

# 2015-2016 Approved Budget

**22 June 2015**



**OTTAWA-CARLETON**  
DISTRICT SCHOOL BOARD



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# Approval of Budget

## **The Ottawa-Carleton District School Board Passes \$856.0 Million Budget For School Year 2015-2016**

June 22, 2015 Ottawa, ON – The Ottawa-Carleton District School Board has approved an \$856.0 million budget for school year 2015-2016.

The 2015-2016 budget represents the first year of a three year plan to more closely align spending with Ministry of Education funding levels. The largest component of the budget is \$630 million, allocated to instruction, followed by \$90.5 million to school facilities, \$36.7 million to transportation, \$19.7 million to central administration, \$9.7 million to continuing education and \$69.4 million to capital financing and other as well as the use of \$11.9 million in reserves to balance the budget. Seventy-three percent of the total annual budget is invested in instructional costs.

The Ministry of Education funding formula has changed significantly and in light of those changes the budget plan contains savings across the spectrum, from reductions in operating budgets in all departments, to reductions in spending on professional development and staffing. The reductions in staffing will have an impact on the system but every effort will be made to minimize the direct impact on the classroom.

The District remains steadfastly focused on the need to maintain the progress that has been made in student achievement and well-being. Budget Chair Shawn Menard said, "In developing the budget, operations were reviewed and carefully measured initiatives against the District's current strategic plan. We believe that this budget shows our continued commitment to the current strategic objectives which are designed to enhance student achievement and student well-being. The District is in the process of developing a new strategic plan that will maintain the progress that has been made in serving our students."

Trustees and staff recognize that there will need to be additional changes to the way services are delivered in the next two to three years to ensure that the OCDSB can effectively operate within the Ministry's funding. Achieving the next layer of savings will require a collaborative problem solving approach that will include Trustees, staff and all our community partners.

Director of Education Jennifer Adams said, "Every budget brings new challenges and opportunities. It is our responsibility as staff to develop a strategic, forward-thinking student-focused financial document that will allow us as a District to provide the finest quality of education for all of our students."

The Ottawa-Carleton District School Board provides quality education to nearly 73,000 full and part-time students from junior kindergarten to grade 12; including adult learners enrolled at our Adult High School and Continuing Education programs. The Board currently operates 116 elementary and 26 secondary schools, as well as a number of specialized education centres and programs.

# Budget Overview



**OTTAWA-CARLETON**  
DISTRICT SCHOOL BOARD



# Comparative Budget Summary

	2014-2015 Approved Budget	2015-2016 Approved Budget
<b>Revenues:</b>		
Grants for Student Needs	\$ 798,021,596	\$ 794,403,344
Educational Programs and Other Revenues	33,561,468	35,550,132
<b>Board Programs:</b>		
Extended Day Program & OCDSB - Child Care Centres	11,108,031	14,132,143
<b>Total Revenues</b>	<b>\$ 842,691,095</b>	<b>\$ 844,085,619</b>
<b>Expenditures:</b>		
<b>By Funding Envelope:</b>		
Instruction	\$ 629,263,005	\$ 629,976,014
Continuing Education	9,743,732	9,730,460
Transportation	45,050,136	36,735,691
School Facilities	94,340,429	90,465,614
Central Administration	20,207,089	19,658,706
Amortization	33,637,823	38,595,727
<b>Other:</b>		
Extended Day Program & OCDSB - Child Care Centres	11,108,031	14,132,143
Debt Repayment	10,004,799	10,005,876
Staff on Loan	6,491,833	6,682,507
<b>Total Expenditures</b>	<b>\$ 859,846,877</b>	<b>\$ 855,982,738</b>
<b>Projected Shortfall:</b>	<b>\$ (17,155,782)</b>	<b>\$ (11,897,119)</b>

	2014-2015 Approved Budget	2015-2016 Approved Budget
<b>Shortfall funded as follows:</b>		
<b>Unappropriated Reserves:</b>		
To fund Projected Deficit	\$ 14,880,925	\$ 11,296,116
To fund One Time Initiatives	575,000	-
<b>Appropriated Reserves:</b>		
Amortization on Board Approved Projects	1,699,857	601,003
<b>Total Use of Reserves</b>	<b>\$ 17,155,782</b>	<b>\$ 11,897,119</b>

Numbers may not add due to rounding



# Net Enveloping Summary – Table

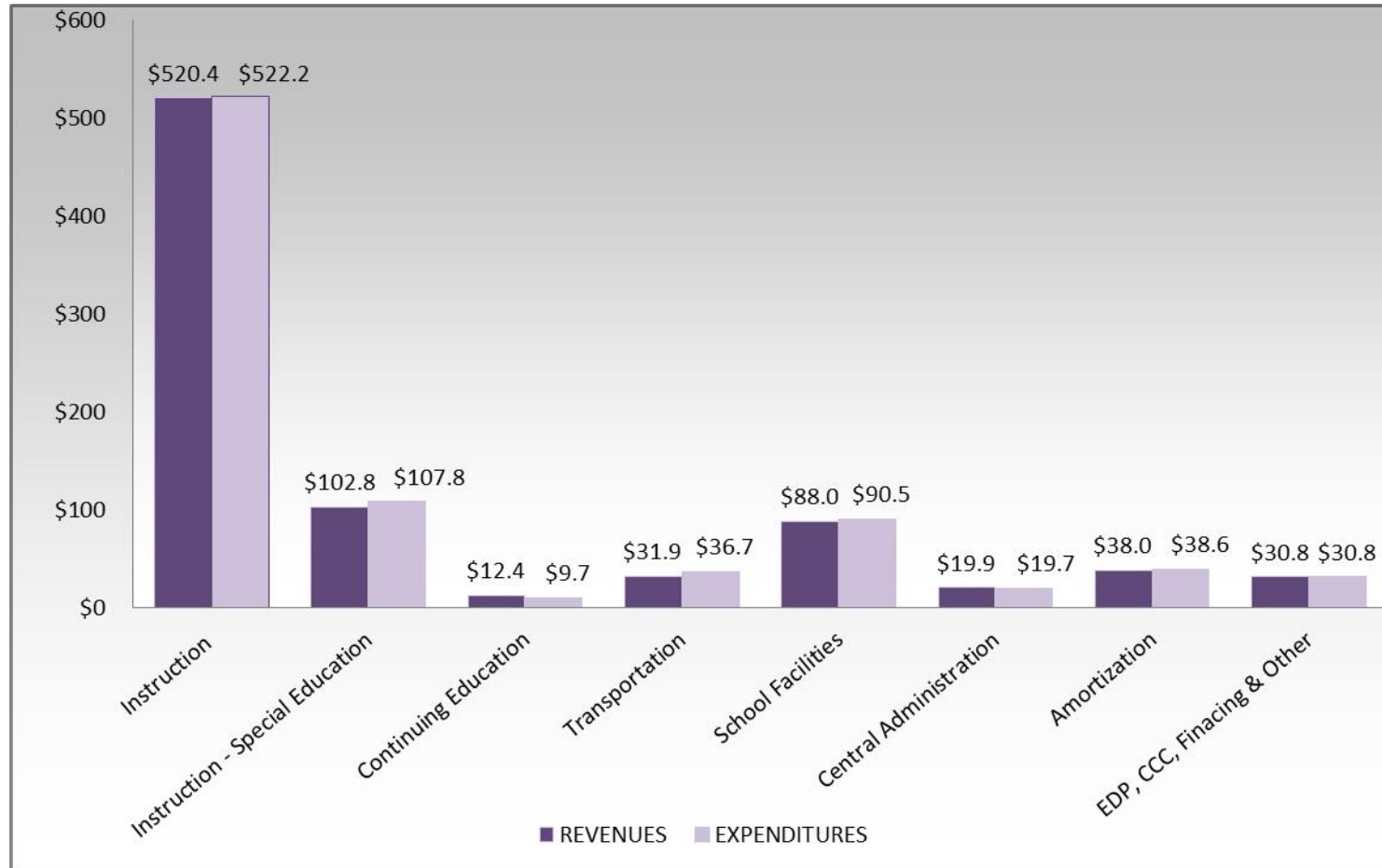
	Projected Expenditures	Grants and Other Revenues	Surplus / (Shortfall)
Instruction	\$ 522,154,734	\$ 520,355,757	\$ (1,798,977)
Instruction - Special Education	107,821,280	102,771,719	(5,049,561)
Continuing Education	9,730,460	12,391,655	2,661,195
Transportation	36,735,691	31,928,536	(4,807,155)
School Facilities	90,465,614	87,954,344	(2,511,270)
Central Administration	19,658,706	19,868,358	209,652
Amortization	38,595,727	37,994,724	(601,003)
Extended Day Program/Child Care Centres, Financing & Other	30,820,527	30,820,527	-
<b>Total</b>	<b>\$ 855,982,738</b>	<b>\$ 844,085,619</b>	<b>\$ (11,897,119)</b>

*Numbers may not add due to rounding*



# Net Enveloping Chart of Revenue and Expenditures

(In \$Millions)



# Summary of Changes in the Expense Budget

<b>Approved Expenditure 2014-2015 Budget</b>		<b>\$ 859,846,877</b>
<b>Board Decisions included in 2015-2016 Budget - Details on Appendix A</b>		
	Regulations and or Collective Agreements	\$ (872,021)
	Previously Approved	(1,441,216)
	<b>Sub-Total</b>	<b>\$ (2,313,237)</b>
<b>Changes included in 2015-2016 Budget - Details on Appendix B</b>		
	Schools	\$ (596,006)
	Special Education	(327,650)
	Facilities/Learning Environment	(2,183,235)
	Central	(2,122,136)
	<b>Sub-Total</b>	<b>\$ (5,229,027)</b>
<b>Changes in Costs - Details on Appendix C</b>		
	<b>Sub-Total</b>	<b>\$ 3,114,767</b>
<b>Changes in Grants, Public Sector Accounting Board and Legislation - Details on Appendix D</b>		
	<b>Sub-Total</b>	<b>\$ 563,357</b>
<b>Net decrease in budget base from Approved 2014-2015 Budget</b>		<b>\$ (3,864,140)</b>
<b>Approved 2015-2016 Budget</b>		<b>\$ 855,982,738</b>

*Numbers may not add due to rounding*





# Appendix A – Collective Agreement & Approved by Board

Description	FTE	Amount
<b>Regulations and or Collective Agreements</b>		
<b>Impact of Changes in Enrolment:</b>		
Elementary Teaching Staff	1.19	\$ 111,979
Secondary Teaching Staff	(10.00)	(984,000)
<b>Sub-Total</b>	<b>(8.81)</b>	<b>\$ (872,021)</b>
<b>Previously Approved:</b>		
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
<b>Sub-Total</b>	<b>(14.74)</b>	<b>\$ (1,441,216)</b>
<b>Total</b>	<b>(23.55)</b>	<b>\$ (2,313,237)</b>

