



# 2011 – 2012 Approved Budget

31 May 2011

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# Letter of Transmittal and Board Motion for Approval



31 May 2011

Report No. 11-097 to the Budget Committee

Re: 2011-2012 Approved Budget

**ORIGINATORS:** Barrie Hammond, Director of Education  
Director's Executive Council  
Cathy Dempsey, Assistant Treasurer  
Charles D'Aoust, Coordinator of Budget Services

## **PURPOSE:**

- To present the 2011-2012 operating budget for information.

## **BACKGROUND:**

- The Education Act requires all Ontario school boards to approve an annual balanced budget within the definitions set by the Ministry of Education by regulation. The budget must be approved and filed in mandated form by 30 June 2011. Failure to do so triggers fiscal penalties and increasing direct government intervention in the operations of the school board.
- The Ministry by regulation will allow a use of undesignated accumulated surplus / reserves equal to one percent of the Ministry's grants for student needs (GSNs) operating grants in setting the budget without requiring its detailed approval. Any use of reserves above this level in setting the budget will trigger the need for Ministry approval of all of the use of reserves. The approval process is long and does not guarantee the receiving of approval. Approval is needed before the budget can be completed and filed. If Ministry approval is expected to be needed, additional time must be built into the budget process.



# Letter of Transmittal and Board Motion for Approval

- The 2011-2012 budget proposal and recommendation differ from previous budgets due to the new compliance definition in the Education Act and regulations. Due to the provincial government converting to a PSAB (Public Sector Accounting Board) basis of accounting, there is a new definition of balanced budget, taking into account a new method of accounting for capital expenditures. While it does not change the overall budgeting concepts, it does require a change in budget motion and format.
- The Board must now formally approve a capital budget as part of its operating budget debate. One of the consequences of PSAB accounting is that any non ministry financed capital spending must be financed through available accumulated surplus. Thus there is a need to produce a surplus in any year in order to allow non ministry capital projects and the related financing costs.
- The Budget Committee has already met on 19 January 2011. At that meeting staff indicated that it did not anticipate having to recommend spending reductions in order to balance the 2011-2012 budget. This budget proposal is in line with that commitment.

## STATUS:

- The Board has set the following budget meeting schedule:

9 May (Presentation of Budget Recommendations)  
16 May (Delegations)  
26 May (Debate/Delegations only if required)\*  
31 May ( Debate / Special Board Meeting)

\* Delegations will only be scheduled for the 26 May meeting if all requests for delegation cannot be accommodated at the 16 May meeting. It is expected that the 26 May meeting will begin with committee questions and general review, the moving of the budget motion and start of debate.



# Letter of Transmittal and Board Motion for Approval

- The detailed budget proposal binder is attached to this report. In it staff has set out its detailed recommendation for 2011-2012, as to how the projected \$780.9 million of operating budget will be deployed. The capital budget required by PSAB is also detailed in the budget binder.
- The budget includes base funding driven by the current budget, as well as some adjustments to the base for increases in on-going operating expenditures (such as utility costs, fuel, etc.). In addition, the budget proposes a number of new strategic investments in our schools and students. The investments outlined below represent the majority of our new initiatives, including some reinstatements, to the 2011-2012 budget.
- The following list represents an alignment of our new budget initiatives with the four new strategic priorities outlined in our draft strategic plan: Well-Being, Engagement, Leadership and Learning. This representation is intended to demonstrate the alignment between our budget recommendation and our new strategic directions. It is important to note that the base budget includes additional funds which support many of these priorities.
- **Well-Being** – The investments in staff and additional resources are intended to support our on-going work under this priority in the following ways:

## *Enhancing safe and caring learning and working environments:*

- Principal, Safe and Caring Schools (1.0 FTE)
- Educational Assistant, Safe and Caring Schools (1.0 FTE)
- Support for Violence, Risk and Threat Assessment (2.0 FTE)
- Respectful Workplace Program Manager (1.0 FTE)
- Additional Custodians (4.0 FTE)

## *Student and Staff Well-Being*

- Child Youth Workers (2.0 FTE)
- Multi-Disciplinary Support, Full Day Kindergarten (9.5 FTE)
- Social worker support for Urban Priorities (1.0 FTE)



# Letter of Transmittal and Board Motion for Approval

## *Enhancing Cultural proficiency and accessibility*

- Orientation and Mobility Instructor (0.5 FTE)
- Aboriginal Support (\$50,000)

## *Enhancing organizational culture to support innovation, productivity & wellness*

- Human Resources Staffing (1.5 FTE)
- Employee Assistance Program (\$31,296)
- Painters and Plasterers (8.0 FTE)
- Finance staffing (2.0 FTE)

- **Engagement** - The investments in staff and additional resources are intended to support our on-going work under this priority in the following ways:

### *Develop partnership framework to enrich schools as community hubs*

- Multi-cultural liaison program (\$165,000)

### *Encourage broad community engagement*

- Strategic Plan Implementation (\$100,000)
- Year 2 Investment in Communications & Marketing (\$50,000)

- **Leadership** - The investments in staff and additional resources are intended to support our on-going work under this priority in the following ways:

### *Enhance governance structures and practices*

- Board Committee Coordinator (0.5 FTE)

### *Develop specific strategies for leadership development*

- Leadership development skills camp (\$20,000)
- Principal of OCDSB Leadership (1.0 FTE)



# Letter of Transmittal and Board Motion for Approval

## *Enhance our risk management culture*

- Financial Services/Audit Committee (\$111,000)
- Facilities – Infrastructure, HVAC & Service Technicians (5.0 FTE)
- Facilities – Mechanical Field Services, Burner Mechanics, Electrician (4.0 FTE)
- Information Management – Business and Learning Technologies (5.0 FTE)

## *Support and encourage student leadership and citizenship*

- Character development (\$70,000)
- Secondary School Technicians (5.0 FTE)

- **Learning-** The investments in staff and additional resources are intended to support our on-going work under this priority in the following ways:

## *Enhance instructional practice*

- Full Day Kindergarten Teachers (4.0 FTE)
- Early Childhood Educators (4.0 FTE)
- Instructional Coaches (5.0 FTE)
- Educational Assistants (12.0 FTE)
- Learning Disability Teachers (4.7 FTE)

## *Enhance equity of access to programs and services for all students*

- Special Education Learning Centre Teachers (5.0 FTE)
- English as a Second Language Teachers (4.0 FTE)
- School Supply Budgets (\$1.5M)

## *Use student survey data to identify and understand groups that require additional services and supports*

- Research Officer (1.0 FTE)

## *Develop organizational culture committed to lifelong learning*

- Educational technology innovation (\$300,000)

# Letter of Transmittal and Board Motion for Approval

## FINANCIAL IMPLICATIONS

- The recommended budget is balanced through the use of \$6.6 million of uncommitted accumulated surplus / reserves. It is compliant with the Education Act fiscal requirements.

## CONSULTATION

- Consultation on the budget is through the trustees and stakeholder representatives on the Budget Committee. As explained at the January Budget Committee meeting, no formal public consultation on budget options has occurred as no net reductions to balance the budget are being proposed.

## RECOMMENDATION (As amended during Committee Debate):

A. That the Board approve an unconsolidated Operating budget of \$780.9 million, as detailed in the 2011-2012 budget binder attached to Report 11-097.

B That the Board approve a Capital Expenditure Budget of \$22.1 million, as detailed in the Capital budget section of the 2011-2012 budget binder attached to Report 11-097.

C That the Board approve the use of \$6.6 million of uncommitted accumulated surplus to finance the 2011-2012 budget.

- Motion approved by Board on 31 May 2011.





# Executive Summary



# Executive Summary

The 2011-2012 budget is structured to meet a variety of competing needs. These include:

- A. The resources needed to continue educating the 73,000 pupils in the District's schools.
- B. The legislated requirement to have a balanced budget using up to a 1% over run (if reserves are available) to cover the shortfall.
- C. The trustee need to demonstrate the flaws in the funding system to facilitate their work with the provincial government to obtain ongoing additional funding.
- D. Obtaining the resources needed to advance the work on achieving the Board's strategic plans priorities of Well-Being, Engagement, Leadership and Learning (WELL).

The provincial government, our main funding source, continues to struggle with a stubborn deficit, in a world where Ontario as a manufacturing exporter is at an economic disadvantage. This has resulted in restrictions on the amount of strategic funding growth possible for the public sector. At the same time the world economy is causing significant increases in costs for utilities, physical plant, gasoline and other cost factors. We cannot limit the cost price drivers. We can only limit what we spend on to compensate for the cost increases.

Many trustees feel strongly that the provincial government can be convinced to provide additional funding so that existing programming can be continued.

The budget partially addresses these major areas.

The maximum amount of reserves that can be used without triggering provincial review is \$6.9M. Reserves are being used to:

- 1. Fund the reversal of previously approved reductions that were to have been implemented for September 2011.
- 2. Fund the shortfall between transportation costs and provincial funding.
- 3. Fund one year expenditures.

This allows trustees the time to obtain incremental ongoing provincial funding to replace the one time funding of 1. and 2.

The budget addresses unavoidable cost growth and the costs resulting from more students attending OCDSB schools.

The budget adds staff to begin implementing the new strategic plan's four priorities: Well-Being, Engagement, Leadership and Learning.

In all, more than ninety staff have been added to improve services to our students and the community.

The sustainability of the service improvements in 2012-2013 and future years is dependent on convincing the provincial government to increase available funding.



# Budget Overview

# Budget Overview

## INTRODUCTION

The Ottawa-Carleton District School Board (OCDSB) begins its 2011-2012 budget debate in an environment of uncertainty.

The world economy continues to struggle out of recession. Ontario as a manufacturing exporter has been particularly hard hit. The changes in the world economy have increased costs to all, including the OCDSB. While the 2011-2012 grants have been adjusted to acknowledge this, costs continue to grow faster than funding, putting more pressure on budget choices if we wish to continue offering the existing level and type of student services.

The provincial government has announced a multi-year deficit recovery plan. Its implementation will result in difficult funding times for all of the provincially funded public sector, including Ontario school boards starting in 2012-2013. (The impact to the OCDSB is explained below.) However, there is a provincial election in the fall of 2011. Whether the run to that election or the election itself causes a change to the existing provincial economic plan is a great uncertainty in setting a budget.

The majority of trustees have indicated their belief that new additional ongoing revenues can be obtained from the provincial government. The Board has already made budget decisions based on that assumption, having already reversed the majority of the reductions previously voted to occur for September 2011. These restored positions can only be funded on an ongoing basis if additional annual provincial grants are secured.

The problems with the existing provincial funding structure continue.

There is an under funding of existing employee collective agreements. The OCDSB handles the funding gap by under spending other grants that are labelled as existing to provide enhanced student services. The backlog in needed repairs and upgrades to the District's buildings continues to grow. The OCDSB shares these problems with all Ontario school boards.

There is not equity in provincial funding with the District's coterminous school boards in terms of student transportation funding. This disadvantages the OCDSB's pupils, and creates a situation where school choice is being made not on program offerings and best fit to a student's needs, but on whether or not a bus pass is provided by the school board.

Special Education, Safe Schools and English as a Second Language (ESL) student needs continue to outstrip available resources. The OCDSB spends more than it receives in funding for all three areas.

The provincial government has also made clear that it expects school boards to undertake new responsibilities.

It wants additional mental health supports for school age children to be provided by school boards as well as other parts of the public sector. While additional resources are promised to school boards to address this new directive, none have been announced at the time of the budget approval.



# Budget Overview

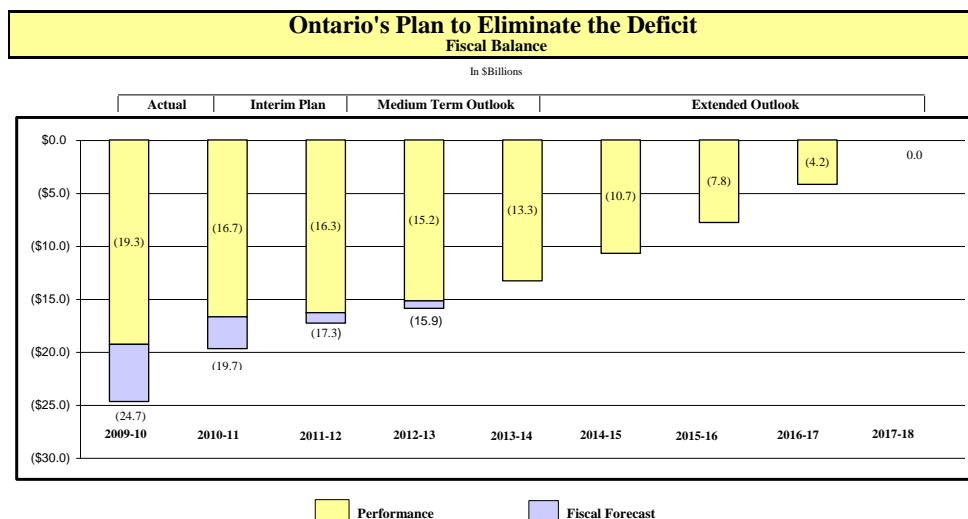
Previous new initiative expectations continue from the province. Full day kindergarten expansion continues, with more classes required to be established than are funded by the province. The improved graduation rate goal for 2015 continues.

2011-2012 budget setting is made more difficult as this is the first year of the implementation of the revised compliance requirements that reflect the new definitions under Public Sector Accounting Board (PSAB) rules. Among many others, this now requires boards to run surpluses in order to fund non Ministry financed capital projects rather than record such expenditures as in-year expenses. The new capital accounting rules also mean that the Board must vote its capital budget as part of the main budget motion.

The OCDSB is fortunate to go into the 2011-2012 budget debate with available reserves / uncommitted accumulated surplus to ease its budget challenge. The Board trustees have already informally indicated their desire to use some of the available reserves. While provincial law limits the use of reserves to \$6.9 million in setting the 2011-2012 budget (unless Ministry approval for additional use is obtained in advance of setting the budget), available reserves makes the budget decision easier. Existing reserves means that staff does not have to recommend any budget reductions in order to balance the budget. It also allows staff to recommend some modest service enhancements in order to demonstrate compliance with provincial directives in the new responsibility areas. Staff can also progress in achieving the Board's strategic plan. Staff is aware that reserves are one time funding and as such are not a good source to pay for ongoing programs.

## Provincial Government's Fiscal Plan:

The Ontario government, in its March 2011 budget announcement, restated its six year fiscal plan.





# Budget Overview

While the deficit projection has improved, the government still is expecting not to reach a balanced budget until 2018.

The government's multi-year plan to end the annual deficit is based on limiting the growth in provincial program spending for 2011-12 and 2012-13.

## Ontario's Fiscal Recovery Plan

In \$Billions

	Interim Plan		Medium Term Outlook		Extended Outlook			
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
<b>Revenue</b>	106.2	108.5	111.8	117.0	122.8	129.0	135.4	142.2
<b>Expenses</b>								
Programs	113.3	113.8	114.6	116.7	118.8	121.0	122.9	124.9
Interest on Debt	9.5	10.3	11.4	12.6	13.7	14.8	15.7	16.3
<b>Total Expenses</b>	122.8	124.1	126.0	129.3	132.5	135.8	138.6	141.2
<b>Reserves</b>	0.0	0.7	1.0	1.0	1.0	1.0	1.0	1.0
<b>Surplus/(Deficit)</b>	<b>(16.7)</b>	<b>(16.3)</b>	<b>(15.2)</b>	<b>(13.3)</b>	<b>(10.7)</b>	<b>(7.8)</b>	<b>(4.2)</b>	<b>0.0</b>

*Note: Numbers may not add due to rounding*

There are a number of factors by which the government expects to limit its spending growth. Many will have an immediate impact on the OCDSB's operations:

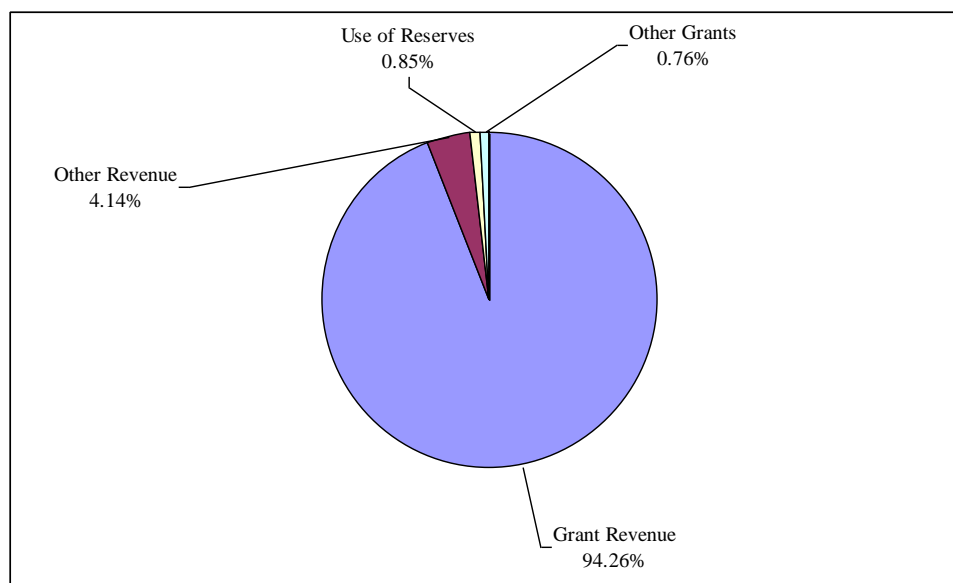
- Providing no funding for incremental compensation increases for the first two years of any future collective agreements.
- Absorbing some part of the \$1.5 billion in planned savings over the next three fiscal years.
- Increasing pressure to pool purchasing volume with the broader public sector, limiting choice and potentially raising costs to the OCDSB, as the District already has extensive pooled purchasing.
- Absorbing a 10% reduction to senior staff expenditures over two years.



# Budget Overview

The provincial government's program spending is the source of 94% of the OCDSB's funding. Another 5% is primarily cost recovery items. 0.9% is financed from accumulated surplus / reserves.

## OCDSB Funding Breakdown



Restraint on provincial funding is not a guarantee that spending pressures will also be restrained. Much will depend on how the provincial government deals with collective bargaining when the existing agreements end in August 2012. In addition, it is unlikely that the continuous growth in utility costs will slow, as the province continues to deal with the energy infrastructure challenges. School boards do not have the option of time shifting the education of students to off peak hours. The continuing growth in gasoline and oil prices also raises our non compensation costs.

# Budget Overview

## IMPACT OF PROVINCIAL GOVERNMENT PLAN ON 2011-2012 OCDSB BUDGET

The OCDSB continues to struggle with the challenges in the provincial funding system. These include:

- A. Compensation costs for legislated staff are not fully funded, requiring boards to under spend other Instructional grants to cover the difference.
- B. Services to English as a Second Language (ESL) students are not adequately funded by the Federal and Provincial governments.
- C. The Special Education funding system is mainly based on proxy calculations, rather than actual student needs.
- D. Capital funding for buildings (new and renovations for existing pupil spaces) and equipment renewal is inadequate.
- E. The provincial government has set challenging targets for Education Quality Accountability Office (EQAO) and graduation rates for pupils. Meeting the expectations require incremental resources that are supposed to be funded from the grants being used to cover the shortfall in compensation funding for legislated class size teachers.
- F. The demand on “extra” grants continues to exceed the available discretionary budget. This in turn requires staff to budget more closely. Programs that in past years were funded on an annual ad hoc basis must now be explicitly included in the original budget proposal, as indicated on the budget bridge chart.

The OCDSB’s salary and benefit costs increase 1.0% to 1.5% a year, even if no economic increases are given, due to the salary grid structure and ongoing annual cost increases in the existing benefit plans. If the provincial government holds program spending flat, the OCDSB will not receive any funding for this cost increase. One percent on salary benefits is approximately \$6 million of additional cost.

The dilemma remains whether to save the existing reserves (uncommitted designated surplus) to deal with the expected 2012-2013 cost pressures or use them now to address immediate community needs, knowing that it will potentially lock the OCDSB into service reductions in future years in order to balance the future budget.

## OCDSB’S 2010-2011 OPERATING BUDGET SITUATION

The OCDSB operated within its ongoing revenue in 2009-2010. It is expecting to do so again in 2010-2011, with only a minor use of reserves. However, it has continued to operate over and under the major funding envelopes. While there is no legal requirement to spend within each envelope (other than Central Administration), the provincial government has commented in previous years on why trustees are asking for additional funding in envelopes that are under spent.

The OCDSB has under spent its Facilities envelope from the start of the funding system in order to cover the underfunding of the Instruction and Transportation envelopes. This has made the trustees’ campaign for additional Facilities and Capital funding difficult.



# Budget Overview

It would require in excess of \$386M of capital funding to address the existing school building maintenance backlog. While this is beyond the district's ability to fund out of operating budget, the OCDSB will continue to address the most urgent non-provincially funded needs. The task is made harder by the new provincial requirement that the district has to have sufficient designated surplus to fund the whole project before work begins, unless the project is provincially funded. In previous years it was only the annual payment for debt servicing that had to be included in the operating budget.

The OCDSB has traditionally overspent its Instruction envelope. It has done so in order to maintain its Special Education, ESL and general student services. In the last few years, thanks to a combination of factors, Instruction has come to being self financing, ending its dependence on under spending other envelopes to cover its funding shortfall. The favourable changes have included Continuing Education achieving annual profits, OCENET attracting foreign students and their tuition fees, non transfer payment grants to fund existing Instruction services, grant enhancements and cost containment.

While the improvement in Instruction's funding status is welcome, there still remain issues. Special Education, Safe Schools and ESL services exceed their specific revenues. The overall balance in Instruction is achieved by under spending on funding for the general student population in order to fund the urgent needs of the sub groups. It is vital that additional ongoing funding for the Special Education, Safe Schools and ESL programs be found. The District's dilemma is the legal and moral duty to make the funding system work so that its 73,000 pupils can be educated, while needing to demonstrate that there is a flaw in the funding system.

## NEW PROVINCIAL REQUIREMENTS

The Ministry in its funding announcement for 2011-2012 indicated its expectation that school boards would be key players in the new provincial drive to improve response to children's mental health issues. No specific funding announcements were made, but verbal assurances have been received that announcements will follow. None have been received as of the end of the budget debate.

The Ministry is continuing with the second year of phase in of the full day kindergarten (along with the associated extended day care program responsibilities). The enrolment at the new sites exceeds the cap the Ministry will fund. Additional classes will have to be run that are not funded for 2011-2012, but will be funded in 2012-2013.

## NEW OCDSB REQUIREMENTS

The OCDSB has set a goal of a 90% graduation rate by the end of the 2014-2015 school year. Resources must be deployed to help schools reach that goal.

The District's new strategic plan has set four key priority areas – Well-Being, Engagement, Leadership and Learning. Achieving the goals will require redeployment of existing resources and some modest additional new resources.

# Budget Overview

## THE BUDGET STRATEGY

The budget takes into account the external cost pressures imposed on the OCDSB, the costs created by the third year of the government mandated collective agreements, the re-examination of cost assumptions, resources to meet new legislated responsibilities, mitigating schools from the unintended impact of new government legislation, and resources to commence implementation of the new strategic plan.

Summary of Changes from 2010-2011 Budget to Approved 2011-2012 Budget		
In \$Millions		
Approved Expenditure 2010-2011 Budget		731.1
Net changes during 2010-2011	0.3	
<b>Revised 2010-2011 Budget</b>		<b>731.4</b>
Reversal of previously approved 2011-2012 budget reductions	2.8	
2011-2012 Budget decisions already approved	1.2	
Cost of enrolment growth and second year of full day kindergarten	2.9	
Adjustment to compensation budget based on run rates	(5.0)	
Cost of 4th year Provincial Discussion Table (PDT) agreement	17.5	
Cost of existing collective agreement terms	6.5	
Cost Increases	4.2	
Change in specific grants and other funding	0.5	
New Initiatives	6.1	
<b>Sub-Total</b>		<b>768.1</b>
Impact of Public Sector Accounting Board (PSAB) accounting	12.8	
<b>Approved 2011-2012 Budget</b>		<b>780.9</b>
Further details available on page 27 of this document		

The largest individual cost increase is the \$17.5 million coming from the previously agreed changes in the fourth year of the collective agreements. The next largest cost increase (\$6.5 million) is for the cost increases coming from the existing collective agreement terms. Most of these increases are covered by funding increases.

