

2014-2015 Approved Budget

23 June 2014



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



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Approval of Budget

The Ottawa-Carleton District School Board Approves \$859.9 Million Budget For the 2014-2015 School Year

June 23, 2014 Ottawa, ON – The 2014-2015 budget builds on our continued commitment to student achievement and well-being and provides the necessary resources to maintain the work done in our schools and central departments. The largest component of the budget is \$625.8 million, allocated to instruction, followed by \$92.1 million to school facilities, \$45.1 million to transportation, \$20.0 million to central administration, \$9.7 million to continuing education and \$67.2 million to capital financing and other. Seventy-three percent of the total annual budget is invested in instructional costs.

Budget Chair, Pam FitzGerald said, "The Budget Committee with the assistance of an involved parent community worked cohesively with staff to create a budget that supports the diverse student population that makes up the OCDSB. Throughout the process, we have been mindful to keep students as our top priority. And in doing so, we recommended new investments in special education by creating new autism classes at the elementary and secondary levels. We leveled the playing field for high school students in the region by changing our transportation eligibility requirements for students in grade 9-12. We also invested in additional ESL teachers and coaches, Educational Assistants, Vice-Principals and custodial staff. We appreciate all the input and feedback from the community and stakeholder representatives and believe we have listened, learned and acted on your behalf as result of your involvement in the process."

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. We believe that this budget shows our on-going commitment to student success and well-being. Funds have been directed to support the final year of implementation of full-day kindergarten programs; work will begin on expansions to three of our schools and we look to the future to build new schools to accommodate our students. This budget allocates resources to support that growth. We will continue to promote parental engagement and student and staff well-being. I think this budget will go far to assist our students reach their individual potential."

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

(In \$Millions)

	2013-2014 Approved Budget	2014-2015 Approved Budget
Revenues:		
Grants for Student Needs	\$739.2	\$798.0
Educational Programs and Other Revenues *	\$63.9	\$33.6
Board Program:		
Extended Day Program & Ottawa-Carleton School Day Nursery	\$10.5	\$11.1
Total Revenues	\$813.6	\$842.7
Expenditures:		
By Funding Envelope:		
Instruction	\$603.3	\$625.8
Continuing Education	\$9.8	\$9.7
Transportation	\$40.6	\$45.1
School Facilities	\$90.9	\$93.8
Central Administration	\$20.3	\$20.0
Capital Expenditures and Other:		
Debt Repayment	\$10.1	\$10.0
Amortization	\$29.9	\$33.6
Staff on Loan	\$6.6	\$6.5
Public Sector Accounting Board (PSAB) Benefit Expense	\$5.9	\$4.2
Other Programs:		
Extended Day Program & Ottawa-Carleton School Day Nursery	\$10.5	\$11.1
Total Expenditures	\$827.9	\$859.9
Projected Shortfall:	(\$14.3)	(\$17.2)

	2013-2014 Approved Budget	2014-2015 Approved Budget
Shortfall funded as follows:		
Unappropriated Reserves:		
To Fund Projected Deficit	\$6.9	\$10.8
To Fund one time Initiatives		\$1.9
Public Sector Accounting Board (PSAB) Benefit Expense	\$5.9	\$4.2
Appropriated Reserves:		
Amortization on Board Approved Projects	\$1.5	\$1.6
Total Use of Reserves	\$14.3	\$18.5

Numbers may not add due to rounding

* Full Day Kindergarten funding included in Grants for Student Needs as of 2014-2015.

Net Enveloping Summary – Table

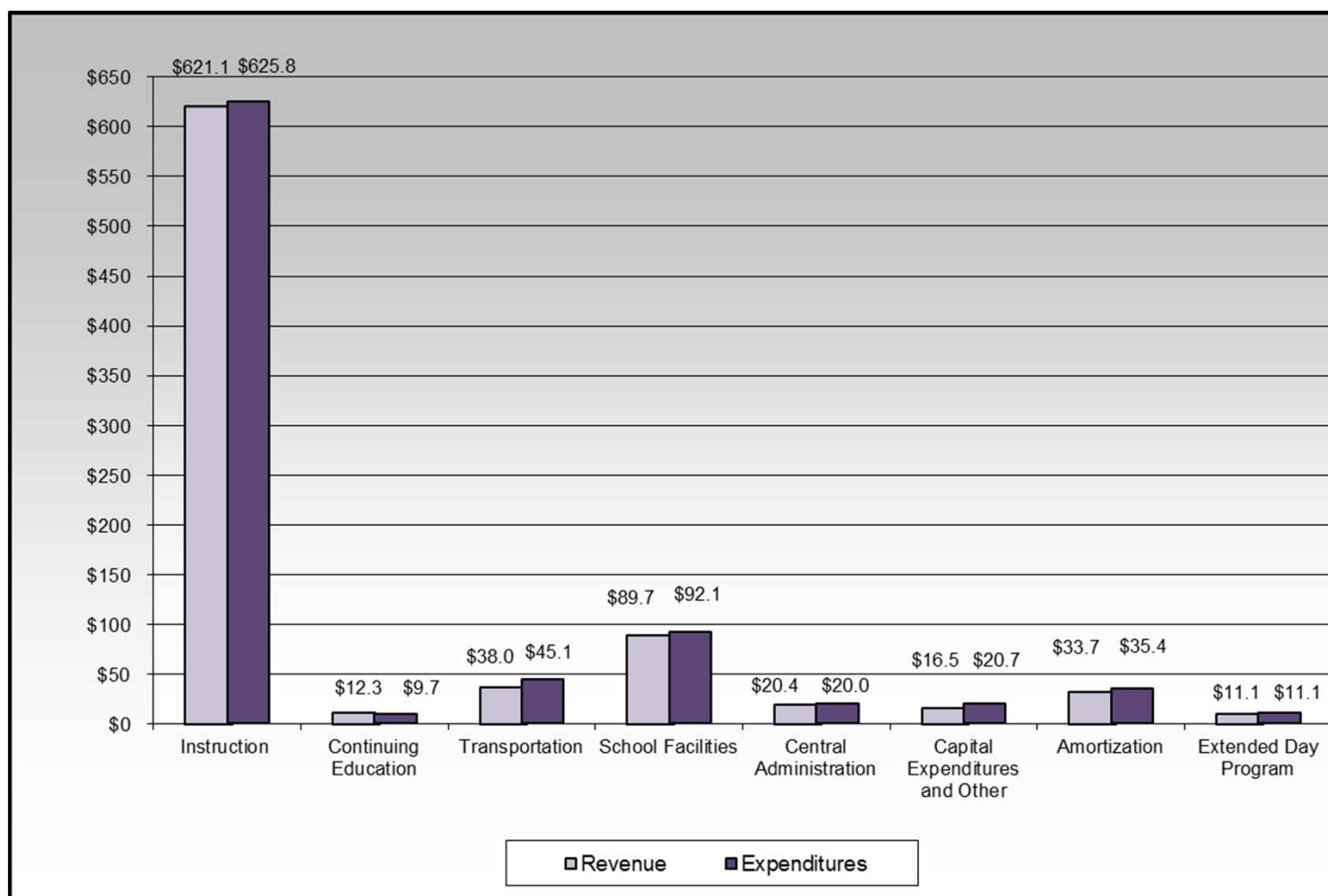
(In \$Millions)

	Projected Expenditures	Grants and Other Revenues	Surplus / (Shortfall)	Uses of Reserves*	Net Funding
Instruction	625.8	621.1	(4.7)	4.7	0.0
Continuing Education	9.7	12.3	2.6	0.0	2.6
Transportation	45.1	38.0	(7.1)	6.1	(1.0)
School Facilities	92.1	89.7	(2.4)	0.5	(2.0)
Central Administration	20.0	20.4	0.4	0.0	0.4
Capital Financing and Other	20.7	16.5	(4.2)	4.2	0.0
Amortization (Includes \$1.6 M from Facilities)	35.4	33.7	(1.7)	1.7	0.0
Extended Day Program / OCSDN	11.1	11.1	0.0	0.0	0.0
Total	\$859.9	\$842.7	(\$17.2)	\$17.2	\$0.0

*Excludes \$1.3M of Capital Reserves

Chart of Revenue and Expenditure by Envelope

(In \$Millions)



Summary of Changes in Expenses

Approved 2013-2014 Budget		\$827,918,680
Board Decisions included in 2014-2015 Budget - Details on Appendix A		
	Regulations and / or Collective Agreements	\$2,989,540
	Previously Approved	\$2,272,595
	Sub-Total:	\$5,262,135
New Investments included in 2014-2015 Budget - Details on Appendix B		
	Learning - Special Education	\$1,848,000
	Full Day Kindergarten / Extended Day Program	\$420,000
	Operational Infrastructure / Learning Environment	\$577,000
	Cost Pressures	\$1,800,000
	Governance - Support to Schools	\$295,000
	Sub-Total:	\$4,940,000
New / Changes in Costs - Details on Appendix C		
	Sub-Total:	\$12,615,499
Changes in Grants, Public Sector Accounting Board and Regulations - Details on Appendix D		
	Sub-Total:	\$9,110,563
Net increase in budget base from approved 2013-2014 Budget		\$31,928,197
Approved 2014-2015 Budget		\$859,846,877
<i>Numbers may not add due to rounding</i>		

Appendix A – Collective Agreement & Approved by Board

Description	FTE	Amount
Regulations and / or Collective Agreements		
Full Day Kindergarten - Teaching Staff	133.39	\$12,565,526
Impact of Changes in Enrolment:		
Elementary Teaching Staff	(82.46)	(\$7,768,071)
Secondary Teaching Staff	(18.17)	(\$1,807,915)
Sub-total:	32.76	\$2,989,540
Previously Approved:		
English as a Second Language Teachers	1.00	\$94,200
Itinerant English as a Second Language Coaches	4.00	\$376,800
Reduction of one Instructional Coach	(1.00)	(\$94,200)
Increase in English as a Second Language Teachers for Itinerant	2.00	\$199,000
Principals for school opening in September 2015 (50% of year)	0.50	\$63,450
Increase in school Vice-Principal positions	4.00	\$504,600
Central Vice-Principal - Business and Learning Technologies	1.00	\$121,400
Teacher for YSB Partnership	0.50	\$49,750
Congregated System Classes (4.0 FTE Teachers + Prep time)	4.76	\$437,920
System Classes for Special Education (4.0 FTE Teachers + Prep time)	5.33	\$519,675
Sub-total:	22.09	\$2,272,595
Total	54.85	\$5,262,135
<i>Numbers may not add due to rounding</i>		

Approved by Board on 25 March 2014 - Report Number 14-048

Appendix B – New Investments

Description	FTE	Amount
Learning - Special Education		
Elementary Teachers - Required for additional Autism classes	3.57	\$357,000
Secondary Teachers - Required for additional Autism classes	2.66	\$263,000
Educational Assistants - Required for additional Autism classes	10.00	\$520,000
Educational Assistants - Required for new classes approved at Academic staffing	14.00	\$708,000
Educational Assistants - In school support (cost neutral)	3.00	\$0
Educational Assistants - Itinerant positions (cost neutral)	5.00	\$0
Sub-total:	38.23	\$1,848,000
Full Day Kindergarten / Extended Day Program		
Regular Part Time Custodians to support Year 5 of FDK	14.00	\$420,000
Sub-total:	14.00	\$420,000
Operational Infrastructure / Learning Environment		
Incremental amortization expense for new capital initiatives		\$116,000
Tree service - inoculation and removal of ash trees		\$161,000
Replacement of ash trees		\$300,000
Sub-total:	0.00	\$577,000
Cost Pressures		
Increases in utilities		\$1,730,000
Building System Technician - Energy Management	1.00	\$70,000
Sub-total:	1.00	\$1,800,000
Governance / Support to Schools		
Memoranda of Understanding (MOU) Implementation and Maintenance	2.00	\$120,000
Business Process Review (school staff)		\$100,000
Temporary Assistance for school staff		\$75,000
Sub-total:	2.00	\$295,000
Total	55.23	\$4,940,000
<i>Numbers may not add due to rounding</i>		

Appendix C and D - Changes in Costs and Grants

New / Changes in Costs - Appendix C

Description	Amount
Ottawa Student Transportation Authority - Change in Delivery Model & Cost Pressures	\$4,429,496
Special Education Equipment Amount	\$269,240
Operating Budgets for Schools	\$228,040
Statutory Benefit Cost Increases, Salary Differential, Increments and Bill 115	\$7,812,134
Calendar / Work Day Adjustments for Administrative Staff	\$539,708
Staff on Loan	(\$120,470)
Temporary Accommodations and Facilities Renewal Plan	(\$1,354,542)
Extended Day Program and Ottawa-Carleton Day School Nursery Program	\$811,894
Total	\$12,615,499
<i>Numbers may not add due to rounding</i>	

Changes in Grants, PSAB and Legislation - Appendix D

Description	Amount
Adjustment for Amortization	\$5,294,522
Educational Programs Grants - Other	\$575,619
Debt Repayment	(\$101,266)
Full Day Kindergarten: Early Childhood Educators and Lunch Time Monitors	\$5,111,085
Public Sector Accounting Board (PSAB) Benefit Adjustment	(\$1,769,397)
Total	\$9,110,563
<i>Numbers may not add due to rounding</i>	

Budget Assumptions

General Assumptions:

- The approved 2014-2015 Budget was prepared in accordance with the Ministry of Education's Balanced Budget Calculation - per Regulation (Excluding benefits under Regulation 488/10)
- Provisions for Year 5 of the Full Day Kindergarten day program are included in the budget base. This includes projected salaries, operating costs and revenues
- The approved 2014-2015 Budget maintains the provisions implemented by the 2012-2014 Labour Framework
- Provisions for the growth in the Extended Day Program and the Ottawa-Carleton School Day Nursery are included in the budget

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 2014-2015 Average Daily Enrolment (ADE)

Budget Assumptions

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 and also include the new delivery model for secondary students
- Debt and amortization expenditures have been revised to reflect 2014-2015 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 costs have been updated to reflect projected usage
- Operating budgets have been adjusted to reflect historical costs and projected trends

Average Daily Enrolment



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



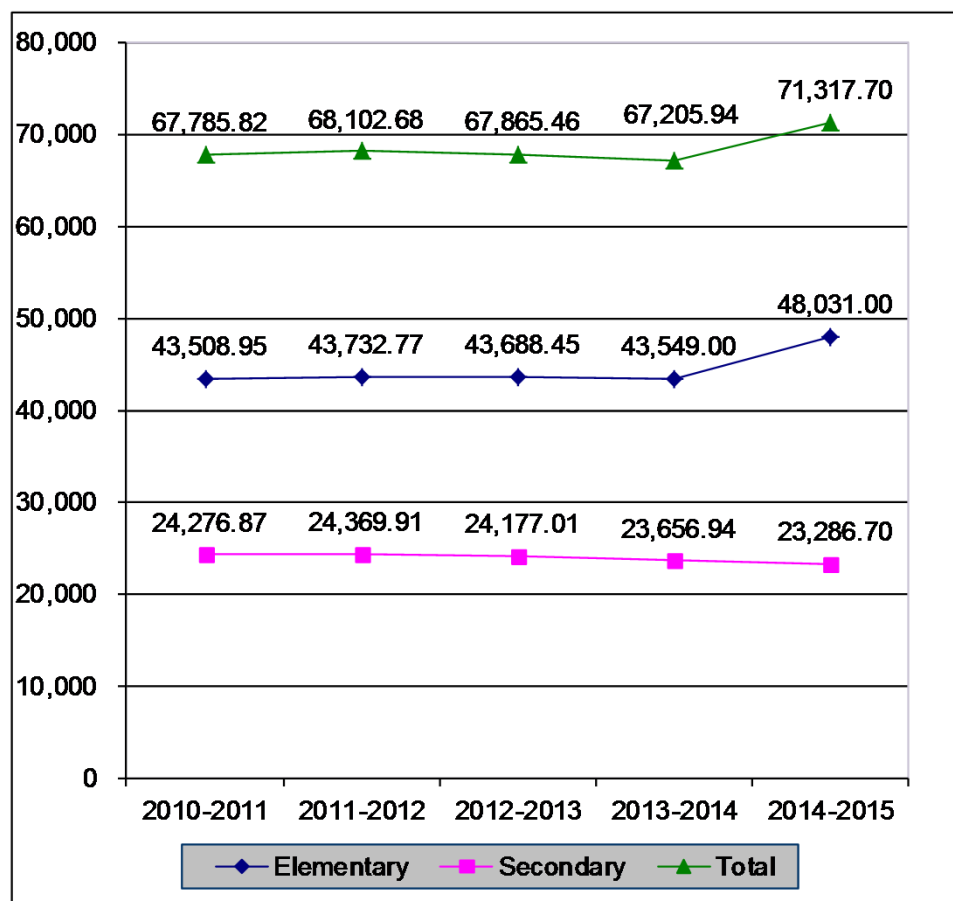
Average Daily Enrolment - Table

	2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Revised	2014-2015 Approved
Elementary Students					
Junior Kindergarten	2,163.50	2,188.75	2,223.00	2,145.25	4,358.00
Senior Kindergarten	2,310.15	2,356.00	2,355.00	2,398.25	4,631.00
Grades 1 to 3	14,881.70	14,965.00	14,730.50	14,499.00	14,635.00
Grades 4 to 8	24,104.35	24,183.52	24,330.95	24,450.50	24,354.00
Sub-Total:	43,459.70	43,693.27	43,639.45	43,493.00	47,978.00
Tuition Paying	49.25	39.50	49.00	56.00	53.00
Total Elementary Students	43,508.95	43,732.77	43,688.45	43,549.00	48,031.00
Secondary Students					
Under age 21	23,087.18	23,040.15	22,880.50	22,337.37	21,909.13
Age 21 and over	893.44	939.75	851.01	880.57	939.57
Sub-Total:	23,980.62	23,979.90	23,731.51	23,217.94	22,848.70
Tuition Paying	296.25	390.01	445.50	439.00	438.00
Total Secondary Students	24,276.87	24,369.91	24,177.01	23,656.94	23,286.70
Grand total	67,785.82	68,102.68	67,865.46	67,205.94	71,317.70

Numbers may not add due to rounding

The non-tuition paying enrolment shown above is used in the calculation of Grants for Student Needs (GSN). Funding of full-day kindergarten (FDK) programs has been incorporated into the GSN for 2014-2015 and the related enrolment projections for the coming year 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



Budget Operating Details

- Comparative Staffing
- Revenues
- Expenditures



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Comparative Staffing



OTTAWA-CARLETON
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Comparative FTE Staffing

