



# 2009 – 2010 Approved Budget

09 June 2009

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## Overview

- Executive Summary



# 2009-2010 Budget Overview – Executive Summary

## Budget Approval

The Board approved the 2009-2010 budget on 09 June 2009. The following changes were made to the original recommendation:

- \$150,000 of revenue was added
- The additional budget room was used to fund:
  - a. \$100,000 to fund a study to help in determining the 2010-2011 budget, as part of the two year budget plan
  - b. \$50,000 to fund a central telephone dispatch system for occasional teachers, as agreed to in the recent collective agreement.

The final motion approved is as follows:

- A. THAT the Board approve the 2009-2010 operating budget in the amount of \$706.35 million, as detailed in the 2009-2010 Budget, Report Number 09-110 presented to the Budget Committee on 11 May 2009, as amended;
- B. THAT the Board authorize the used of \$2.0 million of working fund reserves to fund for one year the existing special education funding shortfall;
- C. THAT the Board authorize the use of \$5.0 million of working fund reserves to fund for one year the impact of grant reductions and other shortfalls; and

THAT the Board approve in principle the 2010-2011 budget process as outlined in the Multi-year Plan section of the Report Number 09-110.



# 2009-2010 Budget Overview – Executive Summary

## PREAMBLE

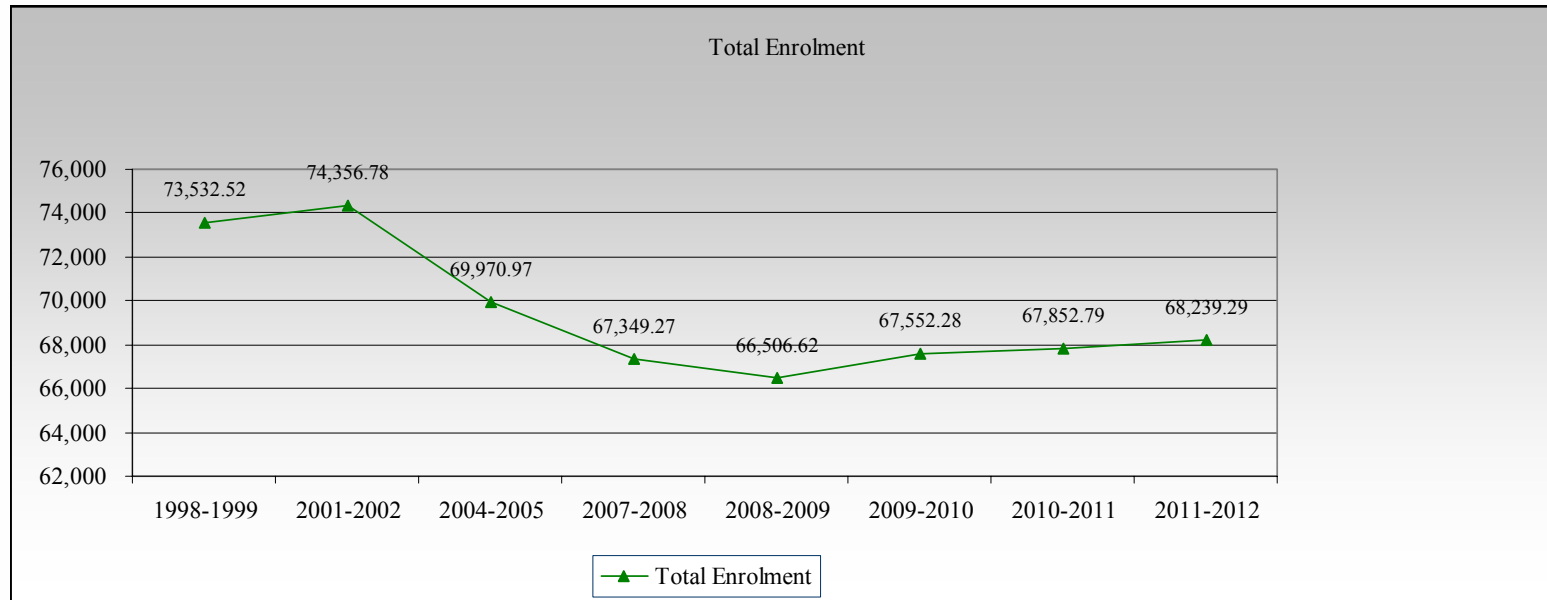
The Ottawa-Carleton District School Board faces an unusual set of circumstances as it considers the 2009-2010 and future years' budgets.

The OCDSB has now enjoyed two years of operating within the ongoing funding, ending successfully the ten year struggle to operate within the changed funding system, a system which removed a significant part of its previous funding base. During the same period, the district has also improved its EQAO results, while restructuring its Special Education, English as a Second Language, and French as a Second Language program delivery to better address its students' needs. New schools have been built and major upgrades to existing buildings have been undertaken.

The multi-year decline in student enrolment has ended, and staff is projecting a roughly steady enrolment for the next four years. However, this depends on the OCDSB being able to provide suitable school space in the growth neighbourhoods. Steady state pupil enrolment has occurred four years sooner than expected when the 2008-2009 budget was set.