*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
<b>Schools</b>		
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)
<b>Sub-Total</b>	<b>-</b>	<b>\$ (596,006)</b>
<b>Special Education</b>		
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)
<b>Sub-Total</b>	<b>(3.50)</b>	<b>\$ (327,650)</b>

*Numbers may not add due to rounding*



# Appendix B – Budget Changes

Description	FTE	Amount
<b>Facilities / Learning Environment</b>		
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)
<b>Sub-Total</b>	<b>(23.00)</b>	<b>\$ (2,183,235)</b>

*Numbers may not add due to rounding*



# Appendix B – Budget Changes

Description	FTE	Amount
<b>Central</b>		
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)
Reduction in Trustee Budgets		(13,000)
<b>Sub-Total</b>	-	<b>\$ (2,122,136)</b>
<b>Total</b>	<b>(26.50)</b>	<b>\$ (5,229,027)</b>

*Numbers may not add due to rounding*



# Appendix C and D - Changes in Costs and Grants

New / Changes in Costs - Appendix C	
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	4,471,434
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	4,140,450
Staff on Loan	190,674
Temporary Accommodations and Facilities Renewal Plan	(440,167)
Extended Day Program and OCDSB Child Care Centres	3,024,112
<b>Total</b>	<b>\$ 3,114,767</b>

*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)
<b>Total</b>	<b>\$ 563,357</b>

*Numbers may not add due to rounding*



# Budget Assumptions

## General Assumptions:

- The Approved 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 Approved 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**  
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# Average Daily Enrolment - Table

	2011-2012 Actual	2012-2013 Actual	2013-2014 Actual	2014-2015 Revised *	2015-2016 Estimates
<b>Elementary Students</b>					
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
<b>Total Elementary Students</b>	<b>43,732.77</b>	<b>43,688.45</b>	<b>43,502.67</b>	<b>48,080.00</b>	<b>47,986.50</b>
<b>Secondary Students</b>					
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
<b>Total Secondary Students</b>	<b>24,369.91</b>	<b>24,177.01</b>	<b>23,730.00</b>	<b>23,518.15</b>	<b>23,394.11</b>
<b>Grand Total</b>	<b>68,102.68</b>	<b>67,865.46</b>	<b>67,232.67</b>	<b>71,598.15</b>	<b>71,380.61</b>

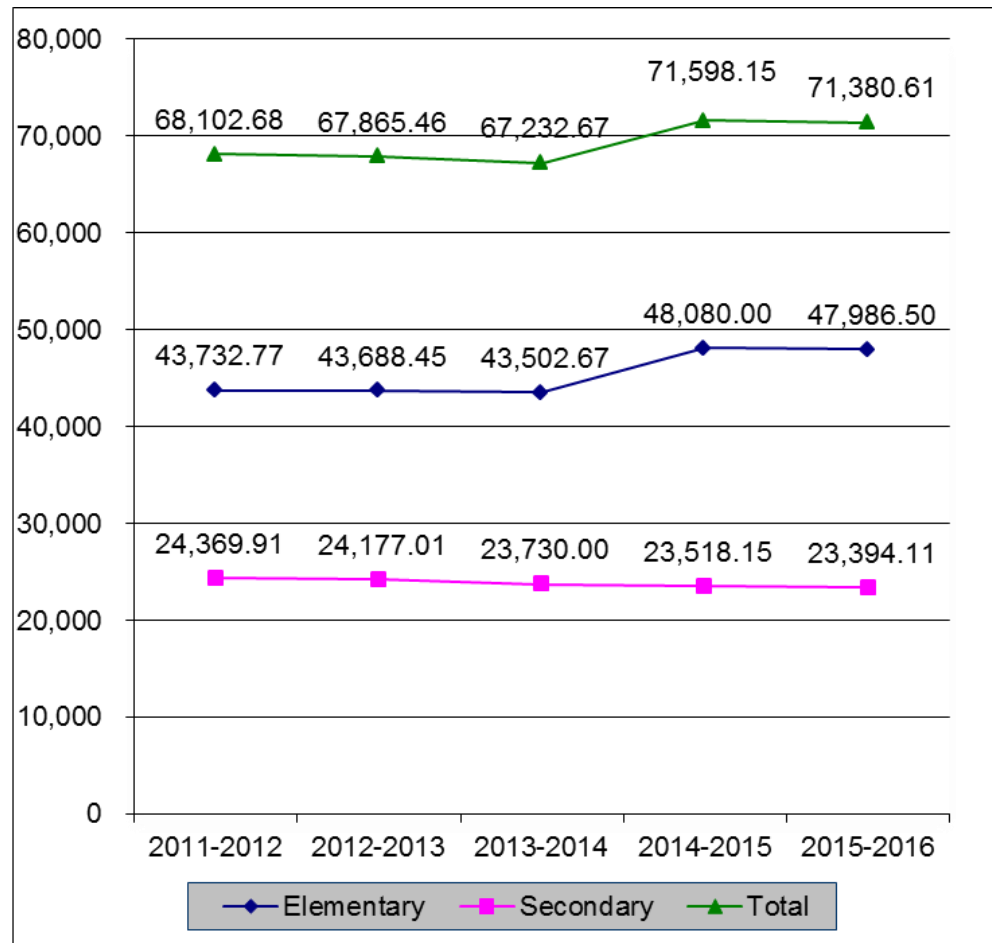
*Numbers may not add due to rounding*

\* 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



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# 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 Approved FTE
<b>Instructional Day School</b>					
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
<b>Total for Elementary Schools</b>	<b>2,941.29</b>	<b>3,096.33</b>	<b>3,222.15</b>	<b>3,377.15</b>	<b>3,370.84</b>
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
<b>Total for Secondary Schools</b>	<b>1,717.83</b>	<b>1,745.84</b>	<b>1,714.02</b>	<b>1,682.35</b>	<b>1,688.01</b>
<b>Total Elementary &amp; Secondary Schools</b>	<b>4,659.12</b>	<b>4,842.17</b>	<b>4,936.17</b>	<b>5,059.50</b>	<b>5,058.85</b>
<b>Associate Director (Safe Schools &amp; Urban Priorities)</b>					
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
<b>Total Associate Director &amp; Safe Schools</b>	<b>34.80</b>	<b>33.80</b>	<b>34.80</b>	<b>33.80</b>	<b>32.80</b>
<b>Total Other School Support Programs</b>	<b>11.00</b>	<b>17.67</b>	<b>17.33</b>	<b>16.00</b>	<b>14.00</b>
<b>Total Associate Director, Safe Schools, and Other Support Programs</b>	<b>45.80</b>	<b>51.47</b>	<b>52.13</b>	<b>49.80</b>	<b>46.80</b>
<b>Total Instruction and School Support Programs</b>	<b>4,704.92</b>	<b>4,893.64</b>	<b>4,988.30</b>	<b>5,109.30</b>	<b>5,105.65</b>



# 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 Approved FTE
<b>Learning Support Services / Special Education</b>					
Superintendent of Learning Support Services & Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Elementary Teachers	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	71.10
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
<b>Total Learning Support Services</b>	<b>1,217.17</b>	<b>1,240.64</b>	<b>1,271.44</b>	<b>1,319.75</b>	<b>1,312.52</b>
<b>Finance Department</b>					
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
<b>Total Finance Department</b>	<b>55.00</b>	<b>55.00</b>	<b>57.00</b>	<b>56.00</b>	<b>56.00</b>
<b>Planning and Facilities</b>					
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
<b>Total Planning and Facilities</b>	<b>770.62</b>	<b>776.62</b>	<b>786.12</b>	<b>804.12</b>	<b>783.12</b>
<b>Curriculum Services</b>					
Superintendent of Curriculum Services & Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Elementary Principals	2.00	2.00	2.00	2.00	2.00
Secondary Principals	2.00	2.00	2.00	2.00	2.00
Elementary Teachers (Includes 2.0 FTE Early Learning)	27.00	33.43	33.43	33.43	27.00
Secondary Teachers (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
<b>Total Curriculum Services</b>	<b>53.00</b>	<b>58.43</b>	<b>58.43</b>	<b>58.43</b>	<b>52.00</b>



# 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 Approved FTE
<b>Family Reception Center</b>					
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
<b>Total Family Reception Center</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Quality Assurance</b>					
Secondary Teacher	1.00	1.00	1.00	1.00	1.00
Administrative & Support	8.00	8.00	8.00	9.50	9.00
<b>Total Quality Assurance</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>10.50</b>	<b>10.00</b>
<b>Office of the Director</b>					
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
<b>Total Office of the Director</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>18.00</b>	<b>18.00</b>
<b>Corporate Services</b>					
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
<b>Total Corporate Services</b>	<b>36.00</b>	<b>36.00</b>	<b>36.00</b>	<b>37.00</b>	<b>37.00</b>
<b>Human Resources</b>					
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
<b>Total Human Resources</b>	<b>48.67</b>	<b>49.67</b>	<b>50.17</b>	<b>52.17</b>	<b>52.17</b>
<b>Continuing Education</b>					
Secondary Principal	1.00	1.00	1.00	1.00	1.00
Secondary Teacher	1.00	1.00	1.00	1.00	1.00
Administration & Support	16.00	16.50	17.00	17.00	17.00
<b>Total Continuing Education</b>	<b>18.00</b>	<b>18.50</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>



# 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 Approved FTE
<b>Business and Learning Technologies</b>					
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
<b>Total Business and Learning Technologies</b>	<b>89.00</b>	<b>89.00</b>	<b>95.00</b>	<b>95.00</b>	<b>93.00</b>
<b>Other Departmental Expenses</b>					
<b>Total Staff on Loan</b>	<b>71.47</b>	<b>72.14</b>	<b>71.17</b>	<b>68.17</b>	<b>68.32</b>
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
<b>Total Extended Day Program</b>	<b>1.00</b>	<b>4.00</b>	<b>126.00</b>	<b>179.29</b>	<b>227.03</b>
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
<b>Total OCDSB-Child Care Centres</b>	<b>0.00</b>	<b>0.00</b>	<b>68.39</b>	<b>19.10</b>	<b>37.00</b>
<b>Total Other Departmental Expenses</b>	<b>72.47</b>	<b>76.14</b>	<b>265.56</b>	<b>266.56</b>	<b>332.35</b>
<b>GRAND TOTAL FTE</b>	<b>7,095.85</b>	<b>7,324.64</b>	<b>7,658.02</b>	<b>7,851.83</b>	<b>7,876.81</b>