# Budget Overview

Cost increases due to outside pressures add \$4.2 million, the largest part of this being transportation. Other cost increases include utilities, insurance, Enterprise Content Management, Special Education supplies and other factors. This is more than offset by \$5.0 million reduction in cost estimates, based on past year's experience on the salary and benefit cost projection. The largest component of the decrease is a change in assumption as to the annual retirement gratuity cost.

Starting in the 2008-2009 school year, the normal retirement rate has dropped for teaching staff. This was the same year that investment markets plunged. The retirement rate has remained at this lower level for 2009-2010 and 2010-2011. The OCDSB has continued to put the under spend in retirement gratuities aside on the expectation that there will be a surge in retirements when financial markets (and investment income) return to normal. However, with the equivalent of a year's retirement gratuities in reserve as a safety net, there is \$3.0 million more budget room available than in previous years, so long as the retirement rate stays low. This change introduces more risk to the salary and benefit section of the budget.

New legislation requires the OCDSB to undertake \$0.5 million of new expenditure (specific grants funding specific projects and expanded mandate responsibilities to demonstrate due process). Most of this cost increase is funded.

The projected growth in enrolment requires additional teachers to meet class size legislation and the second year of expansion of the full day kindergarten program, at an expected cost of \$2.9 million, most of which is funded with increased grants

The Board has previously agreed to reverse \$2.8 million of reductions for school year 2011-2012. \$1.9 million of this was done in March 2011 as part of teacher staffing, with the remaining \$0.9 million (mainly additional Educational Assistants) is to be formally approved as part of the May budget recommendation.

The Board has also approved an additional 11 academic positions in March, adding \$1.2 million of cost, to address instructional and leadership training needs.

New resources are also recommended for the Well-Being and Leadership initiatives.

The \$6.1 million of new initiatives are mainly aimed at fulfilling the strategic plan. \$3.9 million is proposed for Instruction, including additional funds for special education, children's mental health, technology, research and safety issues. In addition, given the increased provincial funding to the Facilities envelope, and the district's last four years of finishing the year within its overall on-going funding, staff is recommending a \$2.0 million increase to Facilities budgets to address existing urgent school building needs.



## Budget Overview

### 2011-2012 Approved New Initiatives

Description	Staffing By FTE	Annual Cost In \$Millions
<b>Instruction</b>		
Staffing	27.7	\$2.0
Operations		\$1.9
	<b>27.7</b>	<b>\$3.9</b>
<b>Facilities</b>		
Staffing	21.0	\$1.4
Operations		\$0.6
	<b>21.0</b>	<b>\$2.0</b>
<b>Central Administration</b>		
Operations		\$0.1
	<b>0.0</b>	<b>\$0.1</b>
<b>Other</b>		
Staffing	1.0	\$0.1
	<b>1.0</b>	<b>\$0.1</b>
<b>Total</b>	<b>49.7</b>	<b>\$6.1</b>

The individual initiatives are detailed in a separate budget section.



# Budget Overview

## FUNDING THE BUDGET

The budget is 99% funded with ongoing revenue. The remaining 1% is funded from available uncommitted accumulated Surplus / Reserves, to be used for the following:

Approved Use of Accumulated Surplus for 2011-2012		
Description	Amount	
Reinvestment in schools and students	1.5	
Funding for 4 additional full day kindergarten classes	0.5	
Student safety (gymnasium mats)	0.3	
Facilities Renewal (133 Greenbank roof replacement)	0.3	
Strategic Planning	0.1	
Transportation funding envelope shortfall	3.3	
Creation of four additional Special Education Learning Disability classes	0.6	
<b>Total</b>		<b>6.6</b>

The existing under funding of Special Education, Safe Schools and ESL programs can be funded from other ongoing revenue on a sustainable basis for 2011-2012, therefore not requiring a use of reserves.

# Budget Overview

While the transportation over spend must continue in 2012-2013, due to the impact on enrolment of any transportation reduction, the transportation under funding is being financed from reserves, in order to demonstrate the urgent need for a permanent solution. If the province would provide an equivalent level of funding for student bus passes, approximately 60% of this shortfall would be permanently solved.

There are \$0.9 million of onetime items, the classic use of reserves, as there is no ongoing funding issue to solve in the next budget year.

Four new Special Education Learning Disability classes (4.7 FTE) at a cost of \$0.6 million were added by trustee motion.

The remaining \$1.5 million is the funding for most of the September 2011 reductions decision that the Board has reversed. There is not sufficient ongoing funding to continue paying for this in 2012-2013, unless the province increases its ongoing Instructional funding, without adding additional costs. The cost of the reversal can be handled for the 2011-2012 year.

## SUMMARY

The 2011-2012 budget is designed to give trustees the time they need to determine if additional ongoing funding to support existing programs can be obtained from the provincial government. The budget also provides resources to address some of the new responsibilities and mandates that the Ministry of Education has given to school boards. As always, the needs outstrip the resources available. It also positions the funding envelopes to support the trustees funding campaign.



# Budget Overview

## 2011-2012 PROJECTION

In \$Millions

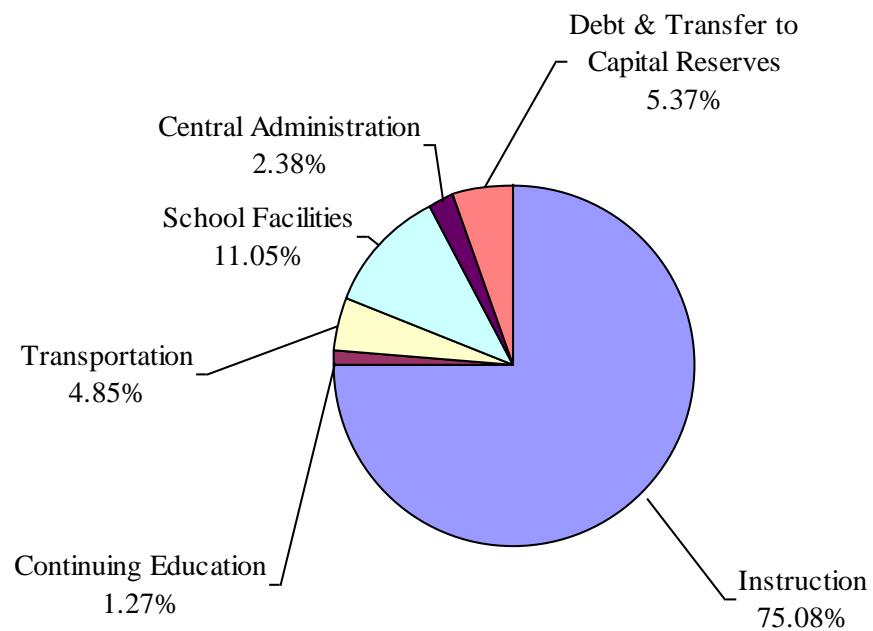
	Projected Expenses	On Going Grants	Non Grant Revenues	Total Revenue	Net On Going	Use of Reserves	Net Funding
Instruction	586.3	566.1	17.3	583.4	(3.0)	2.4	(0.6)
Continuing Education	9.9	5.4	5.1	10.5	0.6	0.0	0.6
Transportation	37.9	34.2	0.1	34.3	(3.6)	3.3	(0.3)
School Facilities	86.3	79.0	6.8	85.7	(0.6)	0.6	0.0
Central Administration	18.6	16.6	2.0	18.6	0.0	0.3	0.3
Capital Financing and Other	16.6	9.6	7.0	16.6	0.0	0.0	0.0
Amortization	25.3	25.3	0.0	25.3	0.0	0.0	0.0
<b>Total in \$Millions</b>	<b>\$780.9</b>	<b>\$736.2</b>	<b>\$38.2</b>	<b>\$774.4</b>	<b>(\$6.6)</b>	<b>\$6.6</b>	<b>\$0.0</b>

Note: Numbers may not add due to rounding



# Budget Overview

## 2011-2012 Approved Expenditures by Envelope

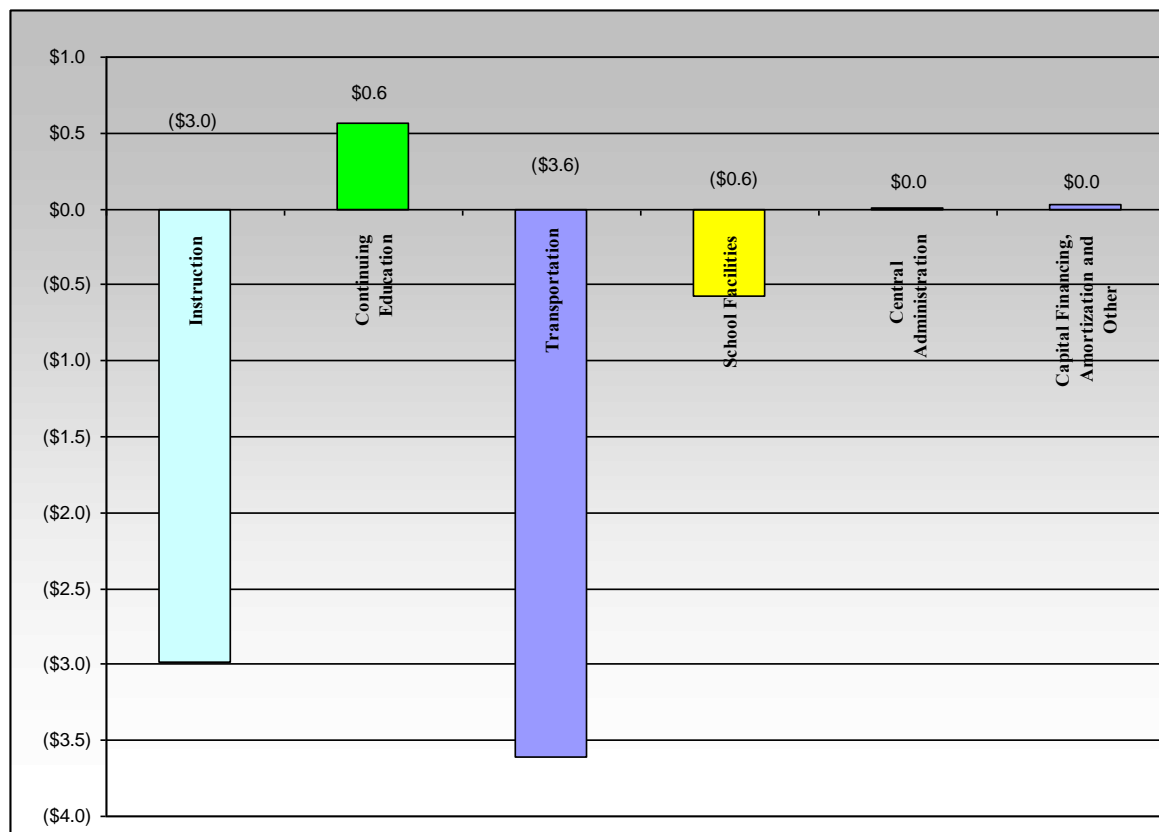






# Budget Overview

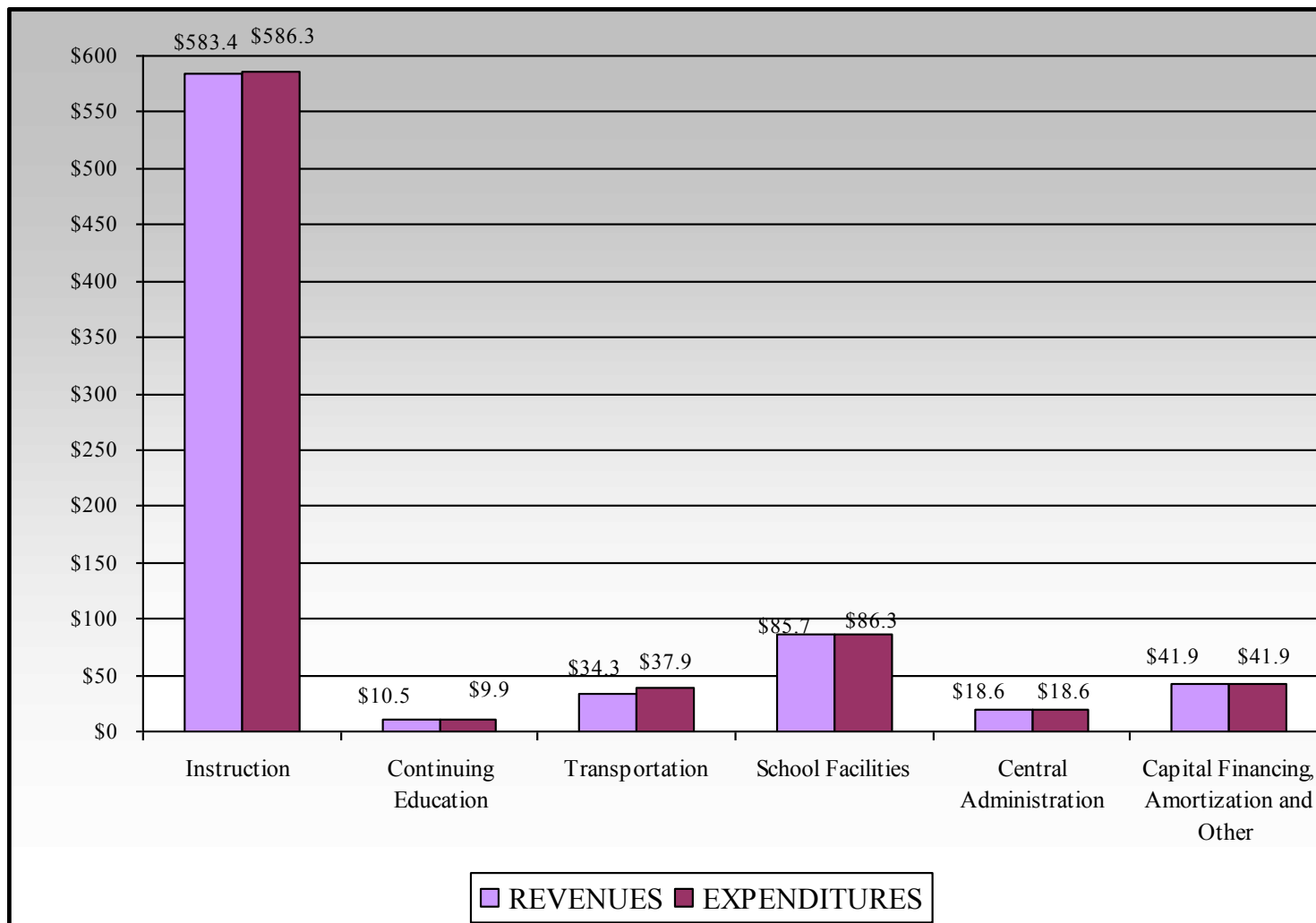
Net Enveloping Prior to Use of Reserves (in \$Millions)





## Budget Overview

**2011-2012 Approved Expenditures and Revenues by Envelope Prior to Allocating Reserves (in \$Millions)**





# Budget Overview

Changes from Approved 2010-2011 Budget to Approved 2011-2012 Budget		
<b>Approved Expenditure 2010-2011 Budget</b>		<b>\$731,140,642</b>
<b>Mid Year Changes for 2010-2011 - Revised Estimates</b>		
	Mid year grant announcements	\$1,955,589
	Fringe benefits (Impact new contract/marketing)	(\$1,658,544)
	Adjustments on salaries and benefits to more accurately reflect spending projection	(\$2,164,772)
	Internal accounting adjustments required by PSAB	(\$829,063)
	Transportation Contracts (OSTA)	\$1,900,000
	Impact of revised Average Daily Enrolment (ADE) on salaries and benefits	\$1,098,711
<b>Revised 2010-2011 Budget</b>		<b>\$731,442,564</b>
<b>Reinstatements included in 2011-2012 Budget</b>		
	See details on Appendix - A	\$2,822,660
	<b>Sub-Total</b>	<b>\$2,822,660</b>
<b>Board Decisions included in 2011-2012 Budget</b>		
	See details on Appendix - B	\$1,176,496
	<b>Sub-Total</b>	<b>\$1,176,496</b>
<b>Changes in Costs</b>		
	Net incremental progression on grid, benefit cost increases and turnover savings	\$6,537,107
	Adjustment to compensation base to more accurately reflect actual spending (Including gratuities)	(\$4,982,375)
	Full Day Kindergarten (Non academic & incremental)	\$1,567,458
	Budget adjustments for leadership conferences and Audit Committee	\$211,000
	Maintenance and expansion of contract for the Enterprise Content Management project	\$208,000
	Compensation impact of Provincial Discussion Table (PDT) negotiations: COLA	\$15,783,790
	Increase in hours for Educational Assistants - PDT agreement	\$1,734,672
	Net changes in staff resulting from changes in enrolment & other changes in staffing	\$1,305,815
	Increase in facilities operating budgets	\$435,600
	Creation of an Occasional Teacher budget for extraordinary circumstances	\$400,000
	Increase in utilities costs (including Energy Management Project)	\$895,147
	Increase in insurance premiums to reflect estimated cost pressures	\$240,605
	Increase in miscellaneous budgets to reflect projected usage - See details on Appendix - C	\$736,422
	Increase in transportation budget to reflect estimated cost pressures	\$1,044,556
	<b>Sub-Total</b>	<b>\$26,117,797</b>



# Budget Overview

## Changes from Approved 2010-2011 Budget to Approved 2011-2012 Budget

Adjustments in Budgets to reflect changes in Grants or Funding and PSAB Legislation	
Ministry - Other Grants	\$1,130,240
Facilities Renewal Plan & Energy Efficient School Funding / Debt repayment	(\$12,502,989)
Amortization (Offset by equivalent revenue)	\$25,310,000
Specialized Equipment (ISA) for Special Education	(\$366,440)
Staff on Loan	(\$309,310)
<b>Sub-Total</b>	<b>\$13,261,501</b>
Approved Initiatives included in 2011-2012 Budget	
See details on Appendix - D	\$6,103,103
<b>Sub-Total</b>	<b>\$6,103,103</b>
<b>Net increase in budget base from approved 2010-2011 Budget</b>	<b>\$49,783,479</b>
<b>Approved 2011-2012 Budget</b>	<b>\$780,924,121</b>



# Budget Overview

## Appendix A - Reinstatements Included in 2011-2012 Budget

Description	FTE	Amount
<b>Instruction (General):</b>		
Curriculum Services - Instructional Coaches (Elementary)	2.0	\$183,400
Special Education Learning Centre Teachers - General Instruction (Elementary)	5.0	\$458,500
Business and Learning Technologies	5.0	\$371,000
<b>Sub-total:</b>	<b>12.0</b>	<b>\$1,012,900</b>
<b>Instruction (Regular Day School):</b>		
English as Second Language Teachers (Elementary)	3.0	\$275,100
English as Second Language Teachers (Secondary)	1.0	\$97,900
Secondary School Technicians	5.0	\$268,755
Multi Cultural Liaison Officers		\$165,000
Principal of Safe and Caring Schools	1.0	\$130,000
<b>Sub-total:</b>	<b>10.0</b>	<b>\$936,755</b>
<b>Instruction (Special Education)</b>		
Educational Assistants ( In Lieu of 6.0 FTE Learning Support Teachers)	12.0	\$628,680
<b>Sub-total:</b>	<b>12.0</b>	<b>\$628,680</b>
<b>Central Administration</b>		
Human Resources Staff	1.5	\$119,025
Financial Services - Staffing and Operating Budgets	2.0	\$125,300
<b>Sub-total:</b>	<b>3.5</b>	<b>\$244,325</b>
<b>Total</b>	<b>37.5</b>	<b>\$2,822,660</b>



# Budget Overview

## Appendix B – Board Decisions Included in 2011-2012 Budget

Description	FTE	Amount
<b>Instruction:</b>		
Curriculum Services - Instructional Coaches	3.0	\$281,300
Principal of OCDSB Leadership	1.0	\$130,000
<b>Sub-total:</b>	<b>4.0</b>	<b>\$411,300</b>
<b>Instruction (Regular Day School):</b>		
Elementary Vice-Principals	2.0	\$242,938
Secondary Vice-Principals	2.0	\$247,158
Elementary Needs Positions	3.0	\$275,100
<b>Sub-total:</b>	<b>7.0</b>	<b>\$765,196</b>
<b>Total</b>	<b>11.0</b>	<b>\$1,176,496</b>



# Budget Overview

## Appendix C - Unavoidable Costs

Description	Cost
<b>Instruction:</b>	
Aboriginal Support	\$50,000
ASAC, ARC & Students President's Council	\$5,000
Character Development	\$70,000
OCDSB Leadership Camp	\$20,000
Additional Budget for CAPPIES	\$50,000
Board Courier - Instruction Component	\$84,237
Employee Assistance Program- Instruction Component	\$25,037
Special Education Operation Budgets	\$204,888
<b>Central Administration:</b>	
Adjustments for Department Budgets	\$35,975
Iron Mountain - Shredding Service	\$43,000
Professional Membership Fees	\$31,942
Supplies for Document Production	\$25,760
Board Courier - Central Administration Component	\$13,324
Employee Assistance Program - Central Administration Component	\$6,259
Increase in Trustee Operating Budgets (Reinstatement)	\$21,000
Creation of a Rehabilitation Budget	\$50,000
<b>Total</b>	<b>\$736,422</b>



# Budget Overview

## Appendix D - 2011-2012 Budget Initiatives

Description	FTE	Salary Cost	Operating cost	Approved Initiatives				Ref.
				Incremental In Year Cost		Internally Funded from Existing Grants		
				FTE	\$ Amount	FTE	\$ Amount	
				FTE	\$ Amount	FTE	\$ Amount	
Instruction:								
Educational Technology Innovation			\$300,000		\$300,000			A
Research Officer	1.0	\$90,000		1.0	\$90,000			B
Social Worker Support for Urban Priorities	1.0	\$93,842				1.0	\$93,842	C
Educational Assistant for Safe Schools	1.0	\$52,390				1.0	\$52,390	D
Gym Mats			\$300,000		\$300,000			E
Additional Teachers for Full Day Kindergarten Program	4.0	\$366,800		4.0	\$366,800			F
Early Childhood Educators	4.0	\$149,160		4.0	\$149,160			G
Support for Violence, Risk and Threat Assessment	2.0	\$199,697		2.0	\$199,697			H
Sub-total:	13.0	\$951,889	\$600,000	11.0	\$1,405,657	2.0	\$146,232	
Instruction (Regular Day School):								
Full Day Kindergarten - Multi-Disciplinary Support	9.5	\$607,756		9.5	\$300,666		\$307,090	I
School Budgets (To off-set reduction in school generated funds)			\$1,500,000		\$1,500,000			J
Sub-total:	9.5	\$607,756	\$1,500,000	9.5	\$1,800,666		\$307,090	
Instruction (Special Education)								
Orientation and Mobility Instructor	0.5	\$50,000		0.5	\$50,000			K
Child Youth Workers	2.0	\$94,000		2.0	\$94,000			L
Trustee Decision - 4 Junior Learning Disability Classes	4.7	\$426,671	\$149,629	4.7	\$576,360			New
Sub-total:	7.2	\$570,671	\$0	7.2	\$720,360			





# Budget Overview

## Appendix D - 2011-2012 Budget Initiatives

Description	FTE	Salary Cost	Operating cost	Approved Initiatives				Ref.
				Incremental In Year Cost		Internally Funded from Existing Grants		
				FTE	\$ Amount	FTE	\$ Amount	
Facilities:								
Additional Floater Custodian	4.0	\$193,720		4.0	\$193,720			M
Heat Pump HVAC Technicians	2.0	\$140,000	\$90,000	2.0	\$230,000			N
Service Technicians - Boiler Venting Replacement	2.0	\$140,000	\$90,000	2.0	\$230,000			O
EMC Electrician	1.0	\$70,000	\$45,000	1.0	\$115,000			P
Increase Generator Maintenance Budget			\$150,000		\$150,000			Q
Facilities Infrastructure Technician	1.0	\$61,000		1.0	\$61,000			R
Painters	6.0	\$420,000	\$60,000	6.0	\$480,000			S
Additional Burner Mechanics	2.0	\$140,000	\$90,000	2.0	\$230,000			T
Plasterers/Drywall Positions	2.0	\$140,000	\$78,000	2.0	\$218,000			U
Project Coordinator - Mechanical Field Services Position	1.0	\$75,700		1.0	\$75,700			V
Sub-total:	21.0	\$1,380,420	\$603,000	21.0	\$1,983,420			
Central Administration:								
Strategic Plan			\$100,000		\$100,000			W
Board Committee Coordinator (Additional 0.5 FTE)	0.5	\$34,000				0.5	\$34,000	X
Sub-total:	0.5	\$34,000	\$100,000		\$100,000	0.5	\$34,000	
Other - Mix of two or more envelopes								
Respectful Workplace Program Manager	1.0	\$93,000		1.0	\$93,000			Y
Sub-total:	1.0	\$93,000	\$0	1.0	\$93,000		\$0	
Total	52.2	\$3,637,736	\$2,803,000	49.7	\$6,103,103	2.5	\$487,322	