OPERATIONS	2010-2011 Approved FTE	2011-2012 Approved FTE	2012-2013 Approved FTE	2013-2014 Approved FTE	2014-2015 Approved FTE
Instructional Day School					
<i>Elementary Principals / Vice Principals</i>	156.50	159.00	159.00	159.00	163.50
<i>Elementary Teachers</i>	2385.25	2444.69	2505.63	2532.45	2577.95
<i>Elementary Administrators, Assistants & Outreach Coordinator</i>	187.00	188.00	194.50	195.00	195.00
<i>Elementary Library Technicians</i>	57.00	57.60	57.20	57.20	57.20
<i>Elementary Principal - Full Day Kindergarten</i>	0.00	0.00	0.00	0.50	0.50
<i>Elementary Early Childhood Educators - Full Day Kindergarten</i>	52.00	82.00	170.00	267.00	372.00
<i>Administration & Support-Regular Instruction/Learning Support Services</i>	8.00	8.00	8.00	9.00	9.00
<i>Executive Director-OCDSB Foundation</i>	1.00	1.00	1.00	1.00	1.00
<i>Equity/Diversity Coordinator</i>	1.00	1.00	1.00	1.00	1.00
Total for Elementary Schools	2847.75	2941.29	3096.33	3222.15	3377.15
<i>Secondary Principals / Vice Principals</i>	74.67	76.67	75.67	76.67	76.67
<i>Secondary Teachers</i>	1482.17	1487.16	1514.67	1486.85	1455.18
<i>Secondary Administrators, Assistant Administrators & Assistants</i>	112.00	113.50	114.00	109.50	109.50
<i>Secondary Technicians</i>	35.00	34.50	35.50	35.00	35.00
<i>Secondary Chef, Assistant Chef, Kitchen Helpers & Technological Studies Technician</i>	6.00	6.00	6.00	6.00	6.00
Total for Secondary Schools	1709.84	1717.83	1745.84	1714.02	1682.35
Total Elementary & Secondary Schools	4557.59	4659.12	4842.17	4936.17	5059.50
Associate Director & Safe Schools					
<i>Superintendent & Administrative Assistant</i>	2.00	2.00	2.00	2.00	2.00
<i>Safe School - Secondary Principal</i>	1.00	1.00	1.00	1.00	1.00
<i>Safe School - Elementary Teachers</i>	1.00	1.00	0.00	0.00	0.00
<i>Safe School - Secondary Teachers</i>	2.00	2.00	3.00	4.00	3.00
<i>Safe School - Student Counsellors (Includes Manager & Assistant until 2013 - 2014)</i>	5.00	5.00	3.00	1.00	1.00
<i>Safe School - Educational Assistants</i>	18.00	19.00	19.00	21.00	21.00
<i>Safe School - Psychologists & Social Workers</i>	0.00	2.00	2.00	2.00	2.00
<i>Urban Priorities - Psychologists & Social Workers</i>	1.80	2.80	2.80	2.80	2.80
<i>Urban Priorities - Student Counsellors</i>	0.00	0.00	1.00	1.00	1.00
Total Associate Director & Safe Schools	30.80	34.80	33.80	34.80	33.80
School Programs and Support	8.67	11.00	17.67	17.33	16.00
Total School Programs and Support	39.47	45.80	51.47	52.13	49.80
Total Instruction and School Support Programs	4597.06	4704.92	4893.64	4988.30	5109.30



Comparative FTE Staffing

OPERATIONS	2010-2011 Approved FTE	2011-2012 Approved FTE	2012-2013 Approved FTE	2013-2014 Approved FTE	2014-2015 Approved FTE
Learning Support Services / Special Education					
<i>Superintendent of Learning Support Service and Administrative Assistant</i>	2.00	2.00	2.00	2.00	2.00
<i>Elementary Special Education</i>	425.90	434.40	445.04	455.00	463.33
<i>Secondary Special Education</i>	110.50	107.67	108.00	110.84	118.82
<i>Professional Student Services Personnel (Includes regular instruction)</i>	61.10	63.60	66.60	71.60	71.60
<i>Orientation Mobility Instructor</i>	0.00	0.00	0.50	0.50	0.50
<i>Educational Assistants</i>	581.00	600.00	609.00	620.00	652.00
<i>Elementary Principal/Secondary Vice-Principal</i>	2.00	2.00	2.00	2.00	2.00
<i>Administration & Support</i>	5.00	5.00	5.00	7.00	7.00
<i>Phoenix House-Secondary Academic</i>	2.50	2.50	2.50	2.50	2.50
Total Learning Support Services	1190.00	1217.17	1240.64	1271.44	1319.75
Finance Department					
<i>Chief Financial Officer and Administrative Assistant</i>	2.00	2.00	2.00	2.00	2.00
<i>Budget Services</i>	6.00	5.50	5.50	5.00	5.00
<i>Financial Reporting / School Support</i>	18.50	19.00	19.00	19.50	19.50
<i>Payroll</i>	12.00	12.00	13.00	13.00	13.00
<i>Purchasing & Logistics</i>	9.50	9.50	9.50	11.50	11.50
<i>Mail & Courier</i>	2.00	2.00	1.00	1.00	1.00
<i>Document Reproduction</i>	5.00	5.00	5.00	5.00	5.00
Total Financial Services	55.00	55.00	55.00	57.00	57.00
Planning and Facilities					
<i>Superintendent of Facilities and Administrative Assistant</i>	2.00	2.00	2.00	2.00	2.00
<i>Custodial Services, Trades & Maintenance,</i>	687.62	691.12	697.12	715.12	732.12
<i>Facilities Management, Design & Construction</i>	43.00	48.00	46.00	47.00	49.00
<i>Physical Planning</i>	10.00	10.00	12.00	12.00	12.00
<i>Facilities & Planning Office, Real Estate & Community Use</i>	6.00	6.00	6.00	6.00	6.00
<i>Admissions & Enrolment</i>	4.00	4.00	4.00	4.00	4.00
<i>Transportation</i>	8.00	9.50	9.50	0.00	0.00
Total Planning and Facilities	760.62	770.62	776.62	786.12	805.12

Comparative FTE Staffing

OPERATIONS	2010-2011 Approved FTE	2011-2012 Approved FTE	2012-2013 Approved FTE	2013-2014 Approved FTE	2014-2015 Approved FTE
Curriculum Services					
<i>Superintendent of Curriculum Services and Administrative Assistant</i>	2.00	2.00	2.00	2.00	2.00
<i>Elementary Principal</i>	2.00	2.00	2.00	2.00	2.00
<i>Secondary Principal</i>	2.00	2.00	2.00	2.00	2.00
<i>Elementary Teachers</i>	25.00	27.00	33.43	33.43	33.43
<i>Secondary Teachers</i>	12.00	15.00	14.00	14.00	14.00
<i>Administrative & Support</i>	5.00	5.00	5.00	5.00	5.00
Total Curriculum Services	48.00	53.00	58.43	58.43	58.43
Family Reception Center					
<i>Elementary Teachers</i>	1.00	1.00	1.00	1.00	1.00
<i>Secondary Teachers</i>	1.00	1.00	1.00	1.00	1.00
<i>Administrative & Support</i>	4.00	4.00	4.00	4.00	4.00
Total Family Reception Center	6.00	6.00	6.00	6.00	6.00
Quality Assurance					
<i>Secondary Teachers</i>	1.00	1.00	1.00	1.00	1.00
<i>Administrative & Support</i>	7.00	8.00	8.00	8.00	9.50
Total Quality Assurance	8.00	9.00	9.00	9.00	10.50
Director's Area					
<i>Director's Office</i>	3.00	3.00	3.00	3.00	3.00
<i>Superintendents & Administrative Assistants</i>	12.00	12.00	12.00	12.00	12.00
<i>Legal Advisor</i>	1.00	1.00	1.00	1.00	1.00
Total Director's Area	16.00	16.00	16.00	16.00	16.00

Comparative FTE Staffing

OPERATIONS	2010-2011 Approved FTE	2011-2012 Approved FTE	2012-2013 Approved FTE	2013-2014 Approved FTE	2014-2015 Approved FTE
Corporate Services					
<i>Executive Officer & Administrative Assistant</i>	2.00	3.00	3.00	3.00	2.00
<i>Board Services</i>	5.50	6.00	6.00	6.00	7.00
<i>Communications</i>	10.00	10.00	10.00	10.00	11.00
<i>Corporate Records</i>	5.00	5.00	5.00	5.00	5.00
<i>Trustees</i>	12.00	12.00	12.00	12.00	12.00
Total Corporate Services	34.50	36.00	36.00	36.00	37.00
Human Resources					
<i>Superintendent of Human Resources and Administrative Assistant</i>	2.00	2.00	2.00	2.00	2.00
<i>Recruitment, Operations, Wellness & Disability</i>	32.50	33.50	33.50	36.50	37.00
<i>Staff Development</i>	3.00	3.00	3.00	0.00	1.00
<i>Labour Relations</i>	4.00	4.00	5.00	5.00	5.50
<i>Occupational Health & Safety</i>	4.50	4.50	4.50	5.00	5.00
<i>Elementary Staffing Resources</i>	1.00	1.00	1.00	1.00	1.00
<i>Secondary Staffing Resources</i>	0.67	0.67	0.67	0.67	0.67
Total Human Resources	47.67	48.67	49.67	50.17	52.17
Continuing Education					
<i>Secondary Principal</i>	1.00	1.00	1.00	1.00	1.00
<i>Secondary Teachers</i>	0.00	1.00	1.00	1.00	1.00
<i>Administration & Support</i>	15.90	16.00	16.50	17.00	17.00
Total Continuing Education	16.90	18.00	18.50	19.00	19.00

Comparative FTE Staffing

OPERATIONS	2010-2011 Approved FTE	2011-2012 Approved FTE	2012-2013 Approved FTE	2013-2014 Approved FTE	2014-2015 Approved FTE
Business and Learning Technologies					
Secondary Principal	0.00	0.00	0.00	0.00	1.00
Elementary Teachers	1.00	6.00	6.00	7.00	6.00
Secondary Teachers	1.00	1.00	1.00	1.00	1.00
Administration & Support	82.00	82.00	82.00	87.00	87.00
Business and Learning Technologies	84.00	89.00	89.00	95.00	95.00
Other Departmental Expenses					
Staff on Loan	77.97	71.47	72.14	71.17	68.17
Extended Day Program	1.00	1.00	4.00	126.00	179.29
Ottawa-Carleton Day School Nursery	0.00	0.00	0.00	68.39	19.10
Total Other Departmental Expenses	78.97	72.47	76.14	265.56	266.56
TOTAL FTE	6942.72	7095.85	7324.64	7658.02	7851.83

Numbers may not add due to rounding

Staffing numbers now include Trustees and Staff on Loan

Revenues



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Revenue – Grant for Student Needs

(In \$Millions)

	2012-2013 Year-End Results	2013-2014 Approved Budget	2014-2015 Approved Budget
Grants for Operating Purposes			
Pupil Foundation	\$347.4	\$339.5	\$373.1
Memorandum of Understanding	\$1.1	\$3.0	\$0.0
School Foundation	\$47.4	\$46.8	\$48.6
Special Education	\$84.0	\$83.2	\$90.5
French as a Second Language	\$13.8	\$13.7	\$14.0
English as a Second Language	\$10.0	\$9.2	\$9.7
First Nation, Metis and Inuit Education Supplement	\$0.9	\$0.7	\$0.9
Learning Opportunities	\$19.2	\$17.9	\$19.0
Safe School Supplement	\$1.8	\$1.8	\$1.9
Continuing Education	\$3.6	\$3.8	\$3.6
Adult Education	\$2.7	\$2.9	\$3.4
Teacher Qualifications and Experience	\$42.9	\$42.0	\$51.0
New Teacher Induction Program	\$0.6	\$0.5	\$0.5
Student Transportation	\$33.7	\$34.5	\$37.8
Transportation - Effectiveness and Efficiency	\$3.0	\$3.0	\$0.0
Administration and Governance	\$16.7	\$16.6	\$17.2
School Operations (Facilities)	\$71.6	\$72.3	\$75.3
Community Use of Schools	\$1.0	\$1.0	\$1.0
Declining Enrolment Grant	\$0.5	\$1.3	\$1.5
Restraint Savings	(\$0.3)	(\$0.3)	(\$0.3)
Transfer to Deferred Revenue	(\$2.2)	(\$2.6)	(\$2.1)
Sub-Total: Operating Grant	\$699.4	\$690.8	\$746.6
Grants for Capital Purposes			
Facilities Renewal	\$5.8	\$6.0	\$5.1
Temporary Accommodations	\$2.1	\$2.9	\$2.7
Debt Repayment for Capital Programs	\$2.5	\$2.5	\$2.5
Interest Expense	\$7.4	\$7.6	\$7.5
Sub-Total: Capital Grants	\$17.8	\$19.0	\$17.8
Total Grants for Operating and Capital Purposes	\$717.2	\$709.8	\$764.4

Numbers may not add due to rounding

Revenue – Non Grant Revenue, and Reserves & Deferred Capital Contributions

(In \$Millions)

Non Grant Revenue			
	2012-2013 Year-End Results	2013-2014 Approved Budget	2014-2015 Approved Budget
Non Grant Revenue			
Rentals	\$4.2	\$4.4	\$4.4
Continuing Education	\$5.7	\$5.5	\$5.5
Other Grants	\$6.3	\$3.2	\$3.8
Full Day Kindergarten - Day Program	\$19.6	\$32.0	\$0.0
Full Day Kindergarten - Extended Day Program	\$2.5	\$5.0	\$10.0
Staff on Loan	\$7.2	\$6.6	\$6.5
Tuition Fees	\$5.3	\$5.4	\$5.3
Interest Income	\$0.9	\$0.9	\$1.5
Miscellaneous Revenues	\$4.0	\$6.9	\$6.6
Ottawa-Carleton School Day Nursery	\$0.0	\$5.5	\$1.1
Total Non Grant Revenues	\$55.7	\$75.4	\$44.7

Reserves and Deferred Capital Contributions			
	2012-2013 Year-End Results	2013-2014 Approved Budget	2014-2015 Approved Budget
Reserves			
Operating Reserves / Accumulated Surplus	(\$0.2)	\$6.9	\$11.4
Public Sector Accounting Board (PSAB) Benefits	\$6.5	\$5.9	\$4.2
Total For Reserves	\$6.3	\$12.8	\$15.6
Deferred Capital Contributions			
Ministry Funded	\$28.7	\$28.4	\$33.6
Board Funded	\$1.6	\$1.5	\$1.6
Total Deferred Capital Contributions	\$30.3	\$29.9	\$35.2
Total Reserves and Deferred Capital Contributions	\$36.6	\$42.7	\$50.8
Grand Total	\$809.5	\$827.9	\$859.9

Numbers may not add due to rounding

Expenditures

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DEPARTMENT	Page	2014-2015 DEPARTMENT SUMMARY	2014-2015 DEPARTMENT TOTAL	DEPARTMENT	Page	2014-2015 DEPARTMENT SUMMARY	2014-2015 DEPARTMENT TOTAL
Instructional Day School	28	\$ 491,151,483		Director	58	\$ 2,991,887	
Elementary Schools	29		314,333,833	Director's Office	59		829,984
Secondary Schools	30		170,513,008	Superintendents and Administrative Assistants	60		1,566,252
School Programs and Support	31		6,304,642	Legal Services	61		595,651
Learning Support Services / Special Education	32	\$ 103,228,630		Corporate Services	62	\$ 3,132,996	
Superintendent of Learning Support Services	33		402,310	Executive Officer	63		307,627
Elementary Special Education	34		43,155,613	Board Services	64		701,695
Secondary Special Education	35		11,696,020	Communications	65		1,153,092
Educational Assistants	36		34,371,706	Corporate Records	66		534,008
Special Education and Professional Service Personnel	37		13,329,704	Trustees	67		436,574
Phoenix House	38		273,276				
Finance Department	39	\$ 8,128,464		Human Resources	68	\$ 6,288,172	
Chief Financial Officer	40		272,821	Superintendent of Human Resources	69		503,527
Budget Services	41		555,252	Human Resource Staff Development	70		765,184
Financial Reporting	42		1,711,686	Staffing, HRIS and Wellness/Disability Management	71		3,356,840
Payroll	43		936,979	Labour relations	72		694,518
Purchasing and Logistics	44		3,786,165	Occupational Health and Safety	73		802,816
Document Reproduction / Mail & Courier	45		865,561	Elementary and Secondary Staffing Committee Resources	74		165,288
Planning and Facilities	46	\$ 83,217,701		Continuing Education	75	\$ 9,743,732	9,743,732
Superintendent of Facilities	47		275,815	Transportation / OSTA	76	\$ 45,050,736	45,050,736
Custodial Services, Trades and Maintenance,				Business and Learning Technologies	77	\$ 16,181,113	16,181,113
Facilities Management, Design and Construction	48		61,024,734	Debt and Other Expenses	78	\$ 71,342,323	
Utilities	49		18,180,825	Staff on Loan	79		6,491,833
Physical Planning	50		1,381,008	Extended Day Program	80		10,008,031
Facilities & Planning Office, Real Estate & Community Use	51		2,000,326	Ottawa-Carleton School Day Nursery	81		1,100,000
Admissions & Enrolment	52		354,994	Facilities Renewal Plan	82		7,775,000
Curriculum Services	53	\$ 12,599,749		Debentures and Long Term Debt	83		45,967,459
Superintendent of Curriculum Services	54		645,306	Retirement Gratuities, Other Payments and adjustments	84	\$ 6,789,891	6,789,891
Curriculum Department	55		10,375,741				
Family Reception Centre	56		545,804				
Quality Assurance	57		1,032,898				



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instructional Day School Totals								
Elementary School	\$ 298,638,792	3,098.83	\$ 290,126,034	\$ 299,101,843	3,222.15	\$ 179,150,037	\$ 314,333,833	3,377.16
Secondary School	172,784,915	1,756.01	171,830,206	168,939,689	1,711.51	101,672,806	170,513,008	1,682.34
School Programs and Support	5,868,997	42.80	5,267,504	6,361,014	52.13	3,218,629	6,304,642	49.80
Total	\$ 477,292,704	4,897.64	\$ 467,223,743	\$ 474,402,545	4,985.79	\$ 284,041,472	\$ 491,151,483	5,109.29

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 475,884,332	4,895.44	\$ 458,445,919	\$ 473,656,859	4,983.59	\$ 282,380,850	\$ 490,397,491	5,107.09
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	720,072	2.20	746,548	720,187	2.20	481,337	728,492	2.20
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	688,300	-	7,132,661	25,500	-	602,405	25,500	-
Other	-	-	898,615	-	-	576,880	-	-
Total	\$ 477,292,704	4,897.64	\$ 467,223,743	\$ 474,402,545	4,985.79	\$ 284,041,472	\$ 491,151,483	5,109.29

* 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Elementary Schools								
Salaries and Benefits	\$ 282,222,796	3,098.83	\$ 275,974,301	\$ 289,178,385	3,222.15	\$ 172,554,098	\$ 304,759,802	3,377.16
Staff Development	6,046,568	-	1,140,933	3,138,451	-	675,462	3,754,070	-
Supplies and Services	6,843,730	-	9,909,236	4,739,107	-	3,883,015	3,674,062	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	3,075,698	-	2,813,946	2,045,900	-	1,942,970	2,145,900	-
Other	450,000	-	138,341	-	-	47,412	-	-
Rental expense	-	-	149,276	-	-	47,081	-	-
Total	\$ 298,638,792	3,098.83	\$ 290,126,034	\$ 299,101,843	3,222.15	\$ 179,150,037	\$ 314,333,833	3,377.16

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 297,618,518	3,098.63	\$ 285,274,549	\$ 298,744,252	3,221.95	\$ 178,746,024	\$ 313,976,461	3,376.96
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	357,474	0.20	360,606	357,590	0.20	154,000	357,372	0.20
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	662,800	-	4,352,538	-	-	202,601	-	-
Other	-	-	138,341	-	-	47,412	-	-
Total	\$ 298,638,792	3,098.83	\$ 290,126,034	\$ 299,101,843	3,222.15	\$ 179,150,037	\$ 314,333,833	3,377.16

* 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 and Alternative Programs and English as a second language.

