other Payments and Adjustments	97	\$ 5,542,315	6,251,406
Superintendent of Curriculum Services	67		669,125	Budget Reductions to be allocated	97		(709,091)
Curriculum Department	68		7,726,117				
Family Reception Centre	69		548,049				
Quality Assurance	70		1,164,904				



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 147 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instructional Day School Totals								
Elementary School	\$ 299,101,843	3,222.15	\$ 298,407,976	\$ 314,333,833	3,377.16	\$ 191,784,984	\$ 318,569,871	3,370.84
Secondary School	168,939,689	1,711.51	167,761,358	170,513,008	1,682.34	99,847,522	171,772,013	1,688.00
School Programs and Support	6,361,014	52.13	6,364,649	6,315,968	49.80	3,413,959	5,995,128	46.80
Total	\$ 474,402,545	4,985.79	\$ 472,533,983	\$ 491,162,810	5,109.29	\$ 295,046,465	\$ 496,337,012	5,105.64

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 473,656,859	4,983.59	\$ 470,122,226	\$ 490,397,491	5,107.09	\$ 293,764,368	\$ 495,281,117	5,103.44
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	720,187	2.20	641,819	739,819	2.20	492,390	732,265	2.20
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	25,500	-	414,714	25,500	-	157,336	323,630	-
Other	-	-	1,355,225	-	-	632,371	-	-
Total	\$ 474,402,545	4,985.79	\$ 472,533,983	\$ 491,162,810	5,109.29	\$ 295,046,465	\$ 496,337,012	5,105.64

* Numbers may not add due to rounding

Our mission is educating for success - inspiring learning and building citizenship, using the pillars of well-being, engagement, leadership, and learning to support and inspire students and staff.



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 147 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Elementary Schools								
Salaries and Benefits	\$ 289,178,385	3,222.15	\$ 288,083,112	\$ 304,761,052	3,377.16	\$ 185,371,685	\$ 308,232,319	3,370.84
Staff Development	3,138,451	-	1,102,928	3,754,070	-	913,140	4,775,788	-
Supplies and Services	4,739,107	-	6,192,239	3,672,812	-	3,236,324	3,515,864	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	2,045,900	-	2,741,542	2,145,900	-	2,234,764	2,045,900	-
Other	-	-	186,789	-	-	28,240	-	-
Rental expense	-	-	101,366	-	-	831	-	-
Total	\$ 299,101,843	3,222.15	\$ 298,407,976	\$ 314,333,833	3,377.16	\$ 191,784,984	\$ 318,569,871	3,370.84

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 298,744,252	3,221.95	\$ 297,533,982	\$ 313,976,461	3,376.96	\$ 191,491,967	\$ 317,916,283	3,370.64
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	357,590	0.20	213,600	357,372	0.20	142,584	355,459	0.20
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	229,971	-	-	75,993	298,130	-
Other	-	-	430,423	-	-	74,439	-	-
Total	\$ 299,101,843	3,222.15	\$ 298,407,976	\$ 314,333,833	3,377.16	\$ 191,784,984	\$ 318,569,871	3,370.84

* Numbers may not add due to rounding

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



Expenditures – Instructional Day School

Instructional Day School - Secondary Schools

The Ottawa-Carleton District School Board is the largest school board in Ottawa and offers students and parents a world of choice for education, growth, and achievement. Our 147 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Secondary Schools								
Salaries and Benefits	\$ 165,218,678	1,711.51	\$ 162,204,836	\$ 166,838,185	1,682.34	\$ 96,858,585	\$ 168,327,515	1,688.00
Staff Development	25,500	-	688,871	25,500	-	316,384	25,500	-
Supplies and Services	3,695,511	-	4,823,988	3,649,323	-	2,654,115	3,418,998	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	32,305	-	-	7,080	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	11,359	-	-	11,359	-	-
Total	\$ 168,939,689	1,711.51	\$ 167,761,358	\$ 170,513,008	1,682.34	\$ 99,847,522	\$ 171,772,013	1,688.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 168,939,689	1,711.51	\$ 166,693,402	\$ 170,513,008	1,682.34	\$ 99,235,586	\$ 171,772,013	1,688.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	143,154	-	-	54,134	-	-
Other	-	-	924,802	-	-	557,802	-	-
Total	\$ 168,939,689	1,711.51	\$ 167,761,358	\$ 170,513,008	1,682.34	\$ 99,847,522	\$ 171,772,013	1,688.00

* 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 26 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 147 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
School Programs and Support								
Salaries and Benefits	\$ 3,828,907	52.13	\$ 2,419,322	\$ 3,774,038	49.80	\$ 1,266,000	\$ 3,484,642	46.80
Staff Development	288,564	-	682,851	291,216	-	452,823	264,096	-
Supplies and Services	2,243,542	-	2,685,498	2,250,714	-	1,302,484	2,246,390	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	576,978	-	-	392,412	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	240	-	-
Total	\$ 6,361,014	52.13	\$ 6,364,649	\$ 6,315,968	49.80	\$ 3,413,959	\$ 5,995,128	46.80

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 5,972,918	50.13	\$ 5,894,841	\$ 5,908,022	47.80	\$ 3,036,815	\$ 5,592,822	44.80
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	362,596	2.00	428,219	382,447	2.00	349,806	376,806	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	25,500	-	41,588	25,500	-	27,209	25,500	-
Other	-	-	-	-	-	129	-	-
Total	\$ 6,361,014	52.13	\$ 6,364,649	\$ 6,315,968	49.80	\$ 3,413,959	\$ 5,995,128	46.80

* 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Learning Support Services/Special Education								
Superintendent of Learning Support Services	\$ 319,627	2.00	\$ 406,347	\$ 317,310	2.00	\$ 257,978	\$ 317,459	2.00
Elementary Special Education	41,385,718	455.00	45,448,799	43,155,613	463.33	19,632,481	43,644,711	464.10
Secondary Special Education	10,678,475	110.84	10,434,356	11,696,020	118.83	3,899,420	11,547,504	116.83
Educational Assistants	32,652,389	620.00	33,351,217	34,371,706	652.00	23,054,813	34,372,073	649.00
Special Ed/Professional Student Services Personnel	12,966,173	82.10	12,673,524	13,414,704	81.10	8,213,896	13,203,969	80.10
Phoenix House and Young Offenders	268,061	2.50	273,864	273,276	2.50	139,232	-	-
Total	\$ 98,270,443	1,272.44	\$ 102,588,107	\$ 103,228,630	1,319.76	\$ 55,197,819	\$ 103,085,716	1,312.03

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 97,996,426	1,270.44	\$ 102,327,487	\$ 102,956,930	1,317.76	\$ 54,996,906	\$ 102,813,867	1,310.03
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	274,017	2.00	260,620	271,700	2.00	200,912	271,849	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 98,270,443	1,272.44	\$ 102,588,107	\$ 103,228,630	1,319.76	\$ 55,197,819	\$ 103,085,716	1,312.03

* Numbers may not add due to rounding

Objectives 2015-2016: Objective 2: Student Achievement, Objective 4: Student Well-Being, Objective 7: Equal Access to High Quality Programs



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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Superintendent of Learning Support Services								
Salaries and Benefits	\$ 263,940	2.00	\$ 253,940	\$ 261,623	2.00	\$ 193,896	\$ 262,779	2.00
Staff Development	5,202	-	82,814	5,202	-	29,164	4,937	-
Supplies and Services	50,485	-	39,762	50,485	-	22,431	49,743	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	29,830	-	-	12,487	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 319,627	2.00	\$ 406,347	\$ 317,310	2.00	\$ 257,978	\$ 317,459	2.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 45,610	-	\$ 145,726	\$ 45,610	-	\$ 57,065	\$ 45,610	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	274,017	2.00	260,620	271,700	2.00	200,912	271,849	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 319,627	2.00	\$ 406,347	\$ 317,310	2.00	\$ 257,978	\$ 317,459	2.00

* Numbers may not add due to rounding

Objectives 2015-2016: 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 Model 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Elementary Special Education								
Salaries and Benefits	\$ 41,385,718	455.00	\$ 45,448,799	\$ 43,155,613	463.33	\$ 19,632,481	\$ 43,644,711	464.10
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	-	-	-	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 41,385,718	455.00	\$ 45,448,799	\$ 43,155,613	463.33	\$ 19,632,481	\$ 43,644,711	464.10

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 41,385,718	455.00	\$ 45,448,799	\$ 43,155,613	463.33	\$ 19,632,481	\$ 43,644,711	464.10
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 41,385,718	455.00	\$ 45,448,799	\$ 43,155,613	463.33	\$ 19,632,481	\$ 43,644,711	464.10

* Numbers may not add due to rounding

Objectives 2015-2016: Continue with the phase-in of the Geographic Model 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Secondary Special Education								
Salaries and Benefits	\$ 10,677,353	110.84	\$ 10,434,356	\$ 11,694,898	118.83	\$ 3,899,420	\$ 11,546,382	116.83
Staff Development	1,122	-	-	1,122	-	-	1,122	-
Supplies and Services	-	-	-	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 10,678,475	110.84	\$ 10,434,356	\$ 11,696,020	118.83	\$ 3,899,420	\$ 11,547,504	116.83

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 10,678,475	110.84	\$ 10,434,356	\$ 11,696,020	118.83	\$ 3,899,420	\$ 11,547,504	116.83
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 10,678,475	110.84	\$ 10,434,356	\$ 11,696,020	118.83	\$ 3,899,420	\$ 11,547,504	116.83

* Numbers may not add due to rounding

Objectives 2015-2016: Continue with the phase-in of the Geographic Model 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Educational Assistants								
Salaries and Benefits	\$ 32,652,389	620.00	\$ 33,351,217	\$ 34,371,706	652.00	\$ 23,054,813	\$ 34,372,073	649.00
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	-	-	-	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 32,652,389	620.00	\$ 33,351,217	\$ 34,371,706	652.00	\$ 23,054,813	\$ 34,372,073	649.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 32,652,389	620.00	\$ 33,351,217	\$ 34,371,706	652.00	\$ 23,054,813	\$ 34,372,073	649.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 32,652,389	620.00	\$ 33,351,217	\$ 34,371,706	652.00	\$ 23,054,813	\$ 34,372,073	649.00

* 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Special Education and PSSP								
Salaries and Benefits	\$ 8,894,582	82.10	\$ 9,823,496	\$ 8,717,284	81.10	\$ 6,509,494	\$ 8,762,136	80.10
Staff Development	137,500	-	439,990	122,500	-	288,986	197,500	-
Supplies and Services	3,738,991	-	2,252,649	4,300,881	-	1,411,296	4,145,394	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	195,100	-	157,389	274,039	-	4,120	98,939	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 12,966,173	82.10	\$ 12,673,524	\$ 13,414,704	81.10	\$ 8,213,896	\$ 13,203,969	80.10