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 Budget
<b>Grants for Student Needs (GSN)</b>			
<b>GSN - Operating Purposes</b>			
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)
<b>Total Operating Grants</b>	<b>\$ 693,576,636</b>	<b>\$ 746,492,132</b>	<b>\$ 739,067,911</b>
<b>GSN - Capital Purposes</b>			
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
<b>Total Capital Grants</b>	<b>\$ 17,282,131</b>	<b>\$ 17,762,112</b>	<b>\$ 17,340,709</b>
<b>Total GSN for Operating and Capital Purposes</b>	<b>\$ 710,858,767</b>	<b>\$ 764,254,244</b>	<b>\$ 756,408,620</b>

Numbers may not add due to rounding



## Revenue – Non Grant Revenue and Reserves

	2013-2014 Actual	2014-2015 Budget	2015-2016 Budget
<b>Non Grant Revenue</b>			
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
<b>Total Non Grant Revenues</b>	<b>\$ 80,281,791</b>	<b>\$ 44,798,760</b>	<b>\$ 49,682,275</b>
<b>Deferred Capital Contributions (Ministry Approved Capital)</b>	<b>\$ 30,716,285</b>	<b>\$ 33,638,093</b>	<b>\$ 37,994,724</b>
<b>Total Revenue</b>	<b>\$ 821,856,843</b>	<b>\$ 842,691,097</b>	<b>\$ 844,085,619</b>
<b>Use of Accumulated Surplus</b>			
Special Education	\$ 2,040,878	\$ 5,027,752	\$ 5,049,561
Transportation	1,464,333	7,073,735	4,807,155
Other Program Spending	6,704,366	3,354,708	1,439,400
Board Supported Capital Projects	1,607,333	1,699,587	601,003
<b>Use of Accumulated Surplus</b>	<b>\$ 11,816,910</b>	<b>\$ 17,155,782</b>	<b>\$ 11,897,119</b>
<b>Total Revenue and Use of Accumulated Surplus</b>	<b>\$ 833,673,753</b>	<b>\$ 859,846,879</b>	<b>\$ 855,982,738</b>

Numbers may not add due to rounding



# Expenditures

## Table of Contents

DEPARTMENT	Page	2015-2016 DEPARTMENT SUMMARY	2015-2016 DEPARTMENT TOTAL	DEPARTMENT	Page	2015-2016 DEPARTMENT SUMMARY	2015-2016 DEPARTMENT TOTAL
Instructional Day School	28	\$ 494,075,881		Office of the Director	58	\$ 3,190,518	
Elementary Schools	29		316,600,814	Director's Office	59		772,050
Secondary Schools	30		171,479,938	Superintendents and Administrative Assistants	60		1,821,486
School Programs and Support	31		5,995,128	Legal Services	61		596,981
Learning Support Services / Special Education	32	\$ 105,393,372		Corporate Services	62	\$ 3,113,949	
Superintendent of Learning Support Services	33		317,459	Executive Officer	63		387,835
Elementary Special Education	34		45,612,485	Board Services	64		733,103
Secondary Special Education	35		11,839,579	Communications	65		1,054,739
Educational Assistants	36		34,372,073	Corporate Records	66		516,608
Special Education and Professional Services Personnel	37		13,251,776	Trustees	67		421,664
Phoenix House	38		-				
Finance Department	39	\$ 7,873,015		Human Resources	68	\$ 6,237,254	
Chief Financial Officer/Treasurer	40		139,062	Superintendent of Human Resources	69		503,764
Budget Services	41		555,416	Human Resource Staff Development	70		704,471
Financial Reporting / School Support	42		1,741,933	Staffing, HRIS and Wellness/Disability Management	71		3,412,375
Payroll	43		919,621	Labour Relations	72		694,541
Risk & Supply Chain Management	44		3,668,235	Occupational Health and Safety	73		755,641
Document Reproduction / Mail & Courier	45		848,748	Elementary and Secondary Staffing Committee Resources	74		166,461
Planning and Facilities	46	\$ 81,179,331		Continuing Education	75	\$ 9,730,460	9,730,460
Superintendent of Facilities	47		139,062	Transportation / OSTA	76	\$ 36,735,691	36,735,691
Custodial Services, Trades and Maintenance, Facilities Management, Design and Construction	48		59,439,853	Business and Learning Technologies	77	\$ 15,601,547	15,601,547
Utilities	49		17,905,976	Debt and Other Expenses	78	\$ 77,201,087	
Physical Planning	50		1,335,258	Staff on Loan	79		6,682,507
Facilities & Planning Office, Real Estate & Community Use	51		2,010,117	Extended Day Program	80		12,014,625
Admissions & Enrolment	52		349,065	OCDSB Child Care Centres (OCDSB CCC)	81		2,117,518
Curriculum Services	53	\$ 10,108,320		Facilities Renewal Plan	82		7,334,833
Superintendent of Curriculum Services	54		669,125	Debentures and Long Term Debt	83		49,051,603
Curriculum Department	55		7,773,396				
Family Reception Centre	56		548,049	Retirement Gratuities, Other Payments and Adjustments	84	\$ 5,542,315	6,251,406
Quality Assurance	57		1,117,751	Budget Reductions to be allocated	84		(709,091)



# 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Instructional Day School Totals</b>								
Elementary School	\$ 299,101,843	3,222.15	\$ 298,407,976	\$ 314,333,833	3,377.16	\$ 191,784,984	\$ 316,600,814	3,370.84
Secondary School	168,939,689	1,711.51	167,761,358	170,513,008	1,682.34	99,847,522	171,479,938	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
<b>Total</b>	<b>\$ 474,402,545</b>	<b>4,985.79</b>	<b>\$ 472,533,983</b>	<b>\$ 491,162,810</b>	<b>5,109.29</b>	<b>\$ 295,046,465</b>	<b>\$ 494,075,881</b>	<b>5,105.64</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	\$ 493,019,986	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	-	-
<b>Total</b>	<b>\$ 474,402,545</b>	<b>4,985.79</b>	<b>\$ 472,533,983</b>	<b>\$ 491,162,810</b>	<b>5,109.29</b>	<b>\$ 295,046,465</b>	<b>\$ 494,075,881</b>	<b>5,105.64</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Elementary Schools</b>								
Salaries and Benefits	\$ 289,178,385	3,222.15	\$ 288,083,112	\$ 304,761,052	3,377.16	\$ 185,371,685	\$ 306,263,262	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	-	-
<b>Total</b>	<b>\$ 299,101,843</b>	<b>3,222.15</b>	<b>\$ 298,407,976</b>	<b>\$ 314,333,833</b>	<b>3,377.16</b>	<b>\$ 191,784,984</b>	<b>\$ 316,600,814</b>	<b>3,370.84</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	\$ 315,947,226	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	-	-
<b>Total</b>	<b>\$ 299,101,843</b>	<b>3,222.15</b>	<b>\$ 298,407,976</b>	<b>\$ 314,333,833</b>	<b>3,377.16</b>	<b>\$ 191,784,984</b>	<b>\$ 316,600,814</b>	<b>3,370.84</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Secondary Schools</b>								
Salaries and Benefits	\$ 165,218,678	1,711.51	\$ 162,204,836	\$ 166,838,185	1,682.34	\$ 96,858,585	\$ 168,035,440	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	-	-
<b>Total</b>	<b>\$ 168,939,689</b>	<b>1,711.51</b>	<b>\$ 167,761,358</b>	<b>\$ 170,513,008</b>	<b>1,682.34</b>	<b>\$ 99,847,522</b>	<b>\$ 171,479,938</b>	<b>1,688.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	\$ 171,479,938	1,688.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	143,154	-	-	54,134	-	-
Other	-	-	924,802	-	-	557,802	-	-
<b>Total</b>	<b>\$ 168,939,689</b>	<b>1,711.51</b>	<b>\$ 167,761,358</b>	<b>\$ 170,513,008</b>	<b>1,682.34</b>	<b>\$ 99,847,522</b>	<b>\$ 171,479,938</b>	<b>1,688.00</b>

\* Numbers may not add due to rounding

The District has a long and rich history of providing an array of programs for students at the secondary level. General and specialized technical programs are offered at 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>School Programs and Support</b>								
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	-	-
<b>Total</b>	<b>\$ 6,361,014</b>	<b>52.13</b>	<b>\$ 6,364,649</b>	<b>\$ 6,315,968</b>	<b>49.80</b>	<b>\$ 3,413,959</b>	<b>\$ 5,995,128</b>	<b>46.80</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-
<b>Total</b>	<b>\$ 6,361,014</b>	<b>52.13</b>	<b>\$ 6,364,649</b>	<b>\$ 6,315,968</b>	<b>49.80</b>	<b>\$ 3,413,959</b>	<b>\$ 5,995,128</b>	<b>46.80</b>

\* Numbers may not add due to rounding

The District has targeted programs for certain high-priority needs and educational opportunities. Programs include Safe Schools, Urban Priorities, 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Learning Support Services/Special Education</b>								
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	45,612,485	464.10
Secondary Special Education	10,678,475	110.84	10,434,356	11,696,020	118.83	3,899,420	11,839,579	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	13,251,776	80.60
Phoenix House and Young Offenders	268,061	2.50	273,864	273,276	2.50	139,232	-	-
<b>Total</b>	<b>\$ 98,270,443</b>	<b>1,272.44</b>	<b>\$ 102,588,107</b>	<b>\$ 103,228,630</b>	<b>1,319.76</b>	<b>\$ 55,197,819</b>	<b>\$ 105,393,372</b>	<b>1,312.53</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	\$ 105,121,523	1,310.53
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	274,017	2.00	260,620	271,700	2.00	200,912	271,849	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 98,270,443</b>	<b>1,272.44</b>	<b>\$ 102,588,107</b>	<b>\$ 103,228,630</b>	<b>1,319.76</b>	<b>\$ 55,197,819</b>	<b>\$ 105,393,372</b>	<b>1,312.53</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Superintendent of Learning Support Services</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 319,627</b>	<b>2.00</b>	<b>\$ 406,347</b>	<b>\$ 317,310</b>	<b>2.00</b>	<b>\$ 257,978</b>	<b>\$ 317,459</b>	<b>2.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 319,627</b>	<b>2.00</b>	<b>\$ 406,347</b>	<b>\$ 317,310</b>	<b>2.00</b>	<b>\$ 257,978</b>	<b>\$ 317,459</b>	<b>2.00</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Elementary Special Education</b>								
Salaries and Benefits	\$ 41,385,718	455.00	\$ 45,448,799	\$ 43,155,613	463.33	\$ 19,632,481	\$ 45,612,485	464.10
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	-	-	-	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 41,385,718</b>	<b>455.00</b>	<b>\$ 45,448,799</b>	<b>\$ 43,155,613</b>	<b>463.33</b>	<b>\$ 19,632,481</b>	<b>\$ 45,612,485</b>	<b>464.10</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	\$ 45,612,485	464.10
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 41,385,718</b>	<b>455.00</b>	<b>\$ 45,448,799</b>	<b>\$ 43,155,613</b>	<b>463.33</b>	<b>\$ 19,632,481</b>	<b>\$ 45,612,485</b>	<b>464.10</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Secondary Special Education</b>								
Salaries and Benefits	\$ 10,677,353	110.84	\$ 10,434,356	\$ 11,694,898	118.83	\$ 3,899,420	\$ 11,838,457	116.83
Staff Development	1,122	-	-	1,122	-	-	1,122	-
Supplies and Services	-	-	-	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 10,678,475</b>	<b>110.84</b>	<b>\$ 10,434,356</b>	<b>\$ 11,696,020</b>	<b>118.83</b>	<b>\$ 3,899,420</b>	<b>\$ 11,839,579</b>	<b>116.83</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	\$ 11,839,579	116.83
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 10,678,475</b>	<b>110.84</b>	<b>\$ 10,434,356</b>	<b>\$ 11,696,020</b>	<b>118.83</b>	<b>\$ 3,899,420</b>	<b>\$ 11,839,579</b>	<b>116.83</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Educational Assistants</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 32,652,389</b>	<b>620.00</b>	<b>\$ 33,351,217</b>	<b>\$ 34,371,706</b>	<b>652.00</b>	<b>\$ 23,054,813</b>	<b>\$ 34,372,073</b>	<b>649.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 32,652,389</b>	<b>620.00</b>	<b>\$ 33,351,217</b>	<b>\$ 34,371,706</b>	<b>652.00</b>	<b>\$ 23,054,813</b>	<b>\$ 34,372,073</b>	<b>649.00</b>