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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Secondary Schools								
Salaries and Benefits	\$ 168,491,813	1,756.01	\$ 163,766,996	\$ 165,218,678	1,711.51	\$ 98,095,522	\$ 166,838,185	1,682.34
Staff Development	25,500	-	396,368	25,500	-	333,417	25,500	-
Supplies and Services	4,267,602	-	7,537,067	3,695,511	-	3,217,414	3,649,323	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	34,871	-	-	15,093	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	94,905	-	-	11,359	-	-
Total	\$ 172,784,915	1,756.01	\$ 171,830,206	\$ 168,939,689	1,711.51	\$ 101,672,806	\$ 170,513,008	1,682.34

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 172,784,915	1,756.01	\$ 168,375,878	\$ 168,939,689	1,711.51	\$ 100,765,800	\$ 170,513,008	1,682.34
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	2,694,054	-	-	377,538	-	-
Other	-	-	760,274	-	-	529,467	-	-
Total	\$ 172,784,915	1,756.01	\$ 171,830,206	\$ 168,939,689	1,711.51	\$ 101,672,806	\$ 170,513,008	1,682.34

* 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
School Programs and Support								
Salaries and Benefits	\$ 3,202,633	42.80	\$ 2,105,763	\$ 3,828,907	52.13	\$ 1,177,011	\$ 3,774,038	49.80
Staff Development	338,564	-	559,810	288,564	-	330,031	288,564	-
Supplies and Services	2,327,800	-	2,098,746	2,243,542	-	1,402,703	2,242,040	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	503,018	-	-	308,884	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	167	-	-	-	-	-
Total	\$ 5,868,997	42.80	\$ 5,267,504	\$ 6,361,014	52.13	\$ 3,218,629	\$ 6,304,642	49.80

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 5,480,899	40.80	\$ 4,795,492	\$ 5,972,918	50.13	\$ 2,869,027	\$ 5,908,023	47.80
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	362,598	2.00	385,943	362,596	2.00	327,336	371,120	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	25,500	-	86,070	25,500	-	22,266	25,500	-
Other	-	-	-	-	-	-	-	-
Total	\$ 5,868,997	42.80	\$ 5,267,504	\$ 6,361,014	52.13	\$ 3,218,629	\$ 6,304,642	49.80

* Numbers may not add due to rounding

The District's 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Learning Support Services/Special Education								
Superintendent of Learning Support Services	\$ 319,627	2.00	\$ 294,590	\$ 319,627	2.00	\$ 224,457	\$ 402,310	2.00
Elementary Special Education	40,154,513	445.04	42,237,337	41,385,718	455.00	19,268,643	43,155,613	463.33
Secondary Special Education	10,384,010	108.00	10,363,056	10,678,475	110.84	3,491,199	11,696,020	118.83
Educational Assistants	31,955,482	609.00	31,149,811	32,652,389	620.00	21,432,006	34,371,706	652.00
Special Ed/Professional Student Services Personnel	11,659,268	75.10	12,326,836	12,966,173	81.10	7,734,316	13,329,704	81.10
Phoenix House and Young Offenders	249,314	2.50	265,664	268,061	2.50	152,588	273,276	2.50
Total	\$ 94,722,213	1,241.64	\$ 96,637,294	\$ 98,270,443	1,271.44	\$ 52,303,209	\$ 103,228,630	1,319.76

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 94,448,196	1,239.64	\$ 96,385,429	\$ 97,996,426	1,269.44	\$ 52,158,087	\$ 102,956,929	1,317.76
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	274,017	2.00	251,865	274,017	2.00	145,122	271,700	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 94,722,213	1,241.64	\$ 96,637,294	\$ 98,270,443	1,271.44	\$ 52,303,209	\$ 103,228,630	1,319.76

* Numbers may not add due to rounding

Objectives 2014-2015: 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Superintendent of Learning Support Services								
Salaries and Benefits	\$ 263,940	2.00	\$ 240,254	\$ 263,940	2.00	\$ 142,035	\$ 261,623	2.00
Staff Development	5,202	-	7,522	5,202	-	34,658	90,202	-
Supplies and Services	50,485	-	46,814	50,485	-	24,435	50,485	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	23,330	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 319,627	2.00	\$ 294,590	\$ 319,627	2.00	\$ 224,457	\$ 402,310	2.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 45,610	-	\$ 42,725	\$ 45,610	-	\$ 79,335	\$ 130,610	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	274,017	2.00	251,865	274,017	2.00	145,122	271,700	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 319,627	2.00	\$ 294,590	\$ 319,627	2.00	\$ 224,457	\$ 402,310	2.00

* Numbers may not add due to rounding

Objectives 2014-2015: 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Elementary Special Education								
Salaries and Benefits	\$ 40,154,513	445.04	\$ 42,237,337	\$ 41,385,718	455.00	\$ 19,268,643	\$ 43,155,613	463.33
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	-	-	-	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 40,154,513	445.04	\$ 42,237,337	\$ 41,385,718	455.00	\$ 19,268,643	\$ 43,155,613	463.33

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 40,154,513	445.04	\$ 42,237,337	\$ 41,385,718	455.00	\$ 19,268,643	\$ 43,155,613	463.33
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 40,154,513	445.04	\$ 42,237,337	\$ 41,385,718	455.00	\$ 19,268,643	\$ 43,155,613	463.33

* Numbers may not add due to rounding

Objectives 2014-2015: 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Secondary Special Education								
Salaries and Benefits	\$ 10,382,888	108.00	\$ 10,363,056	\$ 10,677,353	110.84	\$ 3,491,199	\$ 11,694,898	118.83
Staff Development	1,122	-	-	1,122	-	-	1,122	-
Supplies and Services	-	-	-	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 10,384,010	108.00	\$ 10,363,056	\$ 10,678,475	110.84	\$ 3,491,199	\$ 11,696,020	118.83

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 10,384,010	108.00	\$ 10,363,056	\$ 10,678,475	110.84	\$ 3,491,199	\$ 11,696,020	118.83
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 10,384,010	108.00	\$ 10,363,056	\$ 10,678,475	110.84	\$ 3,491,199	\$ 11,696,020	118.83

* Numbers may not add due to rounding

Objectives 2014-2015: 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Educational Assistants								
Salaries and Benefits	\$ 31,955,482	609.00	\$ 31,149,811	\$ 32,652,389	620.00	\$ 21,432,006	\$ 34,371,706	652.00
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	-	-	-	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 31,955,482	609.00	\$ 31,149,811	\$ 32,652,389	620.00	\$ 21,432,006	\$ 34,371,706	652.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 31,955,482	609.00	\$ 31,149,811	\$ 32,652,389	620.00	\$ 21,432,006	\$ 34,371,706	652.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 31,955,482	609.00	\$ 31,149,811	\$ 32,652,389	620.00	\$ 21,432,006	\$ 34,371,706	652.00

* Numbers may not add due to rounding

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

Expenditures – Learning Support Services

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

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

Operating Resource	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Special Education and PSSP								
Salaries and Benefits	\$ 8,339,569	75.10	\$ 9,656,546	\$ 8,894,582	81.10	\$ 6,024,497	\$ 8,796,223	81.10
Staff Development	137,500	-	230,109	137,500	-	280,016	122,500	-
Supplies and Services	2,987,099	-	2,304,346	3,738,991	-	1,422,468	4,215,881	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	195,100	-	135,835	195,100	-	7,335	195,100	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 11,659,268	75.10	\$ 12,326,836	\$ 12,966,173	81.10	\$ 7,734,316	\$ 13,329,704	81.10

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 11,659,268	75.10	\$ 12,326,836	\$ 12,966,173	81.10	\$ 7,734,316	\$ 13,329,704	81.10
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 11,659,268	75.10	\$ 12,326,836	\$ 12,966,173	81.10	\$ 7,734,316	\$ 13,329,704	81.10

* Numbers may not add due to rounding

All members of Learning Support Services department work in collaboration with teaching personnel and parents(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 in 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Phoenix House and Young Offenders								
Salaries and Benefits	\$ 222,080	2.50	\$ 249,017	\$ 240,828	2.50	\$ 143,525	\$ 246,043	2.50
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	27,233	-	16,647	27,233	-	9,063	27,233	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 249,314	2.50	\$ 265,664	\$ 268,061	2.50	\$ 152,588	\$ 273,276	2.50

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 249,314	2.50	\$ 265,664	\$ 268,061	2.50	\$ 152,588	\$ 273,276	2.50
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 249,314	2.50	\$ 265,664	\$ 268,061	2.50	\$ 152,588	\$ 273,276	2.50

* Numbers may not add due to rounding

Formal education programs encourage young offenders to make positive life choices.

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 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Finance								
Chief Financial Officer	\$ 274,017	2.00	\$ 355,266	\$ 274,017	2.00	\$ 172,513	\$ 272,821	2.00
Budget Services	574,251	5.50	519,677	547,515	5.00	307,421	555,252	5.00
Financial Reporting	1,737,643	19.00	1,886,267	1,742,935	19.50	1,050,730	1,711,686	19.50
Payroll	930,098	13.00	945,264	932,449	13.00	589,809	936,979	13.00
Purchasing and Logistics	3,658,431	9.50	3,030,352	3,835,949	11.50	2,808,743	3,786,165	11.50
Document Reproduction / Mail & Courier	1,171,087	6.00	810,806	1,163,251	6.00	863,739	865,561	6.00
Total	\$ 8,345,527	55.00	\$ 7,547,633	\$ 8,496,117	57.00	\$ 5,792,956	\$ 8,128,464	57.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 1,404,026	8.80	\$ 899,504	\$ 1,400,980	8.80	\$ 952,528	\$ 1,082,878	8.80
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	4,227,298	45.20	4,548,142	4,327,832	47.20	2,583,138	4,341,707	47.20
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	2,714,204	1.00	2,099,987	2,767,305	1.00	2,257,289	2,703,879	1.00
Other	-	-	-	-	-	-	-	-
Total	\$ 8,345,527	55.00	\$ 7,547,633	\$ 8,496,117	57.00	\$ 5,792,956	\$ 8,128,464	57.00

* Numbers may not add due to rounding

Objectives for 2014-15: 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Chief Financial Officer								
Salaries and Benefits	\$ 263,940	2.00	\$ 317,181	\$ 263,940	2.00	\$ 151,107	\$ 262,744	2.00
Staff Development	2,652	-	8,263	2,652	-	3,560	2,652	-
Supplies and Services	7,425	-	9,581	7,425	-	4,218	7,425	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	2,978	-	-	-	-	-
Other	-	-	17,263	-	-	13,628	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 274,017	2.00	\$ 355,266	\$ 274,017	2.00	\$ 172,513	\$ 272,821	2.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ 75	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	274,017	2.00	355,191	274,017	2.00	172,513	272,821	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 274,017	2.00	\$ 355,266	\$ 274,017	2.00	\$ 172,513	\$ 272,821	2.00

* Numbers may not add due to rounding

Objectives for 2014-15: 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 are other services provided by the unit.

Operating Resource	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Budget Services								
Salaries and Benefits	\$ 559,652	5.50	\$ 513,309	\$ 532,916	5.00	\$ 305,026	\$ 540,652	5.00
Staff Development	4,000	-	407	4,000	-	-	4,000	-
Supplies and Services	10,600	-	5,962	10,600	-	2,395	10,600	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 574,251	5.50	\$ 519,677	\$ 547,515	5.00	\$ 307,421	\$ 555,252	5.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	574,251	5.50	519,677	547,515	5.00	307,421	555,252	5.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 574,251	5.50	\$ 519,677	\$ 547,515	5.00	\$ 307,421	\$ 555,252	5.00

* Numbers may not add due to rounding

Objectives for 2014-15: 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Financial Reporting/School Support								
Salaries and Benefits	\$ 1,547,015	19.00	\$ 1,436,346	\$ 1,552,307	19.50	\$ 898,403	\$ 1,521,058	19.50
Staff Development	7,500	-	2,619	7,500	-	3,860	7,500	-
Supplies and Services	56,388	-	343,609	56,388	-	32,696	56,388	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	126,740	-	103,693	126,740	-	115,770	126,740	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 1,737,643	19.00	\$ 1,886,267	\$ 1,742,935	19.50	\$ 1,050,730	\$ 1,711,686	19.50

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 279,312	4.00	\$ 155,781	\$ 282,323	4.00	\$ 158,008	\$ 262,062	4.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	1,458,331	15.00	1,730,487	1,460,612	15.50	892,722	1,449,624	15.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 1,737,643	19.00	\$ 1,886,267	\$ 1,742,935	19.50	\$ 1,050,730	\$ 1,711,686	19.50

* Numbers may not add due to rounding

Objectives for 2014-15: 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Payroll								
Salaries and Benefits	\$ 909,398	13.00	\$ 933,042	\$ 911,749	13.00	\$ 582,893	\$ 916,279	13.00
Staff Development	1,000	-	-	1,000	-	1,313	1,000	-
Supplies and Services	19,700	-	12,222	19,700	-	5,603	19,700	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 930,098	13.00	\$ 945,264	\$ 932,449	13.00	\$ 589,809	\$ 936,979	13.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	930,098	13.00	945,264	932,449	13.00	589,809	936,979	13.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 930,098	13.00	\$ 945,264	\$ 932,449	13.00	\$ 589,809	\$ 936,979	13.00

* Numbers may not add due to rounding

Objectives for 2014-15: Automate statutory holiday pay calculations, implement employee self-serve for the delivery of T4s for the 2014 tax year and actively participate in the re-development of the payroll system used by the District.

Expenditures – Finance Department

Finance - Purchasing & Logistics

The Supply Chain Management Unit (SCM) works with schools, departments and vendors to acquire goods and services through a transparent bidding process that ensures best overall value for the District. SCM also provides asset management and logistical support to schools and departments by redistribution of furniture and equipment through the District's warehouse.

The Risk Management Unit is responsible for risk management, insurance and compliance reporting. Risk management staff assesses and make recommendations for risk control/prevention and administers insurance inquiries and claims.

Operating Resource	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Purchasing & Logistics								
Salaries and Benefits	\$ 828,157	9.50	\$ 807,056	\$ 1,005,675	11.50	\$ 445,449	\$ 955,892	11.50
Staff Development	6,814	-	3,730	6,814	-	1,034	6,814	-
Supplies and Services	689,055	-	323,779	689,055	-	445,078	689,055	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	2,134,405	-	1,895,788	2,134,405	-	1,917,183	2,134,405	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 3,658,431	9.50	\$ 3,030,352	\$ 3,835,949	11.50	\$ 2,808,743	\$ 3,786,165	11.50

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 192,800	-	\$ 136,471	\$ 192,800	-	\$ 140,088	\$ 192,800	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	751,427	8.50	824,186	875,844	10.50	411,829	889,487	10.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	2,714,204	1.00	2,069,695	2,767,305	1.00	2,256,826	2,703,879	1.00
Other	-	-	-	-	-	-	-	-
Total	\$ 3,658,431	9.50	\$ 3,030,352	\$ 3,835,949	11.50	\$ 2,808,743	\$ 3,786,165	11.50

* Numbers may not add due to rounding

Objectives for 2014-15: 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 by the Unit 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Document Reproduction / Mail & Courier								
Salaries and Benefits	\$ 417,491	6.00	\$ 373,803	\$ 409,655	6.00	\$ 221,105	\$ 412,965	6.00
Staff Development	1,275	-	-	1,275	-	-	1,275	-
Supplies and Services	467,321	-	216,625	467,321	-	420,905	166,321	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	15,000	-	109,763	15,000	-	174,408	15,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	270,000	-	110,615	270,000	-	47,321	270,000	-
Total	\$ 1,171,087	6.00	\$ 810,806	\$ 1,163,251	6.00	\$ 863,739	\$ 865,561	6.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 931,913	4.80	\$ 607,176	\$ 925,857	4.80	\$ 654,432	\$ 628,016	4.80
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	239,174	1.20	173,338	237,394	1.20	208,844	237,545	1.20
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	30,292	-	-	463	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 1,171,087	6.00	\$ 810,806	\$ 1,163,251	6.00	\$ 863,739	\$ 865,561	6.00

* Numbers may not add due to rounding

Objectives for 2014-15: Identification of efficiencies and cost saving will be a focus in the upcoming year. The Unit will continue its 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;

- 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Planning and Facilities Totals								
Superintendent of Planning and Facilities	\$ 274,017	2.00	\$ 282,979	\$ 274,017	2.00	\$ 150,586	\$ 275,815	2.00
Custodial Services, Trades and Maintenance, Facilities Management, Design & Construction	57,867,136	743.12	59,352,015	59,321,319	762.12	36,224,690	61,024,734	781.13
Utilities	16,473,531	-	15,994,158	16,450,825	-	10,436,446	18,180,825	-
Physical Planning	1,404,957	12.00	1,104,272	1,426,126	12.00	886,313	1,381,008	12.00
Facilities & Planning Office, Real Estate & Community Use	2,022,208	6.00	1,740,443	2,007,262	6.00	972,143	2,000,326	6.00
Admissions & Enrollment	345,041	4.00	337,799	343,303	4.00	192,724	354,994	4.00
Total	\$ 78,386,891	767.12	\$ 78,811,667	\$ 79,822,852	786.12	\$ 48,862,902	\$ 83,217,701	805.13

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 73,440	-	\$ 162,574	\$ 73,440	-	\$ 190,941	\$ 73,440	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	2,533,310	23.88	2,267,024	2,243,570	23.88	1,414,218	2,216,536	23.88
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	75,780,141	743.24	76,382,069	77,505,842	762.24	47,257,742	80,927,725	781.25
Other	-	-	-	-	-	-	-	-
Total	\$ 78,386,891	767.12	\$ 78,811,667	\$ 79,822,852	786.12	\$ 48,862,902	\$ 83,217,701	805.13

* Numbers may not add due to rounding

Objectives for 2014-2015: The department continues to implement the multi-year energy management plan;

- create the Year 5 Full Day Kindergarten student spaces; 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Superintendent of Planning and Facilities								
Salaries and Benefits	\$ 263,940	2.00	\$ 271,521	\$ 263,940	2.00	\$ 148,264	\$ 265,738	2.00
Staff Development	2,652	-	1,028	2,652	-	715	2,652	-
Supplies and Services	7,425	-	10,430	7,425	-	1,607	7,425	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 274,017	2.00	\$ 282,979	\$ 274,017	2.00	\$ 150,586	\$ 275,815	2.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	274,017	2.00	282,979	274,017	2.00	150,586	275,815	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 274,017	2.00	\$ 282,979	\$ 274,017	2.00	\$ 150,586	\$ 275,815	2.00

* Numbers may not add due to rounding

Objective for 2014-2015: 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Custodial, Trades, Facilities Management, Design & Construction								
Salaries and Benefits	\$ 45,035,958	743.12	\$ 46,429,209	\$ 46,204,355	762.12	\$ 27,107,720	\$ 47,590,855	781.13
Staff Development	226,646	-	40,986	226,646	-	21,220	226,646	-
Supplies and Services	7,570,729	-	8,025,613	8,213,737	-	4,624,836	8,069,652	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	4,958,603	-	4,812,567	4,601,381	-	4,422,018	5,062,381	-
Other	-	-	11,683	-	-	8,836	-	-
Rental expense	75,200	-	31,958	75,200	-	40,060	75,200	-
Total	\$ 57,867,136	743.12	\$ 59,352,015	\$ 59,321,319	762.12	\$ 36,224,690	\$ 61,024,734	781.13

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ 117,728	\$ -	-	\$ 49,835	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	373,691	6.38	462,718	368,736	6.38	279,876	371,745	6.38
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	57,493,445	736.74	58,771,568	58,952,583	755.74	35,894,979	60,652,989	774.75
Other	-	-	-	-	-	-	-	-
Total	\$ 57,867,136	743.12	\$ 59,352,015	\$ 59,321,319	762.12	\$ 36,224,690	\$ 61,024,734	781.13

* Numbers may not add due to rounding

Objective for 2014-2015: Continue with the departmental plan. Implement Year 5 of the FDK start up (the cause of the staffing increase). Renovate for energy efficiency and to address changing curriculum needs. Retrofit to deal with provincial mandates for health & safety and accessibility.