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 12,966,173	82.10	\$ 12,673,524	\$ 13,414,704	81.10	\$ 8,213,896	\$ 13,203,969	80.10
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 12,966,173	82.10	\$ 12,673,524	\$ 13,414,704	81.10	\$ 8,213,896	\$ 13,203,969	80.10

* Numbers may not add due to rounding

All members of 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Phoenix House and Young Offenders								
Salaries and Benefits	\$ 240,828	2.50	\$ 251,617	\$ 246,043	2.50	\$ 132,316	\$ -	-
Staff Development	-	-	2,000	-	-	657	-	-
Supplies and Services	27,233	-	20,247	27,233	-	6,258	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 268,061	2.50	\$ 273,864	\$ 273,276	2.50	\$ 139,232	\$ -	-

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 268,061	2.50	\$ 273,864	\$ 273,276	2.50	\$ 139,232	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 268,061	2.50	\$ 273,864	\$ 273,276	2.50	\$ 139,232	\$ -	-

* 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Finance Totals								
Chief Financial Officer/Treasurer	\$ 274,017	2.00	\$ 303,504	\$ 136,411	1.00	\$ 134,270	\$ 139,062	1.00
Budget Services	547,515	5.00	539,338	555,252	5.00	319,467	555,416	5.00
Financial Reporting	1,742,935	19.50	1,701,589	1,711,686	19.50	979,069	1,741,933	19.50
Payroll	932,449	13.00	1,027,338	936,979	13.00	598,416	919,621	13.00
Risk & Supply Chain Management	3,835,949	11.50	3,530,176	3,786,165	11.50	2,733,232	3,668,235	11.50
Document Reproduction / Mail & Courier	1,163,251	6.00	857,828	865,561	6.00	496,242	848,748	6.00
Total	\$ 8,496,117	57.00	\$ 7,959,774	\$ 7,992,053	56.00	\$ 5,260,696	\$ 7,873,015	56.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 1,400,980	8.80	\$ 1,068,919	\$ 1,082,878	8.80	\$ 664,318	\$ 1,050,478	8.80
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	4,327,832	47.20	4,303,994	4,205,296	46.20	2,553,595	4,260,158	46.20
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	2,767,305	1.00	2,586,861	2,703,879	1.00	2,042,783	2,562,379	1.00
Other	-	-	-	-	-	-	-	-
Total	\$ 8,496,117	57.00	\$ 7,959,774	\$ 7,992,053	56.00	\$ 5,260,696	\$ 7,873,015	56.00

* Numbers may not add due to rounding

Objectives for 2015-2016: Continued assessment of the Finance Department's activities and related internal controls is essential in meeting the Department's objective of providing cost-effective financial and risk management leadership.



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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Chief Financial Officer								
Salaries and Benefits	\$ 263,940	2.00	\$ 260,478	\$ 131,372	1.00	\$ 74,303	\$ 134,528	1.00
Staff Development	2,652	-	3,262	1,326	-	416	1,193	-
Supplies and Services	7,425	-	8,241	3,713	-	8,838	3,341	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	31,524	-	-	50,713	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 274,017	2.00	\$ 303,504	\$ 136,411	1.00	\$ 134,270	\$ 139,062	1.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ 102	\$ -	-	\$ 77	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	274,017	2.00	303,402	136,411	1.00	134,193	139,062	1.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 274,017	2.00	\$ 303,504	\$ 136,411	1.00	\$ 134,270	\$ 139,062	1.00

* Numbers may not add due to rounding

Objectives for 2015-2016: Continue the 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Budget Services								
Salaries and Benefits	\$ 532,916	5.00	\$ 534,596	\$ 540,652	5.00	\$ 315,731	\$ 542,821	5.00
Staff Development	4,000	-	-	4,000	-	60	4,000	-
Supplies and Services	10,600	-	4,742	10,600	-	3,676	8,595	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 547,515	5.00	\$ 539,338	\$ 555,252	5.00	\$ 319,467	\$ 555,416	5.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	547,515	5.00	539,338	555,252	5.00	319,467	555,416	5.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 547,515	5.00	\$ 539,338	\$ 555,252	5.00	\$ 319,467	\$ 555,416	5.00

* Numbers may not add due to rounding

Objectives for 2015-2016: Continued improvement of the District's budget development process and budget document, updated standardized financial management reports 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Financial Reporting/School Support								
Salaries and Benefits	\$ 1,552,307	19.50	\$ 1,530,635	\$ 1,521,058	19.50	\$ 884,238	\$ 1,542,480	19.50
Staff Development	7,500	-	6,563	7,500	-	2,864	12,000	-
Supplies and Services	56,388	-	42,030	56,388	-	25,327	60,713	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	126,740	-	122,362	126,740	-	66,641	126,740	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 1,742,935	19.50	\$ 1,701,589	\$ 1,711,686	19.50	\$ 979,069	\$ 1,741,933	19.50

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 282,323	4.00	\$ 249,326	\$ 262,062	4.00	\$ 166,273	\$ 267,372	4.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	1,460,612	15.50	1,452,264	1,449,624	15.50	812,796	1,474,561	15.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 1,742,935	19.50	\$ 1,701,589	\$ 1,711,686	19.50	\$ 979,069	\$ 1,741,933	19.50

* Numbers may not add due to rounding

Objectives for 2015-2016: Complete a request for proposal relating to banking services and initiate the process to update the financial system used for accounting for school generated funds.



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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Payroll								
Salaries and Benefits	\$ 911,749	13.00	\$ 1,014,260	\$ 916,279	13.00	\$ 586,999	\$ 904,016	13.00
Staff Development	1,000	-	1,889	1,000	-	4,813	1,000	-
Supplies and Services	19,700	-	11,188	19,700	-	6,604	14,605	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 932,449	13.00	\$ 1,027,338	\$ 936,979	13.00	\$ 598,416	\$ 919,621	13.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	932,449	13.00	1,027,338	936,979	13.00	598,416	919,621	13.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 932,449	13.00	\$ 1,027,338	\$ 936,979	13.00	\$ 598,416	\$ 919,621	13.00

* Numbers may not add due to rounding

Objectives for 2015-2016: 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Risk & Supply Chain Management								
Salaries and Benefits	\$ 1,005,675	11.50	\$ 849,864	\$ 955,892	11.50	\$ 595,246	\$ 1,013,961	11.50
Staff Development	6,814	-	5,464	6,814	-	1,669	6,814	-
Supplies and Services	689,055	-	672,831	689,055	-	295,787	688,055	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	2,134,405	-	2,002,018	2,134,405	-	1,840,529	1,959,405	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 3,835,949	11.50	\$ 3,530,176	\$ 3,786,165	11.50	\$ 2,733,232	\$ 3,668,235	11.50

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 192,800	-	\$ 146,386	\$ 192,800	-	\$ 126,563	\$ 162,800	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	875,844	10.50	797,392	889,487	10.50	563,885	943,057	10.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	2,767,305	1.00	2,586,398	2,703,879	1.00	2,042,783	2,562,379	1.00
Other	-	-	-	-	-	-	-	-
Total	\$ 3,835,949	11.50	\$ 3,530,176	\$ 3,786,165	11.50	\$ 2,733,232	\$ 3,668,235	11.50

* Numbers may not add due to rounding

Objectives for 2015-2016: 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Document Reproduction / Mail & Courier								
Salaries and Benefits	\$ 409,655	6.00	\$ 387,491	\$ 412,965	6.00	\$ 221,822	\$ 396,152	6.00
Staff Development	1,275	-	-	1,275	-	131	1,275	-
Supplies and Services	467,321	-	230,261	166,321	-	103,245	166,321	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	15,000	-	120,788	15,000	-	106,854	15,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	270,000	-	119,288	270,000	-	64,191	270,000	-
Total	\$ 1,163,251	6.00	\$ 857,828	\$ 865,561	6.00	\$ 496,242	\$ 848,748	6.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 925,857	4.80	\$ 673,104	\$ 628,016	4.80	\$ 371,404	\$ 620,306	4.80
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	237,394	1.20	184,261	237,545	1.20	124,838	228,442	1.20
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	463	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 1,163,251	6.00	\$ 857,828	\$ 865,561	6.00	\$ 496,242	\$ 848,748	6.00

* Numbers may not add due to rounding

Objectives for 2015-2016: Identification of efficiencies and cost saving will be a focus in the upcoming year. Continue work to improve the ordering, billing and financial reporting process to help schools and departments manage printing-related costs. Improved processes to manage the collection and disposal of confidential material from schools and administrative sites will also be sought.

Expenditures – Planning and Facilities

Planning and Facilities

The Department maintains the OCDSB's 153 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Planning and Facilities Totals								
Superintendent of Planning and Facilities	\$ 274,017	2.00	\$ 261,371	\$ 136,411	1.00	\$ 75,242	\$ 139,062	1.00
Custodial Services, Trades and Maintenance, Facilities Management, Design & Construction	59,321,319	762.12	61,585,434	61,024,734	781.13	33,777,562	59,439,853	760.13
Utilities	16,450,825	-	18,142,831	18,180,825	-	10,291,589	17,905,976	-
Physical Planning	1,426,126	12.00	1,222,019	1,381,008	12.00	612,752	1,335,258	12.00
Facilities & Planning Office, Real Estate & Community Use	2,007,262	6.00	1,713,229	2,000,326	6.00	986,688	2,010,117	6.00
Admissions & Enrollment	343,303	4.00	349,280	354,994	4.00	199,612	349,065	4.00
Total	\$ 79,822,852	786.12	\$ 83,274,164	\$ 83,078,297	804.13	\$ 45,943,445	\$ 81,179,331	783.13

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 73,440	-	\$ 197,157	\$ 73,440	-	\$ 36,974	\$ 73,440	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	2,243,570	23.88	2,323,304	2,077,132	22.88	1,294,411	2,065,422	22.88
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	77,505,842	762.24	80,753,703	80,927,725	781.25	44,612,059	79,040,469	760.25
Other	-	-	-	-	-	-	-	-
Total	\$ 79,822,852	786.12	\$ 83,274,164	\$ 83,078,297	804.13	\$ 45,943,445	\$ 81,179,331	783.13

* Numbers may not add due to rounding

Objectives for 2015-2016: The Department continues 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Superintendent of Planning and Facilities								
Salaries and Benefits	\$ 263,940	2.00	\$ 255,337	\$ 131,372	1.00	\$ 74,760	\$ 134,528	1.00
Staff Development	2,652	-	2,111	1,326	-	-	1,193	-
Supplies and Services	7,425	-	3,923	3,713	-	482	3,341	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 274,017	2.00	\$ 261,371	\$ 136,411	1.00	\$ 75,242	\$ 139,062	1.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	274,017	2.00	261,371	136,411	1.00	75,242	139,062	1.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 274,017	2.00	\$ 261,371	\$ 136,411	1.00	\$ 75,242	\$ 139,062	1.00