\* Numbers may not add due to rounding

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



# Expenditures – Learning Support Services

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

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

Operating Resource	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b><u>Special Education and PSSP</u></b>								
Salaries and Benefits	\$ 8,894,582	82.10	\$ 9,823,496	\$ 8,717,284	81.10	\$ 6,509,494	\$ 8,809,943	80.60
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 12,966,173</b>	<b>82.10</b>	<b>\$ 12,673,524</b>	<b>\$ 13,414,704</b>	<b>81.10</b>	<b>\$ 8,213,896</b>	<b>\$ 13,251,776</b>	<b>80.60</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	\$ 13,251,776	80.60
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 12,966,173</b>	<b>82.10</b>	<b>\$ 12,673,524</b>	<b>\$ 13,414,704</b>	<b>81.10</b>	<b>\$ 8,213,896</b>	<b>\$ 13,251,776</b>	<b>80.60</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Phoenix House and Young Offenders</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 268,061</b>	<b>2.50</b>	<b>\$ 273,864</b>	<b>\$ 273,276</b>	<b>2.50</b>	<b>\$ 139,232</b>	<b>\$ -</b>	<b>-</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 268,061</b>	<b>2.50</b>	<b>\$ 273,864</b>	<b>\$ 273,276</b>	<b>2.50</b>	<b>\$ 139,232</b>	<b>\$ -</b>	<b>-</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Finance Totals</b>								
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
<b>Total</b>	<b>\$ 8,496,117</b>	<b>57.00</b>	<b>\$ 7,959,774</b>	<b>\$ 7,992,053</b>	<b>56.00</b>	<b>\$ 5,260,696</b>	<b>\$ 7,873,015</b>	<b>56.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 8,496,117</b>	<b>57.00</b>	<b>\$ 7,959,774</b>	<b>\$ 7,992,053</b>	<b>56.00</b>	<b>\$ 5,260,696</b>	<b>\$ 7,873,015</b>	<b>56.00</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Chief Financial Officer</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 274,017</b>	<b>2.00</b>	<b>\$ 303,504</b>	<b>\$ 136,411</b>	<b>1.00</b>	<b>\$ 134,270</b>	<b>\$ 139,062</b>	<b>1.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 274,017</b>	<b>2.00</b>	<b>\$ 303,504</b>	<b>\$ 136,411</b>	<b>1.00</b>	<b>\$ 134,270</b>	<b>\$ 139,062</b>	<b>1.00</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Budget Services</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 547,515</b>	<b>5.00</b>	<b>\$ 539,338</b>	<b>\$ 555,252</b>	<b>5.00</b>	<b>\$ 319,467</b>	<b>\$ 555,416</b>	<b>5.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 547,515</b>	<b>5.00</b>	<b>\$ 539,338</b>	<b>\$ 555,252</b>	<b>5.00</b>	<b>\$ 319,467</b>	<b>\$ 555,416</b>	<b>5.00</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Financial Reporting/School Support</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,742,935</b>	<b>19.50</b>	<b>\$ 1,701,589</b>	<b>\$ 1,711,686</b>	<b>19.50</b>	<b>\$ 979,069</b>	<b>\$ 1,741,933</b>	<b>19.50</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,742,935</b>	<b>19.50</b>	<b>\$ 1,701,589</b>	<b>\$ 1,711,686</b>	<b>19.50</b>	<b>\$ 979,069</b>	<b>\$ 1,741,933</b>	<b>19.50</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Payroll</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 932,449</b>	<b>13.00</b>	<b>\$ 1,027,338</b>	<b>\$ 936,979</b>	<b>13.00</b>	<b>\$ 598,416</b>	<b>\$ 919,621</b>	<b>13.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 932,449</b>	<b>13.00</b>	<b>\$ 1,027,338</b>	<b>\$ 936,979</b>	<b>13.00</b>	<b>\$ 598,416</b>	<b>\$ 919,621</b>	<b>13.00</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b><u>Risk &amp; Supply Chain Management</u></b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 3,835,949</b>	<b>11.50</b>	<b>\$ 3,530,176</b>	<b>\$ 3,786,165</b>	<b>11.50</b>	<b>\$ 2,733,232</b>	<b>\$ 3,668,235</b>	<b>11.50</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 3,835,949</b>	<b>11.50</b>	<b>\$ 3,530,176</b>	<b>\$ 3,786,165</b>	<b>11.50</b>	<b>\$ 2,733,232</b>	<b>\$ 3,668,235</b>	<b>11.50</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Document Reproduction / Mail &amp; Courier</b>								
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	-
<b>Total</b>	<b>\$ 1,163,251</b>	<b>6.00</b>	<b>\$ 857,828</b>	<b>\$ 865,561</b>	<b>6.00</b>	<b>\$ 496,242</b>	<b>\$ 848,748</b>	<b>6.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,163,251</b>	<b>6.00</b>	<b>\$ 857,828</b>	<b>\$ 865,561</b>	<b>6.00</b>	<b>\$ 496,242</b>	<b>\$ 848,748</b>	<b>6.00</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Planning and Facilities Totals</b>								
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
<b>Total</b>	<b>\$ 79,822,852</b>	<b>786.12</b>	<b>\$ 83,274,164</b>	<b>\$ 83,078,297</b>	<b>804.13</b>	<b>\$ 45,943,445</b>	<b>\$ 81,179,331</b>	<b>783.13</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 79,822,852</b>	<b>786.12</b>	<b>\$ 83,274,164</b>	<b>\$ 83,078,297</b>	<b>804.13</b>	<b>\$ 45,943,445</b>	<b>\$ 81,179,331</b>	<b>783.13</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Superintendent of Planning and Facilities</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 274,017</b>	<b>2.00</b>	<b>\$ 261,371</b>	<b>\$ 136,411</b>	<b>1.00</b>	<b>\$ 75,242</b>	<b>\$ 139,062</b>	<b>1.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 274,017</b>	<b>2.00</b>	<b>\$ 261,371</b>	<b>\$ 136,411</b>	<b>1.00</b>	<b>\$ 75,242</b>	<b>\$ 139,062</b>	<b>1.00</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Custodial, Trades, Facilities Management, Design &amp; Construction</b>								
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	-
<b>Total</b>	<b>\$ 59,321,319</b>	<b>762.12</b>	<b>\$ 61,585,434</b>	<b>\$ 61,024,734</b>	<b>781.13</b>	<b>\$ 33,777,562</b>	<b>\$ 59,439,853</b>	<b>760.13</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 59,321,319</b>	<b>762.12</b>	<b>\$ 61,585,434</b>	<b>\$ 61,024,734</b>	<b>781.13</b>	<b>\$ 33,777,562</b>	<b>\$ 59,439,853</b>	<b>760.13</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Utilities</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 16,450,825</b>	<b>-</b>	<b>\$ 18,142,831</b>	<b>\$ 18,180,825</b>	<b>-</b>	<b>\$ 10,291,589</b>	<b>\$ 17,905,976</b>	<b>-</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 16,450,825</b>	<b>-</b>	<b>\$ 18,142,831</b>	<b>\$ 18,180,825</b>	<b>-</b>	<b>\$ 10,291,589</b>	<b>\$ 17,905,976</b>	<b>-</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Physical Planning</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,426,126</b>	<b>12.00</b>	<b>\$ 1,222,019</b>	<b>\$ 1,381,008</b>	<b>12.00</b>	<b>\$ 612,752</b>	<b>\$ 1,335,258</b>	<b>12.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,426,126</b>	<b>12.00</b>	<b>\$ 1,222,019</b>	<b>\$ 1,381,008</b>	<b>12.00</b>	<b>\$ 612,752</b>	<b>\$ 1,335,258</b>	<b>12.00</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Facilities Planning Office, Real Estate &amp; Com</b>								
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	-
<b>Total</b>	<b>\$ 2,007,262</b>	<b>6.00</b>	<b>\$ 1,713,229</b>	<b>\$ 2,000,326</b>	<b>6.00</b>	<b>\$ 986,688</b>	<b>\$ 2,010,117</b>	<b>6.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 2,007,262</b>	<b>6.00</b>	<b>\$ 1,713,229</b>	<b>\$ 2,000,326</b>	<b>6.00</b>	<b>\$ 986,688</b>	<b>\$ 2,010,117</b>	<b>6.00</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Admissions and Enrolment</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 343,303</b>	<b>4.00</b>	<b>\$ 349,280</b>	<b>\$ 354,994</b>	<b>4.00</b>	<b>\$ 199,612</b>	<b>\$ 349,065</b>	<b>4.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 343,303</b>	<b>4.00</b>	<b>\$ 349,280</b>	<b>\$ 354,994</b>	<b>4.00</b>	<b>\$ 199,612</b>	<b>\$ 349,065</b>	<b>4.00</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Curriculum Totals</b>								
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	7,773,396	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	1,117,751	10.00
<b>Total</b>	<b>\$ 12,469,642</b>	<b>73.43</b>	<b>\$ 16,432,038</b>	<b>\$ 12,599,749</b>	<b>74.93</b>	<b>\$ 9,672,879</b>	<b>\$ 10,108,320</b>	<b>68.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	\$ 9,819,661	66.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	274,017	2.00	308,241	271,700	2.00	176,344	288,659	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 12,469,642</b>	<b>73.43</b>	<b>\$ 16,432,038</b>	<b>\$ 12,599,749</b>	<b>74.93</b>	<b>\$ 9,672,879</b>	<b>\$ 10,108,320</b>	<b>68.00</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Superintendent of Curriculum Services</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 647,623</b>	<b>2.00</b>	<b>\$ 704,739</b>	<b>\$ 645,306</b>	<b>2.00</b>	<b>\$ 558,662</b>	<b>\$ 669,125</b>	<b>2.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 647,623</b>	<b>2.00</b>	<b>\$ 704,739</b>	<b>\$ 645,306</b>	<b>2.00</b>	<b>\$ 558,662</b>	<b>\$ 669,125</b>	<b>2.00</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Curriculum Department</b>								
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	(48,567)	-
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	(149,155)	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 10,257,929</b>	<b>56.43</b>	<b>\$ 14,094,712</b>	<b>\$ 10,375,741</b>	<b>56.43</b>	<b>\$ 8,056,949</b>	<b>\$ 7,773,396</b>	<b>50.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	\$ 7,773,396	50.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	16,030	-	-	8,684	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 10,257,929</b>	<b>56.43</b>	<b>\$ 14,094,712</b>	<b>\$ 10,375,741</b>	<b>56.43</b>	<b>\$ 8,056,949</b>	<b>\$ 7,773,396</b>	<b>50.00</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Family Reception Centre</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 541,608</b>	<b>6.00</b>	<b>\$ 515,120</b>	<b>\$ 545,804</b>	<b>6.00</b>	<b>\$ 276,232</b>	<b>\$ 548,049</b>	<b>6.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 541,608</b>	<b>6.00</b>	<b>\$ 515,120</b>	<b>\$ 545,804</b>	<b>6.00</b>	<b>\$ 276,232</b>	<b>\$ 548,049</b>	<b>6.00</b>