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 that are very effective.

Operating Resource	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Utilities								
Salaries and Benefits	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Staff Development	-	-	-	-	-	-	-	-
Utilities	16,473,531	-	15,994,158	16,450,825	-	10,436,446	18,180,825	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 16,473,531	-	\$ 15,994,158	\$ 16,450,825	-	\$ 10,436,446	\$ 18,180,825	-

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	281,436	-	86,149	-	-	67,786	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	16,192,095	-	15,908,009	16,450,825	-	10,368,660	18,180,825	-
Other	-	-	-	-	-	-	-	-
Total	\$ 16,473,531	-	\$ 15,994,158	\$ 16,450,825	-	\$ 10,436,446	\$ 18,180,825	-

* Numbers may not add due to rounding

Objective for 2014-2015: Continuation of the ongoing energy management programs, including retrofits to electrical, heating and cooling systems for energy use reductions. Budget growth reflects rate increases by provincial and federal regulators that cannot be offset by usage 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 trigger staffing numbers. The 25 year student projection triggers acquisition of future schools sites.

Operating Resource	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Physical Planning								
Salaries and Benefits	\$ 1,169,106	12.00	\$ 911,636	\$ 1,220,274	12.00	\$ 556,434	\$ 1,175,156	12.00
Staff Development	7,497	-	5,057	7,497	-	29	7,497	-
Supplies and Services	91,255	-	157,076	91,255	-	188,743	91,255	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	107,100	-	29,716	77,100	-	141,107	77,100	-
Other	30,000	-	787	30,000	-	-	30,000	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 1,404,957	12.00	\$ 1,104,272	\$ 1,426,126	12.00	\$ 886,313	\$ 1,381,008	12.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 71,400	-	\$ 42,343	\$ 71,400	-	\$ 141,107	\$ 71,400	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	1,261,164	11.50	1,061,142	1,259,553	11.50	709,887	1,216,022	11.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	72,393	0.50	787	95,173	0.50	35,320	93,586	0.50
Other	-	-	-	-	-	-	-	-
Total	\$ 1,404,957	12.00	\$ 1,104,272	\$ 1,426,126	12.00	\$ 886,313	\$ 1,381,008	12.00

* Numbers may not add due to rounding

Objective for 2014-2015: 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Facilities Planning Office, Real Estate & Com								
Salaries and Benefits	\$ 1,357,016	6.00	\$ 1,258,716	\$ 1,342,070	6.00	\$ 713,698	\$ 1,335,133	6.00
Staff Development	51,510	-	4,202	51,510	-	1,370	51,510	-
Supplies and Services	37,763	-	76,159	37,763	-	38,281	37,763	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	150,000	-	159,613	150,000	-	123,943	150,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	425,920	-	241,753	425,920	-	94,851	425,920	-
Total	\$ 2,022,208	6.00	\$ 1,740,443	\$ 2,007,262	6.00	\$ 972,143	\$ 2,000,326	6.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	38,739	-	-	13,360	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	2,022,208	6.00	1,701,704	2,007,262	6.00	958,783	2,000,326	6.00
Other	-	-	-	-	-	-	-	-
Total	\$ 2,022,208	6.00	\$ 1,740,443	\$ 2,007,262	6.00	\$ 972,143	\$ 2,000,326	6.00

* Numbers may not add due to rounding

Objective for 2014-2015: 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 & 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Admissions and Enrolment								
Salaries and Benefits	\$ 330,741	4.00	\$ 324,014	\$ 329,002	4.00	\$ 190,838	\$ 340,693	4.00
Staff Development	1,581	-	204	1,581	-	204	1,581	-
Supplies and Services	10,680	-	13,581	10,680	-	1,682	10,680	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	2,040	-	-	2,040	-	-	2,040	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 345,041	4.00	\$ 337,799	\$ 343,303	4.00	\$ 192,724	\$ 354,994	4.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 2,040	-	\$ 2,503	\$ 2,040	-	\$ -	\$ 2,040	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	343,001	4.00	335,296	341,263	4.00	192,724	352,954	4.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 345,041	4.00	\$ 337,799	\$ 343,303	4.00	\$ 192,724	\$ 354,994	4.00

* Numbers may not add due to rounding

Objective for 2014-2015: Continue to ensure 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. We are responsible for curriculum implementation in all subject areas as well as the implementation of all Ministry of Education initiatives.

Operating Resource	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Curriculum Totals								
Superintendent of Curriculum Services	\$ 647,623	2.00	\$ 633,530	\$ 647,623	2.00	\$ 552,371	\$ 645,306	2.00
Curriculum Department	10,293,236	56.43	12,731,187	10,257,929	56.43	7,797,230	10,375,741	56.43
Family Reception Centre	538,494	6.00	497,537	541,608	6.00	276,780	545,804	6.00
Quality Assurance	1,005,393	9.00	934,539	1,022,482	9.00	572,635	1,032,898	10.50
Total	\$ 12,484,746	73.43	\$ 14,796,792	\$ 12,469,642	73.43	\$ 9,199,016	\$ 12,599,749	74.93

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 12,210,729	71.43	\$ 14,469,888	\$ 12,195,625	71.43	\$ 9,028,217	\$ 12,328,049	72.93
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	274,017	2.00	316,136	274,017	2.00	170,800	271,700	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	10,768	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	12,484,746	73.43	14,796,792	12,469,642	73.43	9,199,016	12,599,749	74.93

* Numbers may not add due to rounding

Objectives for 2014-2015: 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. We are responsible for curriculum implementation in all subject areas as well as the implementation of all Ministry of Education initiatives.

Operating Resource	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Superintendent of Curriculum Services								
Salaries and Benefits	\$ 263,940	2.00	\$ 241,207	\$ 263,940	2.00	\$ 142,031	\$ 261,623	2.00
Staff Development	2,652	-	1,881	2,652	-	1,022	2,652	-
Supplies and Services	7,425	-	14,437	7,425	-	14,116	7,425	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	373,606	-	376,006	373,606	-	395,203	373,606	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 647,623	2.00	\$ 633,530	\$ 647,623	2.00	\$ 552,371	\$ 645,306	2.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 373,606	-	\$ 376,006	\$ 373,606	-	\$ 395,203	\$ 373,606	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	274,017	2.00	257,524	274,017	2.00	157,168	271,700	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 647,623	2.00	\$ 633,530	\$ 647,623	2.00	\$ 552,371	\$ 645,306	2.00

* Numbers may not add due to rounding

Objectives for 2014-2015: 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. We are responsible for curriculum implementation in all subject areas as well as the implementation of all Ministry of Education initiatives.

Operating Resource	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Curriculum Department								
Salaries and Benefits	\$ 5,203,497	56.43	\$ 6,651,398	\$ 5,204,592	56.43	\$ 3,367,458	\$ 5,337,920	56.43
Staff Development	2,191,229	-	2,614,657	1,820,918	-	2,307,421	1,820,918	-
Supplies and Services	2,889,512	-	2,702,770	3,217,418	-	1,553,030	3,206,058	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	8,998	-	761,951	15,001	-	569,321	10,845	-
Other	-	-	411	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 10,293,236	56.43	\$ 12,731,187	\$ 10,257,929	56.43	\$ 7,797,230	\$ 10,375,741	56.43

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 10,293,236	56.43	\$ 12,661,806	\$ 10,257,929	56.43	\$ 7,783,599	\$ 10,375,741	56.43
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	58,612	-	-	13,631	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	10,768	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 10,293,236	56.43	\$ 12,731,187	\$ 10,257,929	56.43	\$ 7,797,230	\$ 10,375,741	56.43

* Numbers may not add due to rounding

Objectives for 2014-2015: Continued implementation of all Curriculum and Ministry of Education initiatives

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. We do so in an inviting, respectful, and inclusive manner. Through our intake and assessment service, we advocate for each student 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Family Reception Centre								
Salaries and Benefits	\$ 495,121	6.00	\$ 468,257	\$ 498,234	6.00	\$ 269,698	\$ 502,430	6.00
Staff Development	5,100	-	700	5,100	-	-	5,100	-
Supplies and Services	38,274	-	17,219	38,274	-	7,082	38,274	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	11,360	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 538,494	6.00	\$ 497,537	\$ 541,608	6.00	\$ 276,780	\$ 545,804	6.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 538,494	6.00	\$ 497,537	\$ 541,608	6.00	\$ 276,780	\$ 545,804	6.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 538,494	6.00	\$ 497,537	\$ 541,608	6.00	\$ 276,780	\$ 545,804	6.00

* Numbers may not add due to rounding

What We Do

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

Expenditures - Curriculum

Curriculum Services - Quality Assurance

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

Operating Resource	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Quality Assurance								
Salaries and Benefits	\$ 757,085	9.00	\$ 731,784	\$ 774,174	9.00	\$ 436,268	\$ 919,494	10.50
Staff Development	71,604	-	86,086	71,604	-	102,584	71,604	-
Supplies and Services	176,704	-	61,620	176,704	-	33,782	41,800	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	55,050	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 1,005,393	9.00	\$ 934,539	\$ 1,022,482	9.00	\$ 572,635	\$ 1,032,898	10.50

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 1,005,393	9.00	\$ 934,539	\$ 1,022,482	9.00	\$ 572,635	\$ 1,032,898	10.50
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 1,005,393	9.00	\$ 934,539	\$ 1,022,482	9.00	\$ 572,635	\$ 1,032,898	10.50

* Numbers may not add due to rounding

Objectives for 2014-2015: Continued implementation of all Curriculum and Ministry of Education initiatives

Expenditures - Director

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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Director Totals								
Director's Office	\$ 833,097	3.00	\$ 625,604	\$ 917,027	3.00	\$ 324,909	\$ 829,984	3.00
Superintendents and Administrative Assistants	1,564,108	12.00	1,456,318	1,583,645	12.00	856,905	1,566,252	12.00
Legal Advisor	591,379	1.00	497,794	595,519	1.00	277,706	595,651	1.00
Total	\$ 2,988,584	16.00	\$ 2,757,963	\$ 3,096,191	16.00	\$ 1,459,519	\$ 2,991,887	16.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 21,360	-	\$ 1,382	\$ 21,360	-	\$ 2,639	\$ 21,360	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	2,967,224	16.00	2,578,334	3,074,831	16.00	1,456,880	2,970,527	16.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 2,988,584	16.00	\$ 2,757,963	\$ 3,096,191	16.00	\$ 1,459,519	\$ 2,991,887	16.00

* Numbers may not add due to rounding

The department is comprised of the Director of Education, senior management which includes the office of the Associate Director and a number of academic superintendents and superintendents of business, and legal services.

Expenditures - Director

Director - Director's Office

The Director of Education reports to the Board of Trustees and is responsible for overseeing the alignment of service delivery in a manner that achieves the District's strategic objectives. The Director serves as both Chief Education Officer and Chief Executive Officer. All authority delegated to staff is delegated through the Director of Education.

Operating Resource	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Director's Office								
Salaries and Benefits	\$ 438,461	3.00	\$ 453,448	\$ 447,391	3.00	\$ 236,044	\$ 435,348	3.00
Staff Development	80,697	-	10,554	80,697	-	8,508	80,697	-
Supplies and Services	143,939	-	117,603	143,939	-	69,927	143,939	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	170,000	-	43,999	245,000	-	10,429	170,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 833,097	3.00	\$ 625,604	\$ 917,027	3.00	\$ 324,909	\$ 829,984	3.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 21,360	-	\$ 1,382	\$ 21,360	-	\$ 2,639	\$ 21,360	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	811,737	3.00	624,222	895,667	3.00	322,270	808,624	3.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 833,097	3.00	\$ 625,604	\$ 917,027	3.00	\$ 324,909	\$ 829,984	3.00

* Numbers may not add due to rounding

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

Expenditures - Director

Director - Superintendents & Administrative Assistants

In addition to the Director of Education, the senior management team includes the office of the Associate Director and the offices of the academic superintendents, superintendents of business and the executive officer of Corporate Services. The Associate Director oversees school operations as well as the District's Extended Day and child care programs. 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. Superintendents of business oversee functions relating to finance, facilities and human resources. Corporate Services includes Board Services and Communications and Information Services.

Operating Resource	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Superintendents & Administrative Assistants								
Salaries and Benefits	\$ 1,564,108	12.00	\$ 1,445,454	\$ 1,583,645	12.00	\$ 851,815	\$ 1,566,252	12.00
Staff Development	-	-	610	-	-	-	-	-
Supplies and Services	-	-	10,254	-	-	5,089	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 1,564,108	12.00	\$ 1,456,318	\$ 1,583,645	12.00	\$ 856,905	\$ 1,566,252	12.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	1,564,108	12.00	1,456,318	1,583,645	12.00	856,905	1,566,252	12.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 1,564,108	12.00	\$ 1,456,318	\$ 1,583,645	12.00	\$ 856,905	\$ 1,566,252	12.00

* Numbers may not add due to rounding

The Associate Director and the superintendents work closely with the Director of Education to formulate and implement decisions that align with the District's strategic plan with a focus on the four key priority areas of well-being, engagement, leadership and learning.

Expenditures - Director

Director - Legal Services

The District retains outside legal counsel to provide guidance, advice and support on various matters that are encountered throughout the year.

Operating Resource	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Legal Services								
Salaries and Benefits	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Staff Development	1,530	-	-	1,530	-	-	1,530	-
Supplies and Services	6,120	-	1,736	6,120	-	1,338	6,120	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	583,729	1.00	496,058	587,869	1.00	276,367	588,001	1.00
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 591,379	1.00	\$ 497,794	\$ 595,519	1.00	\$ 277,706	\$ 595,651	1.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	591,379	1.00	497,794	595,519	1.00	277,706	595,651	1.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 591,379	1.00	\$ 497,794	\$ 595,519	1.00	\$ 277,706	\$ 595,651	1.00

* Numbers may not add due to rounding

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

Expenditures – Corporate Services

Corporate Services

Corporate Services provides public policy and operational support to the school district through the Communications Department, Board Services, Corporate Records, Policies and Procedures and Parental involvement. Each division has its own operating budget and this allocation funds the salary and operating costs of the Executive Officer and Administrative Assistant.

Operating Resource	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Corporate Services Totals								
Executive Officer	\$ 381,073	3.00	\$ 352,352	\$ 382,848	3.00	\$ 232,177	\$ 307,627	2.00
Board Services	629,193	6.00	509,608	606,834	6.00	303,737	701,695	7.00
Communications	986,950	10.00	1,122,496	1,082,194	10.00	751,381	1,153,092	11.00
Corporate Records	513,157	5.00	491,918	540,735	5.00	283,475	534,008	5.00
Trustees	436,574	12.00	320,370	436,574	12.00	183,681	436,574	12.00
Total	\$ 2,946,947	36.00	\$ 2,796,744	\$ 3,049,184	36.00	\$ 1,754,450	\$ 3,132,996	37.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 469,211	4.80	\$ 531,491	\$ 494,306	4.80	\$ 314,558	\$ 489,266	4.80
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	2,477,737	31.20	2,265,253	2,554,878	31.20	1,439,892	2,643,730	32.20
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 2,946,947	36.00	\$ 2,796,744	\$ 3,049,184	36.00	\$ 1,754,450	\$ 3,132,996	37.00

* Numbers may not add due to rounding

The 2014-2015 budget includes the direction of \$75,000 to create a permanent FTE to provide 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Executive Officer								
Salaries and Benefits	\$ 353,195	3.00	\$ 322,152	\$ 354,970	3.00	\$ 199,245	\$ 279,749	2.00
Staff Development	8,695	-	6,239	8,695	-	7,645	8,695	-
Supplies and Services	19,183	-	22,798	19,183	-	23,244	19,183	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	1,162	-	-	2,043	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 381,073	3.00	\$ 352,352	\$ 382,848	3.00	\$ 232,177	\$ 307,627	2.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 6,120	-	\$ 75,235	\$ 6,120	-	\$ 59,882	\$ 6,120	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	374,953	3.00	277,117	376,728	3.00	172,295	301,507	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 381,073	3.00	\$ 352,352	\$ 382,848	3.00	\$ 232,177	\$ 307,627	2.00

* Numbers may not add due to rounding

The division objectives are expanded upon in the following pages.

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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Board Services								
Salaries and Benefits	\$ 521,495	6.00	\$ 442,486	\$ 499,135	6.00	\$ 267,227	\$ 593,997	7.00
Staff Development	9,989	-	4,614	9,989	-	3,018	9,989	-
Supplies and Services	91,960	-	61,179	91,960	-	33,492	91,960	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	5,749	-	1,328	5,749	-	-	5,749	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 629,193	6.00	\$ 509,608	\$ 606,834	6.00	\$ 303,737	\$ 701,695	7.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	629,193	6.00	509,608	606,834	6.00	303,737	701,695	7.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 629,193	6.00	\$ 509,608	\$ 606,834	6.00	\$ 303,737	\$ 701,695	7.00

* Numbers may not add due to rounding

The division has a staff of 7, including the Policy Analyst. The key budget expenditures relate to 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. The department has a staff of 10 including the central switchboard/reception staff. The primary areas of expenditure in the operating budget relate to advertising, printing and media monitoring.