## 2009-2010 Budget Overview – Executive Summary



A limited number of Ontario school boards are experiencing steady (or growing) enrolment. The province's grant funding system for school boards uses student numbers as the main driver for funding school boards. Almost half of the costs do not end automatically as students leave the system, but most of the funding falls in proportion to student number losses. As a result, boards with declining enrolments will most likely have a budget problem. Starting with 2008-2009, the OCDSB is no longer in an enrolment decline for at least the next four years.



## 2009-2010 Budget Overview – Executive Summary

There is one major change from 2008-2009 that offsets the benefits the Board would have anticipated from its actions. The world economy, and Ontario's economy in particular, is facing a major recession. The provincial government in response to a major decline in its tax revenues has reduced transfer payments to its agencies. School boards will receive a lower per pupil grant for non staff components in 2009-2010 than they did for 2008-2009. For the OCDSB that amounts to \$4.2 million less than had been originally expected. The Ministry of Education has increased grants in other areas by more than the grant decline. However, those revenue increases are for costs the OCDSB is locked into making, and so are not available to solve the budget problem.

### Grant Changes for 2009-2010

From 5 March 2009 Projection

In \$Millions

#### Reductions in Operating Grants for

Professional Learning	(\$0.75)
Textbooks & Learning Materials	(\$0.87)
Computers	(\$0.87)
Special Education	(\$0.14)
Transportation	(\$0.27)
Declining Enrolment	(\$1.30)
	<u>(\$4.20)</u>
Grants for additional 250 ADE	\$1.90
Other Grant increases	\$1.40
<b>Net Increase/(Decrease) in Operating Grants</b>	<b><u>(\$0.90)</u></b>



## 2009-2010 Budget Overview – Executive Summary

The provincial government has already indicated that the funding will decrease for the 2010-2011 fiscal year. Staff expects that these reductions could increase further if the provincial economic forecast continues to deteriorate. As outlined in the Multi-year projection section of the budget document, the 2010-2011 budget will be a major challenge.

The other large factor creating a budget challenge for 2009-2010 and future years is a cost structure difference in teacher salary grids between the OCDSB and most Ontario school boards. The OCDSB's grids (the annual change in teacher salary due to increased seniority in the job) have ten steps, where the provincial norm is twelve. This difference means that most other boards' cost of progression on grid are funded by increases to the Teacher Qualification and Experience Grant, but the OCDSB's grids are only partially funded. The ten step grid was the result of many years of collective bargaining when the OCDSB's predecessor boards were responding to pressure to recruit and retain the best possible staff in Eastern Ontario and had the tax base to fund the grant gap. The present funding model removed the Board's ability to levy taxes and take advantage of its additional funding base, but the existing province wide facilitated teacher collective agreement negotiation system does not recognize the OCDSB's grid issue. Therefore the district needs to find cost offsets to pay for it.



## 2009-2010 Budget Overview – Executive Summary

The main causes of the steady state budget shortfall are as set out in the following table:

### Projected Deficit

In \$Millions

Unfunded progression on teacher grids	5.3
Unfunded progression on non teacher grids	1.1
Economic increase on benchmark funding shortfall	0.9
Other cost increases from regulatory bodies	0.6
Net decrease in grants from original projection (net of enrolment improvement)	1.1
<b>Total</b>	<b>\$9.0</b>



## 2009-2010 Budget Overview – Executive Summary

### THE PROPOSED PLAN

Staff recognizes that the OCDSB faces major ongoing budget problems. In order to address these challenges, while minimizing the immediate negative impacts on students, the full amount of required reductions should be phased in. Staff therefore is recommending a multi-year plan to address the problem.

The grid cost under funding is not a problem that can be solved in 2009-2010. It will add increased cost to every year in the foreseeable future until it is solved. The solution is dependent on the government providing ongoing funding to recognize this additional cost factor or creating the circumstances that moves the OCDSB to the provincial norm.

Staff's plan is based on dealing with the 2009-2010 and 2010-2011 budgets to create the time for government consideration.

When determining the recommended plan, staff kept in mind the following principles:

- The OCDSB's primary role is the education of students.
- The OCDSB must continue to build on its existing quality instructional capacity.
- The program review process must continue.
- Continuing to improve the district's graduation rate to meet its long range goal is a key activity.
- Any staffing reduction must identify what changes in program delivery and/or service levels will result.
- Resulting staff must have sufficient operating budget to provide the identified service levels'.
- Provincial law requires school boards to approve balanced annual budgets.

Staff is also aware of how small a portion of the budget deployment can actually be changed for 2009-2010 at this point in time. Decisions will be focused on this area.



## 2009-2010 Budget Overview – Executive Summary

Restrictions on Budget

In \$Millions

	Amount	Percentage
Fixed Costs	379.7	58.3%
Committed Costs for 2009-2010	57.0	8.8%
Cost Neutral	152.5	23.4%
Uncommitted Costs	62.1	9.5%
<b>Total</b>	<b>\$651.3</b>	<b>100.0%</b>

It is only the uncommitted cost lines that we can address.

Based on the 2008-2009 Budget

The makeup of this area is:

### Uncommitted Costs

In \$Millions

Facilities staff	16.0
School Support staff	3.7
Library and Guidance support staff	3.7
Professionals, Paraprofessionals and Technicians (non Special Education)	7.6
Central Administration	16.6
School budgets	8.1
Professional Development	0.5
Multicultural Liaison fees	0.4
Learning Opportunities (operations component)	2.1
Other salaries and operations	3.4
<b>Total</b>	<b>\$62.1</b>

These are areas in which 2009-2010 budget decisions can be made.