* Numbers may not add due to rounding

Objective for 2015-2016: 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Custodial, Trades, Facilities Management, Design & Construction								
Salaries and Benefits	\$ 46,204,355	762.12	\$ 48,204,651	\$ 47,590,855	781.13	\$ 27,571,785	\$ 46,787,609	760.13
Staff Development	226,646	-	31,612	226,646	-	16,001	172,040	-
Supplies and Services	8,213,737	-	7,930,630	7,869,652	-	3,444,445	6,924,815	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	4,601,381	-	5,383,467	5,007,381	-	2,741,630	5,225,189	-
Other	-	-	10,057	250,000	-	-	250,000	-
Rental expense	75,200	-	25,017	80,200	-	3,702	80,200	-
Total	\$ 59,321,319	762.12	\$ 61,585,434	\$ 61,024,734	781.13	\$ 33,777,562	\$ 59,439,853	760.13

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ 115,404	\$ -	-	\$ 34,864	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	368,736	6.38	488,978	371,745	6.38	314,664	376,899	6.38
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	58,952,583	755.74	60,981,052	60,652,989	774.75	33,428,035	59,062,954	753.75
Other	-	-	-	-	-	-	-	-
Total	\$ 59,321,319	762.12	\$ 61,585,434	\$ 61,024,734	781.13	\$ 33,777,562	\$ 59,439,853	760.13

* Numbers may not add due to rounding

Objective for 2015-2016: Continue with the departmental plan. Renovate for energy efficiency and to address changing curriculum needs. Retrofit to deal with provincial mandates for health & safety, accessibility and to meet 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, fuel oil, 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Utilities								
Salaries and Benefits	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Staff Development	-	-	-	-	-	-	-	-
Utilities	16,450,825	-	18,142,831	18,180,825	-	10,291,589	17,904,576	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	1,400	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 16,450,825	-	\$ 18,142,831	\$ 18,180,825	-	\$ 10,291,589	\$ 17,905,976	-

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	114,915	-	-	79,001	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	16,450,825	-	18,027,916	18,180,825	-	10,212,588	17,905,976	-
Other	-	-	-	-	-	-	-	-
Total	\$ 16,450,825	-	\$ 18,142,831	\$ 18,180,825	-	\$ 10,291,589	\$ 17,905,976	-

* Numbers may not add due to rounding

Objective for 2015-2016: 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Physical Planning								
Salaries and Benefits	\$ 1,220,274	12.00	\$ 964,801	\$ 1,175,156	12.00	\$ 591,076	\$ 1,179,406	12.00
Staff Development	7,497	-	(1,038)	7,497	-	-	7,497	-
Supplies and Services	91,255	-	173,238	91,255	-	19,847	91,255	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	77,100	-	85,018	77,100	-	1,829	57,100	-
Other	30,000	-	-	30,000	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 1,426,126	12.00	\$ 1,222,019	\$ 1,381,008	12.00	\$ 612,752	\$ 1,335,258	12.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 71,400	-	\$ 81,753	\$ 71,400	-	\$ 1,906	\$ 71,400	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	1,259,553	11.50	1,078,788	1,216,022	11.50	575,281	1,202,436	11.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	95,173	0.50	61,478	93,586	0.50	35,566	61,422	0.50
Other	-	-	-	-	-	-	-	-
Total	\$ 1,426,126	12.00	\$ 1,222,019	\$ 1,381,008	12.00	\$ 612,752	\$ 1,335,258	12.00

* Numbers may not add due to rounding

Objective for 2015-2016: 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Facilities Planning Office, Real Estate & Com								
Salaries and Benefits	\$ 1,342,070	6.00	\$ 1,265,430	\$ 1,335,133	6.00	\$ 750,100	\$ 1,344,924	6.00
Staff Development	51,510	-	1,950	51,510	-	723	51,510	-
Supplies and Services	37,763	-	69,398	37,763	-	80,945	37,763	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	150,000	-	160,845	150,000	-	85,809	150,000	-
Other	-	-	-	-	-	4,071	-	-
Rental expense	425,920	-	215,606	425,920	-	65,040	425,920	-
Total	\$ 2,007,262	6.00	\$ 1,713,229	\$ 2,000,326	6.00	\$ 986,688	\$ 2,010,117	6.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	29,972	-	-	50,818	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	2,007,262	6.00	1,683,257	2,000,326	6.00	935,871	2,010,117	6.00
Other	-	-	-	-	-	-	-	-
Total	\$ 2,007,262	6.00	\$ 1,713,229	\$ 2,000,326	6.00	\$ 986,688	\$ 2,010,117	6.00

* Numbers may not add due to rounding

Objective for 2015-2016: To ensure that rental and lease charges recover the incremental costs of the non-school day use of the OCDSB's facilities, 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 72,000 pupils are properly recorded to comply with the funding requirements of the provincial government.

Operating Resource	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Admissions and Enrolment								
Salaries and Benefits	\$ 329,002	4.00	\$ 340,068	\$ 340,693	4.00	\$ 191,816	\$ 334,764	4.00
Staff Development	1,581	-	204	1,581	-	204	1,581	-
Supplies and Services	10,680	-	9,008	10,680	-	7,592	10,680	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	2,040	-	-	2,040	-	-	2,040	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 343,303	4.00	\$ 349,280	\$ 354,994	4.00	\$ 199,612	\$ 349,065	4.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 2,040	-	\$ -	\$ 2,040	-	\$ 205	\$ 2,040	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	341,263	4.00	349,280	352,954	4.00	199,407	347,025	4.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 343,303	4.00	\$ 349,280	\$ 354,994	4.00	\$ 199,612	\$ 349,065	4.00

* Numbers may not add due to rounding

Objective for 2015-2016: 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, length of residence in Canada.

Registration of students from outside of Ontario.



Expenditures - Curriculum

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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Curriculum Totals								
Superintendent of Curriculum Services	\$ 647,623	2.00	\$ 704,739	\$ 645,306	2.00	\$ 558,662	\$ 669,125	2.00
Curriculum Department	10,257,929	56.43	14,094,712	10,375,741	56.43	8,056,949	7,726,117	50.00
Family Reception Centre	541,608	6.00	515,120	545,804	6.00	276,232	548,049	6.00
Quality Assurance	1,022,482	9.00	1,117,467	1,032,899	10.50	781,037	1,164,904	10.50
Total	\$ 12,469,642	73.43	\$ 16,432,038	\$ 12,599,749	74.93	\$ 9,672,879	\$ 10,108,194	68.50

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 12,195,625	71.43	\$ 16,123,798	\$ 12,328,049	72.93	\$ 9,496,536	\$ 9,819,536	66.50
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	274,017	2.00	308,241	271,700	2.00	176,344	288,659	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 12,469,642	73.43	\$ 16,432,038	\$ 12,599,749	74.93	\$ 9,672,879	\$ 10,108,194	68.50

* Numbers may not add due to rounding

Objectives for 2015-2016: Continued implementation of all Curriculum and Ministry of Education initiatives.



Expenditures - Curriculum

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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Superintendent of Curriculum Services								
Salaries and Benefits	\$ 263,940	2.00	\$ 268,393	\$ 261,623	2.00	\$ 147,265	\$ 279,589	2.00
Staff Development	2,652	-	1,022	2,652	-	-	2,387	-
Supplies and Services	7,425	-	22,797	7,425	-	20,395	6,683	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	373,606	-	412,528	373,606	-	391,002	380,466	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 647,623	2.00	\$ 704,739	\$ 645,306	2.00	\$ 558,662	\$ 669,125	2.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 373,606	-	\$ 412,528	\$ 373,606	-	\$ 391,002	\$ 380,466	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	274,017	2.00	292,211	271,700	2.00	167,660	288,659	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 647,623	2.00	\$ 704,739	\$ 645,306	2.00	\$ 558,662	\$ 669,125	2.00

* Numbers may not add due to rounding

Objectives for 2015-2016: Continued implementation of all Curriculum and Ministry of Education initiatives.



Expenditures - Curriculum

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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Curriculum Department								
Salaries and Benefits	\$ 5,204,592	56.43	\$ 6,240,022	\$ 5,337,920	56.43	\$ 3,794,062	\$ 4,765,060	50.00
Staff Development	1,820,918	-	4,168,171	1,820,918	-	2,002,508	(255,846)	-
Supplies and Services	3,217,418	-	2,659,520	3,206,058	-	1,744,560	3,206,058	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	15,001	-	1,026,999	10,845	-	515,819	10,845	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 10,257,929	56.43	\$ 14,094,712	\$ 10,375,741	56.43	\$ 8,056,949	\$ 7,726,117	50.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 10,257,929	56.43	\$ 14,078,682	\$ 10,375,741	56.43	\$ 8,048,265	\$ 7,726,117	50.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	16,030	-	-	8,684	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 10,257,929	56.43	\$ 14,094,712	\$ 10,375,741	56.43	\$ 8,056,949	\$ 7,726,117	50.00

* Numbers may not add due to rounding

Objectives for 2015-2016: 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, for instance).



Expenditures - Curriculum

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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Family Reception Centre								
Salaries and Benefits	\$ 498,234	6.00	\$ 492,670	\$ 502,430	6.00	\$ 273,090	\$ 504,675	6.00
Staff Development	5,100	-	-	5,100	-	441	5,100	-
Supplies and Services	38,274	-	22,450	38,274	-	9,684	38,274	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	(6,982)	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 541,608	6.00	\$ 515,120	\$ 545,804	6.00	\$ 276,232	\$ 548,049	6.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 541,608	6.00	\$ 515,120	\$ 545,804	6.00	\$ 276,232	\$ 548,049	6.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 541,608	6.00	\$ 515,120	\$ 545,804	6.00	\$ 276,232	\$ 548,049	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

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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Quality Assurance								
Salaries and Benefits	\$ 774,174	9.00	\$ 935,172	\$ 919,495	10.50	\$ 536,444	\$ 916,596	10.50
Staff Development	71,604	-	110,791	71,604	-	193,477	71,604	-
Supplies and Services	176,704	-	71,503	41,800	-	51,116	176,704	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 1,022,482	9.00	\$ 1,117,467	\$ 1,032,899	10.50	\$ 781,037	\$ 1,164,904	10.50

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 1,022,482	9.00	\$ 1,117,467	\$ 1,032,899	10.50	\$ 781,037	\$ 1,164,904	10.50
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 1,022,482	9.00	\$ 1,117,467	\$ 1,032,899	10.50	\$ 781,037	\$ 1,164,904	10.50

* Numbers may not add due to rounding

Objectives for 2015-2016: Continued implementation of all Curriculum and Ministry of Education initiatives.