Operating Resource	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Communications								
Salaries and Benefits	\$ 760,729	10.00	\$ 768,324	\$ 780,973	10.00	\$ 445,821	\$ 851,871	11.00
Staff Development	3,723	-	2,283	3,723	-	3,675	3,723	-
Supplies and Services	201,698	-	326,968	276,698	-	284,006	276,698	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	20,800	-	21,115	20,800	-	17,878	20,800	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	3,805	-	-	-	-	-
Total	\$ 986,950	10.00	\$ 1,122,496	\$ 1,082,194	10.00	\$ 751,381	\$ 1,153,092	11.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 62,309	0.80	\$ 64,778	\$ 65,240	0.80	\$ 37,040	\$ 65,211	0.80
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	924,641	9.20	1,057,718	1,016,954	9.20	714,341	1,087,881	10.20
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 986,950	10.00	\$ 1,122,496	\$ 1,082,194	10.00	\$ 751,381	\$ 1,153,092	11.00

* Numbers may not add due to rounding

The 2014-2015 Budget includes one permanent FTE to provide support in the area of strategic plan and measurement.

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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Corporate Records								
Salaries and Benefits	\$ 325,033	5.00	\$ 332,256	\$ 352,611	5.00	\$ 178,528	\$ 345,884	5.00
Staff Development	816	-	4,565	816	-	1,211	816	-
Supplies and Services	187,308	-	155,098	187,308	-	103,736	187,308	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 513,157	5.00	\$ 491,918	\$ 540,735	5.00	\$ 283,475	\$ 534,008	5.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 400,782	4.00	\$ 391,478	\$ 422,946	4.00	\$ 217,636	\$ 417,935	4.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	112,375	1.00	100,440	117,789	1.00	65,838	116,073	1.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 513,157	5.00	\$ 491,918	\$ 540,735	5.00	\$ 283,475	\$ 534,008	5.00

* Numbers may not add due to rounding

The division has a staff of 5. In addition to a small operating budget, 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Trustees								
Salaries and Benefits	\$ 245,611	12.00	\$ 196,464	\$ 245,611	12.00	\$ 111,443	\$ 245,611	12.00
Staff Development	53,100	-	51,575	53,100	-	32,658	53,100	-
Supplies and Services	137,863	-	67,331	137,863	-	39,579	137,863	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	5,000	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 436,574	12.00	\$ 320,370	\$ 436,574	12.00	\$ 183,681	\$ 436,574	12.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	436,574	12.00	320,370	436,574	12.00	183,681	436,574	12.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 436,574	12.00	\$ 320,370	\$ 436,574	12.00	\$ 183,681	\$ 436,574	12.00

* Numbers may not add due to rounding

The role of the school board is to:

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

Expenditures – Human Resources

Human Resources

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

Operating Resource	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Human Resource Totals								
Superintendent of Human Resources	\$ 478,713	2.00	\$ 669,084	\$ 508,713	2.00	\$ 413,288	\$ 503,527	2.00
Human Resource Staff Development	919,198	3.00	164,595	672,197	-	159,414	765,184	1.00
Staffing, HRIS and Wellness/Disability Mgt	3,145,707	33.50	3,184,051	3,624,763	36.50	2,411,141	3,356,840	37.00
Labour relations	627,997	5.00	688,812	628,190	5.00	388,069	694,518	5.50
Occupational Health and Safety	763,814	4.50	859,691	814,500	5.00	442,141	802,816	5.00
Elementary and Secondary Staffing								
Committee Resources	161,171	1.67	171,266	162,034	1.67	97,048	165,288	1.67
Total	\$ 6,096,600	49.67	\$ 5,737,500	\$ 6,410,396	50.17	\$ 3,911,100	\$ 6,288,172	52.17

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 2,343,022	11.77	\$ 1,488,097	\$ 2,034,183	8.17	\$ 1,461,955	\$ 2,121,446	9.17
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	3,691,075	37.90	4,106,420	4,313,709	42.00	2,354,936	4,104,222	43.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	62,504	-	142,983	62,504	-	94,209	62,504	-
Other	-	-	-	-	-	-	-	-
Total	\$ 6,096,600	49.67	\$ 5,737,500	\$ 6,410,396	50.17	\$ 3,911,100	\$ 6,288,172	52.17

* Numbers may not add due to rounding

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

Expenditures – Human Resources

Human Resources - Superintendent of Human Resources

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

Operating Resource	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Superintendent of Human Resources								
Salaries and Benefits	\$ 263,940	2.00	\$ 459,929	\$ 263,940	2.00	\$ 283,142	\$ 273,450	2.00
Staff Development	2,652	-	1,198	32,652	-	9,383	32,652	-
Supplies and Services	7,425	-	10,138	7,425	-	3,720	7,425	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	204,696	-	197,820	204,696	-	117,044	190,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 478,713	2.00	\$ 669,084	\$ 508,713	2.00	\$ 413,288	\$ 503,527	2.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 163,757	-	\$ 352,472	\$ 163,757	-	\$ 228,152	\$ 152,000	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	314,956	2.00	316,612	344,956	2.00	185,136	351,527	2.00
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 478,713	2.00	\$ 669,084	\$ 508,713	2.00	\$ 413,288	\$ 503,527	2.00

* Numbers may not add due to rounding

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

Expenditures – Human Resources

Human Resources - Human Resource Staff Development

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

Operating Resource	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Human Resource Staff Development								
Salaries and Benefits	\$ 247,001	3.00	\$ 48,010	\$ -	-	\$ 62,480	\$ 93,809	1.00
Staff Development	672,197	-	83,832	672,197	-	81,273	671,375	-
Supplies and Services	-	-	28,204	-	-	13,560	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	4,549	-	-	2,100	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 919,198	3.00	\$ 164,595	\$ 672,197	-	\$ 159,414	\$ 765,184	1.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 919,198	3.00	\$ 162,795	\$ 672,197	-	\$ 157,314	\$ 765,184	1.00
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	1,800	-	-	2,100	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 919,198	3.00	\$ 164,595	\$ 672,197	-	\$ 159,414	\$ 765,184	1.00

* Numbers may not add due to rounding

Key responsibility for:

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

Expenditures – Human Resources

Human Resources - Staffing, HRIS and Wellness/Disability Management

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

Operating Resource	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Staffing, HRIS & Wellness/Disability Mgt								
Salaries and Benefits	\$ 2,847,867	33.50	\$ 2,967,906	\$ 3,326,923	36.50	\$ 2,246,840	\$ 3,059,000	37.00
Staff Development	110,708	-	37,589	110,708	-	27,381	110,708	-
Supplies and Services	171,832	-	175,226	171,832	-	136,919	171,832	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	15,300	-	3,330	15,300	-	-	15,300	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 3,145,707	33.50	\$ 3,184,051	\$ 3,624,763	36.50	\$ 2,411,141	\$ 3,356,840	37.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 515,036	3.40	\$ 255,661	\$ 422,980	2.40	\$ 701,110	\$ 422,575	2.40
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	2,606,071	30.10	2,928,390	3,177,182	34.10	1,710,031	2,909,664	34.60
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	24,600	-	-	24,600	-	-	24,600	-
Other	-	-	-	-	-	-	-	-
Total	\$ 3,145,707	33.50	\$ 3,184,051	\$ 3,624,763	36.50	\$ 2,411,141	\$ 3,356,840	37.00

* Numbers may not add due to rounding

Key responsibility for:

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

Expenditures – Human Resources

Human Resources - Labour Relations

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

Operating Resource	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Labour Relations								
Salaries and Benefits	\$ 532,996	5.00	\$ 567,132	\$ 533,188	5.00	\$ 314,319	\$ 599,516	5.50
Staff Development	21,562	-	7,619	21,562	-	4,379	21,562	-
Supplies and Services	53,040	-	39,328	53,040	-	11,003	53,040	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	20,400	-	74,732	20,400	-	58,368	20,400	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 627,997	5.00	\$ 688,812	\$ 628,190	5.00	\$ 388,069	\$ 694,518	5.50

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 25,848	-	\$ 7,314	\$ 25,848	-	\$ 2,711	\$ 25,848	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	602,149	5.00	681,497	602,341	5.00	385,357	668,670	5.50
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 627,997	5.00	\$ 688,812	\$ 628,190	5.00	\$ 388,069	\$ 694,518	5.50

* Numbers may not add due to rounding

Key responsibility for:

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

Expenditures – Human Resources

Human Resources - Occupational Health and Safety

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

Operating Resource	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Occupational Health and Safety								
Salaries and Benefits	\$ 415,653	4.50	\$ 413,846	\$ 466,339	5.00	\$ 171,559	\$ 454,655	5.00
Staff Development	90,305	-	224,105	90,305	-	158,624	90,305	-
Supplies and Services	224,706	-	97,030	224,706	-	47,199	224,706	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	33,150	-	124,711	33,150	-	64,760	33,150	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 763,814	4.50	\$ 859,691	\$ 814,500	5.00	\$ 442,141	\$ 802,816	5.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 558,011	3.70	\$ 538,588	\$ 587,367	4.10	\$ 275,620	\$ 590,551	4.10
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	167,899	0.80	178,121	189,229	0.90	72,312	174,361	0.90
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	37,904	-	142,983	37,904	-	94,209	37,904	-
Other	-	-	-	-	-	-	-	-
Total	\$ 763,814	4.50	\$ 859,691	\$ 814,500	5.00	\$ 442,141	\$ 802,816	5.00

* Numbers may not add due to rounding

Key responsibility for:

- Developing OH&S policies, procedures & programs
- Investigating fires & critical injuries causing death
- Risk management related to OSBIE and liability issues involving school special activities, legal claims against the school and the OCDSB, student accidents and voluntary student accident insurance
- Developing, implementing and reviewing emergency plans and procedures for the OCDSB in all areas of emergency preparedness, including crash bag contents and the Incident

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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Elementary & Secondary Staffing Committee								
Salaries and Benefits	\$ 154,577	1.67	\$ 170,677	\$ 155,439	1.67	\$ 96,803	\$ 158,693	1.67
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	6,595	-	589	6,595	-	244	6,595	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 161,171	1.67	\$ 171,266	\$ 162,034	1.67	\$ 97,048	\$ 165,288	1.67

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 161,171	1.67	\$ 171,266	\$ 162,034	1.67	\$ 97,048	\$ 165,288	1.67
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 161,171	1.67	\$ 171,266	\$ 162,034	1.67	\$ 97,048	\$ 165,288	1.67

* Numbers may not add due to rounding

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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Continuing Education								
Salaries and Benefits	\$ 8,282,785	17.50	\$ 9,155,924	\$ 8,771,167	19.00	\$ 5,127,269	\$ 8,707,452	19.00
Staff Development	1,400	-	11,175	1,400	-	7,473	1,400	-
Supplies and Services	702,999	-	561,573	644,949	-	502,454	644,949	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	5,000	-	28,861	5,000	-	4,824	5,000	-
Other	-	-	-	-	-	-	-	-
Rental expense	429,856	-	494,373	384,931	-	320,622	384,931	-
Total	\$ 9,422,040	17.50	\$ 10,251,907	\$ 9,807,447	19.00	\$ 5,962,643	\$ 9,743,732	19.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	9,422,040	17.50	10,251,907	9,807,447	19.00	5,962,643	9,743,732	19.00
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 9,422,040	17.50	\$ 10,251,907	\$ 9,807,447	19.00	\$ 5,962,643	\$ 9,743,732	19.00

* Numbers may not add due to rounding



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.

The District also administers transportation for students attending provincial schools providing specialized services. These costs are fully funded by the Ministry.

Operating Resource	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Transportation / OSTA								
Salaries and Benefits	\$ 1,131,526	9.50	\$ 1,071,118	\$ 1,121,889	-	\$ 679,352	\$ 1,343,634	-
Staff Development	14,757	-	-	20,953	-	-	17,095	-
Supplies and Services	206,358	-	314,774	433,256	-	346,482	351,116	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	38,952,464	-	37,796,928	39,045,142	-	26,356,916	43,263,973	-
Other	146,656	-	231,661	-	-	-	74,918	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 40,451,761	9.50	\$ 39,414,481	\$ 40,621,240	-	\$ 27,382,750	\$ 45,050,736	-

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	9.50	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	40,451,761	9.50	39,414,481	40,621,240	-	27,382,750	45,050,736	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 40,451,761	19.00	\$ 39,414,481	\$ 40,621,240	-	\$ 27,382,750	\$ 45,050,736	-

* Numbers may not add due to rounding

Objectives for 2014-15: Commencing September 2014, the provision of bus service to the District's students will be harmonized with those provided to students of the Ottawa Catholic School Board. The change will result in increased costs for the upcoming year.

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.

Operating Resource	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Business and Learning Technologies								
Salaries and Benefits	\$ 7,031,416	89.00	\$ 6,865,151	\$ 7,676,709	95.00	\$ 3,983,006	\$ 7,643,642	95.00
Staff Development	20,600	-	37,186	20,600	-	72,780	20,600	-
Supplies and Services	3,309,489	-	2,331,439	3,309,489	-	1,021,487	3,309,489	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	4,054,383	-	5,211,167	4,804,383	-	4,437,781	4,804,383	-
Other	-	-	3,770	-	-	2,275	-	-
Rental expense	403,000	-	1,170,928	403,000	-	781,277	403,000	-
Total	\$ 14,818,887	89.00	\$ 15,619,641	\$ 16,214,180	95.00	\$ 10,298,606	\$ 16,181,113	95.00

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 13,339,292	78.80	\$ 14,700,504	\$ 14,260,840	82.80	\$ 9,394,353	\$ 14,226,539	82.60
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	1,479,596	10.20	919,137	1,953,340	12.20	904,253	1,954,574	12.40
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total	\$ 14,818,887	89.00	\$ 15,619,641	\$ 16,214,180	95.00	\$ 10,298,606	\$ 16,181,113	95.00

* Numbers may not add due to rounding

2014-2015 is year three of the published district technology plan. The focus for this year surrounds the broader use of mobile devices in our instructional settings - district owned devices, and support for 'BYOD' users - and includes the refresh of our infrastructure to reflect this increased use. 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 to renew components 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 day care programs, 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Debt and Other Expense Totals								
Staff on Loan	\$ 6,776,118	72.14	\$ 6,602,459	\$ 6,612,303	71.17	\$ 3,514,685	\$ 6,491,833	68.17
Extended Day Program	258,235	4.00	2,259,071	4,982,114	126.00	5,615,844	10,008,031	179.29
Ottawa-Carleton School Day Nursery	-	-	2,502	5,545,208	68.39	1,068,113	1,100,000	19.10
Facilities renewal plan	6,000,000	-	8,819,768	9,364,542	-	6,524,539	7,775,000	-
Debentures and long term debt	35,822,503	-	41,924,000	40,894,203	-	22,418,407	45,967,459	-
Total	\$ 48,856,856	76.14	\$ 59,607,800	\$ 67,398,371	265.56	\$ 39,141,587	\$ 71,342,323	266.55

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 200,000	-	\$ 874,133	\$ 200,000	-	\$ 51,422	\$ 150,000	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	311,000	-	443,706	311,000	-	136,649	225,000	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	41,311,503	-	46,889,631	49,747,745	-	28,756,752	53,367,459	-
Other	7,034,353	76.14	11,400,331	17,139,626	265.56	10,196,765	17,599,864	266.55
Total	\$ 48,856,856	76.14	\$ 59,607,800	\$ 67,398,371	265.56	\$ 39,141,587	\$ 71,342,323	266.55

* 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Staff on Loan								
Salaries and Benefits	\$ 6,776,118	72.14	\$ 6,602,459	\$ 6,612,303	71.17	\$ 3,514,685	\$ 6,491,833	68.17
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	-	-	-	-	-	-	-	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 6,776,118	72.14	\$ 6,602,459	\$ 6,612,303	71.17	\$ 3,514,685	\$ 6,491,833	68.17

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	6,776,118	72.14	6,602,459	6,612,303	71.17	3,514,685	6,491,833	68.17
Total	\$ 6,776,118	72.14	\$ 6,602,459	\$ 6,612,303	71.17	\$ 3,514,685	\$ 6,491,833	68.17

* 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Extended Day Program								
Salaries and Benefits	\$ 258,235	4.00	\$ 1,994,602	\$ 3,942,079	126.00	\$ 5,317,759	\$ 9,019,617	179.29
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	-	-	264,469	1,040,035	-	231,884	988,414	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	66,200	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 258,235	4.00	\$ 2,259,071	\$ 4,982,114	126.00	\$ 5,615,844	\$ 10,008,031	179.29

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ 4,056	\$ -	-	\$ 1,877	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	258,235	4.00	2,255,015	4,982,114	126.00	5,613,967	10,008,031	179.29
Total	\$ 258,235	4.00	\$ 2,259,071	\$ 4,982,114	126.00	\$ 5,615,844	\$ 10,008,031	179.29

* Numbers may not add due to rounding

Objectives for 2014-15: Starting in 2014-2015, EDP services will be offered at all schools with full-day kindergarten programs subject to a minimum EDP enrolment of 3 students. The expansion has resulted in increased staffing needs.

Expenditures – Debt and Other Expenses

Debt and Other Expenses - Ottawa-Carleton School Day Nursery

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 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Ottawa-Carleton School Day Nursery								
Salaries and Benefits	\$ -	-	\$ 2,502	\$ 4,058,431	68.39	\$ 1,001,998	\$ 806,136	19.10
Staff Development	-	-	-	-	-	140	-	-
Supplies and Services	-	-	-	1,486,777	-	65,974	293,864	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ -	-	\$ 2,502	\$ 5,545,208	68.39	\$ 1,068,113	\$ 1,100,000	19.10

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	-	-	-	-	-	-	-	-
Other	-	-	2,502	5,545,208	68.39	1,068,113	1,100,000	19.10
Total	\$ -	-	\$ 2,502	\$ 5,545,208	68.39	\$ 1,068,113	\$ 1,100,000	19.10

* Numbers may not add due to rounding

The reduction in 2014-2015 budget expenses relative to the previous year reflects the realignment of before and after school care into the Extended Day Program.

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 portable classrooms.