## 2009-2010 Budget Overview – Executive Summary

When considering the 2010-2011 budget, there will also be an additional \$23 million of academic positions that can be looked at, as long as decisions were to be made by March 2010, in order to allow the Board to meet the staffing timelines.

Staff is also conscious of the need to have the schools ready to open in September of each school year. Major change needs sufficient lead time for its implementation to be planned. This makes it difficult to propose a major restructuring in May 2009 to be in place for September 2009.

Given that the Budget Committee is normally unable to start its deliberations until May when the actual funding level is known, and that we wish to consult widely before making major changes, staff proposes the following two year budget plan.

- Use existing reserves and available incremental provincial funding to limit the changes to be made for September 2009.
- Create the opportunity to consult widely on the 2010-2011 budget so that interested stakeholders know the magnitude of the problem and available decision areas, creating a knowledgeable community to input into the 2010-2011 budget decision.
- Given the size of the budget reduction required to balance the 2010-2011 budget, staff will hire outside consultants to examine all discretionary operations of the district so that viable downsizing plans can be presented to the Board. The OCDSB has been through repeated incremental efficiency studies (internal and provincially mandated) since 1998, as it has struggled to balance its budget. All the “easy” changes have already been implemented. To deal with the size of cost savings needed for 2010-2011, we need a fresh approach to look at all non mandated areas.



## 2009-2010 Budget Overview – Executive Summary

### 2009-2010

The OCDSB's budget has a large increase from the approved 2008-2009 budget. The majority of the increase is due to the collective agreement terms facilitated by the province, through the Provincial Discussion Table agreements (PDT). Most of the cost of the agreements (\$30.3 million) was covered by increased provincial grants. \$2.4 million of the cost is for a staffing enhancement fund that can also be used to offset staff reductions.

The province also increased other grants (both in and outside the Grants for Student Needs – GSN-structure) by \$10.6 million. These grants require the OCDSB to incur an equal amount of increased expenditure, which must be built into the budget. While they do not add to the deficit, they do increase the total budget.

Enrolment is expected to be up a thousand students over the 66,506 the approved 2008-2009 budget was based on, requiring an additional \$7.9 million of staff and facilities costs. Grant is up more than this, due to the nature of the province's funding formula which favours growth over falling student numbers.

Cost increases not adequately recognized by the provincial funding formula are expected to net to \$8 million. The majority of this amount relates to movement on salary grids due to seniority.

The detailed bridge from the approved 2008-2009 budget is:



# 2009-2010 Budget Overview – Executive Summary

## CHANGES FROM APPROVED 2008-2009 BUDGET TO APPROVED 2009-2010 BUDGET

In \$Millions

<b>Approved 2008-2009 Budget</b>		<b>\$651,343,563</b>
<b>Mid Year Changes for 2008-2009</b>		
	Financial impact of increase in Average Daily Enrolment (ADE)	\$4,603,618
	Mid year grant announcements	\$4,326,716
	Carryforwards from 2007-2008 to 2008-2009	\$1,247,574
	Impact of Provincial Discussion Table (PDT) Agreement	\$16,563,127
<b>Revised 2008-2009 Budget</b>		<b>\$678,084,598</b>
<b>Decisions included in 2009-2010 Budget</b>		
	Decrease in Transportation budget to fund Occasional Teacher budget	(\$759,200)
	Increase in Occasional Teacher budget (central charges)	\$700,000
	Staff for Briarbrook ES and Longfield Davidson SS	\$519,753
	OCENET- Curriculum Services (unspent from 2008-2009)	\$325,000
	Professional Memberships for Professionals and Para-Professionals staff (PDT)	\$32,000
	<b>Sub-Total</b>	<b>\$817,553</b>
<b>Changes in Costs</b>		
	Incremental progression on grid, benefit cost increases and turnover savings	\$4,740,251
	Net changes in staff resulting from changes in enrolment & other changes in staffing	\$3,698,735
	Impact of Provincial Discussion Table (PDT) Agreement on staffing	\$13,676,476
	Adjustment for 2007-2008 carryforwards	(\$1,247,574)
	Increase in utilities costs to reflect estimated cost pressures	\$674,269
	Net cost increase in utilities from school openings and closings	\$219,471
	Increase in refuse and recycle budgets to reflect estimated cost pressures	\$300,000
	Increase in insurance premiums to reflect estimated cost pressures	\$630,000
	Increase in miscellaneous department budgets to reflect projected usage	\$192,000
	Increase in Transportation budget to reflect estimated cost pressures	\$576,347
	Interest expense (Central Administration)	\$150,000
	GAAP reinstatement to move from net to gross revenue recognition	\$500,000
	Change in budget assumptions for salaries and benefits and carryforwards	(\$1,142,374)
	<b>Sub-Total</b>	<b>\$22,967,601</b>
<b>Adjustments in Budgets to reflect changes in Grants or Funding</b>		
	Safe & Caring	\$42,595
	New Teacher Induction Program	\$45,000
	Facilities Renewal Plan	\$310,213
	Debt and Transfer to Capital Reserves	\$839,275
	Energy Efficient School Funding (announced on 24 April 2009)	\$501,768
	<b>Sub-Total</b>	<b>\$6,254,741</b>
<b>Proposed Initiatives</b>		
	See proposed Net New Initiatives schedule	(\$160,881)
	<b>Sub-Total</b>	<b>(\$160,881)</b>
<b>Proposed Reductions</b>		
	See proposed Reduction schedule	(\$4,064,815)
	Reinstatement of staffing reductions from Provincial Discussion Table (PDT) Agreement	\$2,402,015
	<b>Sub-Total</b>	<b>(\$1,662,800)</b>
<b>Net increase in budget base from approved 2008-2009 Budget</b>		<b>\$54,957,249</b>
<i>Rounding</i>		\$50,000
<b>Approved 2009-2010 Budget</b>		<b>\$706,350,812</b>