## Average Daily Enrolment

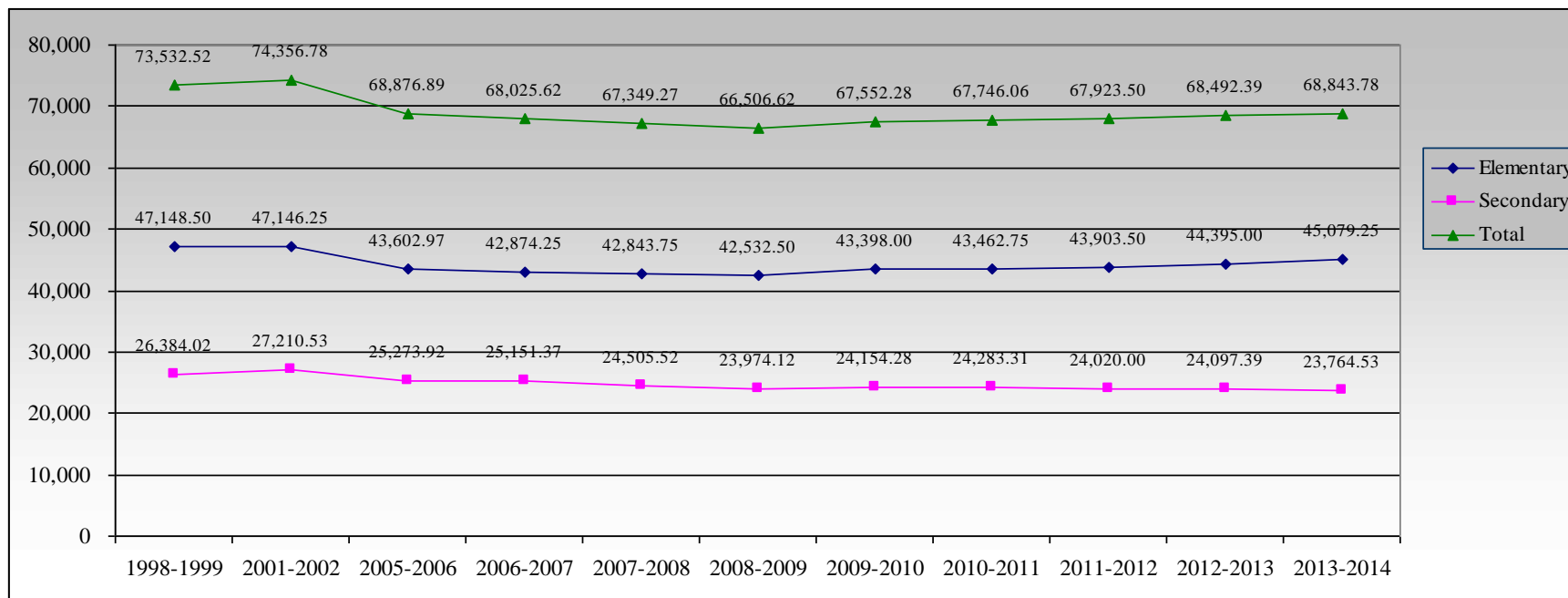


# Average Daily Enrolment

	2006-2007 Actual	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	Revised 2010-2011	Projected For 2011-2012
<b>Elementary Students</b>						
JK	2,042.50	2,034.25	2,174.25	2,072.05	2,158.50	2,162.75
SK	2,178.50	2,234.55	2,293.15	2,405.00	2,316.75	2,396.25
Grades 1 to 3	13,844.15	13,749.98	14,045.45	14,479.94	14,874.50	15,178.50
Grades 4 to 8	25,011.85	24,794.35	24,583.27	24,280.26	24,067.00	24,120.00
Sub-Total	43,077.00	42,813.13	43,096.12	43,237.25	43,416.75	43,857.50
Tuition Paying	77.75	76.75	71.00	50.75	46.00	46.00
<b>Total Elementary Students</b>	<b>43,154.75</b>	<b>42,889.88</b>	<b>43,167.12</b>	<b>43,288.00</b>	<b>43,462.75</b>	<b>43,903.50</b>
<b>Secondary Students</b>						
Under age 21	23,981.16	23,526.26	23,292.70	23,126.14	23,116.11	22,861.50
Age 21 and over	799.46	853.71	810.75	830.00	878.20	869.50
Sub-Total	24,780.62	24,379.97	24,103.45	23,956.14	23,994.31	23,731.00
Tuition Paying	220.75	214.81	230.50	252.32	289.00	289.00
<b>Total Secondary Students</b>	<b>25,001.37</b>	<b>24,594.78</b>	<b>24,333.95</b>	<b>24,208.46</b>	<b>24,283.31</b>	<b>24,020.00</b>
<b>Total</b>	<b>68,156.12</b>	<b>67,484.66</b>	<b>67,501.07</b>	<b>67,496.46</b>	<b>67,746.06</b>	<b>67,923.50</b>



## Average Daily Enrolment – Trends Analysis





## Budget Operating Details

- Comparative Staffing
- Revenues
- Expenditures
- Net Enveloping



# Comparative FTE Staffing

Budget Year:	1998-1999 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Actual	2011-2012 Approved Staffing
<b>Academic Elementary</b>					
<b>School Administration:</b>					
Principals (excluding central)	121.00	117.50	117.00	115.00	116.00
Vice-Principals (excluding central)	48.25	39.00	41.00	41.00	43.00
<b>Elementary Principals/Vice-Principals</b>	<b>169.25</b>	<b>156.50</b>	<b>158.00</b>	<b>156.00</b>	<b>159.00</b>
<b>Teachers:</b>					
Regular Day School	2359.06	2,132.75	2,193.37	2,230.33	2,299.89
Additional Primary Class Size Teachers	0.00	163.80	163.80	163.80	163.80
Special Education	493.46	444.05	442.15	446.78	451.90
<b>Elementary Academic</b>	<b>2852.52</b>	<b>2,740.60</b>	<b>2,799.32</b>	<b>2,840.91</b>	<b>2,915.59</b>
<b>Academic Secondary</b>					
<b>School Administration:</b>					
Principals (excluding central)	27.00	26.00	26.00	26.00	26.00
Vice-Principals (excluding central)	52.00	47.17	48.67	48.67	50.67
<b>Secondary Principals/Vice-Principals</b>	<b>79.00</b>	<b>73.17</b>	<b>74.67</b>	<b>74.67</b>	<b>76.67</b>
<b>Teachers:</b>					
Regular Day School	1687.42	1,506.21	1,504.55	1,513.70	1,520.38
Special Education	114.60	107.12	108.12	102.29	98.12
<b>Secondary Academic</b>	<b>1,802.02</b>	<b>1,613.33</b>	<b>1,612.67</b>	<b>1,615.99</b>	<b>1,618.50</b>
<b>Non Academic</b>					
Educational Assistants	539.50	591.00	591.00	599.00	619.00
Early Childhood Educators	0.00	0.00	0.00	58.00	82.00
Special Education Support (PSSP)	84.50	61.60	59.60	62.90	68.40
Custodial and Maintenance	656.00	706.00	720.00	715.24	739.74
In School Support Staff	507.51	343.10	323.60	322.10	324.10
Instruction Support/Other (including 9.0 central Principals / VPs)	185.20	221.90	254.30	252.60	254.10
Central Administration	158.10	157.00	155.48	155.28	155.28
<b>Non Academic</b>	<b>2,130.81</b>	<b>2,080.60</b>	<b>2,103.98</b>	<b>2,165.12</b>	<b>2,242.62</b>
<b>Total</b>	<b>7,033.60</b>	<b>6,664.20</b>	<b>6,748.64</b>	<b>6,852.69</b>	<b>7,012.38</b>



## Revenues - Grant

In \$Millions	Actual 2009-2010	Revised Budget 2010-2011	Approved Budget 2011-2012
<b>Grants for Operating Purposes</b>			
Pupil Foundation	\$305.7	\$333.4	\$347.1
Primary Classes	\$15.9	\$0.0	\$0.0
School Foundation	\$44.3	\$45.6	\$47.6
Special Education	\$73.9	\$76.4	\$83.5
French as a Second Language	\$12.5	\$12.8	\$12.5
English as a Second Language	\$8.5	\$8.8	\$8.7
First Nation, Metis and Inuit Education Supplement	\$0.5	\$1.0	\$0.7
Learning Opportunities	\$16.8	\$16.7	\$17.6
Safe School Supplement	\$1.7	\$1.7	\$1.8
Program Enhancement	\$1.4	\$1.4	\$1.4
Continuing Education	\$3.4	\$3.0	\$3.6
Adult Education	\$2.5	\$2.6	\$2.8
Teacher Qualifications and Experience	\$37.3	\$39.1	\$45.6
Student Transportation	\$32.4	\$33.4	\$34.1
Administration and Governance	\$16.5	\$16.6	\$16.8
School Operations (Facilities)	\$69.7	\$69.7	\$71.7
Community Use of Schools Grant	\$0.0	\$1.0	\$1.0
Declining Enrolment Grant	\$0.1	\$0.0	\$0.0
Tangible Capital Equipment			(\$1.0)
<b>Sub-Total: Operating Grant</b>	<b>\$643.1</b>	<b>\$663.2</b>	<b>\$695.5</b>
<b>Grants for Capital Purposes (Restated)</b>			
Facilities Renewal	\$11.8	\$11.7	\$6.0
Good Places to Learn Debt	\$4.9	\$0.0	\$0.0
Debt funding for various capital programs	\$9.3	\$2.5	\$2.5
Interest Expense	-	\$7.0	\$7.1
<b>Sub-Total: Capital Grants</b>	<b>\$26.0</b>	<b>\$21.2</b>	<b>\$15.6</b>
<b>Total Grants for Operating and Capital Purposes</b>	<b>\$669.1</b>	<b>\$684.4</b>	<b>\$711.1</b>



## Revenues – Non Grant

In \$Millions	Actual 2009-2010	Projection 2010-2011	Approved Budget 2011-2012
<b>Non Grant Revenues</b>			
Rentals	\$4.4	\$4.0	\$4.3
Continuing Education	\$6.0	\$5.7	\$5.1
Other Grants	\$9.2	\$4.8	\$5.9
Full Day Kindergarten Program	\$0.0	\$4.3	\$7.4
Energy Efficiency Investment funding	\$2.6	\$6.8	\$0.0
Staff on Loan	\$6.8	\$7.0	\$7.0
Tuition Fees	\$3.2	\$3.0	\$3.2
Interest Income	\$0.6	\$0.8	\$0.6
Miscellaneous Revenues	\$4.5	\$3.9	\$4.7
<b>Total: Other Revenues</b>	<b>\$37.3</b>	<b>\$40.3</b>	<b>\$38.2</b>
<b>Sub-Total: Grant and Non Grant Revenues</b>	<b>\$706.4</b>	<b>\$724.7</b>	<b>\$749.2</b>
<b>Reserves</b>			
Operating Reserves / Accumulated Surplus		\$6.4	\$6.6
<b>Total Revenues</b>	<b>\$706.4</b>	<b>\$731.1</b>	<b>\$755.8</b>
Deferred Capital Contributions			\$25.1
<b>Total Revenues and Deferred Capital Contributions</b>			<b>\$780.9</b>
Numbers may not add due to rounding			





# Expenditures by Funding Source

## Summary

	2011-2012				
	Approved Budget				
	Revenues		Expenditures		
		Amount	FTE	Amount	Amount
Instruction		583,363,220	6,090.86	586,375,780	(3,012,560)
Continuing Education		10,463,873	17.00	9,863,895	599,978
Transportation		34,294,913	9.50	37,945,528	(3,650,615)
Facilities		85,731,284	739.74	86,270,982	(539,698)
Central Administration		18,605,697	167.28	18,590,349	15,348
Debentures And Transfer To Capital Reserves		41,929,107	71.47	41,877,588	51,519
<b>Total</b>		<b>\$ 774,388,094</b>	<b>7,095.85</b>	<b>\$ 780,924,121</b>	<b>\$ (6,536,027)</b>
<b>Use of Reserves</b>					
Instruction					2,363,367
Transportation					3,300,660
Facilities					589,000
Central Administration					283,000
<b>Total Use of Reserves</b>					<b>\$ 6,536,027</b>



# Expenditures by Funding Source

## Summary

	2009-2010		2010-2011		2010-2011		2010-2011		2011-2012	
	Year-End Results		Approved Budget		Revised Budget		YTD at 31 March 2011		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Revenues</b>										
Grants for Student Needs		669,023,718		670,928,667		676,337,088		See Forecast Section		710,887,601
Other Revenues		37,339,375		33,765,538		33,045,273				38,190,493
Amortization Funding				24,400,000		25,310,000				25,310,000
<b>Total</b>		\$ 706,363,093		\$ 729,094,205		\$ 734,692,361				\$ 774,388,094
<b>Expenditures</b>										
Salaries and Benefits	6,755.24	567,968,860	6,864.75	597,217,624	6,955.64	594,387,862	-	357,486,148	7,095.85	624,943,800
Staff Development, Supplies and Services		46,517,556		51,143,140		50,485,896		24,627,077		57,018,357
Fees, Contractual and Rentals		52,543,410		52,421,060		54,934,824		36,570,619		56,437,996
Interest Charges and Other Capital		6,264,799		6,996,094		6,992,720		3,745,620		7,100,000
Other		4,675,116		3,337,123		3,372,123		250,281		10,113,968
Amortization		25,338,868		24,400,000		25,310,000		-		25,310,000
<b>Total</b>	6,755.24	\$ 703,308,609	6,864.75	\$ 735,515,041	6,955.64	\$ 735,483,425	-	\$422,679,745	7,095.85	\$ 780,924,121
<b>Funding Surplus (Deficit)</b>		\$ 3,054,484		\$ (6,420,836)		\$ (791,064)				\$ (6,536,027)
<b>Use of Reserves</b>										
Reserves										6,536,027
<b>Total Use of Reserves</b>										\$ 6,536,027



# Expenditures by Funding Source

## INSTRUCTION

### Summary

	2009-2010		2010-2011		2010-2011		2010-2011		2011-2012	
	Year-End Results		Approved Budget		Revised Budget		YTD at 31 March 2011		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Revenues</b>										
Grants for Student Needs		519,056,703		537,733,122		541,433,848		See Forecast		566,107,727
Other Revenues		14,564,332		13,803,185		14,545,273		Section		17,255,493
<b>Total</b>		<b>\$ 533,621,035</b>		<b>\$ 551,536,307</b>		<b>\$ 555,979,121</b>				<b>\$ 583,363,220</b>
<b>Expenditures</b>										
Salaries and Benefits	5,843.86	496,311,242	5,942.33	525,121,812	5,960.15	522,302,314		315,960,292	6,090.86	547,593,012
Staff Development, Supplies and Services		23,827,045		24,553,204		24,630,240		12,082,664		30,238,496
Fees, Contractual and Rentals		9,381,684		8,402,730		8,654,899		5,532,710		8,544,271
Other		485,135		-		35,000		113,815		-
<b>Total</b>	<b>5,843.86</b>	<b>\$ 530,005,106</b>	<b>5,942.33</b>	<b>\$ 558,077,746</b>	<b>5,960.15</b>	<b>\$ 555,622,453</b>		<b>\$ 333,689,481</b>	<b>6090.86</b>	<b>\$ 586,375,780</b>
<b>Funding Surplus (Deficit)</b>		<b>\$ 3,615,929</b>		<b>\$ (6,541,439)</b>		<b>\$ 356,668</b>				<b>\$ (3,012,560)</b>
<b>Use of Reserves (Accumulated Surplus)</b>										
Reserves										2,363,367
<b>Total Use of Reserves</b>										<b>\$ 2,363,367</b>



# Expenditures by Funding Source

## INSTRUCTION

### Expenditure Details by Category

	2009-2010		2010-2011		2010-2011		2010-2011		2011-2012	
	Year-End Results		Approved Budget		Revised Budget		YTD at 31 March 2011		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Classroom Teachers</b>										
Salaries and Benefits	4,322.42	377,840,112	4,363.32	401,396,645	4,372.38	399,183,389		242,198,832	4,441.09	414,785,561
Staff Development, Supplies and Services		391,990		324,566		324,566		132,160		324,566
Fees, Contractual and Rentals		727,463		551,024		801,024		264,083		581,161
<b>Occasional Teachers</b>										
Salaries and Benefits		13,648,775		13,063,784		13,186,607		9,945,097		13,854,198
<b>Educational Assistants &amp; Early Childhood Educators</b>										
Salaries and Benefits	591.00	27,807,833	651.00	31,503,710	657.00	31,168,165		19,554,890	701.00	35,948,254
<b>Professionals, Paraprofessionals &amp; Technicians</b>										
Salaries and Benefits	196.40	14,286,282	200.90	16,904,246	201.90	16,830,432		8,672,905	209.40	17,800,951
Staff Development, Supplies and Services		145,486		282,425		282,425		85,972		416,803
Fees, Contractual and Rentals		784,733		533,751		533,751		349,349		603,750
Other		-		-		-		1,463		-
<b>Library &amp; Guidance</b>										
Salaries and Benefits	165.60	11,555,128	162.17	12,065,202	162.43	12,020,505		5,258,163	161.43	12,340,848
Staff Development, Supplies and Services		-		-		-		-		-
Fees, Contractual and Rentals		23,552		243,140		243,140		15,677		243,140
<b>Staff Development</b>										
Salaries and Benefits	3.00	291,456	3.00	241,130	3.00	240,116		138,550	3.00	249,799
Staff Development, Supplies and Services		3,929,308		3,877,944		3,878,944		2,233,214		4,383,735
<b>Principals &amp; Vice-Principals</b>										
Salaries and Benefits	239.67	29,137,502	238.17	30,288,281	238.17	30,224,723		17,089,698	243.67	31,681,503
Staff Development, Supplies and Services		130,037		170,000		170,000		131,988		270,000



# Expenditures by Funding Source

## INSTRUCTION

### Expenditure Details by Category

	2009-2010		2010-2011		2010-2011		2010-2011		2011-2012	
	Year-End Results		Approved Budget		Revised Budget		YTD at 31 March 2011		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Department Head Allowances</b>										
Salaries and Benefits		967,026		1,179,162		1,054,162		645,917		1,089,537
<b>School Support</b>										
Salaries and Benefits	320.60	20,071,686	318.60	18,004,629	319.10	17,920,344		11,781,214	321.10	18,905,679
Staff Development, Supplies and Services		1,778,456		856,372		901,852		941,860		929,693
Fees, Contractual and Rentals		555,508		228,240		228,240		180,119		228,240
Other										-
<b>Coordinators &amp; Consultants</b>										
Salaries and Benefits	5.17	705,442	5.17	475,023	6.17	473,871		675,028	10.17	936,681
Staff Development, Supplies and Services		215,000		21,595		78,779		93,167		21,595
Fees, Contractual and Rentals		291,872		167,197		167,197		5,168		171,957
Other		4,134		-		-		1,326		-
<b>Textbooks and Supplies</b>										
Supplies and Services		15,067,346		18,432,102		18,405,474		7,824,541		22,862,597
Fees, Contractual and Rentals		3,341,564		2,525,795		2,527,964		2,371,388		2,562,440
Other		481,001		-		35,000		110,899		-
<b>Computers</b>										
Supplies and Services		2,169,422		588,200		588,200		639,763		1,029,508
Fees, Contractual and Rentals		3,656,991		4,153,583		4,153,583		2,346,927		4,153,583
<b>Total</b>	<b>5,843.86</b>	<b>530,005,106</b>	<b>5,942.33</b>	<b>558,077,746</b>	<b>5,960.15</b>	<b>555,622,453</b>		<b>333,689,354</b>	<b>6,090.86</b>	<b>586,375,780</b>



# Expenditures by Funding Source

## CONTINUING EDUCATION

### Summary

	2009-2010		2010-2011		2010-2011		2010-2011		2011-2012	
	Year-End Results		Approved Budget		Revised Budget		YTD at 31 March 2011		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Revenues</b>										
Grants		4,938,315		3,854,269		5,183,278		See Forecast Section		5,363,873
Other Revenues		6,029,658		5,700,000		5,000,000				5,100,000
<b>Total</b>		<b>\$ 10,967,973</b>		<b>\$ 9,554,269</b>		<b>\$ 10,183,278</b>				<b>\$ 10,463,873</b>
<b>Expenditures</b>										
Salaries & Benefits	16.90	8,458,961	16.90	7,968,398	17.00	7,949,070		4,838,619	17.00	8,248,640
Staff Development, Supplies and Services		745,699		704,399		704,399		488,573		704,399
Fees, Contractual and Rentals		529,488		434,856		434,856		336,957		910,856
Other		-		476,000		476,000		-		-
<b>Total</b>	<b>16.90</b>	<b>\$ 9,734,148</b>	<b>16.90</b>	<b>\$ 9,583,653</b>	<b>17.00</b>	<b>\$ 9,564,325</b>		<b>\$ 5,664,149</b>	<b>17.00</b>	<b>\$ 9,863,895</b>
<b>Funding Surplus (Deficit)</b>		<b>\$ 1,233,825</b>		<b>\$ (29,384)</b>		<b>\$ 618,953</b>				<b>\$ 599,978</b>



# Expenditures by Funding Source

## CONTINUING EDUCATION

### Expenditure Details by Program

	2009-2010		2010-2011		2010-2011		2010-2011		2011-2012	
	Year-End Results		Approved Budget		Revised Budget		YTD at 31 March 2010		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Salaries &amp; Benefits</b>										
Principal and Support Staff	16.90	1,758,145	16.90	1,360,932	17.00	1,360,932		892,472	17.00	1,442,950
Instructors and Site Administrators		6,700,816		6,607,466		6,588,138		3,946,147		6,805,690
<b>Total Salaries &amp; Benefits</b>	<b>16.90</b>	<b>\$ 8,458,961</b>	<b>16.90</b>	<b>\$ 7,968,398</b>	<b>17.00</b>	<b>\$ 7,949,070</b>		<b>\$ 4,838,619</b>	<b>17.00</b>	<b>\$ 8,248,640</b>
<b>Operations</b>										
Interest Program		250,580		208,522		208,522		195,968		208,522
Credit Night School		34,224		89,250		89,250		21,630		89,250
Summer School		91,444		49,000		49,000		11,944		49,000
Literacy & Numeracy		10,611		6,170		6,170		15,394		6,170
English as a Second Language (ESL)		128,169		105,000		105,000		72,375		105,000
Language Instruction for Newcomers to Canada (LINC)		378,503		368,300		368,300		308,540		368,300
Literacy & Basic Skills (LBS)		167,951		122,571		122,571		104,601		122,571
International Languages		109,843		90,083		90,083		44,857		90,083
Focus on Youth		-		476,000		476,000		-		476,000
Various Other Programs		103,864		100,359		100,359		50,220		100,359
<b>Total Operations</b>		<b>\$ 1,275,188</b>		<b>\$ 1,615,255</b>		<b>\$ 1,615,255</b>		<b>\$ 825,530</b>		<b>\$ 1,615,255</b>
<b>Total Continuing Education</b>	<b>16.90</b>	<b>\$ 9,734,149</b>	<b>16.90</b>	<b>\$ 9,583,653</b>	<b>17.00</b>	<b>\$ 9,564,325</b>		<b>\$ 5,664,148</b>	<b>17.00</b>	<b>\$ 9,863,895</b>