Expenditures - 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Director Totals								
Director's Office	\$ 917,027	3.00	\$ 651,095	\$ 829,984	3.00	\$ 484,619	\$ 772,050	3.00
Superintendents and Administrative Assistants	1,583,645	12.00	1,533,959	1,831,990	14.00	1,047,829	1,821,486	14.00
Legal Advisor	595,519	1.00	491,586	595,651	1.00	188,262	596,981	1.00
Total	\$ 3,096,191	16.00	\$ 2,676,640	\$ 3,257,625	18.00	\$ 1,720,711	\$ 3,190,518	18.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 21,360	-	\$ 8,160	\$ 21,360	-	\$ 2,143	\$ 21,360	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	3,074,831	16.00	2,668,480	3,236,265	18.00	1,718,568	3,169,158	18.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 3,096,191	16.00	\$ 2,676,640	\$ 3,257,625	18.00	\$ 1,720,711	\$ 3,190,518	18.00

* 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 and a number of academic superintendents and superintendents of business, and legal services.



Expenditures - Director

Director - Director's Office

The Director of Education reports to the Board of Trustees and is responsible for overseeing the alignment of service delivery in a manner that achieves the District's strategic 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Director's Office								
Salaries and Benefits	\$ 447,391	3.00	\$ 409,811	\$ 435,348	3.00	\$ 241,246	\$ 437,414	3.00
Staff Development	80,697	-	21,682	80,697	-	14,323	80,697	-
Supplies and Services	143,939	-	169,279	143,939	-	114,939	83,939	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	245,000	-	50,323	170,000	-	114,111	170,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 917,027	3.00	\$ 651,095	\$ 829,984	3.00	\$ 484,619	\$ 772,050	3.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 21,360	-	\$ 8,160	\$ 21,360	-	\$ 2,143	\$ 21,360	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	895,667	3.00	642,935	808,624	3.00	482,477	750,690	3.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 917,027	3.00	\$ 651,095	\$ 829,984	3.00	\$ 484,619	\$ 772,050	3.00

* Numbers may not add due to rounding

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



Expenditures - 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Superintendents & Administrative Assistants								
Salaries and Benefits	\$ 1,583,645	12.00	\$ 1,523,200	\$ 1,831,990	14.00	\$ 1,042,819	\$ 1,821,486	14.00
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	-	-	10,759	-	-	5,010	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 1,583,645	12.00	\$ 1,533,959	\$ 1,831,990	14.00	\$ 1,047,829	\$ 1,821,486	14.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	1,583,645	12.00	1,533,959	1,831,990	14.00	1,047,829	1,821,486	14.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 1,583,645	12.00	\$ 1,533,959	\$ 1,831,990	14.00	\$ 1,047,829	\$ 1,821,486	14.00

* 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 four key priority areas of well-being, engagement, leadership and learning.



Expenditures - 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Legal Services								
Salaries and Benefits	\$ -	-	\$ 651	\$ -	-	\$ -	\$ -	-
Staff Development	1,530	-	-	1,530	-	-	1,530	-
Supplies and Services	6,120	-	1,668	6,120	-	-	6,120	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	587,869	1.00	489,267	588,001	1.00	188,262	589,331	1.00
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 595,519	1.00	\$ 491,586	\$ 595,651	1.00	\$ 188,262	\$ 596,981	1.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	595,519	1.00	491,586	595,651	1.00	188,262	596,981	1.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 595,519	1.00	\$ 491,586	\$ 595,651	1.00	\$ 188,262	\$ 596,981	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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Corporate Services Totals								
Executive Officer	\$ 382,848	3.00	\$ 331,426	\$ 289,798	2.00	\$ 224,197	\$ 387,835	3.00
Board Services	606,834	6.00	589,204	719,524	7.00	344,943	733,103	7.00
Communications	1,082,194	10.00	1,213,295	1,153,092	11.00	627,502	1,054,739	10.00
Corporate Records	540,735	5.00	596,536	534,008	5.00	379,323	516,608	5.00
Trustees	436,574	12.00	339,966	436,574	12.00	205,191	434,664	12.00
Total	\$ 3,049,184	36.00	\$ 3,070,427	\$ 3,132,996	37.00	\$ 1,781,156	\$ 3,126,949	37.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 494,306	4.80	\$ 559,285	\$ 489,266	4.80	\$ 364,814	\$ 477,781	4.80
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	2,554,878	31.20	2,511,142	2,643,730	32.20	1,416,342	2,649,169	32.20
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 3,049,184	36.00	\$ 3,070,427	\$ 3,132,996	37.00	\$ 1,781,156	\$ 3,126,949	37.00

* 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Executive Officer								
Salaries and Benefits	\$ 354,970	3.00	\$ 285,301	\$ 268,601	2.00	\$ 199,162	\$ 367,645	3.00
Staff Development	8,695	-	7,795	8,134	-	1,917	2,387	-
Supplies and Services	19,183	-	31,146	13,063	-	23,119	17,803	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	7,184	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 382,848	3.00	\$ 331,426	\$ 289,798	2.00	\$ 224,197	\$ 387,835	3.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 6,120	-	\$ 37,733	\$ 6,120	-	\$ 54,906	\$ 6,120	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	376,728	3.00	293,693	283,678	2.00	169,291	381,715	3.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 382,848	3.00	\$ 331,426	\$ 289,798	2.00	\$ 224,197	\$ 387,835	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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Board Services								
Salaries and Benefits	\$ 499,135	6.00	\$ 519,981	\$ 605,145	7.00	\$ 299,516	\$ 620,079	7.00
Staff Development	9,989	-	4,841	10,550	-	1,262	10,550	-
Supplies and Services	91,960	-	64,382	98,080	-	44,165	96,725	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	5,749	-	-	5,749	-	-	5,749	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 606,834	6.00	\$ 589,204	\$ 719,524	7.00	\$ 344,943	\$ 733,103	7.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	606,834	6.00	589,204	719,524	7.00	344,943	733,103	7.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 606,834	6.00	\$ 589,204	\$ 719,524	7.00	\$ 344,943	\$ 733,103	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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Communications								
Salaries and Benefits	\$ 780,973	10.00	\$ 782,309	\$ 851,871	11.00	\$ 424,147	\$ 778,163	10.00
Staff Development	3,723	-	6,772	3,723	-	-	3,723	-
Supplies and Services	276,698	-	406,336	276,698	-	203,354	252,053	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	20,800	-	17,878	20,800	-	-	20,800	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 1,082,194	10.00	\$ 1,213,295	\$ 1,153,092	11.00	\$ 627,502	\$ 1,054,739	10.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 65,240	0.80	\$ 64,986	\$ 65,211	0.80	\$ 36,857	\$ 63,496	0.80
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	1,016,954	9.20	1,148,310	1,087,881	10.20	590,645	991,243	9.20
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 1,082,194	10.00	\$ 1,213,295	\$ 1,153,092	11.00	\$ 627,502	\$ 1,054,739	10.00

* Numbers may not add due to rounding

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

Expenditures – Corporate Services

Corporate Services - Corporate Records

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

Operating Resource	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Corporate Records								
Salaries and Benefits	\$ 352,611	5.00	\$ 362,680	\$ 345,884	5.00	\$ 232,890	\$ 328,483	5.00
Staff Development	816	-	2,593	816	-	202	816	-
Supplies and Services	187,308	-	231,263	187,308	-	146,231	187,309	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 540,735	5.00	\$ 596,536	\$ 534,008	5.00	\$ 379,323	\$ 516,608	5.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 422,946	4.00	\$ 456,567	\$ 417,935	4.00	\$ 273,051	\$ 408,164	4.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	117,789	1.00	139,969	116,073	1.00	106,272	108,444	1.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 540,735	5.00	\$ 596,536	\$ 534,008	5.00	\$ 379,323	\$ 516,608	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 72,000 students in 147 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Trustees								
Salaries and Benefits	\$ 245,611	12.00	\$ 196,076	\$ 245,611	12.00	\$ 113,710	\$ 248,067	12.00
Staff Development	53,100	-	55,669	53,100	-	28,206	53,100	-
Supplies and Services	137,863	-	83,222	137,863	-	63,276	133,497	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	5,000	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 436,574	12.00	\$ 339,966	\$ 436,574	12.00	\$ 205,191	\$ 434,664	12.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	436,574	12.00	339,966	436,574	12.00	205,191	434,664	12.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 436,574	12.00	\$ 339,966	\$ 436,574	12.00	\$ 205,191	\$ 434,664	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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Human Resource Totals								
Superintendent of Human Resources	\$ 508,713	2.00	\$ 705,986	\$ 503,527	2.00	\$ 445,547	\$ 503,764	2.00
Human Resource Staff Development	672,197	-	392,292	765,184	1.00	218,104	704,471	1.00
Staffing, HRIS and Wellness/Disability Mgt	3,624,763	36.50	3,453,946	3,356,840	37.00	1,976,126	3,412,375	37.00
Labour Relations	628,190	5.00	652,374	694,518	5.50	335,201	694,541	5.50
Occupational Health and Safety	814,500	5.00	759,006	802,816	5.00	536,473	755,641	5.00
Elementary and Secondary Staffing								
Committee Resources	162,034	1.67	170,348	165,288	1.67	98,998	166,461	1.67
Total	\$ 6,410,396	50.17	\$ 6,133,952	\$ 6,288,172	52.17	\$ 3,610,449	\$ 6,237,254	52.17

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 2,034,183	8.17	\$ 1,834,646	\$ 2,121,446	9.17	\$ 1,110,687	\$ 1,991,790	9.17
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	4,313,709	42.00	4,152,536	4,104,222	43.00	2,398,629	4,182,960	43.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	62,504	-	146,770	62,504	-	101,132	62,504	-
Other	-	-	-	-	-	-	-	-
Total	\$ 6,410,396	50.17	\$ 6,133,952	\$ 6,288,172	52.17	\$ 3,610,449	\$ 6,237,254	52.17