\* Numbers may not add due to rounding

### What We Do

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





# Expenditures - Curriculum

## 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Quality Assurance</b>								
Salaries and Benefits	\$ 774,174	9.00	\$ 935,172	\$ 919,495	10.50	\$ 536,444	\$ 869,443	10.00
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,022,482</b>	<b>9.00</b>	<b>\$ 1,117,467</b>	<b>\$ 1,032,899</b>	<b>10.50</b>	<b>\$ 781,037</b>	<b>\$ 1,117,751</b>	<b>10.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 1,022,482	9.00	\$ 1,117,467	\$ 1,032,899	10.50	\$ 781,037	\$ 1,117,751	10.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,022,482</b>	<b>9.00</b>	<b>\$ 1,117,467</b>	<b>\$ 1,032,899</b>	<b>10.50</b>	<b>\$ 781,037</b>	<b>\$ 1,117,751</b>	<b>10.00</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Director Totals</b>								
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
<b>Total</b>	<b>\$ 3,096,191</b>	<b>16.00</b>	<b>\$ 2,676,640</b>	<b>\$ 3,257,625</b>	<b>18.00</b>	<b>\$ 1,720,711</b>	<b>\$ 3,190,518</b>	<b>18.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 3,096,191</b>	<b>16.00</b>	<b>\$ 2,676,640</b>	<b>\$ 3,257,625</b>	<b>18.00</b>	<b>\$ 1,720,711</b>	<b>\$ 3,190,518</b>	<b>18.00</b>

\* Numbers may not add due to rounding

The department is comprised of the Director of Education, senior management which includes the office of the Associate Director 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Director's Office</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 917,027</b>	<b>3.00</b>	<b>\$ 651,095</b>	<b>\$ 829,984</b>	<b>3.00</b>	<b>\$ 484,619</b>	<b>\$ 772,050</b>	<b>3.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 917,027</b>	<b>3.00</b>	<b>\$ 651,095</b>	<b>\$ 829,984</b>	<b>3.00</b>	<b>\$ 484,619</b>	<b>\$ 772,050</b>	<b>3.00</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Superintendents &amp; Administrative Assistants</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,583,645</b>	<b>12.00</b>	<b>\$ 1,533,959</b>	<b>\$ 1,831,990</b>	<b>14.00</b>	<b>\$ 1,047,829</b>	<b>\$ 1,821,486</b>	<b>14.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,583,645</b>	<b>12.00</b>	<b>\$ 1,533,959</b>	<b>\$ 1,831,990</b>	<b>14.00</b>	<b>\$ 1,047,829</b>	<b>\$ 1,821,486</b>	<b>14.00</b>

\* Numbers may not add due to rounding

The Associate Director and the superintendents work closely with the Director of Education to formulate and implement decisions that align with the District's strategic plan with a focus on the 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Legal Services</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 595,519</b>	<b>1.00</b>	<b>\$ 491,586</b>	<b>\$ 595,651</b>	<b>1.00</b>	<b>\$ 188,262</b>	<b>\$ 596,981</b>	<b>1.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 595,519</b>	<b>1.00</b>	<b>\$ 491,586</b>	<b>\$ 595,651</b>	<b>1.00</b>	<b>\$ 188,262</b>	<b>\$ 596,981</b>	<b>1.00</b>

\* Numbers may not add due to rounding

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



# Expenditures – Corporate Services

## Corporate Services

Corporate Services provides public policy and operational support to the school district through the Communications 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Corporate Services Totals</b>								
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	421,664	12.00
<b>Total</b>	<b>\$ 3,049,184</b>	<b>36.00</b>	<b>\$ 3,070,427</b>	<b>\$ 3,132,996</b>	<b>37.00</b>	<b>\$ 1,781,156</b>	<b>\$ 3,113,949</b>	<b>37.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	2,636,169	32.20
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 3,049,184</b>	<b>36.00</b>	<b>\$ 3,070,427</b>	<b>\$ 3,132,996</b>	<b>37.00</b>	<b>\$ 1,781,156</b>	<b>\$ 3,113,949</b>	<b>37.00</b>

\* Numbers may not add due to rounding

Provides support in the area of strategic plan and measurement.



# Expenditures – Corporate Services

## Corporate Services - Executive Officer

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

Operating Resource	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Executive Officer</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 382,848</b>	<b>3.00</b>	<b>\$ 331,426</b>	<b>\$ 289,798</b>	<b>2.00</b>	<b>\$ 224,197</b>	<b>\$ 387,835</b>	<b>3.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 382,848</b>	<b>3.00</b>	<b>\$ 331,426</b>	<b>\$ 289,798</b>	<b>2.00</b>	<b>\$ 224,197</b>	<b>\$ 387,835</b>	<b>3.00</b>

\* Numbers may not add due to rounding

Provides support in the area of strategic plan and measurement.



# Expenditures – Corporate Services

## Corporate Services - Board Services

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

Operating Resource	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Board Services</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 606,834</b>	<b>6.00</b>	<b>\$ 589,204</b>	<b>\$ 719,524</b>	<b>7.00</b>	<b>\$ 344,943</b>	<b>\$ 733,103</b>	<b>7.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 606,834</b>	<b>6.00</b>	<b>\$ 589,204</b>	<b>\$ 719,524</b>	<b>7.00</b>	<b>\$ 344,943</b>	<b>\$ 733,103</b>	<b>7.00</b>

\* Numbers may not add due to rounding

The key functions include the printing and distribution of agendas and minutes and the administration of meeting expenses.





# Expenditures – Corporate Services

## Corporate Services - Communications

The Communications Department is responsible for public relations, media monitoring and management, graphic design, publications, special events and general information.

Operating Resource	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Communications</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,082,194</b>	<b>10.00</b>	<b>\$ 1,213,295</b>	<b>\$ 1,153,092</b>	<b>11.00</b>	<b>\$ 627,502</b>	<b>\$ 1,054,739</b>	<b>10.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,082,194</b>	<b>10.00</b>	<b>\$ 1,213,295</b>	<b>\$ 1,153,092</b>	<b>11.00</b>	<b>\$ 627,502</b>	<b>\$ 1,054,739</b>	<b>10.00</b>

\* Numbers may not add due to rounding

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

# Expenditures – Corporate Services

## Corporate Services - Corporate Records

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

Operating Resource	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Corporate Records</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 540,735</b>	<b>5.00</b>	<b>\$ 596,536</b>	<b>\$ 534,008</b>	<b>5.00</b>	<b>\$ 379,323</b>	<b>\$ 516,608</b>	<b>5.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 540,735</b>	<b>5.00</b>	<b>\$ 596,536</b>	<b>\$ 534,008</b>	<b>5.00</b>	<b>\$ 379,323</b>	<b>\$ 516,608</b>	<b>5.00</b>

\* Numbers may not add due to rounding

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



# Expenditures – Corporate Services

## Corporate Services - 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Trustees</b>								
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	120,497	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	5,000	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 436,574</b>	<b>12.00</b>	<b>\$ 339,966</b>	<b>\$ 436,574</b>	<b>12.00</b>	<b>\$ 205,191</b>	<b>\$ 421,664</b>	<b>12.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	421,664	12.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 436,574</b>	<b>12.00</b>	<b>\$ 339,966</b>	<b>\$ 436,574</b>	<b>12.00</b>	<b>\$ 205,191</b>	<b>\$ 421,664</b>	<b>12.00</b>

\* Numbers may not add due to rounding

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

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



# Expenditures – Human Resources

## Human Resources

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

Operating Resource	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Human Resource Totals</b>								
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
<b>Total</b>	<b>\$ 6,410,396</b>	<b>50.17</b>	<b>\$ 6,133,952</b>	<b>\$ 6,288,172</b>	<b>52.17</b>	<b>\$ 3,610,449</b>	<b>\$ 6,237,254</b>	<b>52.17</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 6,410,396</b>	<b>50.17</b>	<b>\$ 6,133,952</b>	<b>\$ 6,288,172</b>	<b>52.17</b>	<b>\$ 3,610,449</b>	<b>\$ 6,237,254</b>	<b>52.17</b>

\* Numbers may not add due to rounding

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



# Expenditures – Human Resources

## Human Resources - Superintendent of Human Resources

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

Operating Resource	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Superintendent of Human Resources</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 508,713</b>	<b>2.00</b>	<b>\$ 705,986</b>	<b>\$ 503,527</b>	<b>2.00</b>	<b>\$ 445,547</b>	<b>\$ 503,764</b>	<b>2.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 508,713</b>	<b>2.00</b>	<b>\$ 705,986</b>	<b>\$ 503,527</b>	<b>2.00</b>	<b>\$ 445,547</b>	<b>\$ 503,764</b>	<b>2.00</b>

\* Numbers may not add due to rounding

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



# Expenditures – Human Resources

## Human Resources - Human Resource Staff Development

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

Operating Resource	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Human Resource Staff Development</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 672,197</b>	<b>-</b>	<b>\$ 392,292</b>	<b>\$ 765,184</b>	<b>1.00</b>	<b>\$ 218,104</b>	<b>\$ 704,471</b>	<b>1.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 672,197</b>	<b>-</b>	<b>\$ 392,292</b>	<b>\$ 765,184</b>	<b>1.00</b>	<b>\$ 218,104</b>	<b>\$ 704,471</b>	<b>1.00</b>

\* Numbers may not add due to rounding

### Key responsibility for:

- Supporting Supervisors re: recruiting, staffing, staff development & employment related issues
- Coordinating Staff Development initiatives (including appraisals of all employees, NTIP, mentoring, etc.)