# Expenditures by Funding Source

## TRANSPORTATION

### Summary

	2009-2010		2010-2011		2010-2011		2010-2011		2011-2012	
	Year-End Results		Approved Budget		Revised Budget		YTD at 31 March 2011		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Revenues</b>										
Grants		27,526,625		27,791,275		27,683,077		See Forecast		28,225,421
Transportation to Provincial Schools		5,035,576		6,026,373		6,026,373		Section		6,009,492
Other Revenues		131,913		200,000		200,000				60,000
<b>Total</b>		\$ 32,694,114		\$ 34,017,648		\$ 33,909,450				\$ 34,294,913
<b>Expenditures</b>										
Salaries & Benefits	8.00	820,255	8.00	601,373	9.50	623,694		624,665	9.50	845,676
Staff Development, Supplies and Services		15,056		108,140		108,140		717		148,801
Fees and Contractual		30,245,879		28,763,689		30,663,689		20,666,098		30,941,559
Other		49,468		-		-		-		-
<b>Total</b>	<b>8.00</b>	<b>31,130,657</b>	<b>8.00</b>	<b>29,473,202</b>	<b>9.50</b>	<b>31,395,523</b>		<b>21,291,479</b>	<b>9.50</b>	<b>31,936,036</b>
<b>Transportation to Provincial Schools</b>										
Salaries & Benefits		131,850		-		-		63,336		-
Staff Development, Supplies and Services		19,676		-		-		2,217		-
Fees and Contractual		4,884,050		5,868,365		5,868,365		3,607,828		5,862,836
Other		-		158,008		158,008		-		146,656
<b>Total Transportation to Provincial Schools</b>		<b>5,035,576</b>		<b>6,026,373</b>		<b>6,026,373</b>		<b>3,673,381</b>		<b>6,009,492</b>
<b>Total</b>	<b>8.00</b>	<b>\$ 36,166,233</b>	<b>8.00</b>	<b>\$ 35,499,575</b>	<b>9.50</b>	<b>\$ 37,421,896</b>		<b>\$ 24,964,860</b>	<b>9.50</b>	<b>\$ 37,945,528</b>
<b>Funding Surplus (Deficit)</b>		<b>\$ (3,472,119)</b>		<b>\$ (1,481,927)</b>		<b>\$ (3,512,446)</b>				<b>\$ (3,650,615)</b>
<b>Use of Reserves (Accumulated Surplus)</b>										
Reserves										3,300,660
<b>Total Use of Reserves</b>										<b>\$ 3,300,660</b>





# Expenditures by Funding Source

## SCHOOL FACILITIES

### Summary

	2009-2010		2010-2011		2010-2011		2010-2011		2011-2012	
	Year-End Results		Approved Budget		Revised Budget		YTD at 31 March 2011		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Revenues</b>										
Grants		69,904,347		69,403,319		69,690,423		See Forecast		72,956,284
Other Revenue		5,254,161		5,024,023		5,000,000		Section		6,775,000
Operating Portion of Facilities Renewal Program						-				6,000,000
<b>Total</b>		<b>\$ 75,158,508</b>		<b>\$ 74,427,342</b>		<b>\$ 74,690,423</b>				<b>\$ 85,731,284</b>
<b>Expenditures</b>										
Salaries and Benefits	719.00	41,513,373	730.24	42,031,166	730.24	41,994,081		23,745,063	739.74	46,541,243
Supplies & Equipment		5,355,889		5,744,621		5,647,128		2,856,069		6,679,663
Contract Services		2,526,997		5,505,770		5,412,330		3,519,342		5,682,978
Other		1,054,633		1,075,659		1,057,404		750,823		1,144,197
Insurance (Including loss and vandalism)		3,257,058		2,372,000		2,331,744		1,918,258		2,612,605
Utilities		14,811,946		16,188,274		15,913,539		7,451,856		17,109,176
Leases (Operating Component)		310,799		501,119		492,614		185,831		501,120
Operating Portion of Facilities Renewal Program		-		-		-		-		6,000,000
<b>Total</b>	<b>719.00</b>	<b>\$ 68,830,695</b>	<b>730.24</b>	<b>\$ 73,418,609</b>	<b>730.24</b>	<b>\$ 72,848,840</b>		<b>\$ 40,427,243</b>	<b>739.74</b>	<b>\$ 86,270,982</b>
<b>Funding Surplus (Deficit)</b>		<b>\$ 6,327,813</b>		<b>\$ 1,008,733</b>		<b>\$ 1,841,583</b>				<b>\$ (539,698)</b>
<b>Use of Reserves (Accumulated Surplus)</b>										
Reserves										589,000
<b>Total Use of Reserves</b>										<b>\$ 589,000</b>



# Expenditures by Funding Source

## SCHOOL FACILITIES

### Expenditure Details by Category

	2009-2010		2010-2011		2010-2011		2010-2011		2011-2012	
	Year-End Results		Approved Budget		Revised Budget		YTD at 31 March 2011		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Custodial Operations</b>										
Salaries and Benefits	594.00	33,105,081	605.24	33,316,189	605.24	33,286,793		18,630,938	595.74	35,812,021 *
Supplies & Equipment		2,025,711		2,095,692		2,060,125		893,248		2,132,210
Contract Services		1,101,449		895,195		880,002		1,144,770		1,903,043
Other		26,264		282,206		277,417		9,947		272,040
<b>Maintenance Operations</b>										
Salaries and Benefits	76.00	5,068,183	76.00	5,098,045	76.00	5,093,547		2,899,964	87.00	6,366,470
Supplies & Equipment		2,893,800		3,226,168		3,171,416		1,605,700		3,608,691
Contract Services		1,053,866		3,204,400		3,150,017		2,142,642		3,415,468
Other		587,933		665,412		654,119		698,453		743,012
<b>Utilities</b>										
Electricity		8,831,579		9,386,165		9,226,870		4,101,784		9,956,566
Heating - oil		5,400		8,583		8,437		3,535		9,871
Heating - gas		3,750,640		5,307,333		5,217,261		2,699,384		5,605,219
Heating - other		1,117,247		49,383		48,545		19,528		50,370
Water and sewerage		1,107,080		1,436,810		1,412,426		627,626		1,487,150
<b>School Operations and Maintenance Administration</b>										
Salaries and Benefits	49.00	3,340,109	49.00	3,616,932	49.00	3,613,741		2,214,162	57.00	4,362,752
Supplies & Equipment		436,378		422,761		415,586		357,121		662,262
Contract Services		371,682		1,406,175		1,382,310		231,930		364,467
Other		440,436		128,041		125,868		42,423		129,145
Insurance (including loss and vandalism)		3,257,058		2,372,000		2,331,744		1,918,258		2,612,605
<b>Leases (Operating Component)</b>		310,799		501,119		492,614		185,831		501,120
<b>Operating Portion of FRP</b>		-		-		-		-		6,000,000
<b>Front Line Support from 10% Reduction in Central Administration envelope (per Ministry)</b>		-		-		-		-		276,500
<b>Total School Facilities</b>	<b>719.00</b>	<b>\$ 68,830,695</b>	<b>730.24</b>	<b>\$ 73,418,609</b>	<b>730.24</b>	<b>\$ 72,848,840</b>		<b>\$ 40,427,243</b>	<b>739.74</b>	<b>\$ 86,270,982</b>

\* Includes the equivalent salaries of 15.0 week-end part-time workers who were identified in the prior year's FTE number.



# Expenditures by Funding Source

## CENTRAL ADMINISTRATION

### Summary

	2009-2010		2010-2011		2010-2011		2010-2011		2011-2012	
	Year-End Results		Approved Budget		Revised Budget		YTD at 31 March 2010		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Revenues</b>										
Grants		16,638,455		16,601,100		16,643,376		See Forecast		16,605,697
Other Revenues		1,212,332		1,594,000		1,300,000		Section		2,000,000
<b>Total</b>		<b>\$ 17,850,787</b>		<b>\$ 18,195,100</b>		<b>\$ 17,943,376</b>				<b>\$ 18,605,697</b>
<b>Expenditures</b>										
Salaries and Benefits	167.48	13,931,045	167.68	14,391,093	167.28	14,385,628		8,136,567	167.28	14,920,755
Staff Development, Supplies and Services		1,742,244		2,097,843		2,097,843		893,443		2,414,322
Fees, Contractual and Rentals		1,407,456		1,273,530		1,273,530		905,255		1,381,771
Other		257,915		150,000		150,000		25,842		150,000
10% Reduction in Central Administration envelope (per Ministry)		-		-		-		-		(276,500)
<b>Total</b>	<b>167.48</b>	<b>\$ 17,338,660</b>	<b>167.68</b>	<b>\$ 17,912,466</b>	<b>167.28</b>	<b>\$ 17,907,001</b>		<b>\$ 9,961,107</b>	<b>167.28</b>	<b>\$ 18,590,349</b>
<b>Funding Surplus (Deficit)</b>		<b>\$ 512,127</b>		<b>\$282,634</b>		<b>\$ 36,375</b>				<b>\$ 15,348</b>
<b>Use of Reserves (Accumulated Surplus)</b>										
Reserves										283,000
<b>Total Use of Reserves</b>										<b>\$ 283,000</b>



# Expenditures by Funding Source

## Central Administration

### Expenditures By Category

	2009-2010		2010-2011		2010-2011		2010-2011		2011-2012	
	Year-End Results		Approved Budget		Revised Budget		YTD At 31 March 2010		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Trustess</b>										
Salaries and Benefits	12.00	204,585	12.00	231,512	12.00	231,512		108,407	12.00	238,457
Staff Development, Supplies and Services		113,980		169,963		169,963		80,683		190,963
Other		5,000		-		-		-		-
<b>Director and Supervisory Officers</b>										
Salaries and Benefits	13.00	2,605,395	13.00	2,516,781	13.00	2,248,779		1,537,457	14.00	2,762,616
Staff Development, Supplies and Services		238,253		257,114		257,114		152,325		263,012
<b>Board Administration</b>										
Salaries and Benefits	142.48	11,121,065	142.68	11,642,800	142.28	11,905,337		6,490,703	141.28	11,919,682
Staff Development, Supplies and Services		1,390,011		1,670,766		1,670,766		660,435		1,960,347
Fees, Contractual and Rentals		1,407,456		1,273,530		1,273,530		905,255		1,381,771
Other		252,915		150,000		150,000		25,842		150,000
<b>10% Reduction in Central Administration envelope (per Ministry)</b>		-		-		-		-		<b>(276,500)</b>
<b>Total</b>	<b>167.48</b>	<b>\$ 17,338,660</b>	<b>167.68</b>	<b>\$ 17,912,466</b>	<b>167.28</b>	<b>\$ 17,907,001</b>		<b>\$ 9,961,107</b>	<b>167.28</b>	<b>\$ 18,590,349</b>



# Expenditures by Funding Source

## CAPITAL FINANCING AND OTHER

### Summary

	2009-2010		2010-2011		2010-2011		2010-2011		2011-2012	
	Year-End Results		Approved Budget		Revised Budget		YTD At 31 March 2011		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Revenues</b>										
Grants (net)		23,400,582		6,996,094		7,153,598		See Forecast Section		7,095,992
Funding for Pre-Amalgamation Debt		2,523,115		2,523,115		2,523,115				2,523,115
Other Revenues		10,146,979		7,444,330		7,000,000				7,000,000
Deferred Capital Contributions / Amortization Revenue		-		24,400,000		25,310,000		-		25,310,000
<b>Total</b>		\$ 36,070,676		\$ 41,363,539		\$ 41,986,713				\$ 41,929,107
<b>Expenditures</b>										
Salaries and Benefits (Staff on Loan)	77.97	6,802,138	77.97	7,103,783	77.97	7,133,075		4,117,607	71.47	6,794,473
Staff Development, Supplies and Services		-		-		160,000		-		-
Other		304,851		-		-		109,680		150,000
Pre-Amalgamation Debt		2,523,115		2,523,115		2,523,115		-		2,523,115
Facilities Renewal Program Expense		6,258,106		-		-		-		-
Interest Expense		6,264,799		6,996,094		6,992,720		3,745,620		7,100,000
Amortization Expense		25,338,868		24,400,000		25,310,000		-		25,310,000
<b>Total</b>		\$ 47,491,877		\$ 41,022,992		\$ 42,118,910		\$ 7,972,907	71.47	\$ 41,877,588
<b>Funding Surplus (Deficit)</b>		\$ (11,421,201)		\$ 340,547		\$ (132,197)				\$ 51,519

Effective 2009-2010, in accordance with Public Sector Accounting Board Standards the Principal portion of Long-Term Debt was no longer reported as expenditure.



# Net Enveloping

## 2011-2012 PROJECTION

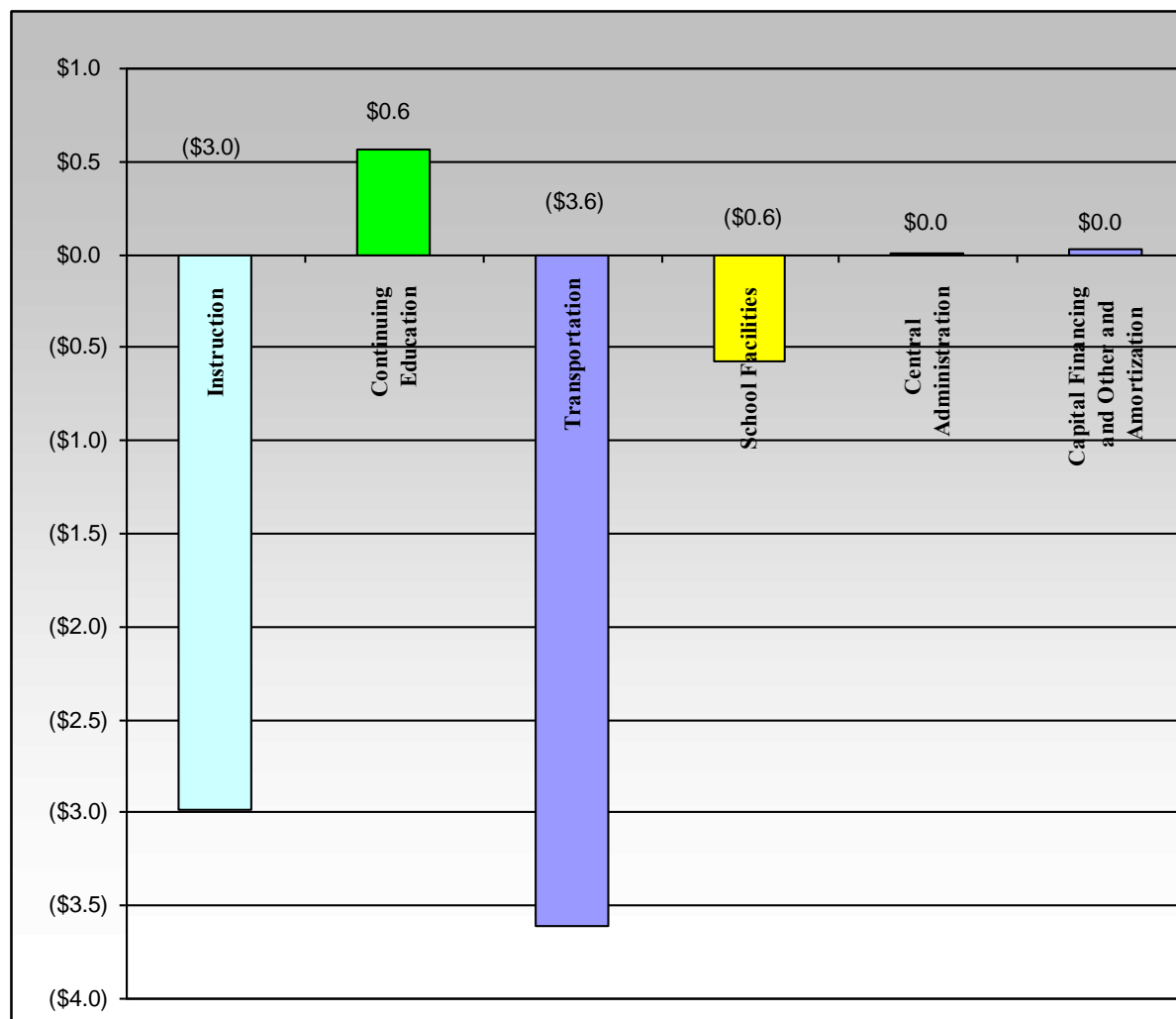
In \$Millions

	Projected Expenses	On Going Grants	Non Grant Revenues	Total Revenue	Net On Going	Use of Reserves	Net Funding
Instruction	586.3	566.1	17.3	583.4	(3.0)	2.4	(0.6)
Continuing Education	9.9	5.4	5.1	10.5	0.6	0.0	0.6
Transportation	37.9	34.2	0.1	34.3	(3.6)	3.3	(0.3)
School Facilities	86.3	79.0	6.8	85.7	(0.6)	0.6	0.0
Central Administration	18.6	16.6	2.0	18.6	0.0	0.3	0.3
Capital Financing and Other	16.6	9.6	7.0	16.6	0.0	0.0	0.0
Amortization	25.3	25.3	0.0	25.3	0.0	0.0	0.0
<b>Total in \$Millions</b>	<b>\$780.9</b>	<b>\$736.2</b>	<b>\$38.2</b>	<b>\$774.4</b>	<b>(\$6.6)</b>	<b>\$6.6</b>	<b>\$0.0</b>

Note: Numbers may not add due to rounding



## Net Enveloping Prior to Use of Reserves (in \$Millions)





## Impact Statements

- Approved Initiatives (Summary & Detail)





# Approved Initiatives

Description	FTE	Salary Cost	Operating cost	Approved Initiatives				Ref.
				Incremental In Year Cost		Internally Funded from Existing Grants		
				FTE	\$ Amount	FTE	\$ Amount	
Instruction:								
Educational Technology Innovation			\$300,000		\$300,000			A
Research Officer	1.0	\$90,000		1.0	\$90,000			B
Social Worker Support for Urban Priorities	1.0	\$93,842				1.0	\$93,842	C
Educational Assistant for Safe Schools	1.0	\$52,390				1.0	\$52,390	D
Gym Mats			\$300,000		\$300,000			E
Additional Teachers for Full Day Kindergarten Program	4.0	\$366,800		4.0	\$366,800			F
Early Childhood Educators	4.0	\$149,160		4.0	\$149,160			G
Support for Violence, Risk and Threat Assessment	2.0	\$199,697		2.0	\$199,697			H
Sub-total:	13.0	\$951,889	\$600,000	11.0	\$1,405,657	2.0	\$146,232	
Instruction (Regular Day School):								
Full Day Kindergarten - Multi-Disciplinary Support	9.5	\$607,756		9.5	\$300,666		\$307,090	I
School Budgets (To off-set reduction in school generated funds)			\$1,500,000		\$1,500,000			J
Sub-total:	9.5	\$607,756	\$1,500,000	9.5	\$1,800,666		\$307,090	
Instruction (Special Education)								
Orientation and Mobility Instructor	0.5	\$50,000		0.5	\$50,000			K
Child Youth Workers	2.0	\$94,000		2.0	\$94,000			L
Trustee Decision - 4 Junior Learning Disability Classes	4.7	\$426,671	\$149,629	4.7	\$576,360			New
Sub-total:	7.2	\$570,671	\$0	7.2	\$720,360			
Facilities:								
Additional Floater Custodian	4.0	\$193,720		4.0	\$193,720			M
Heat Pump HVAC Technicians	2.0	\$140,000	\$90,000	2.0	\$230,000			N
Service Technicians - Boiler Venting Replacement	2.0	\$140,000	\$90,000	2.0	\$230,000			O
EMC Electrician	1.0	\$70,000	\$45,000	1.0	\$115,000			P
Increase Generator Maintenance Budget			\$150,000		\$150,000			Q
Facilities Infrastructure Technician	1.0	\$61,000		1.0	\$61,000			R
Painters	6.0	\$420,000	\$60,000	6.0	\$480,000			S
Additional Burner Mechanics	2.0	\$140,000	\$90,000	2.0	\$230,000			T
Plasterers/Drywall Positions	2.0	\$140,000	\$78,000	2.0	\$218,000			U
Project Coordinator - Mechanical Field Services Position	1.0	\$75,700		1.0	\$75,700			V
Sub-total:	21.0	\$1,380,420	\$603,000	21.0	\$1,983,420			
Central Administration:								
Strategic Plan			\$100,000		\$100,000			W
Board Committee Coordinator (Additional 0.5 FTE)	0.5	\$34,000				0.5	\$34,000	X
Sub-total:	0.5	\$34,000	\$100,000		\$100,000	0.5	\$34,000	
Other - Mix of two or more envelopes								
Respectful Workplace Program Manager	1.0	\$93,000		1.0	\$93,000			Y
Sub-total:	1.0	\$93,000	\$0	1.0	\$93,000		\$0	
Total	52.2	\$3,637,736	\$2,803,000	49.7	\$6,103,103	2.5	\$487,322	



# 2011 – 2012 Budget Initiatives

<b>Department/Division:</b> <div>Business &amp; Learning Technologies</div>	<b>Proposed Initiative:</b> <div>Educational Technology Innovation</div>	<b>Reference:</b> <div>A</div> <b>FTE Impact</b> <div>N/A</div>												
<b>Funding Envelope Source:</b> <table><tr><td>Instruction</td><td><input checked="" type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>	<b>Status of Initiative:</b> Permanent <input type="checkbox"/> One Year <input checked="" type="checkbox"/>  <b>Cost of Initiative for 2011-2012:</b> <div>\$300,000</div> <b>Ongoing Cost:</b> <div>\$300,000</div>
Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>											
Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>											
Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>											
<b>1. Background:</b> <div>The Board Improvement Plan (BIP) identifies the use of technology as a strategy to address goals for student achievement. Classroom technology is rapidly evolving from conventional appliances such as desktop and laptop computers, to more purpose-oriented tools such as single-user handheld devices (e.g.: iPads, iPods, netbooks and smartphones) and group access devices (e.g.: Smartboards, Projectors, Mobile labs). Generally accepted wisdom suggests that our students have a natural understanding of the use and value of this equipment. In reality, the existing and newer equipment still only addresses requirements for instruction and day-to-day tasks as they are defined today. To move the students in our district higher in achievement, innovative instructional strategies will have to be developed to engage the teachers and students. Leading this will be access to new technology in conjunction with the professional coaching support available to schools through B&amp;LT. To facilitate this, B&amp;LT is recommending that an innovation budget be established as part of the DRIVE to Success initiative and that will aligned with the Department's ICT plan. The requested funding will be sufficient to sustain school-based projects and will facilitate moving the DRIVE strategy forward, assist these schools in supporting and enhancing their individual School Improvement Plans, and promote a more robust skillset in our students related to the use of technology for learning.</div>														
<b>2. Additional information including correlation with strategic plan and Board goals:</b> <div>B&amp;LT supports the District's Strategic Learning Objective (program renewal process, enhanced training and assessment tools, and alternative learning strategies); its Leadership Objective (improving internal communications processes), and it's Community Objective (reviewing external communications strategies, using technology effectively to improve student learning opportunities , coordination of information resources).</div>														



## 2011 – 2012 Budget Initiatives

<b>Department/Division:</b> <div>Curriculum Services</div>	<b>Proposed Initiative:</b> <div>Addition of 1.0 Research Officer</div>	<b>Reference:</b> <div>B</div> <b>FTE Impact</b> <div>1.00</div>																
<b>Funding Envelope Source:</b> <table><tr><td>Instruction</td><td><input checked="" type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>	<b>Status of Initiative:</b> <table><tr><td>Permanent</td><td><input checked="" type="checkbox"/></td><td>One Year</td><td><input type="checkbox"/></td></tr></table> <b>Cost of Initiative for 2011-2012:</b> <div>\$90,000</div> <b>Ongoing Cost:</b> <div>\$90,000</div>	Permanent	<input checked="" type="checkbox"/>	One Year	<input type="checkbox"/>
Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>															
Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>															
Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>															
Permanent	<input checked="" type="checkbox"/>	One Year	<input type="checkbox"/>															
<b>1. Background:</b> <div>This position would provide research support for schools engaged in Action Research/Reflective Inquiry as part of the School Improvement Planning Process (i.e., "critical friend" approach to provide advice/guidance on data collection tools, research ethics, analysis of data, etc.), and additional support for program reviews and subsequent tracking of outcomes (currently, the district has the staff capacity to carry out only one major program review in any given school year).</div>																		
<b>2. Additional information including correlation with strategic plan and Board goals:</b> <div>With increased demands for "accountability"/measuring outcomes of decisions that have been made (e.g., FSL), there is a need to collect a similar amount of data in a subsequent year to the completion of the specific program review in addition to engaging in an entirely new program review process. This research officer position would support the increased requests for data/information to support BIP monitoring (i.e., in 2009-2010, the Ministry required boards to be collecting mid-year data to facilitate the tracking/monitoring of BIP initiatives), and larger-scale projects such as program reviews/pilot project evaluations. This research officer position would support the market demand survey to determine need/interest in Alternative Program for students residing outside the Greenbelt, support the upcoming secondary school review, and provide analysis and reporting of OCDSB Student Survey data in conjunction with student achievement data, as outlined and approved by DEC in January 2011.</div>																		