Operating Resource	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Facilities Renewal Plan								
Salaries and Benefits	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	3,690,000	-	6,635,114	6,454,542	-	6,343,728	5,105,000	-
Interest Charges	-	-	-	-	-	-	-	-
Fees and Contractual	-	-	-	-	-	-	-	-
Other - Portable moving expense	2,310,000	-	2,184,654	2,910,000	-	180,811	2,670,000	-
Rental expense	-	-	-	-	-	-	-	-
Total	\$ 6,000,000	-	\$ 8,819,768	\$ 9,364,542	-	\$ 6,524,539	\$ 7,775,000	-

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	6,000,000	-	8,819,768	9,364,542	-	6,524,539	7,775,000	-
Other	-	-	-	-	-	-	-	-
Total	\$ 6,000,000	-	\$ 8,819,768	\$ 9,364,542	-	\$ 6,524,539	\$ 7,775,000	-

* 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Debentures and Long Term Debt								
Employee future benefits (PSAB)	\$ -	-	\$ 785,645	\$ -	-	\$ -	\$ -	-
Staff Development	-	-	-	-	-	-	-	-
Supplies and Services	361,000	-	86,598	361,000	-	50,375	225,000	-
Interest Charges	9,651,503	-	7,448,831	10,106,045	-	4,021,897	10,004,779	-
Fees and Contractual	350,000	-	401,323	350,000	-	124,470	250,000	-
Other	150,000	-	2,916,687	150,000	-	35,648	150,000	-
Rental expense	-	-	-	-	-	-	-	-
Amortization	25,310,000	-	30,284,916	29,927,158	-	18,186,017	35,337,680	-
Total	\$ 35,822,503	-	\$ 41,924,000	\$ 40,894,203	-	\$ 22,418,407	\$ 45,967,459	-

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 200,000	-	\$ 870,077	\$ 200,000	-	\$ 49,545	\$ 150,000	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	311,000	-	443,706	311,000	-	136,649	225,000	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	35,311,503	-	38,069,863	40,383,203	-	22,232,213	45,592,459	-
Other	-	-	2,540,354	-	-	-	-	-
Total	\$ 35,822,503	-	\$ 41,924,000	\$ 40,894,203	-	\$ 22,418,407	\$ 45,967,459	-

* 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 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Retirement Gratuities, Other Pmts & Adj Total								
Retirement Gratuities	\$ 2,240,914	-	\$ 10,628,116	\$ 7,860,062	-	\$ 1,248,406	\$ 6,789,891	-
Wind Up Payments	-	-	723,615	-	-	-	-	-
Total	\$ 2,240,914	-	\$ 11,351,731	\$ 7,860,062	-	\$ 1,248,406	\$ 6,789,891	-

Enveloping	Approved 2012-2013		2012-2013 Actual \$	Approved 2013-2014		2013-2014 Actual 31 March 2014	Approved 2014-2015	
	Budget \$	FTE		Budget \$	FTE		Budget \$	FTE
Instruction	\$ 1,364,980	-	\$ 4,176,046	\$ 1,364,980	-	\$ 786,758	\$ 1,681,268	-
Continuing Education	-	-	-	-	-	-	-	-
Central Administration	274,343	-	503,633	274,343	-	145,393	320,319	-
Transportation	-	-	-	-	-	-	-	-
Pupil Accommodation	351,591	-	182,813	351,591	-	316,256	688,553	-
Other	250,000	-	6,489,240	5,869,148	-	-	4,099,751	-
Total	\$ 2,240,914	-	\$ 11,351,731	\$ 7,860,062	-	\$ 1,248,406	\$ 6,789,891	-

* Numbers may not add due to rounding

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

New Budget Investments



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Budget Investments - By Category

Learning: General Support									
Investment	Ref	FTE	Cost			Funding			
			Permanent	One Time	Total	Approved by Board on 25 March 2014	Grants for Students Needs	Reserves	Internally Funded
English as a Second Language Teachers	n/a	1.00	\$94,200		\$94,200	\$94,200			
Itinerant English as a Second Language Coaches	n/a	4.00	\$376,800		\$376,800	\$376,800			
Reduction of one Instructional Coach	n/a	(1.00)	(\$94,200)		(\$94,200)	(\$94,200)			
Increase in English as a Second Language Teachers for Itinerant	n/a	2.00	\$199,000		\$199,000	\$199,000			
Principal for school opening in September 2015 (50% of year)	n/a	0.50	\$63,450		\$63,450	\$63,450			
Increase in school Vice-Principal positions	n/a	4.00	\$504,600		\$504,600	\$504,600			
Central Vice-Principal - Business and Learning Technologies	n/a	1.00	\$121,400		\$121,400	\$121,400			
Teacher for YSB Partnership	n/a	0.50	\$49,750		\$49,750	\$49,750			
Total		12.00	\$1,315,000	\$0	\$1,315,000	\$1,315,000	\$0	\$0	\$0

Numbers may not add due to rounding

Budget Investments - By Category

Learning: Special Education									
Investment	Ref	FTE	Cost			Funding			
			Permanent	One Time	Total	Approved by Board on 25 March 2014	Grants for Students Needs	Reserves	Internally Funded
Congregated System Classes (4.0 FTE Teachers + Prep time)	n/a	4.76	\$437,920		\$437,920	\$437,920			
System Classes for Special Education (4.0 FTE Teachers + Prep time)	n/a	5.33	\$519,675		\$519,675	\$519,675			
Elementary Teachers - Required for additional Autism classes	a	3.57	\$357,000		\$357,000		\$357,000		
Secondary Teachers - Required for additional Autism classes	a	2.66	\$263,000		\$263,000		\$263,000		
Educational Assistants - Required for additional Autism classes	a	10.00	\$520,000		\$520,000		\$520,000		
Educational Assistants - Required for new classes (Approved teaching staff)	a	14.00	\$708,000		\$708,000		\$708,000		
Educational Assistants - In school support	a	3.00	\$156,000		\$156,000				\$156,000
Educational Assistants - Itinerant positions	a	5.00	\$260,000		\$260,000				\$260,000
Total		48.32	\$3,221,595	\$0	\$3,221,595	\$957,595	\$1,848,000	\$0	\$416,000

Numbers may not add due to rounding

Budget Investments - By Category

Full Day Kindergarten / Extended Day Program									
Investment	Ref	FTE	Cost			Funding			
			Permanent	One Time	Total	Approved by Board on 25 March 2014	Grants for Students Needs	Reserves	Internally Funded
Staffing model for Early Childhood Educators	b		\$350,000		\$350,000				\$350,000
Supervisors of Extended Day Program (Effective 01 March 2013)	b	3.00	\$231,000		\$231,000				\$231,000
Office Assistant for Extended Day Program	b	1.00	\$45,000		\$45,000				\$45,000
Regular Part Time Custodians to support Year 5 of FDK	f	14.00	\$420,000		\$420,000		\$420,000		
Total		18.00	\$1,046,000	\$0	\$1,046,000	\$0	\$420,000	\$0	\$626,000

Numbers may not add due to rounding

Budget Investments - By Category

Operational Infrastructure / Learning Environment									
Investment	Ref	FTE	Cost			Funding			
			Permanent	One Time	Total	Approved by Board on 25 March 2014	Grants for Students Needs	Reserves	Internally Funded
Tree service - Inoculation and removal of ash trees	c		\$161,000		\$161,000			\$161,000	
Replacement of ash trees	c		\$300,000		\$300,000			\$300,000	
Communication program technology (annual cost for next 3 years)	g		\$324,000		\$324,000				\$324,000
Replace "Mike" radio/phone system with GMRS equipment	g			\$575,000	\$575,000				\$575,000
Facilities - Additional support position and position evaluation	g	1.00	\$91,000		\$91,000				\$91,000
Facilities - Apprenticeship Program	g	2.00	\$54,000		\$54,000				\$54,000
Total		3.00	\$930,000	\$575,000	\$1,505,000	\$0	\$0	\$461,000	\$1,044,000

Numbers may not add due to rounding

Budget Investments - By Category

Cost Pressures									
Investment	Ref	FTE	Cost			Funding			
			Permanent	One Time	Total	Approved by Board on 25 March 2014	Grants for Students Needs	Reserves	Internally Funded
Increases in utilities	d		\$1,730,000		\$1,730,000		\$1,730,000		
Building System Technician - Energy Management	d	1.00	\$70,000		\$70,000		\$70,000		
Total		1.00	\$1,800,000	\$0	\$1,800,000	\$0	\$1,800,000	\$0	\$0

Numbers may not add due to rounding

Budget Investments - By Category

Governance / Support to Schools									
Investment	Ref	FTE	Cost			Funding			
			Permanent	One Time	Total	Approved by Board on 25 March 2014	Grants for Students Needs	Reserves	Internally Funded
Memoranda of Understanding - Implementation and maintenance	e	1.50	\$60,000		\$60,000		\$60,000		
Labour Relations Analyst - Term Position	e	0.50	\$60,000		\$60,000		\$60,000		
Business Process Review (school staff)	e		\$100,000		\$100,000		\$100,000		
Temporary Assistance for school staff	e		\$75,000		\$75,000		\$75,000		
Support for the next strategic planning cycle	h	1.00	\$75,000		\$75,000				\$75,000
Research Officer	h	1.00	\$90,000		\$90,000				\$90,000
Total		4.00	\$460,000	\$0	\$460,000	\$0	\$295,000		\$165,000

Numbers may not add due to rounding

Grand Total	FTE	Cost			Funding			
		Permanent	One Time	Total	Approved by Board on 25 March 2014	Grants for Students Needs	Reserves	Internally Funded
		86.32	\$8,772,595	\$575,000	\$9,347,595	\$2,272,595	\$4,363,000	\$461,000

Numbers may not add due to rounding

Budget Investments – By Funding Source

Description	FTE	Amount
Grants for Students Needs		
Approved by Board on 25 March 2014		
English as a Second Language Teachers	1.00	\$94,200
Itinerant English as a Second Language Coaches	4.00	\$376,800
Reduction of one Instructional Coach	(1.00)	(\$94,200)
Increase in English as a Second Language Teachers for Itinerant	2.00	\$199,000
Principals for school opening in September 2015 (50% of year)	0.50	\$63,450
Increase in school Vice-Principal positions	4.00	\$504,600
Central Vice-Principal - Business and Learning Technologies	1.00	\$121,400
Teacher for YSB Partnership	0.50	\$49,750
Congregated System Classes (4.0 FTE Teachers + Prep time)	4.76	\$437,920
System Classes for Special Education (4.0 FTE Teachers + Prep time)	5.33	\$519,675
Sub-total:	22.09	\$2,272,595
<i>Numbers may not add due to rounding</i>		

Budget Investments – By Funding Source

Description	FTE	Amount
New Initiatives		
Elementary Teachers - Required for additional Autism classes	3.57	\$357,000
Secondary Teachers - Required for additional Autism classes	2.66	\$263,000
Educational Assistants - Required for additional Autism classes	10.00	\$520,000
Educational Assistants - Required for new classes approved at Academic staffing	14.00	\$708,000
Regular Part Time Custodians to support Year 5 of FDK	14.00	\$420,000
Increases in utilities		\$1,730,000
Building System Technician - Energy Management	1.00	\$70,000
MOU Implementation and maintenance	1.50	\$60,000
Labour Relations Analyst - Term Position	0.50	\$60,000
Business Process Review (school staff)		\$100,000
Temporary Assistance for school staff		\$75,000
	47.23	\$4,363,000
Sub-total:	69.32	\$6,635,595
<i>Numbers may not add due to rounding</i>		

Budget Investments – By Funding Source

Description	FTE	Amount
Reserves		
Tree service - inoculation and removal of ash trees		\$161,000
Replacement of ash trees		\$300,000
Sub-total:	0.00	\$461,000
Internally Funded		
Staffing model for Early Childhood Educators		\$350,000
Supervisors of Extended Day Program (Effective 01 March 2013)	3.00	\$231,000
Office Assistant for Extended Day Program	1.00	\$45,000
Communication program technology (annual cost for next 3 years)		\$324,000
Replace "Mike" radio/phone system with GMRS equipment		\$575,000
Facilities - Additional support position and position evaluation	1.00	\$91,000
Facilities - Apprenticeship Program	2.00	\$54,000
Support for the next strategic planning cycle	1.00	\$75,000
Research Officer	1.00	\$90,000
Educational Assistants - In school support	3.00	\$156,000
Educational Assistants - Itinerant positions	5.00	\$260,000
Sub-total:	17.00	\$2,251,000
Total	86.32	\$9,347,595
<i>Numbers may not add due to rounding</i>		

Learning – Special Education

Reference: a

Area of Investment: Learning - Special Education

In December 2012, the OCDSB transitioned to a specialized class location model using geographically defined catchment areas and designated home schools. The intent of the Special Education Ad Hoc Committee's recommendation was to "regularize" the service delivery model and to "optimize" the school experience for students with special needs by promoting their attendance at their community school thereby ensuring their proximity to the centre of their community life and to eliminate all waitlists for placement into specialized classes.

A phase-in implementation plan was adopted by the Board for the new process for Specialized Program Classes beginning with Dual Support Program (DSP) in September 2013 and moving to the implementation of the Autism specialized program classes in 2014. Through Academic Staffing this year, teachers for 1 FDK, 3 Elementary and 2 Secondary Autism classes were approved. 2 additional FTE Secondary teachers were approved for specialized classes that were required for students who will be graduating from Grade 8 and require a Secondary placement to meet their needs. Educational Assistants are required for all specialized program classes at a ratio of 2 per Autism and DSP classes and 1 for General Learning Program classes. All Educational Assistants are requested through the staff recommended budget process.

Current staffing timelines do not align to student placement into specialized program classes' application timelines therefore contingency staffing has become necessary. In the planning for the phase-in of Autism classes, staff identified current student addresses, historical data regarding application to specialized programs, and waitlists mapped against the current placement of specialized programs to inform staff decisions regarding staffing requirements. In addition to the 8 teachers approved through Academic staffing, 2 Elementary and 3 Secondary classes are being requested to meet high volume of students who met the criteria for an Autism specialized program class through this year's application process.

Description		Funding Source	FTE	Cost
1. Elementary Teachers	Phase-in of Autism classes	Contingency	3.57	\$357,000
2. Secondary Teachers	Phase-in of Autism classes	Contingency	2.66	\$263,000
3. Educational Assistants	Phase-in of Autism classes	Contingency	10.00	\$520,000
4. Educational Assistants	Academic staffing approvals	Grants for Student Needs	14.00	\$708,000
5. Educational Assistants	Trustee Initiative	<i>Internally funded</i>	8.00	\$416,000
Total			38.23	\$2,264,000

Learning – Special Education

Reference: a

How will the impact of the new initiative be measured in the short or long-term?

If students in our Dual Support Program and Autism classes are placed in their home designated zone by the end of September 2014, then the philosophy behind the Geographic Model will have been met.

Correlation with Strategic Plan:

The ultimate goal of this geographically designed model is to bring greater stability to the delivery of special education programs and services and to “regularize” schooling for our students with special needs. Ultimately, improved stability for our exceptional students will positively contribute to many of the board’s objectives, including equity of access to high quality programs, the graduation rate goal and student achievement and well-being results.

Is this the best approach/value for the OCDSB?

The Geographic Model for specialized program placement does serve students in need of a specialized program well, but an analysis of the phase-in of the DSP and upcoming Autism classes is recommended to understand the cost to the District as all types of specialized programs are phased into the model. The delivery model is complex and is differentiated by program type and by legislative requirements. This, combined with historical trends, space availability, preferred delivery locations, and changing needs, results in a delivery model staff will continue to refine as specialized program classes, for each exceptionality, are reviewed and phased-in to the model.

Full-day Kindergarten / Extended Day Program

Reference: b

Area of Investment: Full Day Kindergarten & Extended Day Program		Internally Funded
Description	FTE	Cost
1. Staffing model for Early Childhood Educators		\$350,000
2. Supervisors of Extended Day Program (Effective 01 March 2013)	3.00	\$231,000
3. Office Assistant for Extended Day Program	1.00	\$45,000
	4.00	\$626,000
Background information including correlation with Board goals		
<p>For the 2014-2015 school year the OCDSB will be operating 62 extended day programs with an estimated enrollment of over 5,000 students. The additional staff will support the supervision of the program as well as supporting it's operational needs. Objective 5 and 6 of the OCDSB Strategic Plan speaks to having vibrant extended day programs along with school being hubs to the communities. Additional ECE's allow for more qualified staff in the EDP thus enhancing the quality of the program.</p>		
How will the additional planned spending identified above impact departmental operations?		
<p>With the number of EDP sites, the additional supervisors are required to ensure program needs are being addressed in both OCDSB run programs as well as in sites with Third Party Partners. The additional office staff will provide further support to the office function of the EDP, addressing parental concerns, inputting care request and change of care requests etc. along with other administrative duties as a result of the growth of the program. All the costs for the additional staff are being absorbed through the extended day program budget.</p>		

Operational Infrastructure / Learning Environment

Reference: c

Area of Investment: Operational Infrastructure / Learning Environment

1. and 2. Tree Service: The Ottawa region is suffering the Emerald ash borer (EAB) infestation. Most of the ash trees in the region will be lost. Land owners must bear the cost of treatment, removal of dangerous dead trees and provide replacement (if desired). As a major land owner, the OCDSB faces an expensive challenge. Funding (\$161,000) is recommended to fund inoculation of trees that may be saved and removal of trees beyond saving. Additional (\$300,000) funding is sought to fund tree replacement, as 195 trees have already gone and it is anticipated a further 200 will have to be removed this year. Non replacement will have a major impact on school sites, reducing our progress in the greening of school yards. The program may have to continue five years, until the EAB has finished it's cycle.

Description	Funding Source	Cost
1. Tree service - Inoculation and removal of ash trees	Reserves	\$161,000
2. Replacement of ash trees	Reserves	\$300,000
Total		\$461,000

How will the impact of the new initiative be measured in the short or long-term?

1. and 2. Staff will be able to report on the number of trees replaced each year.

Correlation with Strategic Plan:

1. and 2. Tree replacement is in line with the District's commitment to environmental stewardship. There are also ties to community partnership/hub and creating favorable learning conditions.

Is this the best approach/value for the OCDSB?

1. and 2. Tree replacement does impact on students and even more on the school's place in the neighbourhood.

Cost Pressures

Reference: d

Area of Investment: Cost Pressures

The budget needs to be adjusted to reflect the rate increases approved by the provincial and federal regulators for 2012-2013, 2013-2014 and 2014-2015.

The addition of 1 Building System Technician is to continue implementation of the Board's energy management plan. Infrastructure is now in place to allow hourly adjustment to building systems thereby enabling cost savings at least equal to the cost of the technician, while improving service through reductions of system failures.

The efforts of the district to reduce the growth of energy demand has helped to offset the ongoing rate increases.

Description	Funding Source	FTE	Cost
1. Increase in Utilities	Grants for Student Needs		\$1,730,000
2. Building System Technician - Energy Management	Grants for Student Needs	1.00	\$70,000
Total		1.00	\$1,800,000

How will the impact of the new initiative be measured in the short or long-term?

Energy management staff track usage of utilities cost by site by hour. Usage for 2014-2015 will be compared to previous years to determine if improvements have occurred. (The system is able to restate for differences in exterior temperature so that an apples to apples comparison can be made). Staff are confident that the position will at least fund itself in energy savings and reduced the rate increase adjustment to reflect this.

Correlation with Strategic Plan:

Continuous improvement to energy use ties to the OCDSB's strategy of environmental stewardship and global citizenship. Healthy buildings with good air quality are key factors in creating the situation for student engagement and learning.