# Expenditures – Human Resources

## Human Resources - Staffing, HRIS and Wellness/Disability Management

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

Operating Resource	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Staffing, HRIS &amp; Wellness/Disability Mgt</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 3,624,763</b>	<b>36.50</b>	<b>\$ 3,453,946</b>	<b>\$ 3,356,840</b>	<b>37.00</b>	<b>\$ 1,976,126</b>	<b>\$ 3,412,375</b>	<b>37.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 3,624,763</b>	<b>36.50</b>	<b>\$ 3,453,946</b>	<b>\$ 3,356,840</b>	<b>37.00</b>	<b>\$ 1,976,126</b>	<b>\$ 3,412,375</b>	<b>37.00</b>

\* Numbers may not add due to rounding

### Key responsibility for:

- Attendance Support Program • Early Intervention (sick leave) • Employee Assistance Program (EAP)
  - Ergonomic Assessments • Leave Entitlements (verifying, paid & unpaid)
  - Online Accident Reporting • Planning & Accommodations for Return to Work
- Short Term Child Care (STCC) • Support/Management of LTD claims, Short Term Sick Leaves, WSIB claims & Employee medical records & files • Wellness Initiatives • Workplace Accommodations



# Expenditures – Human Resources

## Human Resources - Labour Relations

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

Operating Resource	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Labour Relations</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 628,190</b>	<b>5.00</b>	<b>\$ 652,374</b>	<b>\$ 694,518</b>	<b>5.50</b>	<b>\$ 335,201</b>	<b>\$ 694,541</b>	<b>5.50</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 628,190</b>	<b>5.00</b>	<b>\$ 652,374</b>	<b>\$ 694,518</b>	<b>5.50</b>	<b>\$ 335,201</b>	<b>\$ 694,541</b>	<b>5.50</b>

\* Numbers may not add due to rounding

### Key responsibility for:

- All aspects of negotiations, grievances, fact-finding, mediation, arbitrations • Advisory support on employment issues (including human rights, terminations etc.) • Legal Advisor on general education matters
- Main liaison between the Board & Union Federation Representatives re: collective agreements • Advise on Labour Relation issues (preparation of briefs, submissions, policies & procedures) • Prepare & present seminars & workshops related to employment, labour relations, contract language interpretation, progressive discipline & discharge
- Employee Misconduct of Students (PR542/form 297)





# Expenditures – Human Resources

## Human Resources - Occupational Health and Safety

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

Operating Resource	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Occupational Health and Safety</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 814,500</b>	<b>5.00</b>	<b>\$ 759,006</b>	<b>\$ 802,816</b>	<b>5.00</b>	<b>\$ 536,473</b>	<b>\$ 755,641</b>	<b>5.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 814,500</b>	<b>5.00</b>	<b>\$ 759,006</b>	<b>\$ 802,816</b>	<b>5.00</b>	<b>\$ 536,473</b>	<b>\$ 755,641</b>	<b>5.00</b>

\* Numbers may not add due to rounding

### Key responsibility for:

- Developing OH&S policies, procedures & programs
- Investigating fires & critical injuries causing death
- Risk management related to 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b><u>Elementary &amp; Secondary Staffing Committee</u></b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 162,034</b>	<b>1.67</b>	<b>\$ 170,348</b>	<b>\$ 165,288</b>	<b>1.67</b>	<b>\$ 98,998</b>	<b>\$ 166,461</b>	<b>1.67</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 162,034</b>	<b>1.67</b>	<b>\$ 170,348</b>	<b>\$ 165,288</b>	<b>1.67</b>	<b>\$ 98,998</b>	<b>\$ 166,461</b>	<b>1.67</b>

\* Numbers may not add due to rounding

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



# Expenditures – Continuing Education

## Continuing Education

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

Operating Resource	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Continuing Education</b>								
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	-
<b>Total</b>	<b>\$ 9,807,447</b>	<b>19.00</b>	<b>\$ 10,743,705</b>	<b>\$ 9,743,732</b>	<b>19.00</b>	<b>\$ 5,678,984</b>	<b>\$ 9,730,460</b>	<b>19.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 9,807,447</b>	<b>19.00</b>	<b>\$ 10,743,705</b>	<b>\$ 9,743,732</b>	<b>19.00</b>	<b>\$ 5,678,984</b>	<b>\$ 9,730,460</b>	<b>19.00</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Transportation / OSTA</b>								
Salaries and Benefits	\$ 1,121,889	-	\$ 1,171,661	\$ 1,343,634	-	\$ 766,880	\$ 1,108,766	-
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	136,000	-
Rental expense	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 40,621,240</b>	<b>-</b>	<b>\$ 39,379,609</b>	<b>\$ 45,050,736</b>	<b>-</b>	<b>\$ 30,601,576</b>	<b>\$ 36,735,691</b>	<b>-</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 40,621,240</b>	<b>-</b>	<b>\$ 39,379,609</b>	<b>\$ 45,050,736</b>	<b>-</b>	<b>\$ 30,601,576</b>	<b>\$ 36,735,691</b>	<b>-</b>

\* 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 Education 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Business and Learning Technologies</b>								
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	-
<b>Total</b>	<b>\$ 16,214,180</b>	<b>95.00</b>	<b>\$ 15,483,417</b>	<b>\$ 16,181,113</b>	<b>95.00</b>	<b>\$ 9,288,600</b>	<b>\$ 15,601,547</b>	<b>93.00</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 16,214,180</b>	<b>95.00</b>	<b>\$ 15,483,417</b>	<b>\$ 16,181,113</b>	<b>95.00</b>	<b>\$ 9,288,600</b>	<b>\$ 15,601,547</b>	<b>93.00</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Debt and Other Expense Totals</b>								
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	-
<b>Total</b>	<b>\$ 67,398,371</b>	<b>265.56</b>	<b>\$ 66,294,225</b>	<b>\$ 71,342,323</b>	<b>266.56</b>	<b>\$ 36,995,498</b>	<b>\$ 77,201,087</b>	<b>332.35</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	50,000	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	49,747,745	-	46,171,672	50,844,344	-	26,060,058	53,663,321	-
Other	17,139,626	265.56	18,316,362	20,122,979	266.56	10,155,533	23,337,766	332.35
<b>Total</b>	<b>\$ 67,398,371</b>	<b>265.56</b>	<b>\$ 66,294,225</b>	<b>\$ 71,342,323</b>	<b>266.56</b>	<b>\$ 36,995,498</b>	<b>\$ 77,201,087</b>	<b>332.35</b>

\* Numbers may not add due to rounding

These costs are expanded upon in the following pages.



# Expenditures – Debt and Other Expenses

## Debt and Other Expenses - Staff on Loan

At times District staff participates in professional development opportunities or accept administrative roles with other organizations. Such activities are commonly in support of Board or Ministry initiatives or, in the case of representation of the various bargaining units, by respective collective agreements. Employees participating in staff on loan arrangements remain on the District's payroll; however, compensation costs are recovered from the organization to which the employee is seconded. Costs recovered are reported as revenue as directed by the Ministry of Education.

Operating Resource	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Staff on Loan</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 6,612,303</b>	<b>71.17</b>	<b>\$ 6,130,469</b>	<b>\$ 6,491,833</b>	<b>68.17</b>	<b>\$ 3,527,890</b>	<b>\$ 6,682,507</b>	<b>68.32</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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
<b>Total</b>	<b>\$ 6,612,303</b>	<b>71.17</b>	<b>\$ 6,130,469</b>	<b>\$ 6,491,833</b>	<b>68.17</b>	<b>\$ 3,527,890</b>	<b>\$ 6,682,507</b>	<b>68.32</b>

\* Numbers may not add due to rounding

Changes in the number of staff participating in staff on loan arrangements directly affect costs.



# Expenditures – Debt and Other Expenses

## Debt and Other Expenses - Extended Day Program

The Extended Day Program (EDP) provides 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Extended Day Program</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 4,982,114</b>	<b>126.00</b>	<b>\$ 7,576,642</b>	<b>\$ 10,008,031</b>	<b>179.29</b>	<b>\$ 5,523,184</b>	<b>\$ 12,014,625</b>	<b>226.53</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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
<b>Total</b>	<b>\$ 4,982,114</b>	<b>126.00</b>	<b>\$ 7,576,642</b>	<b>\$ 10,008,031</b>	<b>179.29</b>	<b>\$ 5,523,184</b>	<b>\$ 12,014,625</b>	<b>226.53</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>OCDSB CCC</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 5,545,208</b>	<b>68.39</b>	<b>\$ 1,877,590</b>	<b>\$ 1,100,000</b>	<b>19.10</b>	<b>\$ 1,131,645</b>	<b>\$ 2,117,518</b>	<b>37.50</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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
<b>Total</b>	<b>\$ 5,545,208</b>	<b>68.39</b>	<b>\$ 1,877,590</b>	<b>\$ 1,100,000</b>	<b>19.10</b>	<b>\$ 1,131,645</b>	<b>\$ 2,117,518</b>	<b>37.50</b>

\* 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Facilities Renewal Plan</b>								
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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 9,364,542</b>	<b>-</b>	<b>\$ 5,280,409</b>	<b>\$ 7,775,000</b>	<b>-</b>	<b>\$ 2,705,047</b>	<b>\$ 7,334,833</b>	<b>-</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 9,364,542</b>	<b>-</b>	<b>\$ 5,280,409</b>	<b>\$ 7,775,000</b>	<b>-</b>	<b>\$ 2,705,047</b>	<b>\$ 7,334,833</b>	<b>-</b>

\* Numbers may not add due to rounding

Repair and maintenance costs funded through the facilities renewal program are based on the estimated work breakdown and may change based on needs identified during the school year.