## 2009-2010 Budget Overview – Executive Summary

This leaves the Board with a \$9 million funding shortfall, given the use of \$2 million of reserves to provide the special education envelope with a one year bridge until the new additional special education funding already announced by the Ministry of Education begins in 2010-2011. Staff had suggested this use of reserves at the 5 March 2009 Budget Committee meeting, and has built the proposal into the recommended budget.

Having used \$2 million for the special education funding bridge, the Board will have \$5 million of available working fund reserves. Staff recommends using these funds to delay the following reductions in spending until there is time to determine what other budgets might be reduced. Reserves would be used to accomplish the following one year delays:

• English as a second language (spending in excess of funding)	\$1.1 million
• Offset all of impact of textbook and learning materials grant reduction	.9
• Offset 40% of the professional learning grant reduction	.3
• Offset half of the computer grant reduction	.4
• Offset the underfunding of Safe & Caring Schools	1.0
• Offset other Instruction envelope funding shortfalls in school office support	1.3
	-----
	\$5 million

In addition the Board added two additional Uses of Reserves.

• To fund a study to help with the 2010-2011 Budget	\$0.1 million
• To fund the creation of a central telephone system for dispatch of Occasional Teachers as per the collective agreement	.5 million



## 2009-2010 Budget Overview – Executive Summary

The province has provided \$2.4 million of provincial discussion table (PDT) agreement funding in the 2009-2010 grants to be used to offset staffing reductions, or if no staffing reductions are proposed to hire additional non teacher staff. While our schools' ability to serve students would improve if the money was used to hire the additional staff, the senior staff can not recommend this use, given the size of the projected 2010-2011 budget shortfall. There is little point in hiring people for one year, when we will almost certainly be required to cut the positions in the next budget. It would be unfair to our community to establish an expectation of an increased service level, knowing that we cannot maintain it. It would be unfair to the new employee to create an expectation of a job, when we know the position is likely going to be cut in the next budget.

Due to these circumstances, staff recommends that the PDT funds be used to offset staff reductions that would otherwise have had to be made in 2009-2010. The terms of the PDT require staff to state the positions that would have been cut if the \$2.4 million was not available. The positions are detailed in the proposals section of the budget.

Staff emphasize that none of these positions are recommended for reduction in the 2009-2010 budget.

If both of these recommendations are accepted, there is the need for a further \$1.6 million of reductions. The Recommendations section of the budget document outlines the details of the proposed reductions. 70% of the proposed reductions (\$1.1 million) are in the areas that the province reduced funding for including professional development, computers and transportation. The remaining \$600,000 is from a variety of areas. Part of the savings achieved by the new district wide cell phone contract (\$225,000) will be removed from the budget, so that there will be no diminishing of service to the system from this reduction. An instructional program not fully used by students will be reduced, saving \$145,000. A position will not be filled, with the Business & Learning Technology department manager picking up the key parts of the work load, to save \$120,000. Continuing Education will reduce its costs by \$53,000 to meet its mandate of profitability. Finance will reduce its operating budget by \$50,000



## 2009-2010 Budget Overview – Executive Summary

Staff believes that all the recommended reductions can be achieved without affecting the quality of service to students.

The Ministry did not provide any increase in grants for non compensation benchmarks other than utility costs and in some cases transportation costs. As a result staff is not proposing any economic increase to most operating budgets. The exceptions are noted in the budget bridge. Despite the funding cuts, no reduction is proposed to the per pupil budget amounts that schools receive for their operating budgets. While staff is not recommending that school budgets be increased, the schools' supply budgets have been relieved of major cost charges that the supply budgets paid for in previous years. This gives schools more budget room to spend on the supplies that they see are needed for student success.

These school budget changes include:

- The district wide cell phone contract means that schools will no longer have to pay monthly fees for their authorized cell phones from the school budgets. The existing B&LT department budget will bear this cost. Schools will have the use of this budget room as their existing contracts end.
- The schools' Occasional Teacher budgets have been increased to better reflect current experience, resulting in the majority of schools operating within their budget allocations, allowing the school operating budget to be used for supplies, not to top up occasional teacher costs.
- The Ministry has committed to putting together a province wide textbook purchase in order to achieve price reductions. If accomplished, this will also free up spending room within the existing school budgets.



## 2009-2010 Budget Overview – Executive Summary

Staff also has proposed a number of realignments of existing budgets to achieve greater efficiencies. Details are set out in the New Initiatives section of the budget document. These include addressing employee wellness, health and safety issues, program evaluation resources, energy management, and maximizing of funding sources. Most are self funding, in addition, the energy management project will save the district a significant amount which has been reinvested, mainly in Instruction.