* 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Superintendent of Human Resources								
Salaries and Benefits	\$ 263,940	2.00	\$ 485,604	\$ 273,450	2.00	\$ 293,907	\$ 274,694	2.00
Staff Development	32,652	-	10,433	32,652	-	1,339	32,387	-
Supplies and Services	7,425	-	9,303	7,425	-	12,926	6,683	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	204,696	-	200,646	190,000	-	137,376	190,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 508,713	2.00	\$ 705,986	\$ 503,527	2.00	\$ 445,547	\$ 503,764	2.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 163,757	-	\$ 377,900	\$ 152,000	-	\$ 253,309	\$ 182,000	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	344,956	2.00	328,086	351,527	2.00	192,238	321,764	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 508,713	2.00	\$ 705,986	\$ 503,527	2.00	\$ 445,547	\$ 503,764	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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Human Resource Staff Development								
Salaries and Benefits	\$ -	-	\$ 131,015	\$ 93,809	1.00	\$ 82,168	\$ 94,199	1.00
Staff Development	672,197	-	210,306	671,375	-	134,238	610,272	-
Supplies and Services	-	-	48,470	-	-	477	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	2,500	-	-	1,220	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 672,197	-	\$ 392,292	\$ 765,184	1.00	\$ 218,104	\$ 704,471	1.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 672,197	-	\$ 389,792	\$ 765,184	1.00	\$ 217,304	\$ 704,471	1.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	2,500	-	-	800	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 672,197	-	\$ 392,292	\$ 765,184	1.00	\$ 218,104	\$ 704,471	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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Staffing, HRIS & Wellness/Disability Mgt								
Salaries and Benefits	\$ 3,326,923	36.50	\$ 3,212,109	\$ 3,059,000	37.00	\$ 1,851,403	\$ 3,179,395	37.00
Staff Development	110,708	-	69,673	110,708	-	30,119	45,848	-
Supplies and Services	171,832	-	172,164	171,832	-	88,030	171,832	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	15,300	-	-	15,300	-	6,574	15,300	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 3,624,763	36.50	\$ 3,453,946	\$ 3,356,840	37.00	\$ 1,976,126	\$ 3,412,375	37.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 422,980	2.40	\$ 397,169	\$ 422,575	2.40	\$ 185,562	\$ 366,390	2.40
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	3,177,182	34.10	3,056,777	2,909,664	34.60	1,790,563	3,021,385	34.60
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	24,600	-	-	24,600	-	-	24,600	-
Other	-	-	-	-	-	-	-	-
Total	\$ 3,624,763	36.50	\$ 3,453,946	\$ 3,356,840	37.00	\$ 1,976,126	\$ 3,412,375	37.00

* 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Labour Relations								
Salaries and Benefits	\$ 533,188	5.00	\$ 549,879	\$ 599,516	5.50	\$ 294,058	\$ 599,540	5.50
Staff Development	21,562	-	4,507	21,562	-	4,747	21,562	-
Supplies and Services	53,040	-	23,580	53,040	-	14,448	53,040	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	20,400	-	74,407	20,400	-	21,948	20,400	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 628,190	5.00	\$ 652,374	\$ 694,518	5.50	\$ 335,201	\$ 694,541	5.50

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 25,848	-	\$ 6,653	\$ 25,848	-	\$ 5,591	\$ 25,848	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	602,341	5.00	645,721	668,670	5.50	329,610	668,693	5.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 628,190	5.00	\$ 652,374	\$ 694,518	5.50	\$ 335,201	\$ 694,541	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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Occupational Health and Safety								
Salaries and Benefits	\$ 466,339	5.00	\$ 344,795	\$ 454,655	5.00	\$ 251,442	\$ 407,480	5.00
Staff Development	90,305	-	215,376	90,305	-	167,360	230,305	-
Supplies and Services	224,706	-	91,963	224,706	-	60,040	84,706	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	33,150	-	106,872	33,150	-	57,631	33,150	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 814,500	5.00	\$ 759,006	\$ 802,816	5.00	\$ 536,473	\$ 755,641	5.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 587,367	4.10	\$ 492,784	\$ 590,551	4.10	\$ 349,923	\$ 546,619	4.10
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	189,229	0.90	119,452	174,361	0.90	85,418	171,118	0.90
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	37,904	-	146,770	37,904	-	101,132	37,904	-
Other	-	-	-	-	-	-	-	-
Total	\$ 814,500	5.00	\$ 759,006	\$ 802,816	5.00	\$ 536,473	\$ 755,641	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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<u>Elementary & Secondary Staffing Committee</u>								
Salaries and Benefits	\$ 155,439	1.67	\$ 169,958	\$ 158,693	1.67	\$ 98,848	\$ 159,866	1.67
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	6,595	-	390	6,595	-	150	6,595	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 162,034	1.67	\$ 170,348	\$ 165,288	1.67	\$ 98,998	\$ 166,461	1.67

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 162,034	1.67	\$ 170,348	\$ 165,288	1.67	\$ 98,998	\$ 166,461	1.67
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 162,034	1.67	\$ 170,348	\$ 165,288	1.67	\$ 98,998	\$ 166,461	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, general interest programs and outdoor education.

Operating Resource	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Continuing Education								
Salaries and Benefits	\$ 8,771,167	19.00	\$ 9,493,463	\$ 8,707,452	19.00	\$ 5,118,488	\$ 8,616,373	19.00
Staff Development	1,400	-	12,521	1,400	-	8,829	1,400	-
Supplies and Services	644,949	-	739,780	644,949	-	235,809	642,779	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	5,000	-	4,824	5,000	-	18,067	5,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	384,931	-	493,117	384,931	-	297,792	464,908	-
Total	\$ 9,807,447	19.00	\$ 10,743,705	\$ 9,743,732	19.00	\$ 5,678,984	\$ 9,730,460	19.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	9,807,447	19.00	10,743,582	9,743,732	19.00	5,678,984	9,730,460	19.00
Central Administration	-	-	124	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 9,807,447	19.00	\$ 10,743,705	\$ 9,743,732	19.00	\$ 5,678,984	\$ 9,730,460	19.00

* Numbers may not add due to rounding

Continue to provide and expand upon the courses and programs offered while meeting 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Transportation / OSTA								
Salaries and Benefits	\$ 1,121,889	-	\$ 1,171,661	\$ 1,343,634	-	\$ 766,880	\$ 1,219,766	-
Staff Development	20,953	-	-	17,095	-	-	15,472	-
Supplies and Services	433,256	-	340,798	351,116	-	378,968	365,648	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	39,045,142	-	37,867,150	43,263,973	-	25,069,118	35,109,805	-
Other	-	-	-	74,918	-	4,386,610	25,000	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 40,621,240	-	\$ 39,379,609	\$ 45,050,736	-	\$ 30,601,576	\$ 36,735,691	-

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	40,621,240	-	39,379,609	45,050,736	-	30,601,576	36,735,691	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 40,621,240	-	\$ 39,379,609	\$ 45,050,736	-	\$ 30,601,576	\$ 36,735,691	-

* Numbers may not add due to rounding

A planned Effectiveness and Efficiency review of OSTA operation should result in enhanced funding that will significantly reduce the deficit attributable to transportation costs. The anticipated revenue increase has not been reflected in the budget, but the funding adjustment would commence in 2015-2016.

Effective 2015-2016, the Ministry will assume direct responsibility for costs incurred to transport students to provincial schools. The decision is reflected as a \$6.4 million decrease in expenses; however, a corresponding reduction in this component of the supporting grant will occur.



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 Ed technology, teacher supports, educational data systems, corporate data systems, telecommunications systems and technology services.

Operating Resource	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Business and Learning Technologies								
Salaries and Benefits	\$ 7,676,709	95.00	\$ 7,069,686	\$ 7,643,642	95.00	\$ 3,960,411	\$ 7,225,441	93.00
Staff Development	20,600	-	77,933	20,600	-	66,243	20,600	-
Supplies and Services	3,309,489	-	2,332,212	3,309,489	-	1,122,765	3,258,745	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	4,804,383	-	4,880,089	4,804,383	-	3,764,474	4,703,910	-
Other	-	-	3,712	-	-	1,741	-	-
Rental expense	403,000	-	1,119,786	403,000	-	372,965	392,851	-
Total	\$ 16,214,180	95.00	\$ 15,483,417	\$ 16,181,113	95.00	\$ 9,288,600	\$ 15,601,547	93.00

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 14,260,840	82.80	\$ 13,986,914	\$ 14,226,539	82.60	\$ 8,535,778	\$ 13,705,546	79.60
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	1,953,340	12.20	1,496,503	1,954,574	12.40	752,821	1,896,001	13.40
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 16,214,180	95.00	\$ 15,483,417	\$ 16,181,113	95.00	\$ 9,288,600	\$ 15,601,547	93.00

* Numbers may not add due to rounding

2015-2016 is year four of the published five year district technology plan. The focus for this year surrounds the deeper pedagogical benefits of easily accessible mobile devices in our instructional settings using both district owned and personally owned devices, and includes the refresh of our infrastructure to reflect this increased use. Additional emphasis on eLearning, Blended Learning, and collaborative workspaces through the clustering of digital devices in schools will be highlighted this year. These developments align with the emphasis in our strategic plan that recognizes the role that technology plays as an enabler in leadership and learning. 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Debt and Other Expense Totals								
Staff on Loan	\$ 6,612,303	71.17	\$ 6,130,469	\$ 6,491,833	68.17	\$ 3,527,890	\$ 6,682,507	68.32
Extended Day Program	4,982,114	126.00	7,576,642	10,008,031	179.29	5,523,184	12,014,625	226.53
OCDSB Child Care Centres "CCC"	5,545,208	68.39	1,877,590	1,100,000	19.10	1,131,645	2,117,518	37.50
Facilities renewal plan	9,364,542	-	5,280,409	7,775,000	-	2,705,047	7,334,833	-
Debentures and long term debt	40,894,203	-	45,429,115	45,967,459	-	24,107,731	49,051,603	-
Total	\$ 67,398,371	265.56	\$ 66,294,225	\$ 71,342,323	266.56	\$ 36,995,498	\$ 77,201,087	332.35

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 200,000	-	\$ 1,018,338	\$ 150,000	-	\$ 669,489	\$ 150,000	-
Continuing Education	-	-	-	-	-	5,003	-	-
Central Administration	311,000	-	787,853	225,000	-	105,415	350,000	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	49,747,745	-	46,171,672	50,844,344	-	26,060,058	53,363,321	-
Other	17,139,626	265.56	18,316,362	20,122,979	266.56	10,155,533	23,337,766	332.35
Total	\$ 67,398,371	265.56	\$ 66,294,225	\$ 71,342,323	266.56	\$ 36,995,498	\$ 77,201,087	332.35

* 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Staff on Loan								
Salaries and Benefits	\$ 6,612,303	71.17	\$ 6,130,469	\$ 6,491,833	68.17	\$ 3,527,890	\$ 6,682,507	68.32
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	-	-	-	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 6,612,303	71.17	\$ 6,130,469	\$ 6,491,833	68.17	\$ 3,527,890	\$ 6,682,507	68.32

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	6,612,303	71.17	6,130,469	6,491,833	68.17	3,527,890	6,682,507	68.32
Total	\$ 6,612,303	71.17	\$ 6,130,469	\$ 6,491,833	68.17	\$ 3,527,890	\$ 6,682,507	68.32