# Expenditures – Debt and Other Expenses

## Debt and Other Expenses - Debentures and Long Term Debt

The District invests in buildings, furniture and equipment which are necessary for ensuring an effective learning environment. These investments result in ownership of assets that are used over an extended period of time. Financing of major investments is generally accomplished through debt obligations that are repaid with interest over an extended period of time. 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Debentures and Long Term Debt</b>								
Employee Future Benefits	\$ -	-	\$ 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	-
<b>Total</b>	<b>\$ 40,894,203</b>	<b>-</b>	<b>\$ 45,429,115</b>	<b>\$ 45,967,459</b>	<b>-</b>	<b>\$ 24,107,731</b>	<b>\$ 49,051,603</b>	<b>-</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	50,000	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	40,383,203	-	40,891,262	43,069,344	-	23,355,010	46,328,488	-
Other	-	-	2,731,661	2,523,115	-	-	2,523,115	-
<b>Total</b>	<b>\$ 40,894,203</b>	<b>-</b>	<b>\$ 45,429,115</b>	<b>\$ 45,967,459</b>	<b>-</b>	<b>\$ 24,107,731</b>	<b>\$ 49,051,603</b>	<b>-</b>

\* Numbers may not add due to rounding

Major capital investments are generally supported by specific funding provided by the Ministry of Education. Such funding is referred to as a deferred capital contribution and these amounts are recognized as revenue at the same rate as the related tangible capital asset is amortized into expense. Internally supported tangible capital assets are amortized in the same manner as those supported by contributions from the Ministry, but there is no related deferred revenue.



# 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	Approved 2015-2016	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
<b>Retirement Gratuities, Other Pmts &amp; Adj Total</b>								
Employee Future Benefits (Gratuities and PSAB)	\$ 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)	-
<b>Total</b>	<b>\$ 7,860,062</b>	<b>-</b>	<b>\$ 7,103,715</b>	<b>\$ 6,789,891</b>	<b>-</b>	<b>\$ 2,910,669</b>	<b>\$ 5,542,315</b>	<b>-</b>

Enveloping	Approved 2013-2014		2013-2014 Actual \$	Approved 2014-2015		2014-2015 Actual 31 March 2015	Approved 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	-
<b>Total</b>	<b>\$ 7,860,062</b>	<b>-</b>	<b>\$ 7,103,715</b>	<b>\$ 6,789,891</b>	<b>-</b>	<b>\$ 2,910,669</b>	<b>\$ 5,542,315</b>	<b>-</b>

\* 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)
<b>Sub-Total</b>	<b>(20.50)</b>	<b>\$ (2,040,000)</b>
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
<b>Sub-Total</b>	<b>5.76</b>	<b>\$ 598,784</b>
<b>Total</b>	<b>(14.74)</b>	<b>\$ (1,441,216)</b>

*Numbers may not add due to rounding*



# Summary of Approved Changes

Approved 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)
<b>Total</b>	<b>-</b>	<b>\$ (596,006)</b>

*Numbers may not add due to rounding*

Approved 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)
<b>Total</b>	<b>(3.50)</b>	<b>\$ (327,650)</b>

*Numbers may not add due to rounding*



# Summary of Approved Changes

Approved 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)
<b>Total</b>	<b>(23.00)</b>	<b>\$ (2,183,235)</b>

*Numbers may not add due to rounding*





# Summary of Approved Changes

Approved 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)
Reduction in Trustee Budgets	-	(13,000)
<b>Total</b>	-	<b>\$ (2,122,136)</b>

*Numbers may not add due to rounding*



# Summary of Approved Changes

Summary of Approved Budget Changes	FTE	Impact
Schools	-	\$ (596,006)
Special Education	(3.50)	(327,650)
Facilities / Learning Environment	(23.00)	(2,183,235)
Central	-	(2,122,136)
<b>Sub-Total</b>	<b>(26.50)</b>	<b>\$ (5,229,027)</b>
<b>Board Approved Academic Reductions</b>	<b>(14.74)</b>	<b>\$ (1,441,216)</b>
<b>Total</b>	<b>(41.24)</b>	<b>\$ (6,670,243)</b>

*Numbers may not add due to rounding*

# 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
<b>Buildings, Additions and Portables:</b>					
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
<b>Sub-Total</b>	<b>\$ 77,769,143</b>	<b>\$ 71,469,143</b>	<b>\$ -</b>	<b>\$ 6,300,000</b>	<b>\$ 77,769,143</b>
<b>Other Assets:</b>					
Furniture, Equipment, Computer Hardware/Software	\$ 2,100,000		\$ 2,100,000		\$ 2,100,000
<b>Sub-Total</b>	<b>\$ 2,100,000</b>	<b>\$ -</b>	<b>\$ 2,100,000</b>	<b>\$ -</b>	<b>\$ 2,100,000</b>
<b>Total</b>	<b>\$ 79,869,143</b>	<b>\$ 71,469,143</b>	<b>\$ 2,100,000</b>	<b>\$ 6,300,000</b>	<b>\$ 79,869,143</b>

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	Application of Proceeds of Disposition at 1 September 2014	Balance at 1 September 2014 before Use	Recommended Use for 2014-2015	Estimated Available Balance at 31 August 2015	Recommended Use for 2015-2016	Balance at 31 August 2016
<b>Available for Compliance - Unappropriated:</b>							
Operating Accumulated Surplus	\$ 13,314,050	\$ 3,285,643	\$ 16,599,693	\$ 11,856,618	4,743,075	\$ 4,514,997	\$ 228,078
<b>Sub-Total</b>	<b>\$ 13,314,050</b>	<b>\$ 3,285,643</b>	<b>\$ 16,599,693</b>	<b>\$ 11,856,618</b>	<b>\$ 4,743,075</b>	<b>\$ 4,514,997</b>	<b>\$ 228,078</b>
<b>Available for Compliance - Internally Appropriated:</b>							
Employee Future Benefits (Gratutities/WSIB)	\$ 8,587,624	\$ -	\$ 8,587,624	\$ 4,249,239	4,338,385	\$ 4,338,385	\$ -
Cafeteria Equipment *	1,261,173	-	1,261,173	-	1,261,173	1,261,173	-
School / Department Carryforward	1,455,293	-	1,455,293	317,477	1,137,816	-	1,137,816
Miscellaneous *	297,169	-	297,169	47,169	250,000	250,000	-
School Renewal *	931,561	-	931,561	-	931,561	931,561	-
Committed Capital-Amortization of Board Supported Projects	8,129,054	(3,285,643)	4,843,411	(949,468)	5,792,879	601,003	5,191,876
<b>Sub-Total</b>	<b>\$ 20,661,874</b>	<b>\$ (3,285,643)</b>	<b>\$ 17,376,231</b>	<b>\$ 3,664,417</b>	<b>\$ 13,711,814</b>	<b>\$ 7,382,122</b>	<b>\$ 6,329,692</b>
<b>Total</b>	<b>\$ 33,975,924</b>	<b>\$ -</b>	<b>\$ 33,975,924</b>	<b>\$ 15,521,035</b>	<b>\$ 18,454,889</b>	<b>\$ 11,897,119</b>	<b>\$ 6,557,770</b>

Numbers may not add due to rounding

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

The conversion of proceeds of disposition to deferred capital contributions effective 1 September 2014 increased unappropriated accumulated surplus by \$3,285,643 and resulted in a corresponding decrease in the appropriation for committed capital. The recommended use for 2014-2015 is reduced by \$1,261,796 which represents the in year amortization expense which is being supported by the amortization of deferred capital contribution into revenue. In the absence of this change, the recommended use would match that reflected in the District's 2014-2015 revised estimates.



# Background Information



**OTTAWA-CARLETON**  
DISTRICT SCHOOL BOARD



# Special Education – Revenues and Expenses

Grant Revenues	2014-2015 Approved Budget	2015-2016 Approved 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
<b>Sub-Total: Special Education Grants</b>	<b>\$ 90,430,994</b>	<b>\$ 90,035,576</b>
<b>Special Education Grant Allocations</b>		
Proportionate Foundation Allocation	\$ 10,136,777	\$ 10,244,040
Proportionate Teacher Compensation Allocation	1,406,369	1,466,008
<b>Sub-Total: Special Education Grant Allocations</b>	<b>\$ 11,543,146</b>	<b>\$ 11,710,048</b>
<b>Special Education Other Grants</b>		
Summer Learning Program	\$ 102,460	\$ 168,430
<b>Sub-Total: Special Education - Other Grants</b>	<b>\$ 102,460</b>	<b>\$ 168,430</b>
<b>Special Education Other Income</b>		
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
<b>Sub-Total: Special Education Other Income</b>	<b>\$ 680,151</b>	<b>\$ 857,665</b>
<b>Total Grant Revenues</b>	<b>\$ 102,756,751</b>	<b>\$ 102,771,719</b>

Expenditures	2014-2015 Approved Budget	2015-2016 Approved Budget
Staffing	\$ 101,219,380	\$ 101,575,597
Operating	6,565,123	6,245,683
<b>Total Expenditures</b>	<b>\$ 107,784,503</b>	<b>\$ 107,821,280</b>
<b>Projected (Shortfall) / Surplus</b>	<b>\$ (5,027,752)</b>	<b>\$ (5,049,561)</b>

Numbers may not add due to rounding





# Special Education – Detail Expenditures

	2014-2015 Approved Budget		2015-2016 Approved Budget	
Teaching Staff	FTE	COSTS	FTE	COSTS
Elementary Teaching:	485.83	\$ 47,311,175	486.60	\$ 47,823,821
Secondary Teaching:	112.58	\$ 11,361,241	110.58	\$ 11,205,141
<b>Total Teaching Staff</b>	<b>598.41</b>	<b>\$ 58,672,416</b>	<b>597.18</b>	<b>\$ 59,028,961</b>
<b>Total Educational Assistants</b>	<b>652.00</b>	<b>\$ 34,371,706</b>	<b>649.00</b>	<b>\$ 34,372,073</b>
<b>Professional Student Services Personnel (PSSP):</b>				
Psychologists	21.44	\$ 2,187,025	20.99	\$ 2,165,951
Social Workers	20.40	1,878,238	20.45	1,868,674
Speech and Language Pathologists	23.30	2,117,740	23.30	2,148,608
<b>Total Professional Student Services Personnel Staff</b>	<b>65.14</b>	<b>\$ 6,183,003</b>	<b>64.74</b>	<b>\$ 6,183,233</b>
<b>Principals and Vice-Principals:</b>	<b>4.50</b>	<b>\$ 573,003</b>	<b>4.50</b>	<b>\$ 579,624</b>
<b>Administration and Support Staff:</b>				
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
Braillist	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
<b>Administration and Support Staff:</b>	<b>12.10</b>	<b>\$ 1,419,252</b>	<b>12.50</b>	<b>\$ 1,411,706</b>
<b>Total Principals, Vice-Principals, Administration and Support Staff</b>	<b>16.60</b>	<b>\$ 1,992,255</b>	<b>17.00</b>	<b>\$ 1,991,330</b>
<b>Total Special Education Staff</b>	<b>1,332.15</b>	<b>\$ 101,219,380</b>	<b>1,327.92</b>	<b>\$ 101,575,597</b>