Is this the best approach/value for the OCDSB?

Energy costs are mandated by provincial policy to increase. It is prudent management to ensure reduced usage to help mitigate the cost increases.

Governance / Support to Schools

Reference: e

Area of Investment: Governance / Support to Schools

1. The collective agreement changes resulting from regulations passed under Bill 115 and the Education Act (e.g. Regulation 274), the Memoranda of Understanding (MOU), as well as the final implementation of Full-Day kindergarten and the expansion of the Extended Day Program, have placed increased demands on Human Resources staff. Additional temporary support was provided for purposes of implementation, however, on-going support is required.
2. The regular staff complement in the Labour Relations Division is not sufficient to meet the additional workload demands required during collective bargaining and it has become practice to add to the existing complement on a term basis. As collective agreements expire August 31, 2014, additional support will be required to support the local bargaining with nine bargaining units. In anticipation of the discussions that will need to happen centrally to identify central and local issues, staff plans to fill the position for 0.75 of the school year.
3. Staff has determined that a review is necessary to determine the most appropriate ways to respond to the concerns of increasing workload expressed by school based office staff. Increasing demands and expectations have necessitated increasing use of overtime and temporary assistance to meet some of these requirements. If approved, the funds will allow a review to be undertaken to look at the various business processes and activities with a view to identifying areas to reduce duplication of efforts, or in some cases the possible relocation of some functions. We anticipate this would begin in the fall of 2014, with an expectation that recommendations would be available no later than the beginning of the 2015-2016 budget preparation cycle.
4. In an effort to reduce the current pressure on school budgets, an amount of \$75,000 would be available for allocation by the Associate Director to assist schools identified by the Superintendents of Instructions with exceptional issues.

Description	Funding Source	FTE	Cost
1. MOU Implementation and Maintenance	Grants for Student Needs	1.50	\$60,000
2. Labour Relations Analyst Term Position	Grants for Student Needs	0.50	\$60,000
3. Business Process Review (school staff)	Grants for Student Needs		\$100,000
4. Temporary Assistance for school staff	Grants for Student Needs		\$75,000
Total		2.00	\$295,000

Governance / Support to Schools

Reference: e

How will the impact of the new initiative be measured in the short or long-term?

1. The impact of additional support for MOU implementation and maintenance will be measured in the short and long term by the HR department's ability to effectively and appropriately administer the sick leave plan and the short term disability plan for all employees, including ensuring that employee sick leave balances are properly maintained, sick leave usage is appropriately recorded and tracked, changes in pay are administered in a timely and accurate manner.
2. The impact of the additional term support for collective bargaining will be measured in the short term by the effectiveness in providing support to the collective bargaining process, including research, developing proposals, accurately recording the discussions during collective negotiations.
3. The study will provide better information to allow the development of strategies to deal with the workloads. In the current financial environment, solutions will need to involve alternatives to simply adding more staff.
4. The \$75,000 will allow the OCDSB to address the most serious problems in schools without further adversely impacting school budgets.

Correlation with Strategic Plan:

1. , 2., 3. and 4. The additional human resource support for the implementation and maintenance of the MOU provisions and the collective bargaining process are aligned with the District's commitment to effective governance practices at all levels of the organization, particularly related to ensuring that administrative processes are as efficient and effective as possible.

Is this the best approach/value for the OCDSB?

1. In addition to human resource support, efforts have been on-going and will continue to identify system and process changes required to support and improve the implementation of the sick leave program and short term disability program.
2. In the past, the District was able to stagger collective agreement expiry dates such that negotiations with all bargaining units did not take place simultaneously. However with the move the provincially determined common expiry dates, staff is unable to control the timing and volume of negotiations, such that additional term support has been identified as the best approach to meeting the peak demand.
3. and 4. This approach should assist staff in developing the most appropriate recommendation.

Full-day Kindergarten / Extended Day Program

Reference: f

Area of Investment: Full Day Kindergarten & Extended Day Program

The Board is adding 26 Year 5 FDK sites, resulting in an increase of the number of classrooms and portables. This causes an addition of 111 hours of custodial work each school day, requiring 14 FTE to staff. This cost (and related additional utility costs) are covered by the increase in Facilities grants triggered by the additional enrolment.

Description	Funding Source	FTE	Cost
Regular Part-Time Custodians for Year 5 FDK	Grants for Student Needs	14.00	\$420,000

How will the impact of the new initiative be measured in the short or long-term?

Facilities has established room condition benchmarks for instructional spaces. Chief custodians and area supervisors will ensure the new space meets the standard. Teachers and school users will provide separate verification.

Correlation with Strategic Plan:

The successful establishment of the full day kindergarten program in all elementary schools is a key Board goal. Suitable classroom space is key to this.

Is this the best approach/value for the OCDSB?

The OCDSB is committed to safe and healthy learning environments for students and staff. A reduction in standards would reduce costs in the short term, but would be offset by other emerging issues, such as concerns about air quality and general tidiness.

Operational Infrastructure / Learning Environment

Reference: g

Area of Investment: Operational Infrastructure / Learning Environment		Internally Funded
Description	FTE	Cost
1. Communication Program technology		\$324,000
2. Replace "Mike" radio/phone system with GSMR equipment		\$575,000
3. Facilities - Additional support position and position evaluation	1.00	\$91,000
4. Facilities - Apprenticeship Program	2.00	\$54,000
	3.00	\$1,044,000
Background information including correlation with Board goals		
<p>1. Communications Technology equipment replacement on an ongoing basis is currently not funded. Beginning in the current (2013-2104) school year, \$324,000 was found in B&LT budgets by removing other planned purchases to assist with the equipment replacement, based on a model of moving from desktop labs towards use of mobile technology or other technology equipment. A sustainable commitment to complete the transition is a specific budget within B&LT's current allocation for the upcoming two school years.</p> <p>2. "Mike" radio phones, currently funded by the B&LT communication budget, are being discontinued as a product line by the carrier, and have proven to be an unanticipated excessive load on the existing B&LT communication budget. In consultation with Human Resources, a substitute device to address site based requests for communications devices, a review of "push-to-talk" devices has taken place, and the recommended solution will be GSMR devices moving forward.</p> <p>3. Facilities continues its ongoing work on examining its internal operations to find efficiencies in addressing changes in client needs. Job skill requirements and qualification continue to evolve and impact on staffing needs. Regulatory filing requirements continue to grow increasing work load.</p> <p>The two building technicians providing work on school heating boilers are facing a significant backlog of work due to the recent change in code requirements. To meet deadlines significant contract work has been undertaken.</p> <p>4. This provides the opportunity to undertake an apprentice program. The program provides needed assistance to the technicians allowing more boilers to be dealt with at lesser cost than contracting the work and creates apprenticeship opportunities for the skilled trade programs in the Ottawa area, providing a useful illustration of the SHSM pathway.</p>		

Operational Structure / Learning Environment

Reference: g

How will the additional planned spending identified above impact departmental operations?

1. The B< department is furnished with a budget to design, evaluate and in some cases provide equipment for classroom use as part of its mandate. The equipment provided through the department is normally general in nature, and not intended to provide support for individual school initiatives. With this in mind, the proposed expenditure is common to all secondary schools, and is provided for in the B< operating budget.
2. The proposed expenditure does have an impact on the B< operating budget, but is part of B<'s mandate to supply and support communication devices across the district.
3. The ongoing job redefinitions reflect the work required to deal with changing technologies and the ongoing required skills upgrades.
4. The apprenticeship program will increase overall effectiveness, freeing up funds to do further retrofit work.

Governance / Support to Schools

Reference: h

Area of Investment: Governance / Support to Schools		Internally Funded
Description	FTE	Cost
1. Support for the next strategic planning cycle	1.00	\$75,000
2. Research Officer	1.00	\$90,000
	2.00	\$165,000
Background information including correlation with Board goals		
<p>1. The District has a four year strategic planning cycle. 2014-2015 is the year in which the next strategic plan will be developed. The development of the strategic plan requires considerable effort in terms of the research and consultation required to support the plan development.</p> <p>In the 2013-2014 budget, the Board passed a motion to add \$75,000 "to help expedite the work being done on the development of measures to monitor progress on the realization of the Board's strategic objectives as outlined in the strategic plan and to provide increased staff capacity to respond to any emergent Board of Trustees analytic needs during the 2013-14 school year as may be defined during the workplan formation process."</p> <p>These funds will be used to create a 1.0 FTE to provide ongoing support for the development, measurement and reporting on the strategic plan.</p> <p>2. The additional 1.00 FTE Research Officer position in Quality Assurance will be utilized to continue work on developing the thematic research reports emerging from the 2011 Student Survey, supporting research related to the Secondary School Review, enhancing data literacy support to schools in order to make effective use of multiple sources of data in school improvement planning, as well as the development and support of analyses related to socioeconomic indices. All of the above projects are directly connected to both student achievement and well-being in that they provide a range of information sources to support evidence-informed decision making on both fronts.</p>		

Governance / Support to Schools

Reference: h

How will the additional planned spending identified above impact departmental operations?

1. The use of the budgeted funds will allow the department to have specific resources dedicated to supporting the strategic plan. This is essential to undertake the research for the development of the new plan, but also to provide the analytical capacity necessary to ensure effective and regular measurement of progress of the strategic plan.
2. Funds are currently in the budget to support costs relating to the research officer position. Conversion of the position from a temporary to permanent status will ensure continued progress on Quality Assurance initiatives.

Investments that were Considered and Not Recommended

Description	Ref.	FTE	Amount \$
Capacity Building - IPPS & BAS Systems	<i>i</i>		\$150,000
Quality Assurance - Research Officer Position	<i>ii</i>	1.00	\$90,000
Financial Services - Support Staff	<i>iii</i>	2.00	\$150,000
Development of Intranet (between Communications and B<)	<i>iv</i>		\$80,000
Psychology - Support for Full Day Kindergarten (FDK)	<i>v</i>	2.00	\$186,000
Social Work- Support for Full Day Kindergarten (FDK)	<i>vi</i>	2.00	\$152,000
Speech and Language - Support for Full Day Kindergarten (FDK)	<i>vii</i>	2.00	\$146,000
Itinerant Educational Assistant - Support for Full Day Kindergarten (FDK)	<i>viii</i>	1.00	\$52,000
Facilities Apprenticeship Program	<i>ix</i>	3.00	\$81,000
Total		13.00	\$1,087,000

Investments that were Considered and Not Recommended

Description: Capacity Building for IPPS and BAS Systems Cost \$150,000	<i>Reference: i</i>
<p>Why is this investment important?</p> <p>The District uses two systems to manage activities relating to human resources, payroll and financial administration. The Integrated Payroll Personnel System (IPPS) is used by both the Human Resources and Finance Departments for employee management and payroll functions. The Budget and Accounting System (BAS) is the District's primary financial processing and reporting system. Both systems are dated and do not provide advanced workflow and reporting capabilities that are currently available with other commercial software. As well, both systems are owned by the Education Computer Network of Ontario (ECNO), a non-profit information technology cooperative incorporated to promote best practices and provide cost-effective IT solutions to its members.</p> <p>ECNO's strategic vision for these products is the re-development and integration of the systems into an ERP product running on a Microsoft SQL Server database. The work is currently underway for each system and, for IPPS specifically, the District must adhere to a strict schedule to migrate from its existing version and platform to new ones.</p> <p>Recognizing the strategic vision for the products and our vested interest in the products as a result of the District being a member of ECNO, staff determined that greater emphasis be placed on investigating the merits of our existing systems rather than immediately pursuing other commercially available software. In addition, the recent changes in key staff within the Finance and Human Resources Departments highlighted the need for staff training. In particular, the IPPS solution support office was contracted and recently provided training highlighting selected modules and processes that could be leveraged to greater advantage.</p>	<p>How will you manage without this investment?</p> <p>The requested provision of \$150,000 would have allowed for additional training opportunities in IPPS functionality and provided resources for custom development of reports and processes in both IPPS and BAS.</p> <p>Absence of the investment will slow work to further leverage the two systems; however, staff will continue to seek greater understanding of both by working with established user groups and researching functionality highlighted in user manuals. Investments in report development and process improvements will proceed as existing resources permit.</p>

Investments that were Considered and Not Recommended

Description: Quality Assurance - Research Officer Position Cost: \$90,000 FTE: 1.00	<i>Reference: ii</i>
Why is this investment important? The investment of an additional 1.00 FTE Research Officer position is important as the district begins to identify/develop measures of student well-being. In addition, the position will facilitate the coordination of logistics related to the OECD study.	How will you manage without this investment? As the pilot phase of the OECD study begins in the 2014-2015 school year, an adjustment or re-alignment of timelines for divisional workplans related to various projects (such as the completion of the thematic research reports related to the 2011 Student Survey) will be required. Further, as a workplan for the identification/development of measures of student well-being is established, further adjustments to divisional workplans may be necessary.

Description: Financial Services - Support staff Cost: \$150,000 FTE: 2.00	<i>Reference: iii</i>
Why is this investment important? The Finance Department is responsible for providing services and supports which ensure the District's financial and risk management activities are conducted in a manner which promotes effective governance. Expansion of the Extended Day Program, changes resulting from provisions included in memoranda of understanding reached between the provincial government and various bargaining groups, and an overall increase in the demand for information for a variety of reasons has impacted staff's ability to advance project work.	How will you manage without this investment? The requested provision of \$150,000 would have provided additional resources to meet incremental costs relating to payroll processing and to advance work on projects which include reviews of established business processes to identify efficiencies, the updating of procedures used to manage school generated funds and the investigation and implementation of new technologies. Work relating to these initiatives will not progress as rapidly without the investment.

Investments that were Considered and Not Recommended

Description: Development of Intranet Cost: \$80,000	<i>Reference: iv</i>
Why is this investment important? <p>There is a need to improve the internal communications infrastructure at the school district. The District has over 7,000 employees distributed across more than 153 worksites. There is no structured internal communications network and the district website and BEAM conferences are frequently used as a repository for internal communications needs. This is limited to information which can appropriately be shared in the public domain.</p> <p>In order to optimize information sharing, collaboration and improve efficiency, the need for an intranet was identified. The allocation of \$80,000 would allow for the retention of external support to assist with the design and production of an intranet. There would be future additional costs associated with content development for an intranet site.</p>	How will you manage without this investment? <p>The Communications Department and Business and Learning Technologies will continue to explore possible solutions to enhance our internal communications infrastructure. The design capacity exists in-house however, this is a significant project that cannot be managed within existing workloads without a redirection of responsibilities or the cessation of work</p>

Description: Psychology - Staff support for FDK Cost: \$186,000 FTE: 2.00	<i>Reference: v</i>
Why is this investment important? <p>Increased participation in the Early Learning Intervention Team, participation in Reach In/Reach Out resiliency training program, and participation in program evaluation</p> <p>Early identification & intervention in regular program. Addition of 2 FTE in 2013/14 allowed for consultation to schools with FDK classes. With the final roll-out in 14/15, there will be increased need for Psychology support to FDK classes.</p>	How will you manage without this investment? <p>The existing service delivery model will need to be modified with time to schools differentiated by student needs.</p>

Investments that were Considered and Not Recommended

Description: Social Work - Staff support for FDK Cost: \$152,000 FTE: 2.00	<i>Reference: vi</i>
Why is this investment important? i. Dedicated allocation to provide liaison, coordination and professional development within the Early Learning Intervention Team. This increase would provide alignment with the allocation in Psychology and SLP to support coordination, collaboration and capacity building across the system. ii. Increase to support Social Work intervention through the Reach In Reach Out resiliency training program, in addition to early identification and intervention across the FDK program. This would provide increased capacity across the system to address the expansion of FDK classes.	How will you manage without this investment? The existing service delivery model will need to be modified with time to schools differentiated by student needs.

Description: Speech and Language - Staff support for FDK Cost: \$146,000 FTE: 2.00	<i>Reference: vii</i>
Why is this investment important? i. To increase capacity to serve JK students and facilitate emergent literacy in partnership with curriculum services. ii. This also supports the decrease of service from First Words at CHEO for our JK students.	How will you manage without this investment? The existing service delivery model will need to be modified with time to schools differentiated by student needs.

Investments that were Considered and Not Recommended

Description: Itinerant Educational Assistant - Support for FDK Cost: \$52,000 FTE: 1.00	<i>Reference: viii</i>
Why is this investment important? There are currently 3 IEAs assigned to early learning. This assignment has been important as the number of kindergarten referrals increased significantly with the introduction of FDK (about double). With additional classes being added for the 2014-15 year, one additional position is needed to address the anticipated increase in number of referrals as new classes are established. The team currently focuses on intervention for students exhibiting serious, often aggressive behaviour and is hoping to shift emphasis to include prevention activities. In conjunction with the behaviour management role of the early learning IEAs, we will be reviewing the roles of all the EAs centrally assigned to early learning to provide service along the continuum of needs - including early identification, mental health promotion and prevention.	How will you manage without this investment? The existing service delivery model will need to be modified with time to schools differentiated by student needs.

Description: Apprenticeship Program Cost: \$81,000 FTE: 3.00	<i>Reference: ix</i>
Why is this investment important? Staff believe that there is potential for an additional three apprenticeship positions. However, the economic case for self financing needs to be studied further.	How will you manage without this investment? The department will continue its current practice of utilizing contractors to handle overflow work at points in the year.