## 2011 – 2012 Budget Initiatives

<b>Department/Division:</b> <div>Urban Priorities</div>	<b>Proposed Initiative:</b> <div>Social Worker</div>	<b>Reference:</b> <div>C</div> <b>FTE Impact</b> <div>1 FTE</div>																
<b>Funding Envelope Source:</b> <table><tr><td>Instruction</td><td><input type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td><td>Other Funding</td><td><input checked="" type="checkbox"/></td></tr></table>		Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Other Funding	<input checked="" type="checkbox"/>	<b>Status of Initiative:</b> <table><tr><td>Permanent</td><td><input type="checkbox"/></td><td>One Year</td><td><input checked="" type="checkbox"/></td></tr></table> <b>Cost of Initiative for 2011-2012:</b> <div>\$93,842</div> <b>Ongoing Cost:</b> <div>\$93,842</div>	Permanent	<input type="checkbox"/>	One Year	<input checked="" type="checkbox"/>
Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>															
Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>															
Central Administration	<input type="checkbox"/>	Other Funding	<input checked="" type="checkbox"/>															
Permanent	<input type="checkbox"/>	One Year	<input checked="" type="checkbox"/>															
<b>1. Background:</b> <div>In 2010-2011, 1.0 FTE Social worker was added to support the student needs at Rideau and Ridgemont High School. The social worker was split between the schools. The Urban Priorities committee at each of the schools is recommending that a full time Social Worker be assigned to the perspective schools. This is not a budget increase but a re-allocation of resources within the Urban Priorities grant at each of the schools. It is understood that these positions are term positions whose renewal will be dependant on the continuation of the Urban and High Priority School grant.</div>																		
<b>2. Additional information including correlation with strategic plan and Board goals:</b> <div>The addition social worker support will assist in the following areas: Improve credit accumulation of students at the end of grades 9 and 10 and other student achievement data Improve of student attendance Support students living in poverty Reduce the number and type of violent incidents Reduce the number of suspensions/expulsions; and/or rate of recidivism Reduce youth crime</div>																		



## 2011 – 2012 Budget Initiatives

<b>Department/Division:</b> <div>Safe Schools</div>	<b>Proposed Initiative:</b> <div>Education Assistant</div>	<b>Reference:</b> <div>D</div> <b>FTE Impact</b> <div>1.00</div>																
<b>Funding Envelope Source:</b> <table><tr><td>Instruction</td><td><input checked="" type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>	<b>Status of Initiative:</b> <table><tr><td>Permanent</td><td><input checked="" type="checkbox"/></td><td>One Year</td><td><input type="checkbox"/></td></tr></table> <b>Cost of Initiative for 2011-2012:</b> <div>\$52,390</div> <b>Ongoing Cost:</b> <div>\$52,390</div>	Permanent	<input checked="" type="checkbox"/>	One Year	<input type="checkbox"/>
Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>															
Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>															
Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>															
Permanent	<input checked="" type="checkbox"/>	One Year	<input type="checkbox"/>															
<b>1. Background:</b> <div>In 2010-11 the Safe Schools Department de-centralized the suspension/expulsion program to 3 sites. Each site was allocated 1.0 FTE Educational Assistant to support students who are on long term suspension or expulsion. Based on the volume and nature of students 1.0 FTE Educational Assistant, will be added to the Richard Pfaff/Reality Check site. This will be funded within the Safe Schools envelope through reductions in other areas.</div>																		
<b>2. Additional information including correlation with strategic plan and Board goals:</b> <div>The addition of the educational assistant will support student achievement and student retention.</div>																		



# 2011 – 2012 Budget Initiatives

<b>Department/Division:</b> <div>School Operations</div>	<b>Proposed Initiative:</b> <div>Gym Mats</div>	<b>Reference:</b> <div>E</div> <b>FTE Impact</b> <div>N/A</div>												
<b>Funding Envelope Source:</b> <table><tr><td>Instruction</td><td><input checked="" type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>	<b>Status of Initiative:</b> Permanent <input type="checkbox"/> One Year <input checked="" type="checkbox"/>  <b>Cost of Initiative for 2011-2012:</b> <div>\$300,000</div> <b>Ongoing Cost:</b> <div>\$300,000</div>
Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>											
Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>											
Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>											
<b>1. Background:</b> <div>On 18 January 2011, Education Committee received Report No. 10-243 Gymnasium Safety Mats. The report provided information regarding the installation of safety mats on gym walls to lessen the risk of injuries during basketball and other sports activities. Trustees requested that additional information be provided and that a new recommendation be presented to Education Committee the following month. Staff determined that the request for use of funds in reserve would be better situated as part of the overall Board budget process.</div>														
<b>2. Additional information including correlation with strategic plan and Board goals:</b> <div>The Ontario Physical and Health Education Association (OPHEA) develops guidelines for safety standards for sport in schools and school districts. OPHEA staff has indicated that the guidelines were developed in collaboration with the Ontario and Canadian basketball associations. They estimate that 85% of school districts in the province meet the end wall mat standards.  Following a number of serious injuries in the province, the Board's liability insurer, the Ontario School Board Insurance Exchange (OSBIE), issued a reminder to school districts of the need to upgrade safety features in all school gyms. OSBIE recommends that school boards fully follow the OPHEA guidelines as a minimum safety standard when participating in any school activity. They point out that protective wall mats significantly reduce student injuries. OSBIE has stated that most school boards install this protection not only for basketball, but for many other activities (e.g. line running, indoor sprinting, borden-ball). They state that there has been a reduction in the number of these types of claims in school boards with wall mats. The recommendation from OSBIE creates a heightened potential liability if it is not followed.  The initiative is connected to the Board's mandate to ensure the well-being of students, staff, and community members. The reduced request reflects a staggered implementation for secondary and middle schools only in year one of installation.</div>														



## 2011 – 2012 Budget Initiatives

<b>Department/Division:</b> <div>School Operations</div>	<b>Proposed Initiative:</b> <div>Additional Teachers for Full Day Kindergarten Program</div>	<b>Reference:</b> <div>F</div> <b>FTE Impact</b> <div>4.00</div>
<b>Funding Envelope Source:</b> Instruction - Full Day Kindergarten <input checked="" type="checkbox"/> <input type="checkbox"/> Facilities <input type="checkbox"/> Central Administration <input type="checkbox"/> Transportation <input type="checkbox"/> Continuing Education <input type="checkbox"/> Other Funding <input type="checkbox"/>		<b>Status of Initiative:</b> Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/> <b>Cost of Initiative for 2011-2012:</b> <div>\$366,800</div> <b>Ongoing Cost:</b> <div>\$366,800</div>
<b>1. Background:</b> <div>In March 2011, the Board approved academic staffing for the 2011-2012 school year. The numbers of elementary teachers for the Full-day Kindergarten Program approved at that time (71) was based on the total projected enrolment for the FDELKP program, the number of schools and classrooms, as approved by the Ministry of Education for the coming year.</div>		
<b>2. Additional information including correlation with strategic plan and Board goals:</b> <div>In April, projected enrolments for each school were established. Although the overall number of students does not differ vastly from earlier projections, the number of students per grade level at each school is now known. Although the Ministry funds FDELKP classes at a district average of 26 students, the students are distributed across many schools and not always with numbers that work well at an individual site within a district average of 26.  In order to avoid very large class sizes in full-day kindergarten (e.g. over 35 students) at some school sites, an additional four teachers and related Early Childhood Educators will be required to staff the additional FDELKP classes.</div>		



# 2011 – 2012 Budget Initiatives

<b>Department/Division:</b> <div>School Operations</div>	<b>Proposed Initiative:</b> <div>Additional Early Childhood Educators</div>	<b>Reference:</b> <div>G</div> <b>FTE Impact</b> <div>4.00</div>
<b>Funding Envelope Source:</b> Instruction - Full Day Kindergarten <input checked="" type="checkbox"/> Transportation <input type="checkbox"/> Facilities <input type="checkbox"/> Continuing Education <input type="checkbox"/> Central Administration <input type="checkbox"/> Other Funding <input type="checkbox"/>		<b>Status of Initiative:</b> Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/>  <b>Cost of Initiative for 2011-2012:</b> <div>\$149,160</div> <b>Ongoing Cost:</b> <div>\$149,160</div>
<b>1. Background:</b> <div>The Ministry of Education has approved the number of schools and classrooms with the Full-day Kindergarten Program for the coming school year.  The Ministry expectation is that each FDELKP classroom will be staffed with a kindergarten teacher and an Early Childhood Educator.</div>		
<b>2. Additional information including correlation with strategic plan and Board goals:</b> <div>In April, projected enrolments for each school were established. Although the overall number of students does not differ vastly from earlier projections, the number of students per grade level at each school is now known. Although the Ministry funds FDELKP teachers at a district average of 26 students, the students are distributed across many schools and not always with numbers that work well at an individual site within a district average of 26.  In order to avoid very large class sizes in full-day kindergarten (e.g. over 35 students) at some school sites, an additional four teachers and related Early Childhood Educators will be required.</div>		





## 2011 – 2012 Budget Initiatives

<b>Department/Division:</b> <div>Learning Support Services</div>	<b>Proposed Initiative:</b> <div>Support for Violence/Risk/Threat Assessment</div>	<b>Reference:</b> <div>H</div> <b>FTE Impact</b> <div>2.0 FTE</div>												
<b>Funding Envelope Source:</b> <table><tr><td>Instruction</td><td><input type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td><td>Other Funding - Safe Schools</td><td><input checked="" type="checkbox"/></td></tr></table>		Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Other Funding - Safe Schools	<input checked="" type="checkbox"/>	<b>Status of Initiative:</b> Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/>  <b>Cost of Initiative for 2011-2012:</b> <div>\$199,697</div> <b>Ongoing Cost:</b> <div>\$199,697</div>
Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>											
Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>											
Central Administration	<input type="checkbox"/>	Other Funding - Safe Schools	<input checked="" type="checkbox"/>											
<b>1. Background:</b> <div>As part of the Safe Schools legislation, assessments for violence (self and others), risk, and threat assessments are necessary. Currently, those assessments are being handled by Learning Support Services staff, in addition to their other duties. As a result, these staff are not working on issues related to special needs, and they should be. The area of risk assessment is growing and deserves to be supported with 1 Social Worker and 1 Psychologist to do assessments, provide in-service and work on traumatic events.</div>														
<b>2. Additional information including correlation with strategic plan and Board goals:</b> <div>With the implementation of Bill 168, the need for risk/threat/violence assessments will increase. It would be expected that these staff would complete the assessments and consult with school staff, students and families in developing next steps. These steps could include safety plans, referrals or medical intervention. 1.0 Psychologist 1.0 Social Worker</div>														



## 2011 – 2012 Budget Initiatives

<b>Department/Division:</b> <div>Learning Support Services</div>	<b>Proposed Initiative:</b> <div>Full Day Kindergarten - Multi-Disciplinary Support</div>	<b>Reference:</b> <div>1</div> <b>FTE Impact</b> <div>9.50</div>																
<b>Funding Envelope Source:</b> <table><tr><td>Instruction - Full Day Kindergarten</td><td><input checked="" type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction - Full Day Kindergarten	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>	<b>Status of Initiative:</b> <table><tr><td>Permanent</td><td><input checked="" type="checkbox"/></td><td>One Year</td><td><input type="checkbox"/></td></tr></table> <b>Cost of Initiative for 2011-2012:</b> <div>\$607,756</div> <b>Ongoing Cost:</b> <div>\$607,756</div>	Permanent	<input checked="" type="checkbox"/>	One Year	<input type="checkbox"/>
Instruction - Full Day Kindergarten	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>															
Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>															
Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>															
Permanent	<input checked="" type="checkbox"/>	One Year	<input type="checkbox"/>															
<b>1. Background:</b> <div>Multi Disciplinary Support of 1.50 Speech Language Pathologist (SLP), .50 Psychologist, .50 Social Worker and 7.0 Educational Assistants are required to support full day kindergarten. This year (2010-2011) staff added .50 psychologist and 1.0 Speech Language Pathologist (SLP) to support 22 Full Day Learning sites. Given the needs of the students, staff acknowledge that a much larger compliment will be necessary next year as the Full Day Learning program expands. Boards are responsible for early intervention and without the identifications and support of the proposed staff, students will not reach their full potential.</div>																		
<b>2. Additional information including correlation with strategic plan and Board goals:</b> <div>Staff are implementing a number of early years interventions such as the Senior Kindergarten Language Intervention program and "Reader-Leader Initiative". Staff are collecting data on the prevalence of autism rates in the Ottawa-Carleton District School Board and the effectiveness of our educational interventions, and continue to note the increasing needs of students. The aforementioned proposed staff will assist in the ongoing support to our youngest learners, and will help in their future as learners. This initiative meets the Boards' goals of students achievement and student well-being. It also supports early identification as mandated by the Ministry of Education. Note: If a staff member in the PSSP bargaining unit is ill, has family issues, etc, there is no one to fill their position and as a result, other PSSP staff must increase their work load to cover any absences.</div>																		



# 2011 – 2012 Budget Initiatives

<b>Department/Division:</b>  <div style="border: 1px solid black; padding: 2px; min-height: 20px;">School Operations</div>	<b>Proposed Initiative:</b>  <div style="border: 1px solid black; padding: 2px; min-height: 20px;">Increase in Operating Budgets for Schools</div>	<b>Reference:</b> <div style="border: 1px solid black; padding: 2px; min-height: 20px;">J</div>  <b>FTE Impact</b> <div style="border: 1px solid black; padding: 2px; min-height: 20px;">N/A</div>								
<b>Funding Envelope Source:</b>  <table style="width: 100%;"> <tr> <td style="width: 50%;">Instruction <input checked="" type="checkbox"/></td> <td style="width: 50%;">Transportation <input type="checkbox"/></td> </tr> <tr> <td>Facilities <input type="checkbox"/></td> <td>Continuing Education <input type="checkbox"/></td> </tr> <tr> <td>Central Administration <input type="checkbox"/></td> <td>Other Funding <input type="checkbox"/></td> </tr> </table>		Instruction <input checked="" type="checkbox"/>	Transportation <input type="checkbox"/>	Facilities <input type="checkbox"/>	Continuing Education <input type="checkbox"/>	Central Administration <input type="checkbox"/>	Other Funding <input type="checkbox"/>	<b>Status of Initiative:</b>  <table style="width: 100%;"> <tr> <td style="width: 50%;">Permanent <input checked="" type="checkbox"/></td> <td style="width: 50%;">One Year <input type="checkbox"/></td> </tr> </table> <b>Cost of Initiative for 2011-2012:</b> <div style="border: 1px solid black; padding: 2px; min-height: 20px;">\$1,500,000</div> <b>Ongoing Cost:</b> <div style="border: 1px solid black; padding: 2px; min-height: 20px;">\$1,500,000</div>	Permanent <input checked="" type="checkbox"/>	One Year <input type="checkbox"/>
Instruction <input checked="" type="checkbox"/>	Transportation <input type="checkbox"/>									
Facilities <input type="checkbox"/>	Continuing Education <input type="checkbox"/>									
Central Administration <input type="checkbox"/>	Other Funding <input type="checkbox"/>									
Permanent <input checked="" type="checkbox"/>	One Year <input type="checkbox"/>									

**1. Background:**

In March 2011, the Ministry released new provincial guidelines for School Fees. The new guidelines place restrictions on fees that can be charged to parents. A committee has been working throughout the year to revise PR 648 SCO - School Fees. Some of the proposed revisions, based on the new provincial guidelines, will have a negative impact on school budgets. The intent of this budget proposal is to absorb some of the additional costs to schools.

The \$1.5M equals the reduction in the school supply per pupil allocations over the last ten years times the present student population.

**2. Additional information including correlation with strategic plan and Board goals:**

\$700,000 will be allocated to elementary schools to defray the increased costs for school supplies. The current practice in the district is for teachers/principals to send a list home to parents requesting the provision of school supplies. After careful analysis, it has been determined that a voluntary, common school supplies list will ensure that parents are not overly burdened. The additional funds will defray the costs for the variance between what schools have asked parents to provide in the past and what will be received next year based on a limited list that is voluntary.

\$300,000 will be allocated to the 50 elementary schools with grades 7 and 8 to ensure the continuation of instrumental music. The new provincial guidelines do not permit schools to require students to rent instruments for instrumental music. Schools must provide enough base-level instruments for students to use in class. Students may be given the option of renting musical instruments (voluntary) to have access to upgraded instruments.

\$500,000 will be allocated to secondary schools to defer some of the current costs associated with the offering of specific courses. The new provincial guidelines will require a review of course fees in secondary schools in the district which is expected to reduce the amounts that can be charged to students and their families.



## 2011 – 2012 Budget Initiatives

<b>Department/Division:</b> <div>Learning Support Services</div>	<b>Proposed Initiative:</b> <div>Orientation and Mobility Instructor</div>	<b>Reference:</b> <div>K</div> <b>FTE Impact</b> <div>.50 FTE</div>																
<b>Funding Envelope Source:</b> <table><tr><td>Instruction - Special Education</td><td><input checked="" type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction - Special Education	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>	<b>Status of Initiative:</b> <table><tr><td>Permanent</td><td><input checked="" type="checkbox"/></td><td>One Year</td><td><input type="checkbox"/></td></tr></table> <b>Cost of Initiative for 2011-2012:</b> <div>\$50,000</div> <b>Ongoing Cost:</b> <div>\$50,000</div>	Permanent	<input checked="" type="checkbox"/>	One Year	<input type="checkbox"/>
Instruction - Special Education	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>															
Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>															
Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>															
Permanent	<input checked="" type="checkbox"/>	One Year	<input type="checkbox"/>															
<b>1. Background:</b> <div>Our blind and low vision students require the support of an orientation and mobility expert. This staff member will work with our blind and low vision staff and our students to support students with dogs, canes, using OC Transpo, crossing streets, navigating buildings, placement of items and access to the community and life skills. In the past, Learning Support Services had in-house expertise but with retirements that expertise is lost and new support is necessary.</div>																		
<b>2. Additional information including correlation with strategic plan and Board goals:</b> <div>This staff member would assist our students to gain greater confidence and independence. This initiative matches both of our goals for learning, student achievement and student well-being.  Note: This is an instructor, not a teacher. If retirements are received, staff will hire to match the current level and this position will not be an extra .50 position.</div>																		



## 2011 – 2012 Budget Initiatives

<b>Department/Division:</b> <div>Learning Support Services</div>	<b>Proposed Initiative:</b> <div>Child Youth Workers</div>	<b>Reference:</b> <div>L</div> <b>FTE Impact</b> <div>2.00</div>
<b>Funding Envelope Source:</b> Instruction - Special Education <input checked="" type="checkbox"/> Transportation <input type="checkbox"/> Facilities <input type="checkbox"/> Continuing Education <input type="checkbox"/> Central Administration <input type="checkbox"/> Other Funding <input type="checkbox"/>		<b>Status of Initiative:</b> Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/>  <b>Cost of Initiative for 2011-2012:</b> <div>\$94,000</div> <b>Ongoing Cost:</b> <div>\$94,000</div>
<b>1. Background:</b> <div>Five secondary schools do not have drug counsellors or staff to deal with mental health issues. The introduction of this staff will allow for an Itinerant Education Assistant to be attached to every secondary school and will focus our attention on the issues facing our young people.</div>		
<b>2. Additional information including correlation with strategic plan and Board goals:</b> <div>This initiative corresponds to both the Ministry of Education and the Board's well-being goals. Focusing on mental health issues will support graduation rates, and student achievement.  It is anticipated that this staff will also connect youth to services in the community.</div>		



## 2011 – 2012 Budget Initiatives

<b>Department/Division:</b> <div>Facilities - Operations</div>	<b>Proposed Initiative:</b> <div>Four (4) additional Floater Custodian</div>	<b>Reference:</b> <div>M</div> <b>FTE Impact</b> <div>4.00</div>																
<b>Funding Envelope Source:</b> <table><tr><td>Instruction</td><td><input type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input checked="" type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input checked="" type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>	<b>Status of Initiative:</b> <table><tr><td>Permanent</td><td><input checked="" type="checkbox"/></td><td>One Year</td><td><input type="checkbox"/></td></tr></table> <b>Cost of Initiative for 2011-2012:</b> <div>\$193,720</div> <b>Ongoing Cost:</b> <div>\$193,720</div>	Permanent	<input checked="" type="checkbox"/>	One Year	<input type="checkbox"/>
Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>															
Facilities	<input checked="" type="checkbox"/>	Continuing Education	<input type="checkbox"/>															
Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>															
Permanent	<input checked="" type="checkbox"/>	One Year	<input type="checkbox"/>															
<b>1. Background:</b> <div>Require 4.0 FTE additional Floater Custodians to assist in replacing absent evening custodians to maintain the schools cleanliness.</div>																		
<b>2. Additional information including correlation with strategic plan and Board goals:</b> <div>Presently we have 30 Floater Custodians, (5 Floaters Custodians per Area). This staffing compliment is in place to cover 240 hours of absences per day. On average we are requested to cover 320 hours of absences per day. This current staffing level of Floater Custodian leaves an 80hr/day shortfall. This shortfall has an impact on our ability maintain our objective in providing a clean and safe work environment. In addition an increased workload is placed on staff creating high levels of frustration and fatigue. With the addition of 4 Floater Custodians it would lessen the shortfall and decrease the levels of frustration and fatigue.</div>																		



# 2011 – 2012 Budget Initiatives

<b>Department/Division:</b> <div>Facilities - Maintenance</div>	<b>Proposed Initiative:</b> <div>Two (2) Heat Pump HVAC Technicians</div>	<b>Reference:</b> <div>N</div> <b>FTE Impact</b> <div>2.00</div>												
<b>Funding Envelope Source:</b> <table><tr><td>Instruction</td><td><input type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input checked="" type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input checked="" type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>	<b>Status of Initiative:</b> Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/> <b>Cost of Initiative for 2011-2012:</b> <div>\$230,000</div> <b>Ongoing Cost:</b> <div>\$140,000</div>
Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>											
Facilities	<input checked="" type="checkbox"/>	Continuing Education	<input type="checkbox"/>											
Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>											
<b>1. Background:</b> <div>The construction of our new schools over the last decade have incorporated heat pump technology to provide increased temperature control and improved air quality for each individual classroom. The heat pumps systems installed in our schools have shown many benefits including reduction in energy usage compared to a conventional mechanical system, however the draw back to this type of system is the increased maintenance required due to the individual components. Each classroom heat pump requires a minimum amount of annual maintenance in order to ensure the system operates optimally and as designed. Over and above the annual maintenance requirements, there are service calls required to repair failing components and to also trouble shoot situations where the system appears to be operating outside the original design parameters. The volume of work required to properly service and maintain the current inventory of heat pumps within the Board is beyond the existing capacity of the Maintenance department. There are two(2) options available to accommodate the work required: Outsourcing the service contract or hire permanent HVAC technicians. The costs involved of outsourcing the service/maintenance work to an outside contractor would be in the order of magnitude of \$300,000 annually. This number would most likely increase with the age of the systems as an increased number of components will be more prone to failure. The estimated order of magnitude cost for in house technicians to provide the same service would be \$225,000. In order to accommodate the ongoing service and maintenance requirements of all heat pump systems within the Board, we are recommending hiring two(2) HVAC service technicians who will be responsible for the work described.</div>														
<b>2. Additional information including correlation with strategic plan and Board goals:</b> <div>Correlation with strategic plan - maintain the highest quality of indoor teaching environment while responsibly spending Board funds to do so.  This also reinforces the energy management initiatives to reduce energy costs through a pro-active Preventative Maintenance program to ensure that equipment is running at optimal efficiency.</div>														