### 2010-2011

Staff is not proposing detailed reductions for approval at this time. Staff is recommending an action plan to involve the community in arriving at the reductions to be made for the 2010-2011 budget. The details of the proposed process are in the Multi year plan section.

### 2009-2010 Budget Proposal and the Strategic Plan

The recommended 2009-2010 budget also includes significant investments in the advancement of the strategic plan. These are, by area:

#### LEARNING

The PDT has added positions to the academic complement directed to

- 2.0 additional vice-principal positions for elementary student supervision
- 19.2 elementary teachers preparation time
- 4.3 elementary teachers to reduce grade 4 to 8 average class size
- 8.8 secondary teachers for student success program
- 
- 34.3 full-time equivalent positions



## 2009-2010 Budget Overview – Executive Summary

The PDT provided additional funds for elementary student supervision. The OCDSB will use these funds to increase the number of office staff to provide more help in school offices over the lunch hour period and other noon hour resources.

Curriculum Services will complete its program review of English as a Second Language, funded by the OCENET one time funding.

Curriculum Services will provide the additional resources to set up the new French Immersion Centres.

The administrative staffing, utilities and start up costs for the new Elementary and Secondary schools have been provided for.

Special Education is creating a program evaluator position.

The additional Child and Youth Worker position created in 2008-2009 with one time outside funding is made permanent from ongoing Board funding.

Budget funds are created for administrative designates, set up of new classes & programs in schools and for the completion of the set up of Avalon Elementary school.

Expanded First Nation focused programming.

School operating budgets have not been reduced, a significant achievement in a budget where the province has removed \$4 million from Instruction related grants.



## 2009-2010 Budget Overview – Executive Summary

### LEADERSHIP

The province has reduced professional development funding grant. Staff proposes to partially mitigate this reduction with the use of reserves. The principal and vice-principal intern program will be scaled back to reflect the end of a bulge in participant numbers.

We will continue the fall leadership conference.

### COMMUNITY

Significant capital funding is being put into green initiatives in school facilities, which will improve the learning environment.

### CONCLUSION

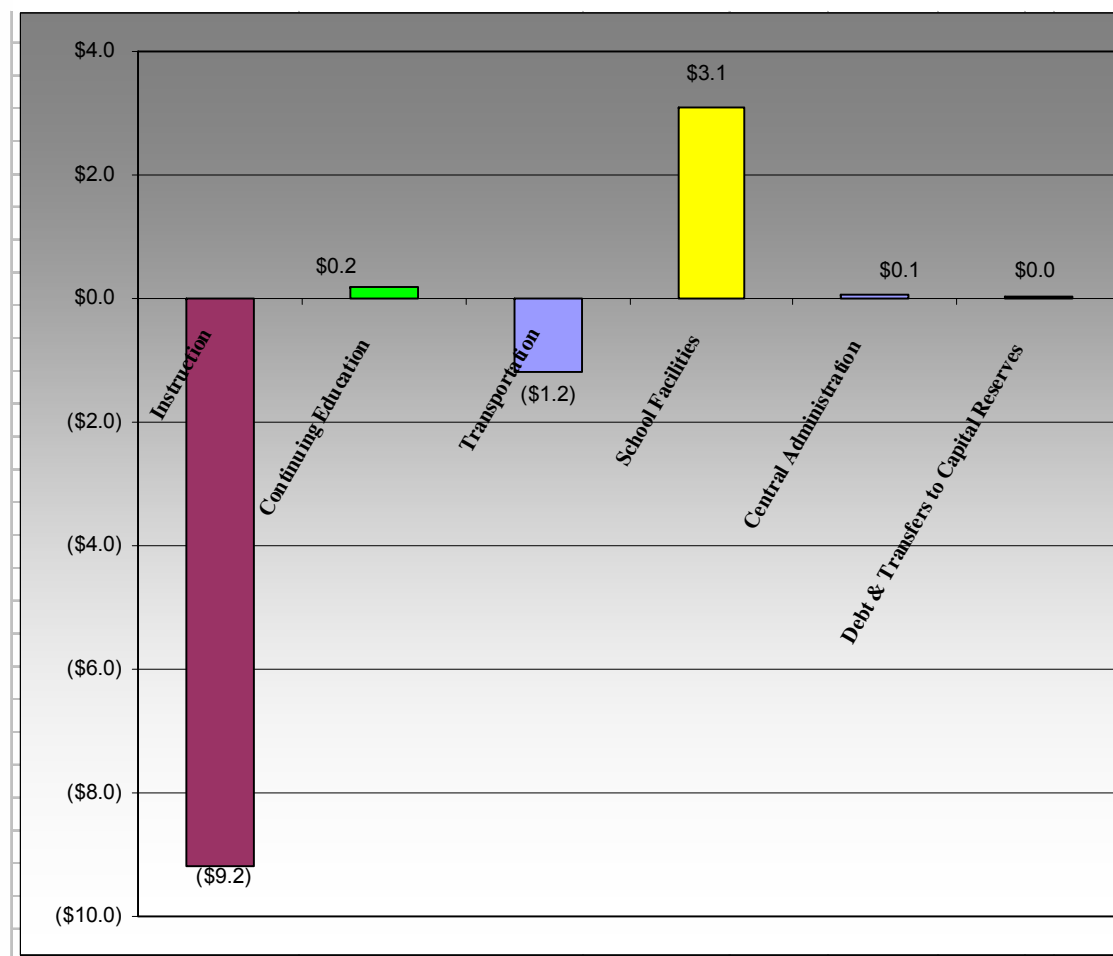
The recommended 2009-2010 budget is manageable with minimal impact for one year on the Board's students. It will allow the Board to determine how to best restructure to accommodate the lower funding and higher costs that 2010-2011 will bring. Our stakeholders need this time to understand why substantial change has to be made and to allow staff to develop alternatives to assist the Board in determining what changes should be made.