* 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Extended Day Program								
Salaries and Benefits	\$ 3,942,079	126.00	\$ 7,165,733	\$ 9,019,617	179.29	\$ 5,298,291	\$ 10,934,493	226.53
Staff Development	-	-	11,564	-	-	1,633	68,001	-
Supplies and Services	1,040,035	-	282,270	988,414	-	206,067	1,012,131	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	117,076	-	-	17,163	-	-
Other	-	-	-	-	-	30	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 4,982,114	126.00	\$ 7,576,642	\$ 10,008,031	179.29	\$ 5,523,184	\$ 12,014,625	226.53

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ 27,186	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	4,982,114	126.00	7,576,642	10,008,031	179.29	5,495,998	12,014,625	226.53
Total	\$ 4,982,114	126.00	\$ 7,576,642	\$ 10,008,031	179.29	\$ 5,523,184	\$ 12,014,625	226.53

* Numbers may not add due to rounding

Objectives for 2015-2016: 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 Childcare Centres

The District assumed the operations of the Ottawa-Carleton School Day Nursery (OCSDN), effective September 2013. OCSDN 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 Childcare 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
OCDSB CCC								
Salaries and Benefits	\$ 4,058,431	68.39	\$ 1,737,983	\$ 806,136	19.10	\$ 1,052,356	\$ 1,823,654	37.50
Staff Development	-	-	140	-	-	-	-	-
Supplies and Services	1,486,777	-	131,899	293,864	-	77,768	293,864	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	7,568	-	-	-	-	-
Other	-	-	-	-	-	1,521	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 5,545,208	68.39	\$ 1,877,590	\$ 1,100,000	19.10	\$ 1,131,645	\$ 2,117,518	37.50

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	5,545,208	68.39	1,877,590	1,100,000	19.10	1,131,645	2,117,518	37.50
Total	\$ 5,545,208	68.39	\$ 1,877,590	\$ 1,100,000	19.10	\$ 1,131,645	\$ 2,117,518	37.50

* Numbers may not add due to rounding

The 2015-2016 budget increase is to accurately reflect the cost of providing childcare services.



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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Facilities Renewal Plan								
Salaries and Benefits	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	6,454,542	-	3,856,747	5,105,000	-	2,205,378	5,087,333	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other - Portable moving expense	2,910,000	-	1,423,662	2,670,000	-	499,669	2,247,500	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 9,364,542	-	\$ 5,280,409	\$ 7,775,000	-	\$ 2,705,047	\$ 7,334,833	-

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	9,364,542	-	5,280,409	7,775,000	-	2,705,047	7,334,833	-
Other	-	-	-	-	-	-	-	-
Total	\$ 9,364,542	-	\$ 5,280,409	\$ 7,775,000	-	\$ 2,705,047	\$ 7,334,833	-

* 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Debentures and Long Term Debt								
Employee future benefits (PSAB)	\$ -	-	\$ 1,864,266	\$ -	-	\$ 462,504	\$ -	-
Staff Development	-	-	-	-	-	571	-	-
Supplies and Services	361,000	-	412,965	225,000	-	165,068	200,000	-
Interest Charges	10,106,045	-	7,614,835	7,481,664	-	3,963,448	7,182,761	-
Fees and Contractual	350,000	-	124,874	250,000	-	117,370	250,000	-
Other	150,000	-	3,088,555	2,673,115	-	35,757	2,823,115	-
Rental expense	-	-	-	-	-	-	-	-
Amortization	29,927,158	-	32,323,619	35,337,680	-	19,363,013	38,595,727	-
Total	\$ 40,894,203	-	\$ 45,429,115	\$ 45,967,459	-	\$ 24,107,731	\$ 49,051,603	-

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 200,000	-	\$ 1,018,338	\$ 150,000	-	\$ 642,303	\$ 150,000	-
Continuing Education	-	-	-	-	-	5,003	-	-
Central Administration	311,000	-	787,853	225,000	-	105,415	350,000	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	40,383,203	-	40,891,262	43,069,344	-	23,355,010	46,028,488	-
Other	-	-	2,731,661	2,523,115	-	-	2,523,115	-
Total	\$ 40,894,203	-	\$ 45,429,115	\$ 45,967,459	-	\$ 24,107,731	\$ 49,051,603	-

* 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 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Retirement Gratuities, Other Pmts & Adj Total								
Retirement Gratuities	\$ 7,860,062	-	\$ 7,103,715	\$ 6,789,891	-	\$ 2,910,669	\$ 6,251,406	-
Budget Reductions to be allocated; Food/OT/PD	-	-	-	-	-	-	(709,091)	-
Total	\$ 7,860,062	-	\$ 7,103,715	\$ 6,789,891	-	\$ 2,910,669	\$ 5,542,315	-

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Recommended 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 1,364,980	-	\$ 6,572,272	\$ 1,681,268	-	\$ 2,436,323	\$ 1,436,954	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	274,343	-	251,793	320,319	-	190,049	(39,472)	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	351,591	-	279,650	688,553	-	284,297	382,346	-
Other	5,869,148	-	-	4,099,751	-	-	3,762,487	-
Total	\$ 7,860,062	-	\$ 7,103,715	\$ 6,789,891	-	\$ 2,910,669	\$ 5,542,315	-

* 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. Reductions relating to food, overtime and non-academic professional development have been isolated for budget reporting purposes but will be assigned to individual departments after budget approval.



Budget Changes



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Summary of Approved Academic Changes

Approved Budget Changes		
Description	FTE	Impact \$
Decrease in Elementary Instructional Coaches	(8.00)	\$ (752,800)
Decrease in Secondary Instructional Coaches	(1.00)	(99,400)
Decrease in Elementary Needs Allocation Teachers	(5.00)	(470,500)
Decrease in Secondary Focus Program Teacher	(0.50)	(49,700)
Decrease in Central Principals	(2.00)	(274,000)
Decrease in Elementary Learning Resource Teachers	(2.00)	(196,800)
Decrease in Elementary Learning Support Teachers	(2.00)	(196,800)
Sub-Total	(20.50)	\$ (2,040,000)
Increase of one Elementary Principal for schools opening in September 2016	1.00	\$130,400
Increase System Classes for Special Education (Including Preparation Time)	4.76	468,384
Sub-Total	5.76	\$ 598,784
Total	(14.74)	\$ (1,441,216)

Numbers may not add due to rounding



Summary of Recommended Changes

Recommended Budget Changes		
Schools	FTE	Impact \$
Reduction in Overtime	-	\$ (57,640)
Reduction in School Budgets	-	(312,000)
Increase in Occasional Teacher Budgets	-	1,000,000
Reduction in Professional Development	-	(875,000)
Reduction in Contracts for External Partners	-	(160,000)
Reduction in Switches, Servers, Licenses and Release Time (B & LT)	-	(191,366)
Total	-	\$ (596,006)

Numbers may not add due to rounding

Recommended Budget Changes		
Special Education	FTE	Impact \$
Reduction in Furniture and Equipment	-	\$ (20,000)
Reduction in Assessment Materials	-	(50,000)
Reduction in Professional Development	-	(10,000)
Reduction in Supplies	-	(43,000)
Reduction in Emergency Itinerant Educational Assistants	(3.00)	(157,500)
Reduction in Psychologists	(0.50)	(47,150)
Reduction in Social Workers	(0.50)	(46,650)
Total	(4.00)	\$ (374,300)

Numbers may not add due to rounding



Summary of Recommended Changes

Recommended Budget Changes		
Facilities / Learning Environment	FTE	Impact \$
Reduction in Overtime	-	\$ (105,168)
Reduction in Regular Part-Time Custodians	(23.00)	(999,401)
Reduction in Maintenance Services	-	(78,212)
Change in Waste Removal, Refuse and Recycle	-	(220,000)
Reduction in Utilities	-	(314,543)
Reduction in Supplies and Professional Development	-	(47,818)
Increase in Turf Management Elementary	-	75,000
Increase in Tree Service-Inoculation and removal of Ash Trees	-	184,000
Reduction in replacement of Ash Trees	-	(300,000)
Changes in Management Consultants & Project Management & Salaries	-	(271,892)
Reduction in ECO Schools	-	(50,000)
Increase in Multi Year Energy Conservation Projects	-	89,693
Reduction in Community Use	-	(50,000)
Increase in Uniforms	-	95,000
Reduction in Vehicle Fuel & Oil	-	(30,511)
Reduction in Replacement Vehicles	-	(50,000)
Reduction in Cleaning, Communication and Furniture & Equipment	-	(109,383)
Total	(23.00)	\$ (2,183,235)

Numbers may not add due to rounding



Summary of Recommended Changes

Recommended Budget Changes		
Central	FTE	Impact \$
Reduction in Director's Operating Budget	-	\$ (60,000)
Reduction in Central Overtime	-	(32,228)
Reduction in Corporate Wellness and Staff Development	-	(123,668)
Reduction in Departmental Budgets	-	(94,326)
Reduction in Professional Development	-	(875,000)
Reduction in Food for Meetings and Professional Development	-	(347,548)
Reduction in General Operating Budgets - Financial Services	-	(20,000)
Eliminate Central Chair and Table Loaning Program	-	(30,000)
Reduction in Operating Budgets - Risk Management	-	(1,000)
Reduction in Board Governance Central Budgets	-	(4,366)
Reduction in Communication Budgets - Media Monitoring	-	(10,000)
Reduction in Communications and Board Services - Printing and Supplies	-	(16,000)
Reduction in Supplies and Start-Up for New Schools	-	(270,000)
Business Review Process	-	(100,000)
Reduction in Audit Committee Budget	-	(25,000)
Reduction in Leadership Conference Budget	-	(50,000)
Reduction in Committees & Consulting Services - Planning Department	-	(50,000)
Total	-	\$ (2,109,136)

Numbers may not add due to rounding



Summary of Recommended Changes

Summary of Recommended Budget Changes	FTE	Impact
Schools	-	\$ (596,006)
Special Education	(4.00)	(374,300)
Facilities / Learning Environment	(23.00)	(2,183,235)
Central	-	(2,109,136)
Sub-Total	(27.00)	\$ (5,262,677)
Board Approved Academic Reductions	(14.74)	\$ (1,441,216)
Total	(41.74)	\$ (6,703,893)

Numbers may not add due to rounding



To Follow



To Follow



Capital Budget



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Capital Expenditure Budget

	Estimated Expenditures for 2015-2016	Funding Sources			Total
		Ministry Funding	Capital Expenses from Operating Budget	Capital Reserves	Capital Funding
Buildings, Additions and Portables:					
Capital Priorities	\$ 36,856,470	\$ 36,856,470			\$ 36,856,470
Proceeds of Disposition & Education Development Charges	6,300,000			\$ 6,300,000	6,300,000
Full Day Kindergarten	2,381,859	2,381,859			2,381,859
Childcare RetroFit	-	-			-
School Renewal *	8,730,814	8,730,814			8,730,814
School Condition Improvement *	23,500,000	23,500,000			23,500,000
Sub-Total	\$ 77,769,143	\$ 71,469,143	\$ -	\$ 6,300,000	\$ 77,769,143
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	\$ 79,869,143	\$ 71,469,143	\$ 2,100,000	\$ 6,300,000	\$ 79,869,143