# 2011 – 2012 Budget Initiatives

<b>Department/Division:</b> <div>Facilities/Design &amp; Construction</div>	<b>Proposed Initiative:</b> <div>Two (2) new positions - Service Technicians (Boiler Venting Replacement)</div>	<b>Reference:</b> <div>O</div> <b>FTE Impact</b> <div>2.00</div>																
<b>Funding Envelope Source:</b> <table><tr><td>Instruction</td><td><input type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input checked="" type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input checked="" type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>	<b>Status of Initiative:</b> <table><tr><td>Permanent</td><td><input checked="" type="checkbox"/></td><td>One Year</td><td><input type="checkbox"/></td></tr></table> <b>Cost of Initiative for 2011-2012:</b> <div>\$230,000</div> <b>Ongoing Cost:</b> <div>\$140,000</div>	Permanent	<input checked="" type="checkbox"/>	One Year	<input type="checkbox"/>
Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>															
Facilities	<input checked="" type="checkbox"/>	Continuing Education	<input type="checkbox"/>															
Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>															
Permanent	<input checked="" type="checkbox"/>	One Year	<input type="checkbox"/>															
<b>1. Background:</b> <div>From approximately 2002-2008, the OCDSB implemented a program to replace old heating boilers with new high efficiency condensing boilers. The program was administered by Ameresco through the EPC. Recently, through notification from TSSA and our own review, it has been determined that the materials used in venting these boilers are not in compliance with CSA standard B149. These materials are present at 50 school sites (108 boilers in total). Approximately 10% of these installations have already failed and have been replaced through the FRP workplan. Approx 50% of the remaining sites are showing signs of deterioration now and it is expected the remaining 50% will fail prematurely in the next few years. The costs to replace the venting ranges from \$30,000 to \$70,000 per site depending on each site's conditions and length of vent piping. The estimated costs to complete this work utilizing independent service contractors is \$2.5 million over a 2-year period. The proposed initiative is to perform this work with OCDSB staff and eliminate the need to hire contractors. The initiative would involve hiring two new qualified service technicians on two-year term positions and purchasing materials at a reduced cost directly from the manufacturer. The estimated costs to complete this work under this scenario is \$1.5M over a 2 year period.</div>																		
<b>2. Additional information including correlation with strategic plan and Board goals:</b> <div>The boiler venting replacement program would be administered through Design &amp; Construction Services (Mechanical Department). Under the direction of the Projects Leader, the Project Coordinator - Field Services would supervise the work of the two service technicians. The boiler venting issue is an example of the challenges we face on an ongoing basis. At the completion of this program we expect to initiate a similar program for the next code compliant/safety/maintenance issue. As a permanent initiative we will be able to address the as yet undefined next major issue. This initiative is consistent with the Board goals of providing safe schools while ensuring good value to the Board.</div>																		





## 2011 – 2012 Budget Initiatives

<b>Department/Division:</b> Facilities Department / Energy Management and Conservation	<b>Proposed Initiative:</b> EMC Electrician (in house)	<b>Reference:</b> <input type="text" value="P"/> <b>FTE Impact</b> <input type="text" value="1.00"/>												
<b>Funding Envelope Source:</b> <table><tr><td>Instruction</td><td><input type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input checked="" type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input checked="" type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>	<b>Status of Initiative:</b> Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/> <b>Cost of Initiative for 2011-2012:</b> <input type="text" value="\$115,000"/> <b>Ongoing Cost:</b> <input type="text" value="\$70,000"/>
Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>											
Facilities	<input checked="" type="checkbox"/>	Continuing Education	<input type="checkbox"/>											
Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>											
<b>1. Background:</b> As part of the approved Multi-Year Energy Plan, we have numerous projects where the service of a licensed electrician is required for implementation. Many of these projects such as live monitoring, energy champion, and small lighting conversions are unique to each site and as such, are more cost effective in having an in-house electrician do the work as opposed to trying to contract out. To contract out this work it would cost approximately \$144,000 per year but we would be in contravention of the collective agreement.														
<b>2. Additional information including correlation with strategic plan and Board goals:</b> From the approved Multi-Year Energy Plan the following initiatives would best be addressed with an in house electrician: <ul style="list-style-type: none"><li>Live monitoring equipment installation</li><li>Live monitoring display at schools</li><li>Interior Black-Out</li><li>Energy Champion</li><li>Small lighting projects</li><li>Gym occupancy sensors (lights &amp; HVAC)</li><li>Exterior light upgrade</li></ul>														



## 2011 – 2012 Budget Initiatives

<b>Department/Division:</b> <div>Facilities Maintenance</div>	<b>Proposed Initiative:</b> <div>Increase Generator Maintenance Budget</div>	<b>Reference:</b> <div>Q</div> <b>FTE Impact</b> <div>N/A</div>																
<b>Funding Envelope Source:</b> <table><tr><td>Instruction</td><td><input type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input checked="" type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input checked="" type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>	<b>Status of Initiative:</b> <table><tr><td>Permanent</td><td><input checked="" type="checkbox"/></td><td>One Year</td><td><input type="checkbox"/></td></tr></table> <b>Cost of Initiative for 2011-2012:</b> <div>\$150,000</div> <b>Ongoing Cost:</b> <div>\$150,000</div>	Permanent	<input checked="" type="checkbox"/>	One Year	<input type="checkbox"/>
Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>															
Facilities	<input checked="" type="checkbox"/>	Continuing Education	<input type="checkbox"/>															
Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>															
Permanent	<input checked="" type="checkbox"/>	One Year	<input type="checkbox"/>															
<b>1. Background:</b> <div>Presently we are inspecting generators on an Annual basis, 3 year inspection, and a 5 year inspection, which is a contracted service. As per changes in the regulation we are now required to do a weekly, monthly, semi annual, annual, and 3 year. All of these inspections require a certified person to perform. We are no longer able to do a weekly visual inspection which is being carried out by Operational Staff on site. There is an required increase to this contract of \$150,000.</div>																		
<b>2. Additional information including correlation with strategic plan and Board goals:</b> <div>Required regulatory requirement.</div>																		



# 2011 – 2012 Budget Initiatives

<b>Department/Division:</b> <div style="border: 1px solid black; padding: 5px; min-height: 30px;">Facilities</div>	<b>Proposed Initiative:</b> <div style="border: 1px solid black; padding: 5px; min-height: 30px;">Facilities Infrastructure Reporting Technician</div>	<b>Reference:</b> <div style="border: 1px solid black; padding: 2px 10px; display: inline-block;">R</div> <b>FTE Impact</b> <div style="border: 1px solid black; padding: 2px 10px; display: inline-block;">1.00</div>						
<b>Funding Envelope Source:</b> <table style="width: 100%;"> <tr> <td style="width: 33%;">Instruction <input type="checkbox"/></td> <td style="width: 33%;">Transportation <input type="checkbox"/></td> </tr> <tr> <td>Facilities <input checked="" type="checkbox"/></td> <td>Continuing Education <input type="checkbox"/></td> </tr> <tr> <td>Central Administration <input type="checkbox"/></td> <td>Other Funding <input type="checkbox"/></td> </tr> </table>		Instruction <input type="checkbox"/>	Transportation <input type="checkbox"/>	Facilities <input checked="" type="checkbox"/>	Continuing Education <input type="checkbox"/>	Central Administration <input type="checkbox"/>	Other Funding <input type="checkbox"/>	<b>Status of Initiative:</b> Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/>  <b>Cost of Initiative for 2011-2012:</b> <div style="border: 1px solid black; padding: 2px 10px; display: inline-block;">\$61,000</div> <b>Ongoing Cost:</b> <div style="border: 1px solid black; padding: 2px 10px; display: inline-block;">\$61,000</div>
Instruction <input type="checkbox"/>	Transportation <input type="checkbox"/>							
Facilities <input checked="" type="checkbox"/>	Continuing Education <input type="checkbox"/>							
Central Administration <input type="checkbox"/>	Other Funding <input type="checkbox"/>							
<b>1. Background:</b> <p>There is a requirement for a full time staff member to deal with the large amount of information that needs to be updated, in order for the Facilities information database, which is presently Recapp (Real Estate Capital Asset Priority Planning) software to be "real time" and realistic. Recapp is the planning software used by the Ministry of Education (MOE) which forms the basis of their capital plans and the decision tool for allocating capital grants. Therefore it is imperative that the information in this database be accurate and timely. Recapp is also tied in with the Facilities project planning software (Megamations) which forms the basis of the District's planning and control of renewal and capital projects. In addition, the information from Recapp is used by the Superintendent and Planning department to assist in presenting reports for Accommodation Review Committees (ARC's) which outlines the status of renewal and maintenance deferral backlog on our schools. The information also forms the basis for the Ministry of Finance's requirement for Tangible Capital Asset (TCA) reporting by public organizations and Trustee information requests.</p> <p>To date the information in the MOE database is quite dated (2003) and therefore not reliable, in spite of the updates boards have done over the intervening years. Due to its complexity the MOE will be introducing a successor to Recapp shortly which will have another third party requesting data verification and audit which will require a large amount of coordination, site visits and data entry.</p> <p>Although Facilities has been quite pro-active in trying to update and maintain the database locally by training additional staff and by contracting out the validation process, we are falling behind. This is due to fact that these duties are time consuming and workloads are increasing across the department. Simply put, there is not sufficient staff time to perform the functions. The situation will only get worse with the introduction of a new system in the near future.</p>								
<b>2. Additional information including correlation with strategic plan and Board goals:</b> <p>We have \$386.6 million of unfunded or approved backlog (excluding accessibility) for school buildings and an additional \$37.4M of backlog for other buildings for a total of \$424.0M. The backlog in accessibility adds an additional \$97.0M to this amount for a grand total of \$521.0M. This is assuming that all the active and approved events are competed, which is not the case. We currently have \$18.7 million of active projects and \$18.8 million in approved projects. This means we have \$ 37.4 million in projects, which includes this years' \$2.5M of FRP. This is a large amount of projects that need to be updated, completed and/or archived. Due to the lack of staff time we cannot update the projects and complete any projects which should be closed and archived. This has delayed us in advancing to the current Recapp year and with the amount of time that has passed. Therefore it is essential that the backlog be cleaned up and that we migrate to the new MOE system.</p> <p>The function of the proposed position will include: data entry of financial information (Megamations &amp; BAS), project information entry (building infrastructure knowledge), validation of technical data in the database, coordination of technical input with Design and Construction staff and updating and validating the SFIS database.</p> <p>The full-time status of this position will provide access historical data, plan work/projects for future years, maintain the Megamations database, address the backlog, scan &amp; archive documents, prepare project summaries and file project invoices and or documents.</p>								



## 2011 – 2012 Budget Initiatives

<b>Department/Division:</b>  Facilities - Maintenance	<b>Proposed Initiative:</b>  Six (6) Painters	<b>Reference:</b>  S  <b>FTE Impact</b>  6.00
<b>Funding Envelope Source:</b>  Instruction <input type="checkbox"/> Transportation <input type="checkbox"/> Facilities <input checked="" type="checkbox"/> Continuing Education <input type="checkbox"/> Central Administration <input type="checkbox"/> Other Funding <input type="checkbox"/>		<b>Status of Initiative:</b>  Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/>  <b>Cost of Initiative for 2011-2012:</b> \$480,000 <b>Ongoing Cost:</b> \$420,000
<b>1. Background:</b>  The creation of 6 Painter positions to enhance the appearance of our schools in keeping with the spirit of rejuvenation portion of the Capital Needs Forecast initiative. The deferred general maintenance over the whole system is quite evident due to the disbanding of our painters since amalgamation. The comments heard again and again from the schools, parents, staff and Trustees is the importance of curb appeal, both inside and outside which is compounded due to the age of our buildings.		
<b>2. Additional information including correlation with strategic plan and Board goals:</b>  Over the past few years, summer work from custodians and casual help has not kept up with the demand and professionals are needed. The majority of painting done in our schools is done by dedicated custodial staff that make time to do it or by contract paid for by the schools that can afford to do it. Presently we fund \$90,000 per year for paint for the former and the schools contract out \$210,000 per year. There is an obvious imbalance for those schools which cannot afford to fund contractors. These new positions would also allow us to plan our own painting program, would result in savings of materials, labour and greater quality workmanship and provide a consistent standard across all schools. The six 6 painters would be divided into 2 teams of 3 and work the evening shift when the schools are unoccupied.		



## 2011 – 2012 Budget Initiatives

<b>Department/Division:</b> <div>Facilities Maintenance</div>	<b>Proposed Initiative:</b> <div>Two (2) additional Burner Mechanics</div>	<b>Reference:</b> <div>T</div> <b>FTE Impact</b> <div>2.00</div>												
<b>Funding Envelope Source:</b> <table><tr><td>Instruction</td><td><input type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input checked="" type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input checked="" type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>	<b>Status of Initiative:</b> Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/>  <b>Cost of Initiative for 2011-2012:</b> <div>\$230,000</div> <b>Ongoing Cost:</b> <div>\$140,000</div>
Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>											
Facilities	<input checked="" type="checkbox"/>	Continuing Education	<input type="checkbox"/>											
Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>											
<b>1. Background:</b> <div>Two additional Burner Mechanics to meet annual Preventative Maintenance inspections on all fuel Fired equipment as per Technical Standards and Safety Authority regulations CAN/CSA - B149.3-05.</div>														
<b>2. Additional information including correlation with strategic plan and Board goals:</b> <div>Presently we have 3 Burner Mechanics doing preventive maintenance on boilers and roof top units, which is taking 16 months to complete. We should be doing this work within 12 months as per TSSA regulation (CAN/CSA - B149.3 - 05) Code for the field approval of fuel-related components on appliances and equipment. With the addition of 2 Burner Mechanic we will be able to complete our annual inspections on time. As well with the additional 2 FTE and our Burner Mechanics we could eliminate the emergency work contracted out during 2 months of the heating season, at a cost of approximately \$100,000 and as well a RFQ #09-145 Preventative Maintenance Gas Fired Appliances (hot water tanks and humidification systems) at a cost of \$60,000. There would be a modest savings of \$20,000 per year, no conflicts with the Collective Agreement in contracting work out plus give us more flexibility and capability in performing emergency and preventative maintenance activities.</div>														



## 2011 – 2012 Budget Initiatives

<b>Department/Division:</b> <div>Facilities Maintenance</div>	<b>Proposed Initiative:</b> <div>Two (2) new Plasterers/Drywall Positions</div>	<b>Reference:</b> <div>U</div> <b>FTE Impact</b> <div>2 FTE</div>																
<b>Funding Envelope Source:</b> <table><tr><td>Instruction</td><td><input type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input checked="" type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input checked="" type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>	<b>Status of Initiative:</b> <table><tr><td>Permanent</td><td><input checked="" type="checkbox"/></td><td>One Year</td><td><input type="checkbox"/></td></tr></table> <b>Cost of Initiative for 2011-2012:</b> <div>\$218,000</div> <b>Ongoing Cost:</b> <div>\$140,000</div>	Permanent	<input checked="" type="checkbox"/>	One Year	<input type="checkbox"/>
Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>															
Facilities	<input checked="" type="checkbox"/>	Continuing Education	<input type="checkbox"/>															
Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>															
Permanent	<input checked="" type="checkbox"/>	One Year	<input type="checkbox"/>															
<b>1. Background:</b> <div>We are contracting this work out and only doing a small percentage of the work that is required at a cost of approximately \$250,000. With the addition of 2 Plasterers we could do many more repairs that are required to prepare walls for painting either for school staff to paint or our painting contractors. This would improve the curb appeal of facilities and the learning environment. The addition of this particular trade would facilitate a substantial increase in maintenance without affecting the maintenance budget.</div>																		
<b>2. Additional information including correlation with strategic plan and Board goals:</b> <div>To provide primed surfaces for either contract painting or painting by in-house resources.</div>																		



# 2011 – 2012 Budget Initiatives

<b>Department/Division:</b>  <div style="border: 1px solid black; padding: 2px; width: 90%;">Facilities/Design &amp; Construction</div>	<b>Proposed Initiative:</b>  <div style="border: 1px solid black; padding: 2px; width: 90%;">Project Coordinator - Mechanical Field Services</div>	<b>Reference:</b> <div style="border: 1px solid black; padding: 2px; width: 60%;">V</div>  <b>FTE Impact</b> <div style="border: 1px solid black; padding: 2px; width: 60%;">1.00</div>								
<b>Funding Envelope Source:</b>  <table style="width: 100%;"> <tr> <td style="width: 33%;">Instruction <input type="checkbox"/></td> <td style="width: 33%;">Transportation <input type="checkbox"/></td> </tr> <tr> <td>Facilities <input checked="" type="checkbox"/></td> <td>Continuing Education <input type="checkbox"/></td> </tr> <tr> <td>Central Administration <input type="checkbox"/></td> <td>Other Funding <input type="checkbox"/></td> </tr> </table>		Instruction <input type="checkbox"/>	Transportation <input type="checkbox"/>	Facilities <input checked="" type="checkbox"/>	Continuing Education <input type="checkbox"/>	Central Administration <input type="checkbox"/>	Other Funding <input type="checkbox"/>	<b>Status of Initiative:</b>  <table style="width: 100%;"> <tr> <td style="width: 50%;">Permanent <input checked="" type="checkbox"/></td> <td style="width: 50%;">One Year <input type="checkbox"/></td> </tr> </table> <b>Cost of Initiative for 2011-2012:</b> <div style="border: 1px solid black; padding: 2px; width: 60%;">\$75,700</div> <b>Ongoing Cost:</b> <div style="border: 1px solid black; padding: 2px; width: 60%;">\$75,700</div>	Permanent <input checked="" type="checkbox"/>	One Year <input type="checkbox"/>
Instruction <input type="checkbox"/>	Transportation <input type="checkbox"/>									
Facilities <input checked="" type="checkbox"/>	Continuing Education <input type="checkbox"/>									
Central Administration <input type="checkbox"/>	Other Funding <input type="checkbox"/>									
Permanent <input checked="" type="checkbox"/>	One Year <input type="checkbox"/>									

**1. Background:**

1. The Project Technician is on a term which is due to expire in March 2011. With no suitable replacement from the current staff, this will create a void in the department for ACAD, design support and department admin.

2. The Project Coordinator is not able to perform some of the defined duties, such as design support, department admin (ReCapp, Megamations, etc) and project closeout. This is due in large part to the constant demand to be present on site.

The mechanical sector differs from the other disciplines (Arch) in that the Project Coordinator is required to be present on site more frequently to monitor the work being performed. This is due to the complex installations and commissioning we are dealing with in utilizing new technologies and non-traditional methods. We also frequently encounter specific site conditions that require modifications to the installation and immediate direction from the Board.

The recommendation is to create a new position of Project Coordinator – Field Services. This will allow the Field Services PC to focus on site specific issues without the burden of design and administrative duties. This would also allow the individual to supervise special programs such as the boiler venting replacement. This individual would require significant mechanical field experience.

The existing Project Coordinator position would remain and focus on the design and administrative duties of the position and to take over some tasks that were being done by the expired Project Technician. This individual would require a technologist level education and mechanical system design experience.

**2. Additional information including correlation with strategic plan and Board goals:**

CURRENT	PROPOSED
Projects Engineer	Projects Engineer (unchanged)
Projects Leader	Projects Leader (unchanged)
Project Coordinator	Project Coordinator – (remain - design) Project Coordinator – Field Services (New position)      Project Technician (Term)



# 2011 – 2012 Budget Initiatives

<b>Department/Division:</b> <div>Office of the Director</div>	<b>Proposed Initiative:</b> <div>Strategic Plan Initiatives 2011-2015</div>	<b>Reference:</b> <div>W</div> <b>FTE Impact</b> <div>N/A</div>																
<b>Funding Envelope Source:</b> <table><tr><td>Instruction</td><td><input checked="" type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input checked="" type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input checked="" type="checkbox"/>	Other Funding	<input type="checkbox"/>	<b>Status of Initiative:</b> <table><tr><td>Permanent</td><td><input type="checkbox"/></td><td>One Year</td><td><input checked="" type="checkbox"/></td></tr></table> <b>Cost of Initiative for 2011-2012:</b> <div>\$100,000</div> <b>Ongoing Cost:</b> <div>\$100,000</div>	Permanent	<input type="checkbox"/>	One Year	<input checked="" type="checkbox"/>
Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>															
Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>															
Central Administration	<input checked="" type="checkbox"/>	Other Funding	<input type="checkbox"/>															
Permanent	<input type="checkbox"/>	One Year	<input checked="" type="checkbox"/>															
<b>1. Background:</b> <div>In June 2011, the Board will consider a new strategic plan. At this time, the draft plan is focused on 4 key priority areas; well-being, engagement, leadership and learning. There are a number of new initiatives under the plan that will require the allocation of resources. While this may be achieved in part by a reallocation of existing resources, it will be necessary to make a one-time front end investment in the implementation of the strategic plan. A budget allocation for \$100,000 in 2011-2012 is recommended. This amount is similar to the allocation identified for the previous strategic plan. Approximately \$50,000 of this amount will fund the implementation, awareness and promotion of the plan and the remaining \$50,000 will be directed towards specific initiatives under the plan.</div>																		
<b>2. Additional information including correlation with strategic plan and Board goals:</b> <div><p>Based on our experience with the current strategic plan, there is a cycle to the nature of work that is undertaken to implement the plan. The four year cycle can generally be described as follows</p><p>Year 1 - Research and awareness; develop an understanding of the issues, undertake research, formulate strategy</p><p>Year 2 - Resource allocation, community outreach, best practice research, development of policies, programs, change management plans</p><p>Year 3 - Policy or program adoption, implementation, development of monitoring strategies</p><p>Year 4 - Policy/program monitoring, process refinements, implementation of monitoring programs, identification of future phases of work</p><p>In the 2011-2012 school year, it will be important to ensure effective messaging of the new strategic plan. This includes the production of the strategic plan publication, promotional materials to build awareness of the plan with staff, students and the community, updated mission statement posters for all schools and administrative facilities and related information. The budgeted amount for this work is anticipated to be in the range of \$50,000. The remaining \$50,000 would be used to support specific initiatives identified under the plan and will allow for transition activities and special projects to be undertaken by the new incoming director.</p></div>																		





# 2011 – 2012 Budget Initiatives

<b>Department/Division:</b>  <div style="border: 1px solid black; padding: 2px; min-height: 20px;">Board Services</div>	<b>Proposed Initiative:</b>  <div style="border: 1px solid black; padding: 2px; min-height: 20px;">Reinstatement of 0.5 FTE Committee Coordinator</div>	<b>Reference:</b> <div style="border: 1px solid black; padding: 2px; width: 50px; text-align: center;">X</div>  <b>FTE Impact</b> <div style="border: 1px solid black; padding: 2px; width: 50px; text-align: center;">0.50</div>
<b>Funding Envelope Source:</b>  <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <b>Instruction</b> <input type="checkbox"/>  <b>Facilities</b> <input type="checkbox"/>  <b>Central Administration</b> <input checked="" type="checkbox"/> </div> <div style="width: 45%;"> <b>Transportation</b> <input type="checkbox"/>  <b>Continuing Education</b> <input type="checkbox"/>  <b>Other Funding</b> <input type="checkbox"/> </div> </div>		<b>Status of Initiative:</b>  <div style="display: flex; justify-content: space-between;"> <b>Permanent</b> <input checked="" type="checkbox"/> <b>One Year</b> <input type="checkbox"/> </div> <div style="margin-top: 10px;"> <b>Cost of Initiative for 2011-2012:</b> <div style="border: 1px solid black; padding: 2px; width: 100px; text-align: center;">\$34,000</div>  <b>Ongoing Cost:</b> <div style="border: 1px solid black; padding: 2px; width: 100px; text-align: center;">\$34,000</div> </div>
<b>1. Background:</b>  <div style="border: 1px solid black; padding: 5px; min-height: 100px;"> <p>In the 2006-2007 budget year the Board reduced the Board/Committee Co-ordinator position by 0.5 FTE. This was initiated by a board motion in response to an anticipated retirement and was not a recommended staff reduction. The .5 FTE position has been difficult to staff on an on-going basis. The division has accommodated the reduction in staffing levels by reassigning the work of a committee coordinator to the Senior Board/Committee Co-ordinator and in turn, the Manager of Board Services. This approach ensures the operational work is maintained, but the division has limited capacity to undertake project work or broader governance work during the regular school year. The department is able to fund the increase in the position from .5 to 1.0 FTE through the transfer of existing budget funds from operating to staffing. The change to a 1.0 FTE will enhance the division's capacity to support the Governance Task Force, the Special Education Policy Ad Hoc Committee, and the Ad Hoc Committee on Board and Director Evaluation which has more recently been supported by the Policy Analyst.</p> </div>		
<b>2. Additional information including correlation with strategic plan and Board goals:</b>  <div style="border: 1px solid black; padding: 5px; min-height: 200px;"> <p>Since 2007 the work of the Board Services team and specifically the Committee Co-ordinator position has continued to increase without additional staff resources.</p> <p><b>Transfer Policy</b>            In 2009 the Ministry introduced new transfer policy legislation requiring the Board to review its own policy. With the change to the policy there was an increase in transfer appeal hearings, with 63 transfer appeal hearing requests in 2010 (June to September), of which 33 hearings were held. The previous year, 2009-2010 12 transfer appeal hearing requests were received, of which 8 hearings were held (increased workload of managing 25 hearings). The hearings involve a substantial amount of time arranging the hearings, submitting the letters, providing the agendas, attending the hearings, submitting the final response to the parents, and completing the minutes of the hearings.</p> <p><b>Audit Committee</b>            Ontario Regulation 361/10 Audit Committees was adopted by the Ministry in September 2010 and requires that Audit Committees be established and meet at least three times per year. While the Board has had an Audit Committee previously, it is anticipated that with the enactment of this legislation there will be additional meeting requirements for Board Services staff to support.</p> <p><b>Miscellaneous</b>            Annually there are miscellaneous meetings which the Board Services team support, including Director's Selection Committee, Supervisory Officer Selection Committee, meetings of senior staff planning and budget sessions and recently created Special Education Ad-Hoc Committee. With the launch of the new website and the integration of Share Point, client departments will now be responsible for posting their content to the website. In addition, the Senior Board/Committee Co-ordinator will now post all meetings (managing the calendar), agendas and backup to the website. In the past the posting of meetings, agendas and related material was a responsibility of the Communications Department. Over the last several years the administration of the month at a glance document which summarizes the items coming forward to Board and Standing Committees has added additional workload in Board Services. With the additional .5 FTE it is anticipated that the Board Services team will be in a position to assign a Board/Committee Co-coordinator to the Board Evaluation Ad-Hoc Committee and the Governance Task Force. This will more appropriately align the work currently assigned to the Policy Analyst and the Manager, Board Services positions.</p> </div>		