Capital Budgets



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Capital Expenditure Budget

(In \$Millions)

	Estimated Expenditures for 2014-2015	Funding Sources			Total
		Ministry Funding	Capital Expenses from Operating Budget	Capital Reserves	Capital Funding
Buildings, Additions and Portables:					
Capital Priorities	\$30.4	\$30.4			\$30.4
Proceeds of Disposition & Education Development Charges	\$10.5			\$10.5	\$10.5
Full Day Learning	\$9.3	\$9.3			\$9.3
Childcare RetroFit	\$2.9	\$2.9			\$2.9
School Renewal *	\$6.6	\$6.6			\$6.6
School Condition Improvement *	\$7.1	\$7.1			\$7.1
Sub-Total	\$66.8	\$56.3	\$0.0	\$10.5	\$66.8
Other Assets:					
Equipment (Capital)	\$2.6	\$0.0	\$2.6		\$2.6
Sub-Total	\$2.6	\$0.0	\$2.6	\$0.0	\$2.6
Total	\$69.4	\$56.3	\$2.6	\$10.5	\$69.4

Numbers may not add due to rounding

* Includes Ministry of Education announcement for 2014-2015 grants that have not yet received formal OCDSB approval

Accumulated Surplus, Reserves and Deferred Revenue



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Accumulated Surplus, Reserves and Deferred Revenue

(In \$Millions)

	Balance at 31 August 2013	Use In 2013-2014 (Revised Estimates)	Balance at 31 August 2014	Balance at 01 September 2014	Recommended Use for 2014- 2015	Estimated Available Balance at 31 August 2015
Available for Compliance - Unappropriated:						
Operating Accumulated Surplus	\$19.5	(\$4.6)	\$14.9	\$14.9	(\$12.6)	\$2.3
Sub-Total	\$19.5	(\$4.6)	\$14.9	\$14.9	(\$12.6)	\$2.3
Available for Compliance - Internally Appropriated:						
Retirement Gratuities	\$9.0	(\$4.2)	\$4.8	\$4.8	(\$4.2)	\$0.6
Cafeteria Equipment	\$1.2	\$0.0	\$1.2	\$1.2	\$0.0	\$1.2
School / Department Carryforward	\$2.3	(\$2.3)	\$0.0	\$0.0	\$0.0	\$0.0
Training Allocation (Special Education)	\$0.7	(\$0.7)	\$0.0	\$0.0	\$0.0	\$0.0
Miscellaneous	\$0.3	\$0.0	\$0.3	\$0.3	\$0.0	\$0.3
Workers Safety Insurance Board (WSIB)	\$3.4	\$0.0	\$3.4	\$3.4	\$0.0	\$3.4
School Renewal	\$0.9	\$0.0	\$0.9	\$0.9	\$0.0	\$0.9
To Fund Amortization of Board Financed Projects	\$8.5	(\$1.6)	\$6.9	\$6.9	(\$1.6)	\$5.3
New Budget Initiatives (Details on Appendix A)				\$1.5	(\$0.1)	\$1.4
Sub-Total	\$26.3	(\$8.8)	\$17.5	\$19.0	(\$5.9)	\$13.1
Total	\$45.8	(\$13.4)	\$32.4	\$33.9	(\$18.5)	\$15.4

Numbers may not add due to rounding

Accumulated Surplus, Reserves and Deferred Revenue

(Appendix A)

Appendix A

Area of Investment: Operational Infrastructure / Learning Environment

1. Replacement of Telephone System: 133 Greenbank Road: The present Mitel SX2000 PBX telephone system at the Greenbank administration building has been in operation since 1998. It has been upgraded twice, and is now a hybrid system combining TDM digital phones and IP phones. It has been expanded to support all OCDSB administration sites (Greenbank, Confederation, Stittsville, Albert Street), and 11 schools. The projected lifespan for this equipment at installation was 10 years, with a refresh of major components at the 5 year period. Many of the components were refreshed at that time. The equipment has now exceeded it's projected lifespan, and the manufacturer has advised that major components in the system will no longer be supported in the near future. As well, the system has broken down 3 times since September 2013, primarily due to aging equipment. The budget request is an estimate based on current market conditions for equipment of this size.
2. Refresh School Instructional Technology: Emerging trends in instructional practice and the personalization of student learning has resulted in an anticipated trend towards an increased need for mobile devices and a shifting from our past practice of fixed in place computer labs. While some schools have benefitted from a refresh of devices through pilot projects supported by B< or through other sources of funding at the site level, there is a greater need to refresh a baseline of mobile tools that supports classroom learning. This commitment is projected for a three year period beginning in the 2014 – 2015 school year.
3. Network Resources/Switches: The demand on the wired and wireless network is increasing as a result of the digitization of business practices and the learning experiences being offered in schools throughout the District. As a reality of the daily work in schools and administrative areas throughout our District, there is an emerging obligation to invest in the maintenance and updating of the District's IT Network. The budget identified seeks to address incremental needs to replace elements of our IT infrastructure that have reached its operational lifespan and to enhance other elements of the network in response to increased need.

Accumulated Surplus, Reserves and Deferred Revenue

(Appendix A)

Appendix A

Description	Funding Source	Cost
1. Replacement of telephone system at 133 Greenbank	Reserves	\$600,000
2. Refresh school Instructional Technology	Reserves	\$500,000
3. Network resources / switches	Reserves	\$360,000
Total		\$1,460,000

How will the impact of the new initiative be measured in the short or long-term?	
<p>1. The expected lifespan of this initiative is 10 years, with a refresh expenditure at 5 years. This initiative affects all administration buildings and 20 schools.</p> <p>2. The proposed plan intends to complete the acquisition of "base level" (essential) classroom equipment of a more universal use. This includes projectors, instructor stations, TVs, TV signal processors and so forth, that have an expected life time of 10 years.</p> <p>3. This proposal is designed to assist with the ongoing replacement or upgrade of network distribution equipment in schools and in the data centre. Lifespan of the equipment is on average 5 years, so a continual refresh is possible with this budget amount provided the equipment is reviewed and updated on a regular cycle.</p>	

Accumulated Surplus, Reserves and Deferred Revenue

(Appendix A)

Appendix A

Correlation with Strategic Plan:

1. Essential communication is required to continue to support daily operations.
2. This equipment purchase has been identified as an objective in the District's technology plan "Moving Toward a Culture of Access and Mobility", which itself links directly with the W.E.L.L. initiative and the District Strategic Plan.
3. As digital learning / mobile learning is a part of the key objectives of the District plan, this equipment will maintain the connectivity required to provide this.

Is this the best approach/value for the OCDSB?

1. This equipment will support several buildings and schools, in areas of critical voice communication. The central approach is the most practical. At this point, however, other options will be reviewed based on the results of the normal procurement process.
2. The proposed equipment, by design, is multi-purpose and will work with a wide variety of input sources and display devices. It is a 'universal design' such that the OCDSB will get constant returning value from this type of equipment over its design lifespan.
3. Given the structural design of the OCDSB distribution network, based on current industry standards, this is the only practical approach.

Background Information



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD



Learning Support Services – Revenues and Expenses

Grant Revenues	2013-2014 Approved Budget	2014-2015 Approved Budget
Special Education Per Pupil Amount (SEPPA)	\$44,876,174	\$49,889,704
High Needs Amount (HNA)	\$33,408,871	\$35,400,064
Facilities Amount (FA)	\$249,692	\$249,425
Behavioural Expertise Amount (BEA)	\$270,633	\$281,295
Special Incidence Portion (SIP)	\$1,732,081	\$1,732,081
Specialized Equipment Amount (SEA)	\$2,617,527	\$2,878,425
Sub-Total: Special Education Grants	\$83,154,978	\$90,430,994
Special Education Grant Allocations		
Proportionate Foundation Allocation	\$9,543,632	\$10,136,777
Proportionate Teacher Compensation Allocation	\$1,244,995	\$1,406,369
Sub-Total: Special Education Grant Allocations	\$10,788,627	\$11,543,146
Special Education Other Grants		
Summer Learning Program	\$102,460	\$102,460
Sub-Total: Special Education - Other Grants	\$102,460	\$102,460
Special Education Other Income		
Autism Support and Training-Grant	\$109,611	\$109,611
Full Day Kindergarten	\$4,143,669	\$0
Other Revenue From Recoveries	\$570,540	\$570,540
Sub-Total: Special Education Other Income	\$4,823,820	\$680,151
Total Grant Revenues	\$98,869,885	\$102,756,751
Expenditures		
Staffing	\$96,852,838	\$101,219,380
Operating	\$6,316,563	\$6,565,123
Total Grant Expenditures	\$103,169,401	\$107,784,503
Projected (Shortfall) / Surplus	(\$4,299,516)	(\$5,027,752)

Numbers may not add due to rounding

Learning Support Services – Detail Expenditures

	Approved Budget 2013-2014		Approved Budget 2014-2015	
Teaching Staff	FTE	COSTS	FTE	COSTS
Elementary Teaching:	477.50	\$45,988,193	485.83	\$47,311,175
Secondary Teaching:	101.39	\$10,139,792	112.58	\$11,361,241
Total Teaching Staff	578.89	\$56,127,985	598.41	\$58,672,416
Educational Assistants:	620.00	\$32,652,389	652.00	\$34,371,706
Professional Student Services Personnel:				
Psychologists	20.90	\$2,182,770	21.44	\$2,187,025
Social Workers	19.86	\$1,878,377	20.40	\$1,878,238
Speech and Language Pathologists	23.30	\$2,188,364	23.30	\$2,117,740
Total PSSP Staff	64.06	\$6,249,511	65.14	\$6,183,003
Principals and Vice-Principals:	5.50	\$740,359	4.50	\$573,003
Administration and Support Staff:				
Program Evaluator	1.00	\$101,176	1.00	\$101,226
Managers/Supervisors of Professional Services	3.00	\$377,314	5.00	\$705,661
Orientation and Mobility Instructor	0.50	\$28,470	0.50	\$29,568
Brailist	1.00	\$60,167	1.00	\$60,108
Office Support Staff at Crystal Bay and Clifford Bowey	3.00	\$163,313	3.00	\$169,651
Child and Youth Worker and SIP Consultant	0.00	\$220,629	0.00	\$220,629
Feeding Skills Assistants		\$27,856	0.00	\$27,856
Technicians - Equipment Support	1.60	\$103,668	1.60	\$104,553
Administration and Support Staff:	10.10	\$1,082,593	12.10	\$1,419,252
Total Administration & Support Staff	15.60	\$1,822,953	16.60	\$1,992,255
Total Special Education Staff	1,278.55	\$96,852,838	1,332.15	\$101,219,380

Learning Support Services – Detail Expenditures

	Approved Budget 2013-2014		Approved Budget 2014-2015	
	FTE	COSTS	FTE	COSTS
Operating Budget:				
General Operating Budget		\$1,428,274		\$1,499,702
Specialized Equipment for Students		\$2,617,527		\$2,878,425
Sub-Total		\$4,045,801		\$4,378,127
Summer Learning Program		\$510,800		\$510,800
Special Education Short Term Response Fund		\$340,987		\$210,000
Occasional Teachers for Special Education Teachers		\$997,631		\$1,139,298
Staff Development		\$153,283		\$53,622
Phoenix House and Young Offenders (Operating Budget and Staff)	2.50	\$268,061	2.50	\$273,276
Total Operating Budget		\$6,316,563		\$6,565,123
Grand Total	1,281.05	\$103,169,401	1,334.65	\$107,784,503

Numbers may not add due to rounding

Learning Support Services – Financial Summary

Revenues	Special Education 2014-2015 Budget		Accounting and / or Ministry Totals 2014-2015 Budget		Special Education Ministry Totals 2014-2015 Budget		Safe Schools and Urban Priorities 2014-2015 Budget		Learning Support Services Total 2014-2015	
Grants for Students Needs		\$ 90,430,994				\$ 90,430,994		\$ 1,575,149		\$ 92,006,143
Grant Allocations (Foundation and Q&E)		11,543,146				11,543,146				11,543,146
Other Grants		102,460				102,460				102,460
Other Income		680,151				680,151				680,151
Full Day Kindergarten		-				-				-
Total Revenues		\$ 102,756,751		\$ -		\$ 102,756,751		\$ 1,575,149		\$ 104,331,900
Expenditures										
Elementary Teachers	463.33	\$ 45,120,076			485.83	\$ 47,311,175	-		485.83	\$ 47,311,175
<i>Ministry Totals include partially integrated classes</i>			22.50	\$ 2,191,099						
Secondary Teachers	118.83	11,991,973			112.58	11,361,241	-		112.58	11,361,241
<i>Ministry Totals include partially integrated classes</i>			14.50	1,463,297						
<i>Ministry Totals exclude Gifted classes that do not qualify for grant</i>			(20.75)	(2,094,029)						
Educational Assistants	652.00	34,371,706			652.00	\$ 34,371,706	21.00	1,099,042	673.00	\$ 35,470,748
Professional Student Services Personnel:										
Psychologists	23.60	2,408,335	(2.16)	(221,310)	21.44	2,187,025	1.80	193,140	23.24	2,380,165
Social Workers	22.50	2,071,285	(2.10)	(193,047)	20.40	1,878,238	3.00	282,967	23.40	2,161,205
Speech and Language Pathologists	25.50	2,322,160	(2.20)	(204,421)	23.30	2,117,740			23.30	2,117,740
<i>Ministry Totals exclude 10% of PSSP salaries allocated to instruction</i>										
Administration and Support Staff:										
Program Evaluator	1.00	101,226			1.00	101,226			1.00	101,226
Managers/Supervisors of Professional Services	5.00	705,661			5.00	705,661			5.00	705,661
Orientation and Mobility Instructor (PSSP)	0.50	29,568			0.50	29,568			0.50	29,568
Brailist	1.00	60,108			1.00	60,108			1.00	60,108
Child and Youth Worker and SIP Consultant	-	220,629			-	220,629			-	220,629
Clerical and secretarial - CB Schools	-	-	3.00	169,651	3.00	169,651	-		3.00	169,651
Feeding skills assistant	-	27,856			-	27,856			-	27,856
Principals and Vice-Principals:										
Principals / Vice-Principal - CB Schools	-	-	2.50	313,698	2.50	313,698	-		2.50	313,698
Central Principal / Vice Principal	2.00	259,305			2.00	259,305			2.00	259,305
Other										
B< Technicians	-	-	1.60	104,553	1.60	104,553	-		1.60	104,553
Operating Expenses										
General Operating Budget:		5,151,427		(3,651,725)		1,499,702				1,499,702
ISA equipment		-		2,878,425		2,878,425				2,878,425
Special Education Short Term Response Fund		-		210,000		210,000				210,000
Staff Development		1,122		52,500		53,622				53,622
Summer Learning Program		-		510,800		510,800				510,800
Phoenix House and Young Offenders	2.50	273,276			2.50	273,276			2.50	273,276
Occasional Teachers for Special Education Teachers		-		\$1,139,298		1,139,298				1,139,298
Total Expenses	1,317.76	\$ 105,115,713	16.89	\$ 2,668,790	1,334.65	\$ 107,784,503	25.80	\$ 1,575,149	1,360.45	\$ 109,359,652
Projected Surplus (Shortfall)		\$ (2,358,962)		\$ (2,668,790)		\$ (5,027,752)		\$ -		\$ (5,027,752)

Numbers may not add due to rounding



Learning Support Services – Comparative Staffing

	Approved Budget 2010-2011	Approved Budget 2011-2012	Approved Budget 2012-2013	Approved Budget 2013-2014	Approved Budget 2014-2015
Teaching Staff	FTE	FTE	FTE	FTE	FTE
Elementary Teaching:	443.40	451.90	462.54	477.50	485.83
Secondary Teaching:	100.95	98.12	98.45	101.39	112.58
Total Teaching Staff	544.35	550.02	560.99	578.89	598.41
Educational Assistants:	581.00	600.00	609.00	620.00	652.00
Total Educational Assistants	581.00	600.00	609.00	620.00	652.00
Professional Student Services Personnel (PSSP):					
Psychologists	17.60	18.10	19.10	20.90	21.44
Social Workers	16.56	17.06	18.06	19.86	20.40
Speech and Language Pathologists	19.90	21.40	22.40	23.30	23.30
Total PSSP Staff	54.06	56.56	59.56	64.06	65.14
Principals and Vice-Principals:	5.50	5.50	5.50	5.50	4.50
Phoenix House and Young Offenders:	2.50	2.50	2.50	2.50	2.50
Administration and Support Staff:					
Program Evaluator	1.00	1.00	1.00	1.00	1.00
Managers/Supervisors of Professional Services	0.00	-	0.00	3.00	5.00
Orientation and Mobility Instructor	0.00	0.00	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	2.00	0.00	0.00
Technicians - Equipment Support	1.60	1.60	1.60	1.60	1.60
Administration and Support Staff:	8.60	8.60	9.10	10.10	12.10
Total Administration & Support Staff	16.60	16.60	17.10	18.10	19.10
Total Special Education Staff	1,196.01	1,223.18	1,246.65	1,281.05	1,334.65

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

English as a Second Language

Projected Revenues	FTE	Approved 2013-2014 Budget	FTE	Approved 2014-2015 Budget
Grant Revenue		\$9,243,925		\$9,719,899
OCENET				
Teaching Positions funded by OCENET	5.00	\$484,741	4.50	\$445,100
Total Revenue		\$9,728,666		\$10,164,999

Projected Expenditures	2013-2014		2014-2015	
	FTE	Cost	FTE	Cost
Elementary				
Classroom Teachers (Includes 0.5 position funded from OCENET)	85.25	\$7,843,767	90.25	\$8,501,550
Family Reception Centre (Teaching Staff)	1.00	\$92,009	1.00	\$94,200
Total	86.25	\$7,935,776	91.25	\$8,595,750
Secondary				
Classroom Teachers (Includes 4.0 positions funded from OCENET)	27.67	\$2,697,742	29.17	\$2,902,415
Orientation (Teaching Staff)	1.00	\$97,497	1.00	\$99,500
Total	28.67	\$2,795,239	30.17	\$3,001,915
Administration and Support				
Family Reception Centre	4.00	\$293,988	4.00	\$293,914
Multi-Cultural Liaison Officers		\$171,503		\$171,503
Operating Budget		\$43,374		\$43,374
Total	4.00	\$508,865	4.00	\$508,791
Grand Total	118.92	\$11,239,880	125.42	\$12,106,456
Projected Surplus (Shortfall)		(\$1,511,214)		(\$1,941,457)

Numbers may not add due to rounding

Full Day Kindergarten

2014 - 2015 Projected Revenues	Full Day Kindergarten
Grants for Student Needs (GSN)	\$51,605,571
Total	\$51,605,571

2014 - 2015 Projected Expenditures	FTE	Cost
Full Day Kindergarten		
Principal Early Learning - FDK	0.50	\$71,906
Classroom Teachers	373.00	\$35,083,634
Preparation Time (19.1%)	71.24	\$6,700,974
Early Childhood Educators	373.00	\$15,504,249
Full Day Kindergarten Program - Operating Supplies		\$80,391
Total Full Day Kindergarten	817.74	\$57,441,154
Projected Shortfall/Surplus		(\$5,835,583)

Numbers may not add due to rounding

Extended Day Program and Ottawa-Carleton School Day Nursery

2014 - 2015 Projected Revenues	Extended Day Program	Ottawa Carleton School Day Nursery	Total
Grants for Student Needs (GSN)			
Total	\$10,008,031	\$1,100,000	\$11,108,031

2014 - 2015 Projected Expenditures	Extended Day Program		Ottawa Carleton School Day Nursery		Total	
	FTE	Amount	FTE	Amount	FTE	Amount
Extended Day Program						
Central Administration	11.50	\$1,226,293			11.50	\$1,226,293
Early Childhood Educators	167.79	\$6,877,863			167.79	\$6,877,863
Early Learning Assistants		\$766,901				\$766,901
Supply Early Childhood Educators		\$148,560				\$148,560
Snacks		\$478,699				\$478,699
Supplies and Services		\$205,156				\$205,156
Professional Development		\$68,001				\$68,001
School Operations		\$236,558				\$236,558
Total Extended Day Program	179.29	\$10,008,031			179.29	\$10,008,031
Ottawa Carleton School Day Nursery (OCSDN)						
Staffing			19.10	\$806,136	19.10	\$806,136
Operating Expenses				\$293,864		\$293,864
Total Ottawa-Carleton School Day Nursery			19.10	\$1,100,000	19.10	\$1,100,000
Total Extended Day Program & OCSDN					198.39	\$11,108,031
Projected Shortfall/Surplus		\$0		\$0		\$0

Numbers may not add due to rounding