Numbers may not add due to rounding

* Includes Ministry of Education announcement for 2015-2016 grants for projects that have not yet received formal OCDSB approval



Accumulated Surplus (Reserves)



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Accumulated Surplus (Reserves)

	Balance at 31 August 2014	Recommended Use for 2014-2015	Estimated Available Balance at 31 August 2015	Recommended Use for 2015-2016	Balance at 31 August 2016
Available for Compliance - Unappropriated:					
Operating Accumulated Surplus	\$ 13,314,050	\$ 11,856,618	\$ 1,457,432	\$ 5,057,242	\$ (3,599,810)
Sub-Total	\$ 13,314,050	\$ 11,856,618	\$ 1,457,432	\$ 5,057,242	\$ (3,599,810)
Available for Compliance - Internally Appropriated:					
Employee Future Benefits (Gratutities/WSIB)	\$ 8,587,624	\$ 4,249,239	\$ 4,338,385	\$ 3,762,487	\$ 575,898
Cafeteria Equipment *	1,261,173	-	1,261,173	1,261,173	-
School / Department Carryforward	1,455,293	317,477	1,137,816	-	1,137,816
Miscellaneous *	297,169	47,169	250,000	250,000	-
School Renewal *	931,561	-	931,561	931,561	-
Committed Capital-Amortization of Board Supported Projects	8,129,054	312,327	7,816,727	1,483,406	6,333,321
Sub-Total	\$ 20,661,874	\$ 4,926,212	\$ 15,735,662	\$ 7,688,627	\$ 8,047,035
Total	\$ 33,975,924	\$ 16,782,830	\$ 17,193,094	\$ 12,745,869	\$ 4,447,225

Numbers may not add due to rounding

** Recommended use for 2015-2016 reflects anticipated adjustment of internal appropriations*



Background Information



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Special Education – Revenues and Expenses

Grant Revenues	2014-2015 Approved Budget	2015-2016 Recommended Budget
Special Education Per Pupil Amount (SEPPA)	\$ 49,889,704	\$ 49,766,706
High Needs Amount (HNA)	35,400,064	35,424,556
Facilities Amount (FA)	249,425	-
Behavioural Expertise Amount (BEA)	281,295	281,242
Special Incidence Portion (SIP)	1,732,081	1,732,081
Specialized Equipment Amount (SEA)	2,878,425	2,830,991
Sub-Total: Special Education Grants	\$ 90,430,994	\$ 90,035,576
Special Education Grant Allocations		
Proportionate Foundation Allocation	\$ 10,136,777	\$ 10,244,040
Proportionate Teacher Compensation Allocation	1,406,369	1,466,008
Sub-Total: Special Education Grant Allocations	\$ 11,543,146	\$ 11,710,048
Special Education Other Grants		
Summer Learning Program	\$ 102,460	\$ 168,430
Sub-Total: Special Education - Other Grants	\$ 102,460	\$ 168,430
Special Education Other Income		
Autism Support and Training-Grant	\$ 109,611	\$ 105,667
Other Revenue From Recoveries	570,540	541,045
Other Revenue Educational Grants Other (EPO)	-	210,953
Sub-Total: Special Education Other Income	\$ 680,151	\$ 857,665
Total Grant Revenues	\$ 102,756,751	\$ 102,771,719

Expenditures	2014-2015 Approved Budget	2015-2016 Recommended Budget
Staffing	\$ 101,219,380	\$ 101,484,905
Operating	6,565,123	6,245,683
Total Expenditures	\$ 107,784,503	\$ 107,730,588
Projected (Shortfall) / Surplus	\$ (5,027,752)	\$ (4,958,870)

Numbers may not add due to rounding



Special Education – Detail Expenditures

	2014-2015 Approved Budget		2015-2016 Recommended Budget	
	FTE	COSTS	FTE	COSTS
Teaching Staff				
Elementary Teaching:	485.83	\$ 47,311,175	486.60	\$ 47,783,610
Secondary Teaching:	112.58	\$ 11,361,241	110.58	\$ 11,202,268
Total Teaching Staff	598.41	\$ 58,672,416	597.18	\$ 58,985,878
Total Educational Assistants	652.00	\$ 34,371,706	649.00	\$ 34,372,073
Professional Student Services Personnel (PSSP):				
Psychologists	21.44	\$ 2,187,025	20.99	\$ 2,165,951
Social Workers	20.40	1,878,238	19.95	1,821,065
Speech and Language Pathologists	23.30	2,117,740	23.30	2,148,608
Total Professional Student Services Personnel Staff	65.14	\$ 6,183,003	64.24	\$ 6,135,624
Principals and Vice-Principals:	4.50	\$ 573,003	4.50	\$ 579,624
Administration and Support Staff:				
Program Evaluator	1.00	\$ 101,226	1.00	\$ 101,637
Managers/Supervisors of Professional Services	5.00	705,661	5.00	682,596
Orientation and Mobility Instructor	0.50	29,568	0.50	30,720
Brailist	1.00	60,108	1.00	60,256
Office Support Staff at Crystal Bay and Clifford Bowey	3.00	169,651	3.00	158,487
Child and Youth Worker and SIP Consultant	-	220,629	-	220,629
Feeding Skills Assistants	-	27,856	-	27,856
Technicians - Equipment Support	1.60	104,553	2.00	129,525
Administration and Support Staff:	12.10	\$ 1,419,252	12.50	\$ 1,411,706
Total Principals, Vice-Principals, Administration and Support Staff	16.60	\$ 1,992,255	17.00	\$ 1,991,330
Total Special Education Staff	1,332.15	\$ 101,219,380	1,327.42	\$ 101,484,905



Special Education – Detail Expenditures

	2014-2015 Approved Budget		2015-2016 Recommended Budget	
	FTE	COSTS	FTE	COSTS
Operating Budget:				
General Operating Budget		\$ 1,499,702		\$ 1,511,650
Specialized Equipment for Students		2,878,425		2,830,991
Sub-Total		\$ 4,378,127		\$ 4,342,641
Summer Learning Program		510,800		510,800
Special Education Short Term Response Fund		210,000		210,000
Occasional Teachers for Special Education Teachers		1,139,298		1,138,620
Staff Development		53,622		43,622
Phoenix House and Young Offenders (Operating Budget and Staff)	2.50	273,276		-
Total Operating Budget	2.50	\$ 6,565,123	-	\$ 6,245,683
Grand Total	1,334.65	\$ 107,784,503	1,327.42	\$ 107,730,588

Numbers may not add due to rounding



Learning Support Services – Financial Summary

Revenues	2015-2016 Special Education		2015-2016 Accounting Adjustments		2015-2016 Special Education Ministry Totals		2015-2016 Safe Schools and Urban Priorities (applicable to LSS)		2015-2016 Learning Support Services Totals	
Grants for Students Needs		\$ 90,035,576				\$ 90,035,576		\$ 1,594,462		\$ 91,630,038
Grant Allocations (Foundation and Q&E)		11,710,048				11,710,048				11,710,048
Other Grants		168,430				168,430				168,430
Other Income		857,665				857,665				857,665
Total Revenues		\$102,771,719		\$ -		\$102,771,719		\$ 1,594,462		\$104,366,181
Expenditures										
Elementary Teachers	464.10	\$ 45,574,134			486.60	\$ 47,783,610	-		486.60	\$ 47,783,610
<i>Ministry Totals include partially integrated classes</i>			22.50	\$ 2,209,476						
Secondary Teachers	116.83	11,835,422			110.58	11,202,268	-		110.58	11,202,268
<i>Ministry Totals include partially integrated classes</i>			14.50	1,468,917						
<i>Ministry Totals exclude Gifted classes that do not qualify for grant</i>			(20.75)	(2,102,071)						
Educational Assistants	649.00	34,372,073			649.00	34,372,073	21.00	1,120,720	670.00	35,492,793
Professional Student Services Personnel (PSSP):										
Psychologists	23.10	2,383,681	(2.11)	(217,730)	20.99	2,165,951	1.80	189,291	22.79	2,355,242
Social Workers	22.00	2,008,192	(2.05)	(187,127)	19.95	1,821,065	3.00	284,451	22.95	2,105,516
Speech and Language Pathologists	25.50	2,351,481	(2.20)	(202,873)	23.30	2,148,608			23.30	2,148,608
<i>Ministry Totals exclude 10% of PSSP salaries allocated to instruction</i>										
Administration and Support Staff:										
Program Evaluator	1.00	101,637			1.00	101,637			1.00	101,637
Managers/Supervisors of Professional Services	5.00	682,596			5.00	682,596			5.00	682,596
Orientation and Mobility Instructor (PSSP)	0.50	30,720			0.50	30,720			0.50	30,720
Brailist	1.00	60,256			1.00	60,256			1.00	60,256
Child and Youth Worker and SIP Consultant	-	220,629			-	220,629			-	220,629
Clerical and secretarial - CB Schools	-	-	3.00	158,487	3.00	158,487	-		3.00	158,487
Feeding skills assistant	-	27,856		-	-	27,856			-	27,856
Principals and Vice-Principals:										
Principals / Vice-Principal - CB Schools	-	-	2.50	320,788	2.50	320,788	-		2.50	320,788
Central Principal / Vice Principal	2.00	258,836			2.00	258,836			2.00	258,836
Other										
Business and Learning Technology Technicians	-	-	2.00	129,525	2.00	129,525	-		2.00	129,525
Operating Expenses										
General Operating Budget:		5,105,941		(3,594,291)		1,511,650				1,511,650
ISA equipment		-		2,830,991		2,830,991				2,830,991
Special Education Short Term Response Fund		-		210,000		210,000				210,000
Staff Development		1,122		42,500		43,622				43,622
Summer Learning Program		-		510,800		510,800				510,800
Phoenix House and Young Offenders	-	-		-	-	-			-	-
Occasional Teachers for Special Education Teachers		-		1,138,620		1,138,620				1,138,620
Total Expenses	1310.03	\$105,014,576	17.39	\$ 2,716,012	1,327.42	\$107,730,588	25.80	\$ 1,594,462	1,353.22	\$109,325,050
Projected Surplus (Shortfall)		\$ (2,242,857)		\$ (2,716,012)		\$ (4,958,870)		\$ -		\$ (4,958,870)