As shown in the next chart, the OCDSB overspends on Instruction. The only envelopes we spend more than our funding is on student services in schools and getting students to our schools.



## 2009-2010 Budget Overview – Executive Summary

Net Enveloping Prior to Use of Reserves  
In \$Millions





## 2009-2010 Budget Overview – Executive Summary

In the end, the purpose of the school board is to educate students to the best of our ability within the resources we have available.

2009-2010 PROJECTION							
In \$Millions							
In \$Millions	Projected Expenses	On Going Grants	Non Grant Revenues	Total Revenue	Net On Going	Use of Reserves	Net Funding
Instruction	544.08	517.3	17.6	534.9	(9.2)	7.0	(2.2)
Continuing Education	8.93	3.7	5.4	9.1	0.2	0.0	0.2
Transportation	34.12	32.8	0.1	32.9	(1.2)	0.0	(1.2)
School Facilities	87.25	81.5	8.9	90.4	3.1	0.0	3.1
Central Administration	18.33	16.6	1.8	18.4	0.1	0.0	0.1
Debt & Transfers to Capital Reserves	13.64	13.6	0.0	13.6	0.0	0.0	0.0
<b>Total in \$Millions</b>	<b>\$706.35</b>	<b>\$665.6</b>	<b>\$33.8</b>	<b>\$699.3</b>	<b>(\$7.0)</b>	<b>\$7.0</b>	<b>(\$0.0)</b>

Staff proposes spending 77% of the school board's budget on student instruction. A portion of the rest is spent on school buildings (12%), school buses (5%) and paying for new school buildings (2%).

Continuing education and central administration account for the remaining 4%.

There is no way to reduce spending in a substantial way without reducing student services. The challenge is to find out how to reduce spending, as required by the Education Act for 2010-2011, with the least disruption to our students' success.



## 2009-2010 Budget Overview – Executive Summary

<b>Revenues:</b>			
Grants for Student Needs		\$640.2	
Grants for Capital - School Buildings		\$25.4	
<b>Sub-Total</b>		<b>\$665.6</b>	
Non Grant Revenues (Operating)		\$28.8	
Non Grant Revenues (Capital - School Buildings)		\$5.0	
<b>Sub-Total</b>		<b>\$33.8</b>	
Proposed use of Operating Reserve to fund Special Education shortfall		\$2.0	
<b>Total Revenues</b>			<b>\$701.4</b>
<b>Expenditures:</b>			
Salaries and Benefits		\$573.8	
Operating		\$106.2	
Capital - School Buildings		\$30.4	
<b>Total Expenditures</b>			<b>\$710.4</b>
<b>Projected Shortfall:</b>			<b>(\$9.0)</b>
<b>Shortfall funded by:</b>			
	→ Use of General Operating Reserves		\$5.0
	→ Approved Reductions		\$1.6
	→ Revenue from Provincial Discussion Table Agreement		\$2.4
	<b>Total</b>		<b>\$9.0</b>