# Special Education – Detail Expenditures

	2014-2015 Approved Budget		2015-2016 Approved Budget	
	FTE	COSTS	FTE	COSTS
<b>Operating Budget:</b>				
General Operating Budget		\$ 1,499,702		\$ 1,511,650
Specialized Equipment for Students		2,878,425		2,830,991
<b>Sub-Total</b>		<b>\$ 4,378,127</b>		<b>\$ 4,342,641</b>
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		-
<b>Total Operating Budget</b>	<b>2.50</b>	<b>\$ 6,565,123</b>	<b>-</b>	<b>\$ 6,245,683</b>
<b>Grand Total</b>	<b>1,334.65</b>	<b>\$ 107,784,503</b>	<b>1,327.92</b>	<b>\$ 107,821,280</b>

*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
<b>Total Revenues</b>		<b>\$102,771,719</b>		<b>\$ -</b>		<b>\$102,771,719</b>		<b>\$ 1,594,462</b>		<b>\$104,366,181</b>
Expenditures										
<b>Elementary Teachers</b>	464.10	\$ 45,612,485			486.60	\$ 47,823,821		\$ -	486.60	\$ 47,823,821
<i>Ministry Totals include partially integrated classes</i>			22.50	\$ 2,211,336						
<b>Secondary Teachers</b>	116.83	\$11,838,457			110.58	11,205,141		-	110.58	11,205,141
<i>Ministry Totals include partially integrated classes</i>			14.50	1,469,294						
<i>Ministry Totals exclude Gifted classes that do not qualify for grant</i>			(20.75)	(2,102,610)						
<b>Educational Assistants</b>	649.00	34,372,073			649.00	34,372,073	21.00	1,120,720	670.00	35,492,793
<b>Professional Student Services Personnel (PSSP):</b>										
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	22.50	2,055,998	(2.05)	(187,324)	20.45	1,868,674	3.00	284,451	23.45	2,153,125
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>										
<b>Administration and Support Staff:</b>										
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
Braillist	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
<b>Principals and Vice-Principals:</b>										
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
<b>Other</b>										
Business and Learning Technology Technicians	-	-	2.00	129,525	2.00	129,525			2.00	129,525
<b>Operating Expenses</b>										
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
<b>Total Expenses</b>	<b>1310.53</b>	<b>\$105,103,768</b>	<b>17.39</b>	<b>\$ 2,717,512</b>	<b>1,327.92</b>	<b>\$107,821,280</b>	<b>25.80</b>	<b>\$ 1,594,462</b>	<b>1,353.72</b>	<b>\$109,415,742</b>
<b>Projected Surplus (Shortfall)</b>		<b>\$ (2,332,049)</b>		<b>\$ (2,717,512)</b>		<b>\$ (5,049,561)</b>		<b>\$ -</b>		<b>\$ (5,049,561)</b>

Numbers may not add due to rounding

LSS schedule does not include expenses related to the superintendency



# Special Education – Comparative Staffing

	2011-2012 Approved Budget	2012-2013 Approved Budget	2013-2014 Approved Budget	2014-2015 Approved Budget	2015-2016 Approved Budget
<b>Teaching Staff</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
<b>Elementary Teaching:</b>	<b>451.90</b>	<b>462.54</b>	<b>477.50</b>	<b>485.83</b>	<b>486.60</b>
<b>Secondary Teaching:</b>	<b>98.12</b>	<b>98.45</b>	<b>101.39</b>	<b>112.58</b>	<b>110.58</b>
<b>Total Teaching Staff</b>	<b>550.02</b>	<b>560.99</b>	<b>578.89</b>	<b>598.41</b>	<b>597.18</b>
<b>Educational Assistants:</b>	<b>600.00</b>	<b>609.00</b>	<b>620.00</b>	<b>652.00</b>	<b>649.00</b>
<b>Total Educational Assistants</b>	<b>600.00</b>	<b>609.00</b>	<b>620.00</b>	<b>652.00</b>	<b>649.00</b>
<b>Professional Student Services Personnel (PSSP):</b>					
Psychologists	18.10	19.10	20.90	21.44	20.99
Social Workers	17.06	18.06	19.86	20.40	20.45
Speech and Language Pathologists	21.40	22.40	23.30	23.30	23.30
<b>Total Professional Student Services Personnel Staff</b>	<b>56.56</b>	<b>59.56</b>	<b>64.06</b>	<b>65.14</b>	<b>64.74</b>
<b>Principals and Vice-Principals:</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>4.50</b>	<b>4.50</b>
<b>Phoenix House and Young Offenders:</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>-</b>
<b>Administration and Support Staff:</b>					
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
<b>Administration and Support Staff:</b>	<b>8.60</b>	<b>9.10</b>	<b>10.10</b>	<b>12.10</b>	<b>12.50</b>
<b>Total Administration &amp; Support Staff</b>	<b>16.60</b>	<b>17.10</b>	<b>18.10</b>	<b>19.10</b>	<b>17.00</b>
<b>Total Special Education Staff</b>	<b>1,223.18</b>	<b>1,246.65</b>	<b>1,281.05</b>	<b>1,334.65</b>	<b>1,327.92</b>

*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
<b>Revenues</b>						
	<b>Amount</b>					
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%	-	-
<b>Total Revenues</b>	<b>\$ 102,771,719</b>					
<b>Expenditures</b>						
	<b>Amount</b>					
<b>Staffing</b>						
Special Education Teachers	\$ 59,028,961		√	100.0%	-	-
Educational Assistants	34,372,073		√	96.9%	-	3.1%
Professional Student Services Personnel	6,183,233		√	85.2%	8.4%	6.4%
Principals and Vice Principals	579,624		√	100.0%	-	-
Administration and Support Staff	1,411,706		√	100.0%	-	-
<b>Sub-Total</b>	<b>\$ 101,575,597</b>					
<b>Operations</b>						
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%	-	-
<b>Sub-Total</b>	<b>\$ 6,245,683</b>		√	100.0%	-	-
<b>Total Expenditures</b>	<b>\$ 107,821,280</b>					

Numbers may not add due to rounding



# English as a Second Language

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

Projected Expenditures	FTE	2014-2015 Approved Budget	FTE	2015-2016 Approved Budget
<b>Elementary</b>				
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
<b>Sub-Total</b>	<b>91.25</b>	<b>\$ 8,595,750</b>	<b>88.25</b>	<b>\$ 8,304,325</b>
<b>Secondary</b>				
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
<b>Sub-Total</b>	<b>30.17</b>	<b>\$ 3,001,915</b>	<b>33.33</b>	<b>\$ 3,313,002</b>
<b>Administration and Support</b>				
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
<b>Sub-Total</b>	<b>4.00</b>	<b>\$ 525,808</b>	<b>4.00</b>	<b>\$ 530,173</b>
<b>Total</b>	<b>125.42</b>	<b>\$ 12,123,473</b>	<b>125.58</b>	<b>\$ 12,147,500</b>
<b>Projected Surplus (Shortfall)</b>		<b>\$ (1,958,474)</b>		<b>\$ (2,240,981)</b>

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
<b>Total</b>	<b>\$ 12,014,625</b>	<b>\$ 2,117,518</b>	<b>\$ 14,132,143</b>

2015 - 2016 Projected Expenditures	Extended Day Program		OCDSB Child Care Centres		Total	
	FTE	Amount	FTE	Amount	FTE	Amount
<b>Extended Day Program</b>						
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
<b>Total Extended Day Program</b>	<b>226.53</b>	<b>\$ 12,014,625</b>			<b>226.53</b>	<b>\$ 12,014,625</b>
<b>OCDSB Child Care Centres</b>						
Staffing			37.50	\$ 1,823,654	37.50	\$ 1,823,654
Operating Expenses				293,864		293,864
<b>Total OCDSB Child Care Centres</b>			<b>37.50</b>	<b>\$ 2,117,518</b>	<b>37.50</b>	<b>\$ 2,117,518</b>
<b>Total Extended Day Program &amp; OCDSB Child Care Centres</b>					<b>264.03</b>	<b>\$ 14,132,143</b>
<b>Projected (Shortfall) / Surplus</b>		<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>

Numbers may not add due to rounding



# School Budget Allocations

Description of School Budget Allocations	Ministry Grant	Allocation Base	Elementary	Secondary
School Operating	Foundation	ADE	\$71.22	\$110.91
Special Education Allocation	Special Education per Pupil Amount	Per FTE Special Education Teacher	\$466.00	\$466.00
Specialized Class Support	High Needs Amount	Per Identified Student	\$150.00	\$150.00
Field Trip	Foundation	ADE	\$4.75	N/A
JK/SK Allocation	Foundation	JK/SK ADE	\$4.23	N/A
Small School Allocation	Foundation	ADE Schools < 300	\$5.86	N/A
Intermediate School Allocation	Foundation	Intermediate ADE	\$4.16	N/A
Team Transportation	Foundation	ADE	N/A	\$6.65
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

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	- 1.0 2.3 0.4	Operational Budget Principal Instructional Coach Office Support	\$ 2,080,818 136,700 230,296 25,950 <b>\$ 2,473,764</b>
School Effectiveness Framework	\$ 363,038	- - 1.0 0.4	Operational Budget Release Time Principal Office Support	\$ 10,845 192,053 136,700 23,440 <b>\$ 363,038</b>
Ontario Focused Intervention Partnership (OFIP)	\$ 292,925	-	Operational Budget	\$ 292,925
Specialist High Skills Major Program	\$ 260,391	- 1.0	Operational Budget Instructional Coach	\$ 161,591 98,800 <b>\$ 260,391</b>
Mental Health Leader	\$ 119,832	1.0	Manager of Mental Health	\$ 164,900
Demographic Component	\$12,108,214	To fund School Based Projects Multicultural Liaison Officers, Instructional Coaches and Salary Differential		\$ 1,539,703
Literacy and Numeracy	2,930,480			13,453,923
	<b>\$15,038,694</b>			<b>\$14,993,626</b>
<b>Total</b>	<b>\$18,548,644</b>	<b>Total</b>		<b>\$18,548,644</b>

Numbers may not add due to rounding