Numbers may not add due to rounding



Special Education – Comparative Staffing

	2011-2012 Approved Budget	2012-2013 Approved Budget	2013-2014 Approved Budget	2014-2015 Approved Budget	2015-2016 Recommended Budget
Teaching Staff	FTE	FTE	FTE	FTE	FTE
Elementary Teaching:	451.90	462.54	477.50	485.83	486.60
Secondary Teaching:	98.12	98.45	101.39	112.58	110.58
Total Teaching Staff	550.02	560.99	578.89	598.41	597.18
Educational Assistants:	600.00	609.00	620.00	652.00	649.00
Total Educational Assistants	600.00	609.00	620.00	652.00	649.00
Professional Student Services Personnel (PSSP):					
Psychologists	18.10	19.10	20.90	21.44	20.99
Social Workers	17.06	18.06	19.86	20.40	19.95
Speech and Language Pathologists	21.40	22.40	23.30	23.30	23.30
Total PSSP Staff	56.56	59.56	64.06	65.14	64.24
Principals and Vice-Principals:	5.50	5.50	5.50	4.50	4.50
Phoenix House and Young Offenders:	2.50	2.50	2.50	2.50	-
Administration and Support Staff:					
Program Evaluator	1.00	1.00	1.00	1.00	1.00
Managers/Supervisors of Professional Services	0.00	0.00	3.00	5.00	5.00
Orientation and Mobility Instructor	0.00	0.50	0.50	0.50	0.50
Brailist	1.00	1.00	1.00	1.00	1.00
Office Support Staff at Crystal Bay and Clifford Bowey	3.00	3.00	3.00	3.00	3.00
Child and Youth Worker and Special Incident Portion Consultant	2.00	2.00	0.00	0.00	0.00
Technicians - Equipment Support	1.60	1.60	1.60	1.60	2.00
Administration and Support Staff:	8.60	9.10	10.10	12.10	12.50
Total Administration & Support Staff	16.60	17.10	18.10	19.10	17.00
Total Special Education Staff	1,223.18	1,246.65	1,281.05	1,334.65	1,327.42

*Note: Child and Youth Worker and Special Incident Portion consultant transitioned to consultants in 2013-2014, therefore no FTE associated with the position
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)	\$ 49,766,706	√		100.0%	-	-
High Needs Amount (HNA)	35,424,556		√	100.0%	-	-
Behavioural Expertise Amount (BEA)	281,242		√	100.0%	-	-
Special Incidence Portion (SIP)	1,732,081		√	100.0%	-	-
Specialized Equipment Amount (SEA)	2,830,991		√	100.0%	-	-
Proportionate Foundation Allocation	10,244,040		√	100.0%	-	-
Proportionate Teacher Compensation Allocation	1,466,008		√	100.0%	-	-
Other Revenues	1,026,095		√	100.0%	-	-
Total Revenues	\$ 102,771,719					
Expenditures						
	Amount					
Staffing						
Special Education Teachers	\$ 58,985,878		√	100.0%	-	-
Educational Assistants	34,372,073		√	96.9%	-	3.1%
Professional Student Services Personnel	6,135,624		√	85.2%	8.4%	6.4%
Principals and Vice Principals	579,624		√	100.0%	-	-
Administration and Support Staff	1,411,706		√	100.0%	-	-
Sub-Total	\$ 101,484,905					
Operations						
General Operating Budget	\$ 1,511,650		√	100.0%	-	-
Specialized Equipment for Students	2,830,991		√	100.0%	-	-
Summer Learning Program	510,800		√	100.0%	-	-
Occasional Teachers / Staff Development / Other	1,392,242		√	100.0%	-	-
Sub-Total	\$ 6,245,683		√	100.0%	-	-
Total Expenditures	\$ 107,730,588					

Numbers may not add due to rounding



English as a Second Language

Projected Revenues	FTE	2014-2015 Approved Budget	FTE	2015-2016 Recommended Budget
Grant Revenue		\$ 9,719,899		\$ 9,461,869
OCENET				
Teaching Positions funded by OCENET	4.50	445,100	4.50	444,650
Total Revenue		\$ 10,164,999		\$ 9,906,519

Projected Expenditures	FTE	2014-2015 Approved Budget	FTE	2015-2016 Recommended Budget
Elementary				
Classroom Teachers (Includes 0.5 position funded from OCENET)	90.25	\$ 8,501,550	87.25	\$ 8,210,225
Family Reception Centre (Teaching Staff)	1.00	94,200	1.00	94,100
Sub-Total	91.25	\$ 8,595,750	88.25	\$ 8,304,325
Secondary				
Classroom Teachers (Includes 4.0 positions funded from OCENET)	29.17	\$ 2,902,415	32.33	\$ 3,213,602
Orientation (Teaching Staff)	1.00	99,500	1.00	99,400
Sub-Total	30.17	\$ 3,001,915	33.33	\$ 3,313,002
Administration and Support				
Family Reception Centre	4.00	\$ 293,914	4.00	\$ 294,849
Multi-Cultural Liaison Officers		171,503		174,933
Operating Budget		60,391		60,391
Sub-Total	4.00	\$ 525,808	4.00	\$ 530,173
Total	125.42	\$ 12,123,473	125.58	\$ 12,147,500
Projected Surplus (Shortfall)		\$ (1,958,474)		\$ (2,240,981)

Numbers may not add due to rounding



Extended Day Program and Child Care Centres

2015 - 2016 Projected Revenues	Extended Day Program	OCDSB Child Care Centres	Total
Total	\$ 12,014,625	\$ 2,117,518	\$ 14,132,143

2015 - 2016 Projected Expenditures	Extended Day Program		OCDSB Child Care Centres		Total	
	FTE	Amount	FTE	Amount	FTE	Amount
Extended Day Program						
Central Administration	10.50	\$ 854,674			10.50	\$ 854,674
Early Childhood Educators	182.35	8,138,095			182.35	8,138,095
Early Learning Assistants	33.68	1,118,882			33.68	1,118,882
Supply Early Childhood Educators		822,843				822,843
Snacks		478,699				478,699
Supplies and Services		296,874				296,874
Professional Development		68,001				68,001
School Operations		236,558				236,558
Total Extended Day Program	226.53	\$ 12,014,625			226.53	\$ 12,014,625
OCDSB Child Care Centres						
Staffing			37.50	\$ 1,823,654	37.50	\$ 1,823,654
Operating Expenses				293,864		293,864
Total OCDSB Child Care Centres			37.50	\$ 2,117,518	37.50	\$ 2,117,518
Total Extended Day Program & OCDSB Child Care Centres					264.03	\$ 14,132,143
Projected (Shortfall) / Surplus		\$ -		\$ -		\$ -

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	\$74.97	\$116.75
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	\$5.00	N/A
JK/SK Allocation	Foundation	JK/SK ADE	\$4.45	N/A
Small School Allocation	Foundation	ADE Schools < 300	\$6.17	N/A
Intermediate School Allocation	Foundation	Intermediate ADE	\$4.38	N/A
Team Transportation	Foundation	ADE	N/A	\$7.00
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	Foundation	Days per FTE Teacher	8.12	5.27
Office Staff	School Foundation	Per FTE Office Staff	\$912.27	\$495.83
Educational Assistants	Foundation	Per FTE Educational Assistant	\$912.27	\$495.83

Rates are based on the 2014-2015 Approved Budget and do not include the impact of the proposed reduction included in the 2015-2016 Recommended Budget.

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*	\$ 85,230	\$ 8,705	\$ 93,934	\$ 82,124	\$ 7,980	\$ 90,104	\$ (3,830)
Principal	118,951	11,092	130,043	113,422	12,147	125,569	(4,474)
Vice Principal	108,739	12,826	121,565	107,432	11,506	118,938	(2,627)
School Office Staff	41,043	12,503	53,546	41,842	11,063	52,905	(641)
Secondary							
Teacher*	\$ 89,319	\$ 9,392	\$ 98,712	\$ 82,124	\$ 12,941	\$ 95,065	\$ (3,647)
Principal	126,446	11,352	137,798	123,696	13,248	136,944	(854)
Vice Principal	111,937	10,887	122,824	113,339	12,139	125,478	2,654
School Office Staff	42,635	12,492	55,127	44,077	11,654	55,731	604
Support Staff							
Education Assistants	\$ 41,119	\$ 11,480	\$ 52,599	\$ 42,551	\$ 11,293	\$ 53,844	\$ 1,245
Early Childhood Educators*	35,785	9,742	45,527	38,449	7,963	46,412	885

Numbers may not add due to rounding

* Salaries include average Qualifications & Experience Allocated per total FTE.



Salary Differential – Pay Grids

Provincial Standard Pay Grid					
Experience (Years)	Qualifications				
	B	A1	A2	A3	A4
0	\$ 42,452	\$ 45,025	\$ 47,211	\$ 51,263	\$ 54,127
5	56,299	59,651	62,676	68,492	72,383
10 or more	74,242	76,071	80,160	88,665	94,612

OCDSB Elementary Teacher Grid					
Experience (Years)	Qualifications				
	B	A1	A2	A3	A4
0	\$ 45,815	\$ 48,527	\$ 50,270	\$ 53,465	\$ 55,285
5	60,483	63,026	66,106	70,942	74,667
10 or more	72,380	77,533	81,945	88,425	94,649

OCDSB Secondary Teacher Grid					
Experience (Years)	Qualifications				
	B	S1	S2	S3	S4
0		\$ 48,606	\$ 50,353	\$ 53,551	\$ 55,377
5		63,131	66,215	71,180	75,012
10 or more		77,659	82,079	88,816	94,649



Learning Opportunity Grant

Learning Opportunities Grant		OCDSB Budget		
Funding Component	Amount	FTE	Description	Amount
Student Success	\$ 2,473,764	-	Operational Budget	\$ 2,065,835
		1.0	Principal	136,700
		0.4	Office Support	25,950
				\$ 2,228,485
School Effectiveness Framework	\$ 363,038	-	Operational Budget	\$ 178,374
		-	Release Time	276,811
		1.0	Principal	136,700
		0.4	Office Support	23,400
				\$ 615,285
Ontario Focused Intervention Partnership (OFIP)	\$ 292,925	-	Operational Budget	\$ 276,811
Specialist High Schools Major Program	\$ 260,391	-	Operational Budget	\$ 223,010
		1.0	Instructional Coach	98,800
				\$ 321,810
Mental Health Leader	\$ 119,832	1.0	Manager of Mental Health	\$ 164,900
Demographic Component	\$12,108,214		To fund School Based Projects	\$ 1,475,780
Literacy and Numeracy	2,930,480		Multicultural Liaison Officers, Instructional Coaches and Salary Differential	13,465,573
	\$15,038,694			\$14,941,353
Total	\$18,548,644		Total	\$18,548,644

Numbers may not add due to rounding