## Average Daily Enrolment

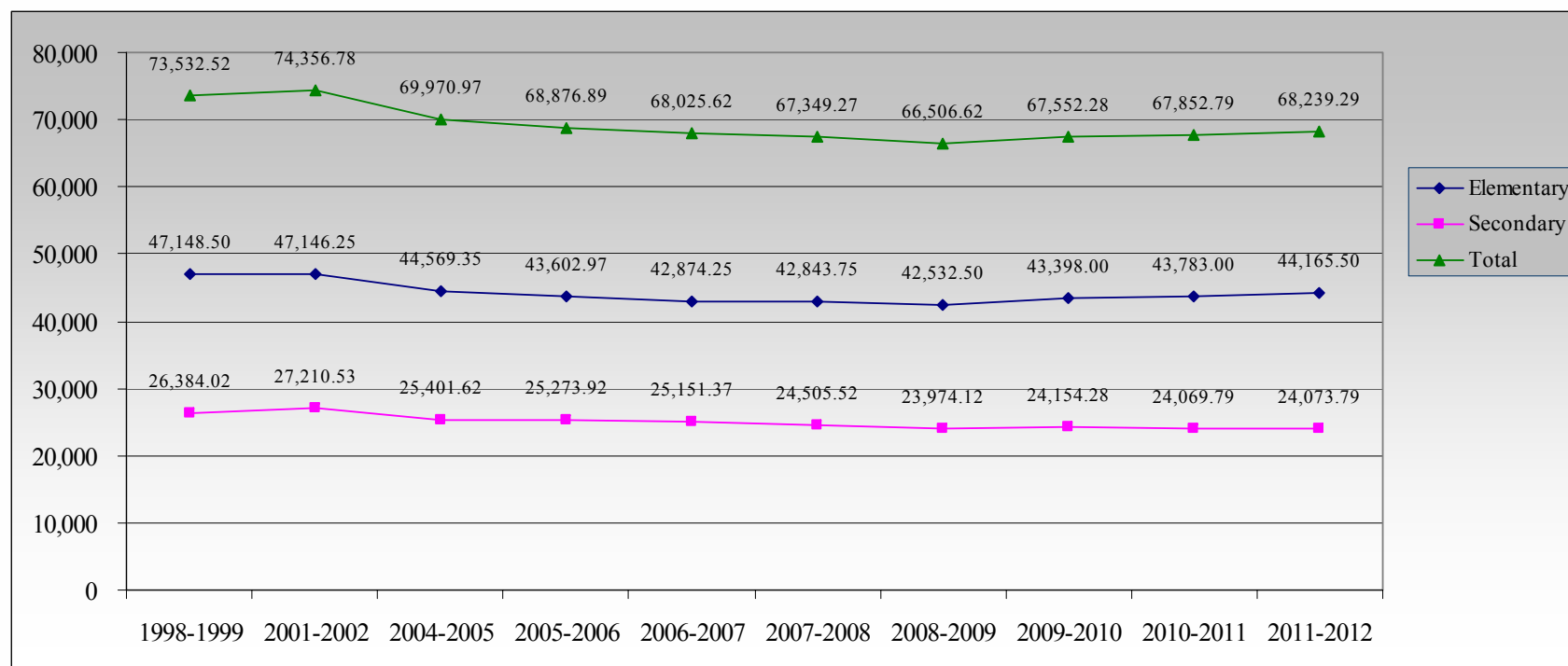


## Average Daily Enrolment

	Actual for 2005-2006	Actual for 2006-2007	Actual for 2007-2008	Revised for 2008-2009	Projected for 2009-2010
<b>Elementary Students</b>					
JK	1,961.25	1,988.75	2,076.75	1,989.00	2,157.50
SK	2,142.00	2,153.50	2,212.00	2,192.50	2,373.00
Grades 1 to 3	14,139.27	13,909.00	13,701.00	13,789.00	14,366.50
Grades 4 to 8	25,300.20	24,763.50	24,780.00	24,482.00	24,431.00
Sub-Total	43,542.72	42,814.75	42,769.75	42,452.50	43,328.00
Tuition Paying	60.25	59.50	74.00	80.00	70.00
<b>Total Elementary Students</b>	<b>43,602.97</b>	<b>42,874.25</b>	<b>42,843.75</b>	<b>42,532.50</b>	<b>43,398.00</b>
<b>Secondary Students</b>					
Under age 21	24,323.67	24,178.46	23,449.50	22,917.79	23,100.36
Age 21 and over	775.00	791.92	848.02	835.71	817.42
Sub-Total	25,098.67	24,970.38	24,297.52	23,753.50	23,917.78
Tuition Paying	175.25	180.99	208.00	220.62	236.50
<b>Total Secondary Students</b>	<b>25,273.92</b>	<b>25,151.37</b>	<b>24,505.52</b>	<b>23,974.12</b>	<b>24,154.28</b>
<b>Total</b>	<b>68,876.89</b>	<b>68,025.62</b>	<b>67,349.27</b>	<b>66,506.62</b>	<b>67,552.28</b>



## Average Daily Enrolment – Trends Analysis





## Budget Operating Details

- Approved Initiatives
- Approved Reductions
- Staffing
- Revenues
- Expenditures
- Net Enveloping



## Approved Initiatives – by Envelope

Displayed by Full Time Equivalent (FTE) Positions and by Amount							
Description	REF	Redeployed		Not Funded		Total	
		FTE	Amount \$	FTE	Amount \$	FTE	Amount \$
<b>Instruction:</b>							
Increase in Health and Safety - Inspection budget (80% of 100%)	A		\$88,000			0.0	\$88,000
Employee Wellness and Disability Management (80% of 100%)	A		\$76,000			0.0	\$76,000
Above funded by existing ergonomics budget	A		(\$164,000)			0.0	(\$164,000)
<b>Sub-Total:</b>		<b>0.0</b>	<b>\$0</b>		<b>\$0</b>	<b>0.0</b>	<b>\$0</b>
<b>Instruction (Special Education):</b>							
New Program Evaluator position	B	1.0	\$80,000			1.0	\$80,000
Above funded by reduction of Gifted Itinerant position	B	(1.0)	(\$80,000)			(1.0)	(\$80,000)
Child and Youth Worker position <sup>(1)</sup>	C		\$41,000			0.0	\$41,000
<b>Sub-Total:</b>		<b>0.0</b>	<b>\$41,000</b>			<b>0.0</b>	<b>\$41,000</b>
<b>Instruction (Regular Day School):</b>							
French as a Second Language Program	D				\$300,000	0.0	\$300,000
Intermediate Teacher (Safe and Caring schools)	E	1.0	\$84,949			1.0	\$84,949
Drug Counseling Program	E		\$165,000			0.0	\$165,000
Gang Exit Program	E		\$25,000			0.0	\$25,000
Above funded by Safe & Caring grant	E		(\$274,949)			0.0	(\$274,949)
Occasional Teacher Budget for Admin Designates <sup>(1)</sup>	F		\$50,000			0.0	\$50,000
Funds for New Classes or Programs <sup>(1)</sup>	G		\$50,000			0.0	\$50,000
Additional resources for Avalon Elementary School	H		\$42,000			0.0	\$42,000
Central Call System for Occasional Teachers	New				\$50,000	0.0	\$50,000
<b>Sub-Total:</b>		<b>1.0</b>	<b>\$142,000</b>		<b>\$350,000</b>	<b>1.0</b>	<b>\$492,000</b>
<b>Facilities:</b>							
Realignment of positions in Design and Construction	I		(\$24,062)			0.0	(\$24,062)
Creation of Energy Management /Conservation Division	I	4.0	\$300,000			4.0	\$300,000
Water testing (position and operating budget)	I	1.0	\$96,400			1.0	\$96,400
Expected savings in utility costs	I		(\$1,124,619)			0.0	(\$1,124,619)
Leased vehicles	I		(\$41,600)			0.0	(\$41,600)
<b>Sub-Total:</b>		<b>5.0</b>	<b>(\$793,881)</b>		<b>\$0</b>	<b>5.0</b>	<b>(\$793,881)</b>
<b>Central Administration:</b>							
Increase in Health and Safety - Inspection budget (20% of 100%)	A		\$22,000			0.0	\$22,000
Employee Wellness and Disability Management (20% of 100%)	A		\$19,000			0.0	\$19,000
Funded by existing ergonomics budget	A		(\$41,000)			0.0	(\$41,000)
Consultants for Internal Audit Review	New				\$100,000	0.0	\$100,000
<b>Sub-Total:</b>			<b>\$0</b>	<b>0.0</b>	<b>\$100,000</b>	<b>0.0</b>	<b>\$100,000</b>
<b>Total</b>		<b>6.0</b>	<b>(\$610,881)</b>	<b>0.0</b>	<b>\$450,000</b>	<b>6.0</b>	<b>(\$160,881)</b>