## 2011 – 2012 Budget Initiatives

<b>Department/Division:</b> <div>Human Resources</div>	<b>Proposed Initiative:</b> <div>Respectful Workplace Program Manager (HR Officer)</div>	<b>Reference:</b> <div>Y</div> <b>FTE Impact</b> <div>1.0 FTE</div>																
<b>Funding Envelope Source:</b> <table><tr><td>Instruction</td><td><input checked="" type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>	<b>Status of Initiative:</b> <table><tr><td>Permanent</td><td><input checked="" type="checkbox"/></td><td>One Year</td><td><input type="checkbox"/></td></tr></table> <b>Cost of Initiative for 2011-2012:</b> <div>\$93,000</div> <b>Ongoing Cost:</b> <div>\$93,000</div>	Permanent	<input checked="" type="checkbox"/>	One Year	<input type="checkbox"/>
Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>															
Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>															
Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>															
Permanent	<input checked="" type="checkbox"/>	One Year	<input type="checkbox"/>															
<b>1. Background:</b> <div>With the retirement of the previous Manager, Safe Schools and Community Outreach, responsibility for managing the Board's harassment program and employee misconduct program was transferred to the Human Resources department, and specifically, the Manager, Human Resources. No additional staff resources were added at the time, creating a workload issue for the Manager. Since that time, and for a number of reasons, the workload, including the number of complaints and resulting investigations, etc. has increased substantially to the point where it requires a full-time position to manage the program, particularly given the introduction of Bill 168 which specifically incorporated violence and harassment into the Occupational Health and Safety Act.</div>																		
<b>2. Additional information including correlation with strategic plan and Board goals:</b> <div>The respectful workplace (harassment prevention) program is an integral part of the Board's commitment to "creating a healthy OCDSB workplace/community with a focus on wellness, trust and respect for all staff". It is also an essential part of the Board's compliance program with respect to meeting legislated obligations under the Human Rights Code, the Occupational Health and Safety Act, and our obligations under collective agreements. The creation of a program manager to oversee these programs would support current plans for continued enhancements, including awareness and training programs for various audiences, developing tools for individuals and supervisors which will not happen within existing resources.</div> <div>We have explored the possibility of an internal re-organization to 'free' up a position, but no feasible solutions were identified without adversely impacting on services elsewhere.</div>																		



# Multi-Year Plan



# Multi-Year Projection 2010-2014

AVERAGE DAILY ENROLMENT (ADE)	2010-2011 REVISED BUDGET		PROJECTED FOR 2011-2012		PROJECTED FOR 2012-2013		PROJECTED FOR 2013-2014	
		ADE		ADE		ADE		ADE
Elementary		43,416.75		43,857.50		44,349.25		45,033.25
Secondary (under age 21)		23,116.11		22,861.50		22,925.62		22,591.76
<b>SUB-TOTAL</b>		<b>66,532.86</b>		<b>66,719.00</b>		<b>67,274.87</b>		<b>67,625.01</b>
Secondary (over age 21)		878.20		869.50		883.77		883.77
Tuition Paying (Elementary)		46.00		46.00		46.00		46.00
Tuition Paying (Secondary)		289.00		289.00		288.00		289.00
<b>TOTAL ADE</b>		<b>67,746.06</b>		<b>67,923.50</b>		<b>68,492.64</b>		<b>68,843.78</b>

	2010-2011 REVISED BUDGET		APPROVED FOR 2011-2012		PROJECTED FOR 2012-2013		PROJECTED FOR 2013-2014	
	FTE	EXPENSES	FTE	EXPENSES	FTE	EXPENSES	FTE	EXPENSES
<b>REVENUES (In \$Millions)</b>								
Grants for Student Needs		676.9		711.7		720.2		723.5
Other Revenue		32.5		37.2		37.2		37.2
Amortization of Capital Contributions		25.3		25.3		25.3		25.3
<b>TOTAL REVENUES</b>		<b>734.7</b>		<b>774.2</b>		<b>782.7</b>		<b>786.0</b>
<b>EXPENDITURES (In \$Millions)</b>								
<b>Instruction</b>								
Salaries and Benefits	5960.15	\$522.3	6086.15	\$547.6	6115.46	\$559.6	6133.92	\$568.5
Operating		\$33.3		\$38.8		\$38.8		\$38.8
<b>Total Instruction</b>		<b>\$555.6</b>		<b>\$586.4</b>		<b>\$598.4</b>		<b>\$607.3</b>
<b>Continuing Education</b>								
Salaries and Benefits (Including Instructors)	17.00	\$8.0	17.00	\$8.2	17.00	\$8.4	17.00	\$8.6
Operating		\$1.6		\$1.6		\$1.6		\$1.6
<b>Total for Continuing Education</b>		<b>\$9.6</b>		<b>\$9.9</b>		<b>\$10.0</b>		<b>\$10.2</b>
<b>Transportation:</b>								
Salaries and Benefits	9.50	\$0.6	9.50	\$0.8	9.50	\$0.9	9.50	\$0.9
Transportation Contracts		\$36.5		\$36.8		\$37.5		\$38.2
Operating		\$0.3		\$0.3		\$0.3		\$0.3
<b>Total Transportation</b>		<b>\$37.4</b>		<b>\$37.9</b>		<b>\$38.7</b>		<b>\$39.4</b>
<b>Facilities</b>								
Salaries and Benefits	730.24	\$42.0	739.74	\$46.5	739.74	\$47.4	739.74	\$48.2
Operating		\$31.9		\$33.7		\$34.2		\$34.7
Facilities Renewal Plan (Operating Component)		\$0.0		\$6.0		\$6.0		\$6.0
<b>Total Facilities</b>		<b>\$73.9</b>		<b>\$86.3</b>		<b>\$87.6</b>		<b>\$88.9</b>
<b>Central Administration</b>								
Salaries and Benefits	167.28	\$14.4	167.28	\$14.6	167.28	\$14.9	167.28	\$15.2
Operating		\$3.5		\$3.9		\$3.9		\$3.9
<b>Total Central Administration</b>		<b>\$17.9</b>		<b>\$18.6</b>		<b>\$18.8</b>		<b>\$19.1</b>
<b>Other</b>								
Salaries and Benefits	71.47	\$7.1	71.47	\$6.9	71.47	\$6.9	71.47	\$6.9
Capital and Interest Charges		\$7.2		\$7.1		\$7.1		\$7.1
Fifty Five Board Trust		\$2.5		\$2.5		\$2.5		\$2.5
Amortization of Capital Contributions		\$25.3		\$25.3		\$25.3		\$25.3
<b>Total Debt</b>		<b>\$42.1</b>		<b>\$41.8</b>		<b>\$41.8</b>		<b>\$41.8</b>
<b>TOTAL EXPENDITURES</b>	<b>6955.64</b>	<b>\$736.4</b>	<b>7091.14</b>	<b>\$780.9</b>	<b>7120.45</b>	<b>\$795.3</b>	<b>7138.91</b>	<b>\$806.7</b>
<b>REVENUES MINUS EXPENSES</b>		<b>(\$1.7)</b>		<b>(\$6.6)</b>		<b>(\$12.5)</b>		<b>(\$20.6)</b>



# Multi-Year Projection 2010-2014

AVERAGE DAILY ENROLMENT (ADE)	2010-2011 REVISED BUDGET		PROJECTED FOR 2011-2012		PROJECTED FOR 2012-2013		PROJECTED FOR 2013-2014	
		ADE		ADE		ADE		ADE
Elementary		43,416.75		43,857.50		44,349.25		45,033.25
Secondary (under age 21)		23,116.11		22,861.50		22,925.62		22,591.76
<b>SUB-TOTAL</b>		<b>66,532.86</b>		<b>66,719.00</b>		<b>67,274.87</b>		<b>67,625.01</b>
Secondary (over age 21)		878.20		869.50		883.77		883.77
Tuition Paying (Elementary)		46.00		46.00		46.00		46.00
Tuition Paying (Secondary)		289.00		289.00		288.00		289.00
<b>TOTAL ADE</b>		<b>67,746.06</b>		<b>67,923.50</b>		<b>68,492.64</b>		<b>68,843.78</b>



## 2010-2011 Forecast

Further details will be available on the report to Audit Committee dated 30 May 2011



# 2010-2011 Forecast as of 31 March 2011 - Summary

## PSAB Basis of Accounting

In \$Millions

Summary of Financial Operations					
	Budget (Per Ministry Compliance)	Year to Date As of 31 March 2011	Projection	Variance	
				\$	%
<b>Revenues:</b>					
Grants for Student Needs	671.4	435.5	676.0	4.6	0.69%
Facilities Renewal Program Revenue	0.0	0.0	5.5	5.5	-
Other Revenue	33.3	28.7	33.6	0.3	1.04%
Amortization Funding	24.4	14.5	25.7	1.3	5.20%
<b>Total Revenues</b>	<b>729.1</b>	<b>478.7</b>	<b>740.8</b>	<b>11.7</b>	<b>1.61%</b>
<b>Expenditures:</b>					
Instruction	558.1	333.7	549.0	9.1	1.62%
Continuing Education	9.6	5.7	9.6	0.0	0.20%
Transportation	35.5	25.0	38.0	(2.5)	-7.05%
School Facilities	74.3	40.5	70.9	3.4	4.55%
Facilities Renewal Program Expense	0.0	0.0	5.5	(5.5)	-
Central Administration	17.9	10.0	17.4	0.5	3.07%
Other / Non Operating Expenditures	16.6	7.9	16.8	(0.2)	-1.14%
Amortization Expense	24.4	14.5	25.7	(1.3)	-5.20%
<b>Total Expenditures</b>	<b>736.4</b>	<b>437.2</b>	<b>732.9</b>	<b>3.5</b>	<b>0.48%</b>
<b>Gross Surplus/ (Deficit)</b>	<b>(7.3)</b>		<b>7.9</b>		
<b>Board Financed Capital (Planned Surplus)</b>	<b>0.9</b>		<b>7.2</b>		
<b>Unplanned Surplus (Increase to Reserves):</b>	<b>(6.4)</b>		<b>0.7</b>		



# 2010-2011 Forecast as of 31 March 2011

## Average Daily Enrolment and Board Surplus Details

Average Daily Enrolment	OCDSB		Non Residents		Total		Variance			
	Original	Revised	Original	Revised	Original	Revised	OCDSB		Non Residents	
							\$	%	\$	%
Elementary	43,463.25	43,416.75	52.00	46.00	43,515.25	43,462.75	(46.50)	-0.12%	(6.00)	-11.54%
Secondary under 21	22,890.68	23,116.11	266.00	288.00	23,156.68	23,404.11	225.43	1.07%	22.00	8.27%
<b>Sub-Total</b>	<b>66,353.93</b>	<b>66,532.86</b>	<b>318.00</b>	<b>334.00</b>	<b>66,671.93</b>	<b>66,866.86</b>	<b>178.93</b>	<b>0.29%</b>	<b>16.00</b>	<b>5.03%</b>
Secondary over 21	839.56	878.20	0.00	1.00	839.56	879.20	39.64	4.72%	1.00	N/A
<b>Total</b>	<b>67,193.49</b>	<b>67,411.06</b>	<b>318.00</b>	<b>335.00</b>	<b>67,511.49</b>	<b>67,746.06</b>	<b>218.57</b>	<b>0.35%</b>	<b>17.00</b>	<b>5.35%</b>
Early Learning Program	<b>Jr &amp; Kndgn</b>	<b>Jr &amp; Kndgn</b>	N/A	N/A	<b>Jr &amp; Kndgn</b>	<b>Jr &amp; Kndgn</b>	N/A	N/A	N/A	N/A
	567.00	668.75	N/A	N/A	567.00	668.75	101.75	17.95%	N/A	N/A

Board Surplus Details		\$Millions
<b>Gross Surplus</b>		<b>7.9</b>
<b>Board Financed Capital Items:</b>		
Retirement Gratuities	2.0	
Energy Management Charge	1.9	
WiFi Program	2.5	
Business & Learning Technology	0.4	
Vehicle Fleet	0.4	
<b>Planned Surplus</b>		<b>7.2</b>
<b>Unplanned Surplus</b>		<b>0.7</b>





# Capital Budget



# Tangible Capital Asset Expenditure Budget

In \$Millions	Approved Project Budgets as of 02 May 2011	Forecast Expenditure for 2011-2012	Funding Sources				Total
			Ministry Funding	Capital Expenses from Operating Budget	Capital Reserves	Education Development Charges	Capital Funding
<b>Land Purchases:</b>							
Land	\$0.0	\$3.0				\$3.0	\$3.0
<b>Sub-Total</b>	<b>\$0.0</b>	<b>\$3.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$3.0</b>	<b>\$3.0</b>
<b>Buildings, Additions and Portables:</b>							
New schools	\$11.6	\$1.0	\$1.0				\$1.0
Portables	\$0.0	\$1.0	\$1.0				\$1.0
Facilities Renewal Projects	\$5.7	\$5.7	\$5.7				\$5.7
Additions for Full Day Kindergarten Program	\$0.0	\$5.5	\$5.5				\$5.5
School Condition Improvement	\$0.0	\$4.1	\$4.1				\$4.1
<b>Sub-Total</b>	<b>\$17.3</b>	<b>\$17.2</b>	<b>\$17.2</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$17.2</b>
<b>Other Assets:</b>							
Energy Efficient Schools Projects	\$6.8	\$0.9	\$0.9				\$0.9
Capitalizable Equipment	\$1.0	\$1.0	\$0.0	\$1.0			\$1.0
<b>Sub-Total</b>	<b>\$7.8</b>	<b>\$1.9</b>	<b>\$0.9</b>	<b>\$1.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$1.9</b>
<b>Total</b>	<b>\$25.1</b>	<b>\$22.1</b>	<b>\$18.1</b>	<b>\$1.0</b>	<b>\$0.0</b>	<b>\$3.0</b>	<b>\$22.1</b>



## **Accumulated Surplus, Reserves and Deferred Revenue**



# Accumulated Surplus, Reserves and Deferred Revenue

In \$Millions

	Forecast 31 August 2011	Approved Use for 2011-2012	Estimated Available 31 August 2012
<b>Available for Compliance - Unappropriated:</b>			
Total Operating Accumulated Surplus	\$10.9	(\$6.6)	\$4.3
<b>Sub-Total</b>	<b>\$10.9</b>	<b>(\$6.6)</b>	<b>\$4.3</b>
<b>Available for Compliance - Internally Appropriated:</b>			
Retirement Gratuities	\$7.0		\$7.0
School Budget Carryforwards	\$2.2		\$2.2
Pupil Accommodation	\$2.2		\$2.2
Energy Performance Financing	\$1.0	(\$1.0)	\$0.0
WIFI Project	\$5.5		\$5.5
Training Allocation	\$0.7		\$0.7
<b>Sub-Total</b>	<b>\$18.6</b>	<b>(\$1.0)</b>	<b>\$17.6</b>
<b>Total</b>	<b>\$29.5</b>	<b>(\$7.6)</b>	<b>\$21.9</b>

**Note:**

School boards are restricted on the use of accumulated surplus equal to 1% of the board's operating grant revenue. Any amount needed beyond the 1% will require the Minister's approval



## Background Information

- Special Education
- Comparative Special Education Staffing
- English as a Second Language
- Learning Opportunities Grant
- Full Day Kindergarten
- Safe School Supplement / Urban Priorities
- Central Administration by Department
- Budget Assumptions



# Special Education – Revenues and Expenditures

	2010-2011 Approved Budget	2011-2012 Approved Budget
<b>Grant Revenues:</b>		
Special Education Per Pupil Amount (SEPPA)	\$39,013,634	\$45,952,032
High Needs Amount (HNA)	\$33,447,887	\$33,463,681
Facilities Amount (FA)	\$218,839	\$233,280
Behavioural Expertise Amount (BEA)	\$257,829	\$270,428
Special Incidence Portion (SIP)	\$1,341,750	\$1,341,750
Specialized Equipment Amount (SEA)	\$2,116,440	\$2,050,000
<b>Sub-Total: Special Education Grants</b>	<b>\$76,396,379</b>	<b>\$83,311,171</b>
<b><u>Special Education Grant Allocations</u></b>		
Proportionate Foundation Allocation	\$9,288,948	\$9,599,955
Proportionate Teacher Compensation Allocation	\$1,121,562	\$1,314,585
<b>Sub-Total: Special Education Grant Allocations</b>	<b>\$10,410,510</b>	<b>\$10,914,540</b>
<b><u>Special Education Other Grants</u></b>		
Summer Learning Program	\$103,389	\$103,192
<b>Sub-Total: Special Education - Other Grants</b>	<b>\$103,389</b>	<b>\$103,192</b>
<b><u>Special Education Other Income</u></b>		
Autism Support and Training-Grant	\$139,842	\$139,842
Full Day Kindergarten	\$444,392	\$846,373
Other Revenue From Recoveries	\$310,000	\$504,547
<b>Sub-Total: Special Education Other Income</b>	<b>\$894,234</b>	<b>\$1,490,762</b>
<b>Total Grant Revenues</b>	<b>\$87,804,512</b>	<b>\$95,819,664</b>
<b>Expenditures:</b>		
Staffing	\$85,798,126	\$91,564,403
Operating	\$5,191,300	\$5,328,631
<b>Total Grant Expenditures</b>	<b>\$90,989,426</b>	<b>\$96,893,034</b>
<b>Projected (Shortfall) / Surplus</b>	<b>(\$3,184,914)</b>	<b>(\$1,073,369)</b>



# Special Education – Detailed Expenditures

	Approved Budget 2010-2011		Approved Budget 2011-2012	
	FTE	COSTS	FTE	COSTS
<b>Elementary Teaching:</b>				
Special Education Programs	96.50	\$8,981,102	100.75	\$9,672,514
<i>Add: Partially integrated classes (51% to 99%)</i>	22.50	\$2,094,039	22.50	\$2,160,115
Developmental Disability	35.00	\$3,257,395	34.00	\$3,264,173
Preparation time for all of the above	20.10	\$1,870,675	20.85	\$2,001,850
Central Staff assigned to schools	33.30	\$3,099,178	37.80	\$3,628,993
Learning Support Teachers & Special Education Learning Centre	236.00	\$21,964,147	236.00	\$22,657,204
	<b>443.40</b>	<b>\$41,266,536</b>	<b>451.90</b>	<b>\$43,384,849</b>
<b>Secondary Teaching:</b>				
Special Education Programs	68.84	\$6,651,231	70.17	\$7,039,308
<i>Remove: Gifted Classes *</i>	(20.75)	(\$2,004,838)	(20.75)	(\$2,081,597)
<i>Add: Partially integrated classes (51% to 99%)</i>	14.50	\$1,400,971	14.50	\$1,454,610
Learning Support Teachers & Special Education Learning Centre	35.36	\$3,416,437	29.20	\$2,929,283
Central Staff assigned to schools	3.00	\$289,856	5.00	\$501,590
	<b>100.95</b>	<b>\$9,753,657</b>	<b>98.12</b>	<b>\$9,843,193</b>
* Does not qualify for Special Education Grant per Ministry				
<b>Total Teaching Staff</b>	<b>544.35</b>	<b>\$51,020,193</b>	<b>550.02</b>	<b>\$53,228,042</b>
<b>Educational Assistants:</b>	576.00	\$28,156,279	588.00	\$30,805,088
<b>Total Educational Assistants</b>	<b>576.00</b>	<b>\$28,156,279</b>	<b>588.00</b>	<b>\$30,805,088</b>
<b>Professional Student Services Personnel:</b>				
Psychologists	17.10	\$1,755,507	17.10	\$1,810,088
Social Workers	16.56	\$1,505,166	16.56	\$1,553,990
Speech and Language Pathologists	18.90	\$1,721,413	18.90	\$1,778,807
<b>Total PSSP Staff</b>	<b>52.56</b>	<b>\$4,982,085</b>	<b>52.56</b>	<b>\$5,142,885</b>
<b>Principals and Vice-Principals:</b>				
Principals / Vice-Principals- Crystal Bay and Clifford Bowey	2.50	\$312,655	2.50	\$320,858
Central Principal / Vice Principal / Manager	3.00	\$401,740	3.00	\$412,934
<b>Full Day Kindergarten</b>				
Psychologists	0.50	\$48,044	1.00	\$109,715
Social Workers	0.00	\$0	0.50	\$47,598
Speech and Language Pathologists	1.00	\$90,324	2.50	\$211,394
Educational Assistants	5.00	\$225,632	12.00	\$603,403
<b>Administration and Support Staff:</b>				
Program Evaluator	1.00	\$94,720	1.00	\$98,859
Braillist	1.00	\$49,415	1.00	\$59,168
Office Support Staff at Crystal Bay and Clifford Bowey	3.00	\$161,934	3.00	\$168,268
Child and Youth Worker and SIP Consultant	2.00	\$128,910	2.00	\$227,318
Feeding Skills Assistants		\$27,045		\$27,856
Technicians - Equipment Support	1.60	\$99,149	1.60	\$101,016
<b>Total Administration &amp; Support Staff</b>	<b>20.60</b>	<b>\$1,639,569</b>	<b>30.10</b>	<b>\$2,388,388</b>
<b>Total Special Education Staff</b>	<b>1,193.51</b>	<b>\$85,798,126</b>	<b>1,220.68</b>	<b>\$91,564,403</b>



# Special Education – Detailed Expenditures

	Approved Budget 2010-2011		Approved Budget 2011-2012	
	FTE	COSTS	FTE	COSTS
<b>Operating Budget:</b>				
Assessment Materials		\$75,000		\$135,510
Auto Kilometrage		\$176,015		\$176,015
Cell Phones & Long Distance		\$1,300		\$1,300
Print & Copying		\$15,000		\$15,000
Clerical/Secretarial Part-Time/Temporary Assistance/Overtime		\$14,020		\$31,260
Behavioural Expertise		\$257,829		\$257,829
Special Incidence Portion - Supplies		\$23,700		\$23,700
Furniture & Equipment-Computers		\$60,000		\$0
Furniture & Equipment-General		\$30,000		\$30,000
Specialized Equipment for Students		\$2,116,440		\$1,750,000
Training - Supplies		\$55,000		\$85,000
Professional Development		\$15,000		\$20,000
Professional Membership		\$32,500		\$32,500
Start-up costs for new classes		\$20,400		\$20,400
Supplies		\$78,292		\$256,986
Special Education Review		\$60,510		\$0
Assistive Technology		\$45,000		\$45,000
Appeals - Supplies		\$25,000		\$25,000
Empower Reading		\$52,000		\$50,000
Full Day Kindergarten - Operating Supplies		\$80,391		\$79,256
Contract / Research		\$0		\$20,000
Department Reduction		(\$204,888)		\$0
Orientation and Mobility Instructor - contract position		\$0		\$50,000
<b>Sub-Total</b>		<b>\$3,028,509</b>		<b>\$3,104,756</b>
Summer Learning Program		\$500,000		\$510,800
Special Education Short Term Response Fund		\$220,367		\$203,478
Occasional Teachers for Special Education Teachers		\$880,689		\$946,657
Staff Development		\$143,874		\$145,420
Phoenix House and Young Offenders (Operating Budget and Staff)		\$248,661		\$248,621
Supplementary School Supplies Allocation for Developmentally Disabled, Orthopaedic and Autism students (\$150 per student)		\$169,200		\$168,900
<b>Total Operating Budget</b>		<b>\$5,191,300</b>		<b>\$5,328,631</b>
<b>Grand Total</b>	<b>1,193.51</b>	<b>\$90,989,426</b>	<b>1,220.68</b>	<b>\$96,893,034</b>





# Comparative Special Education Staffing

Budget Year	Jan 1998	1998-1999	1999-2000	2008-2009	2009-2010	2010-2011	2011-2012
<b>Academic Elementary</b>							
<b>Teachers:</b>							
Special Education	461.10	493.46	460.88	444.05	442.15	446.78	451.90
Charged to Instruction				11.00	11.00	5.00	5.00
<b>Elementary Academic</b>	<b>461.10</b>	<b>493.46</b>	<b>460.88</b>	<b>455.05</b>	<b>453.15</b>	<b>451.78</b>	<b>456.90</b>
<b>Academic Secondary</b>							
<b>Teachers:</b>							
Special Education	117.31	114.60	112.08	107.12	108.12	102.29	98.12
Charged to Instruction				3.30	3.30	3.30	3.30
<b>Secondary Academic</b>	<b>117.31</b>	<b>114.60</b>	<b>112.08</b>	<b>110.42</b>	<b>111.42</b>	<b>105.59</b>	<b>101.42</b>
<b>Non Academic</b>							
Educational Assistants - Special Education	540.04	539.50	535.00	576.00	576.00	581.00	604.00
Educational Assistants (Charged to Instruction)				15.00	15.00	18.00	19.00
Special Education Support (PSSP) - Special Education	84.50	84.50	68.70	54.56	54.56	54.06	56.56
Special Education Support (PSSP) (Charged to Instruction)				7.04	5.04	8.84	11.84
<b>Non Academic</b>	<b>624.54</b>	<b>624.00</b>	<b>603.70</b>	<b>652.60</b>	<b>650.60</b>	<b>661.90</b>	<b>691.40</b>
<b>Total (Charged to Special Education)</b>	<b>1,202.95</b>	<b>1,232.06</b>	<b>1,176.66</b>	<b>1,181.73</b>	<b>1,180.83</b>	<b>1,184.13</b>	<b>1,210.58</b>
<b>Total (Charged to Instruction)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>36.34</b>	<b>34.34</b>	<b>35.14</b>	<b>39.14</b>
<b>Grand Total</b>	<b>1,202.95</b>	<b>1,232.06</b>	<b>1,176.66</b>	<b>1,218.07</b>	<b>1,215.17</b>	<b>1,219.27</b>	<b>1,249.72</b>

Above does not include principal and vice-principal of Special Education or any support positions such as office staff, brailist etc.

<b>Elementary Enrolment</b>	N/A	47,148.00	47,248.85	42,532.50	43,288.00	43,462.75	43,903.50
<b>Secondary Enrolment</b>	N/A	26,376.78	26,454.57	23,974.12	24,208.46	24,283.31	24,020.00
<b>Total</b>		<b>73,524.78</b>	<b>73,703.42</b>	<b>66,506.62</b>	<b>67,496.46</b>	<b>67,746.06</b>	<b>67,923.50</b>
<b>Special Education Staff (Teaching &amp; Non Teaching) per 1000 students</b>		<b>16.76</b>	<b>15.96</b>	<b>17.77</b>	<b>17.49</b>	<b>17.48</b>	<b>17.82</b>

<b>% change in Enrolment:</b>	<b>-7.86%</b>	<b>Total staff per 1000:</b>	<b>18.00</b>	<b>18.40</b>
<i>1998-1999 to 2010-2011</i>		Special Education and Safe Schools		



# English as a Second Language

## PROJECTED REVENUES

	2010-2011 Approved Budget	2011-2012 Approved Budget
GENERAL LEGISLATIVE GRANT	\$8,833,069	\$8,685,683
OCENET	\$334,040	\$339,283
Academic Positions funded by OCENET	3.5 FTE	3.5 FTE

## PROJECTED EXPENDITURES

DESCRIPTION	2010-2011		2011-2012	
	FTE	COST	FTE	COST
<b>Elementary</b>				
Classroom Teachers (Includes 0.5 position funded from OCENET for 2011-2012)	83.25		83.25	
Family Reception Centre (Academic)	1.00		1.00	
<b>Total</b>	<b>84.25</b>	<b>\$7,591,346</b>	<b>84.25</b>	<b>\$7,719,154</b>
<b>Secondary</b>				
Classroom Teachers (Includes 3.0 positions funded from OCENET for 2011-2012)	19.50		19.50	
Orientation (Academic)	1.00		1.00	
<b>Total</b>	<b>20.50</b>	<b>\$1,974,745</b>	<b>20.50</b>	<b>\$2,005,392</b>
<b>Non Academic</b>				
Family Reception Centre	4.00	\$263,454	4.00	\$288,256
Multi-Cultural Liaison Officers		\$168,612		\$168,612
Operating Budget		\$43,374		\$43,374
<b>Total</b>	<b>108.75</b>	<b>\$10,041,531</b>	<b>108.75</b>	<b>\$10,224,788</b>
<b>PROJECTED (SHORTFALL) / SURPLUS</b>		<b>(\$874,422)</b>		<b>(\$1,199,822)</b>



# Learning Opportunities Grant

## PROJECTED REVENUES

	2010-2011 Approved Budget	2011-2012 Approved Budget
Learning Opportunities Grant	\$15,744,991	\$16,596,207
<b>Other Grants:</b>		
School Effectiveness Framework	\$341,708	\$352,098
Ontario Focused Intervention Partnership	\$278,023	\$279,553
Specialist High Skills Major	\$332,400	\$375,567
<b>Total</b>	<b>\$952,131</b>	<b>\$1,007,218</b>
<b>Grand Total</b>	<b>\$16,697,122</b>	<b>\$17,603,425</b>

## PROJECTED EXPENDITURES

Description	2010-2011		2011-2012	
	FTE	Cost	FTE	Cost
Portion used to partially fund shortfall in Instructional Salaries	N/A	\$10,976,485	N/A	\$11,364,896
Multicultural Liaison Officers (50% of Projected Expenses)	N/A	\$168,612	N/A	\$168,612
<b>Total</b>		<b>\$11,145,097</b>		<b>\$11,533,507</b>
Elementary English as a Second Language Teachers	5.00	\$450,523	5.00	\$458,108
Secondary English as a Second Language Teachers	2.00	\$192,659	2.00	\$195,648
Elementary Literacy Coaches	25.00	\$2,252,614	27.00	\$2,473,785
<b>Total</b>	<b>32.00</b>	<b>\$2,895,795</b>	<b>34.00</b>	<b>\$3,127,541</b>
To fund School Based Projects		\$2,104,099		\$2,335,159
Ministry Reduction in Funding for Professional Development		(\$400,000)		(\$400,000)
School Effectiveness Framework		\$341,708		\$352,098
Ontario Focused Intervention Partnership		\$278,023		\$279,553
Specialist High Skills Major		\$332,400		\$375,567
<b>Net Amount Available to Fund School Based Projects</b>		<b>\$2,656,230</b>		<b>\$2,942,377</b>
<b>Total</b>		<b>\$16,697,122</b>		<b>\$17,603,425</b>
<b>Projected (Shortfall) / Surplus</b>		<b>\$0</b>		<b>\$0</b>



# Full Day Kindergarten

## PROJECTED REVENUES

	2010-2011 Approved Budget	2011-2012 *
	Approved Budget	Approved Budget
Full Day Kindergarten Grant	\$5,585,856	\$7,362,993
<b>Total</b>	<b>\$5,585,856</b>	<b>\$7,362,993</b>
<b>Grand Total</b>	<b>\$5,585,856</b>	<b>\$7,362,993</b>

## PROJECTED EXPENDITURES

Description	2010-2011		2011-2012	
	FTE	Cost	FTE	Cost
Classroom Teachers - Full Day Kindergarten	25.00	\$2,252,250	37.50	\$3,393,477
Support Position for Full Day Kindergarten Program	1.00	\$93,266	1.00	\$97,836
<b>Special Education</b>				
Psychologist	0.50	\$48,044	1.00	\$109,715
Speech/Language Pathologist	1.00	\$90,324	2.50	\$211,394
Social Worker	0.00	\$0	0.50	\$47,598
Educational Assistants	5.00	\$225,632	12.00	\$603,403
Early Childhood Educators (Excludes estimated 7.0 FTE positions in Extended Day Program)	52.00	\$2,241,295	75.00	\$2,765,585
School Operation /Facilities		\$405,677		\$684,386
Full Day Kindergarten Program - Operating Supplies		\$80,391		\$79,256
<b>Total</b>	<b>84.50</b>	<b>\$5,436,880</b>	<b>129.50</b>	<b>\$7,992,649</b>
<b>Projected (Shortfall) / Surplus</b>		<b>\$148,976</b>		<b>(\$629,657)</b>

\* Funding does not include 4 additional classes approved by Board.



# Safe School Supplement / Urban Priorities

## PROJECTED REVENUES

		2010-2011 Approved Budget		2011-2012 Approved Budget
Safe and Caring Schools		\$1,096,197		\$1,151,100
Urban Priority High School Funding		\$649,000		\$649,000
Ottawa Network for Education		\$75,150		\$75,150
<b>Total</b>		<b>\$1,820,347</b>		<b>\$1,875,250</b>

## PROJECTED EXPENDITURES

	2010-2011		2011-2012	
Description	FTE	Cost	FTE	Cost
<b>Principal</b>	1.00	\$132,543	1.00	\$136,328
<b>Academic Staff:</b>				
Elementary	1.00	\$88,726	1.00	\$91,622
Secondary	2.00	\$189,698	2.00	\$195,648
<b>Total Academic Staff</b>	<b>4.00</b>	<b>\$410,967</b>	<b>4.00</b>	<b>\$423,598</b>
<b>Non Academic Staff:</b>				
Educational Assistants	18.00	\$837,310	19.00	\$974,520
Student Counselor's	3.00	\$192,251	3.00	\$202,504
Professional Student Services Personnel	0.00	\$0	2.00	\$199,697
Urban Priority (subject to funding)	1.80	\$162,507	2.80	\$273,678
<b>Total Non Academic Staff</b>	<b>22.80</b>	<b>\$1,192,068</b>	<b>26.80</b>	<b>\$1,650,399</b>
<b>Total Salary Costs</b>	<b>26.80</b>	<b>\$1,603,035</b>	<b>30.80</b>	<b>\$2,073,997</b>
<b>Operating Budget</b>				
Supplies		\$184,397		\$107,771
Drug Counseling		\$250,000		\$250,000
Urban Priority Operating		\$486,493		\$368,885
<b>Total</b>		<b>\$2,523,925</b>		<b>\$2,800,653</b>
<b>PROJECTED (SHORTFALL) / SURPLUS</b>		<b>(\$703,578)</b>		<b>(\$925,403)</b>



# Central Administration by Department

## CENTRAL ADMINISTRATION

### Expenditure Details by Category

	2009-2010		2010-2011		2010-2011		2010-2011		2011-2012	
	Year-End Results		Approved Budget		Revised Budget		YTD at 31 March 2011		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Director and Supervisory Officers</b>										
<b>Director's Office</b>										
Salaries and Benefits	5.00	502,920	5.00	428,216	5.00	428,216		421,767	5.00	517,239
Staff Development, Supplies and Services		168,397		201,973		201,973		91,437		203,276
Fees and Contractual		-		20,000		20,000		49,630		270,000
<b>Supervisory Officers</b>										
Salaries and Benefits	12.00	2,303,379	12.00	2,088,565	12.00	1,820,563		1,239,512	13.00	2,507,627
Staff Development, Supplies and Services		77,830		55,141		55,141		60,889		59,736
<b>Trustees</b>										
Salaries and Benefits	12.00	204,585	12.00	231,512	12.00	231,512		108,407	12.00	238,457
Staff Development, Supplies and Services		113,980		169,963		169,963		80,683		190,963
Other		5,000		-		-		-		-
<b>Board Administration</b>										
<b>Admissions &amp; Enrolment</b>										
Salaries and Benefits	4.00	300,955	4.00	314,607	4.00	314,607		168,933	4.00	326,446
Staff Development, Supplies and Services		9,755		12,261		12,261		6,809		12,261
<b>Board Services</b>										
Salaries and Benefits	6.00	472,766	6.00	546,289	6.00	546,289		268,667	6.00	508,613
Staff Development, Supplies and Services		54,213		101,949		101,949		37,265		101,949
Fees and Contractual		-		5,749		5,749		-		5,749
<b>Budget Services</b>										
Salaries and Benefits	6.00	512,452	6.00	550,549	6.00	550,549		294,218	5.50	548,814
Staff Development, Supplies and Services		15,153		14,600		14,600		6,834		14,600
Fees and Contractual		-		-		-		7,051		-



# Central Administration by Department

## CENTRAL ADMINISTRATION

### Expenditure Details by Category

	2009-2010		2010-2011		2010-2011		2010-2011		2011-2012	
	Year-End Results		Approved Budget		Revised Budget		YTD at 31 March 2011		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Business and Learning Technologies</b>										
Salaries and Benefits	10.40	769,231	10.60	934,186	10.20	934,186		465,092	10.20	931,531
Staff Development, Supplies and Services		85,055		451,356		451,356		42,939		472,956
Fees and Contractual		11,458		66,200		66,200		51,438		66,200
<b>Communications</b>										
Salaries and Benefits	9.70	854,082	9.70	778,108	9.70	778,108		430,083	9.20	723,433
Staff Development, Supplies and Services		181,130		205,421		205,421		163,503		205,421
Fees and Contractual		-		20,800		20,800		7,148		20,800
<b>Corporate Records / Document Production / Mail Service</b>										
Salaries and Benefits	2.40	133,401	2.40	168,700	2.40	168,700		71,317	2.40	178,091
Staff Development, Supplies and Services		73,409		70,080		70,080		22,046		112,004
Fees and Contractual		49,481		69,000		69,000		107,045		69,000
<b>Facilities (Administration Sites)</b>										
Salaries and Benefits	6.38	489,011	6.38	355,730	6.38	355,730		257,437	6.38	369,870
Staff Development, Supplies and Services		82,757		271,026		271,026		(83,477)		285,205
<b>Equity &amp; Diversity Co-ordinator</b>										
Salaries and Benefits	0.20	21,178	0.20	26,395	0.20	26,395		12,395	0.20	27,307



# Central Administration by Department

## CENTRAL ADMINISTRATION

### Expenditure Details by Category

	2009-2010		2010-2011		2010-2011		2010-2011		2011-2012	
	Year-End Results		Approved Budget		Revised Budget		YTD at 31 March 2011		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Financial Reporting/School Support</b>										
Salaries and Benefits	15.00	935,281	15.00	1,032,204	15.00	1,032,204		582,531	15.00	1,242,578
Staff Development, Supplies and Services		26,314		22,100		22,100		11,070		52,800
Fees and Contractual		180,572		125,000		125,000		-		125,000
<b>Labour Relations</b>										
Salaries and Benefits	4.00	404,406	4.00	421,490	4.00	421,490		197,450	4.00	436,330
Staff Development, Supplies and Services		24,172		66,453		66,453		13,288		66,453
Fees and Contractual		147,427		20,400		20,400		96,710		20,400
<b>Legal Advisor (Salary included in operations)</b>										
Salaries and Benefits		-		-		-		-		-
Staff Development, Supplies and Services		981		7,650		7,650		(105)		7,650
Fees and Contractual		417,945		584,966		584,966		300,047		586,948
<b>Occupational Health, Safety and WSIB</b>										
Salaries and Benefits	0.80	59,517	0.80	74,225	0.80	74,225		39,204	0.80	83,931
Staff Development, Supplies and Services		85,683		70,136		70,136		51,227		66,915
Fees and Contractual		42,655		16,575		16,575		17,555		16,575
<b>Payroll</b>										
Salaries and Benefits	12.00	849,349	12.00	808,952	12.00	808,952		506,775	12.00	845,644
Staff Development, Supplies and Services		14,085		20,700		20,700		7,477		20,700



# Central Administration by Department

## CENTRAL ADMINISTRATION

### Expenditure Details by Category

	2009-2010		2010-2011		2010-2011		2010-2011		2011-2012	
	Year-End Results		Approved Budget		Revised Budget		YTD at 31 March 2011		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Physical Planning</b>										
Salaries and Benefits	10.00	810,314	10.00	942,607	10.00	942,607		494,793	10.00	1,007,638
Staff Development, Supplies and Services		82,608		27,352		27,352		16,207		27,352
Fees and Contractual		11,175		107,100		107,100		996		107,100
<b>Purchasing</b>										
Salaries and Benefits	9.50	770,574	9.50	795,209	9.50	795,209		436,882	8.50	727,779
Staff Development, Supplies and Services		19,355		24,869		24,869		17,974		24,869
Fees and Contractual		-		-		-		23,959		-
<b>Staffing, H.R.I.S. and Employee Wellness</b>										
Salaries and Benefits	30.10	2,299,235	30.10	2,431,785	30.10	2,431,785		1,302,919	30.10	2,507,834
Staff Development, Supplies and Services		75,433		18,352		18,352		43,745		54,327
Fees and Contractual		8,284		3,060		3,060		6,102		3,060
<b>Superintendents Administrative Assistants</b>										
Salaries and Benefits	12.00	956,046	12.00	1,320,060	12.00	1,582,597		590,550	13.00	999,891
Staff Development, Supplies and Services		177,814		90,601		90,601		60,020		96,083
Fees and Contractual		51,714		34,680		34,680		39,553		40,939
<b>Other Central Expenses</b>										
Salaries and Benefits		282,363		141,703		141,703		247,638		191,703
Staff Development, Supplies and Services		316,249		195,860		195,860		243,611		338,802
Fees and Contractual		486,744		200,000		200,000		198,023		50,000
Other		252,915		150,000		150,000		25,842		150,000
<b>10% reduction in Central Administration envelope (per Ministry)</b>		-		-		-		-		(276,500)

<b>Sub-Total by Category</b>										
Salaries and Benefits	167.48	13,931,045	167.68	14,391,092	167.28	14,385,628		8,136,567	167.28	14,920,755
Staff Development, Supplies and Services		1,684,374		2,097,843		2,097,843		893,443		2,414,322
Fees, Contractual and Rentals		1,407,456		1,273,530		1,273,530		905,255		1,381,771
Other		257,915		150,000		150,000		25,842		150,000
<b>10% reduction in Central Administration envelope (per Ministry)</b>										(276,500)
<b>Total</b>		<b>17,280,790</b>		<b>17,912,466</b>		<b>17,907,001</b>		<b>9,961,107</b>		<b>18,590,349</b>



# Assumptions Included in the 2011-2012 Budget

## General Assumptions:

- The academic class size staffing ratio remains unchanged from 2010-2011 at 22.0 for the secondary panel.
- The elementary class size ratio is maintained 20.0 for JK - 3 ( for 90% of the classes) and is slightly improved over 2010-2011 for grades 4 - 8. (As per direction from Ministry of Education)
- The proposed 2011-2012 Budget was prepared in accordance with the Ministry of Education's Balanced Budget Calculation - per Regulation.
- Provisions for Year 2 of the Full Day Kindergarden program are included in budget base. This includes projected salaries, operating costs and revenues. The cost of the Extended Day Program is not included as it is operated on a cost recovery basis based on Ministry's expectations.
- The impact of recording tangible capital assets and the associated amortization costs are reflected in this budget. This change is not expected to have an impact on the deficit / surplus.

## Revenue Assumptions:

- Recently announced grants /other revenues are included in the proposed budget along with corresponding expense budgets.
- School by school enrolment was not finalized at time of publishing. This may have an impact on the final revenue numbers for 2011-2012.



# Assumptions Included in the 2011-2012 Budget

## Expenditure Assumptions:

- Statutory and benefit costs have been adjusted to reflect estimated increase in cost.
- Incremental progression on salary grids are reflected in the projected compensation.
- Impact of the Provincial Discussion Table agreements are included in the proposed budget.
- Utilities budgets have been adjusted to reflect estimated increase in cost.
- Transportation budgets have been adjusted to reflect projected expenditures.
- Debt expenditures have been revised to reflect projected 2011-2012 interest payments. Principal payment is no longer included as revenue in the operating budget. (As per direction from the Ministry of Education)
- Operating budgets such as classroom computers, school support funds and facilities renewal programs have been adjusted to reflect projected increase in Average Daily Enrolment (ADE).
- Net impact of school opening is included in costs.
- Changes in program costs have been updated to reflect projected usage.
- Operating Budgets have been adjusted to reflect historical costs and projected trends.



## Appendices

- School Allocation Formula
- Timetable
- Frequently Asked Questions



# School Allocation Formula – Elementary Panel

Description	Allocation Details	Formula/Amount
School Operating	Pre-determined allocation based on each school's projected enrolment	$\$74.97 \times \text{ADE Enrolment}$ (excludes Increase of \$1.5 Million still to be allocated - see Initiative J for further details )
Intermediate School Allocation	Applicable to Grades 7 and 8	$\$3.78 \times \text{Intermediate ADE Enrolment}$
Allocation for Beacon Schools	Applicable to identified schools	\$9.35 per ADE
Special Education Allocation	Based on number of full-time equivalent (FTE) Special Education Teachers in the school	$\$466 \times \text{Special Education Teacher FTE in the school}$
Student Special Education Allocation	Applicable for DD, Orthopedic and Autism students	$\$150 \times \text{ADE of identified students}$
Small School Allowance	Applicable to schools with enrolment less than 300	$\$6.17 \times \text{ADE Enrolment}$
Field Trip/ Late Bus Allocation	Allocation based on each school's projected enrolment	$\$5.00 \times \text{ADE Enrolment}$
JK/SK Allocation	Allocation based on each school's projected enrolment	$\$4.45 \times \text{JK/SK ADE Enrolment}$
Long Distance Allocation	Given to suburban schools where needed to provide financial assistance with long distance telephone expenditures	Based on prior year's Allocation
Breakfast Program	Self-explanatory	Determined by School Board Budget and OCRI funding.
Professional Development	Mandated by Collective Agreement	$\$10.00 \times \text{FTE Teachers}$
Office & Technician Assistance Funds	Based on School's Administrative & Support Full-Time Equivalent (FTE) staffing	Determined by Staffing (FTE) formulas
Occasional Teacher Funds	Based on School's Academic Full-Time Equivalent (FTE) staffing	Determined by Staffing (FTE) formulas



## School Allocation Formula – Secondary Panel

Description	Allocation Details	Formula/Amount
School Operating	Pre-determined allocation based on each school's projected enrolment	$\$116.75 \times \text{ADE Enrolment}$ (excludes Increase of \$1.5 Million still to be allocated - see Initiative J for further details )
Student Special Education Allocation	Applicable for DD, Orthopedic and Autism students	$\$150 \times \text{ADE of identified students}$
Special Education Allocation	Based on number of Full-Time Equivalent (FTE) Special Education Teachers in the school	$\$466 \times \text{Special Education Teacher FTE in the school}$
Team Transportation	Pre-determined allocation based on each school's projected enrolment	$\$7.00 \times \text{ADE Enrolment}$
Office & Technician Assistance Funds	Based on School's Administrative & Support Full-Time Equivalent (FTE) staffing	Determined by Staffing (FTE) formulas
Occasional Teacher Funds	Based on School's Academic Full-Time Equivalent (FTE) staffing	Determined by Staffing (FTE) formulas



# Timetable

Description	Date	Time
Presentation of Staff Recommended Budget	09 May 2011	7:30 p.m.
Budget Committee Meeting - Public Delegation Night	16 May 2011	7:30 p.m.
Budget Committee Meeting - Public Delegation and Budget Debate	26 May 2011	7:30 p.m.
Budget Committee Meeting - Budget Debate, Recommendation of Budget to the Board and Board approval of Budget	31 May 2011	7:30 p.m.



## Frequently Asked Questions

Frequently asked questions with answers can be viewed by accessing the following WEB link:

<http://www.ocdsb.ca/ab-ocdsb/ob/1112BudgetPlanning/Pages/FrequentlyAskedQuestions.aspx>