<sup>(1)</sup> Reinstatement of one time reductions from 2008-2009



# Approved Reductions – by Envelope

Displayed by Full Time Equivalent (FTE) Positions and by Amount													
Description	REF	Instruction		Transportation		Facilities		Continuing Education		Central Admin		Total	
		FTE	Amount \$	FTE	Amount \$	FTE	Amount \$	FTE	Amount \$	FTE	Amount \$	FTE	Amount \$
<b>Instruction:</b>													
Mentoring for Principals and Vice-Principals	A		\$70,000									0.0	\$70,000
Assistant Manager of Business and Learning Technologies	B	1.0	\$120,000									1.0	\$120,000
Professional Development - Curriculum Services	C		\$300,000									0.0	\$300,000
<b>Sub-total:</b>		<b>1.0</b>	<b>\$490,000</b>									<b>1.0</b>	<b>\$490,000</b>
<b>Instruction (Special Education):</b>													
Professional Development	D		\$50,000									0.0	\$50,000
Reduction in Staffing (Professionals and Para Professionals) <sup>1</sup>	E	4.5	\$347,031									4.5	\$347,031
<b>Sub-total:</b>		<b>4.5</b>	<b>\$397,031</b>									<b>4.5</b>	<b>\$397,031</b>
<b>Instruction (Regular Day School):</b>													
Elimination of Trading Spaces Program	F		\$145,000									0.0	\$145,000
Classroom Computers	G		\$400,000									0.0	\$400,000
Reduction in School Office Support workers <sup>1</sup>	E	8.5	\$417,806									8.5	\$417,806
Reduction in Support staff (Professional and Para Professional) <sup>1</sup>	E	12.0	\$511,813									12.0	\$511,813
<b>Sub-total:</b>		<b>20.5</b>	<b>\$1,474,619</b>									<b>20.5</b>	<b>\$1,474,619</b>
<b>Continuing Education:</b>													
Continuing Education Operating budget	H								\$30,000			0.0	\$30,000
Staff reduction	I							0.5	\$22,800			0.0	\$22,800
<b>Sub-total:</b>								<b>0.5</b>	<b>\$52,800</b>			<b>0.5</b>	<b>\$52,800</b>
<b>Facilities:</b>													
Cell phones	J						\$225,000						\$225,000
Reduction in Custodial staffing <sup>1</sup>	E					22.0	\$1,113,720					22.0	\$1,113,720
Reduction in Staffing (Professionals and Para Professionals) <sup>1</sup>	E					0.3	\$11,645					0.3	\$11,645
<b>Sub-total:</b>						<b>22.3</b>	<b>\$1,350,365</b>					<b>22.3</b>	<b>\$1,350,365</b>
<b>Transportation:</b>													
Transportation Contracts	K				\$250,000								\$250,000
<b>Sub-total:</b>					<b>\$250,000</b>								<b>\$250,000</b>
<b>Central Administration:</b>													
Reductions in Financial Department budgets	L										\$50,000		\$50,000
<b>Sub-total:</b>										<b>0.0</b>	<b>\$50,000</b>	<b>0.0</b>	<b>\$50,000</b>
<b>Total</b>		<b>26.0</b>	<b>\$2,361,650</b>	<b>0.0</b>	<b>\$250,000</b>	<b>22.3</b>	<b>\$1,350,365</b>	<b>0.5</b>	<b>\$52,800</b>	<b>0.0</b>	<b>\$50,000</b>	<b>48.8</b>	<b>\$4,064,815</b>

<sup>1</sup> The terms of the Provincial Discussion Table (PDT) require that \$2.4M of proposed staff reductions be reinstated with new 2009-2010 funds provided by the province. The 2009-2010 budget will not result in lay-offs in 2009-2010

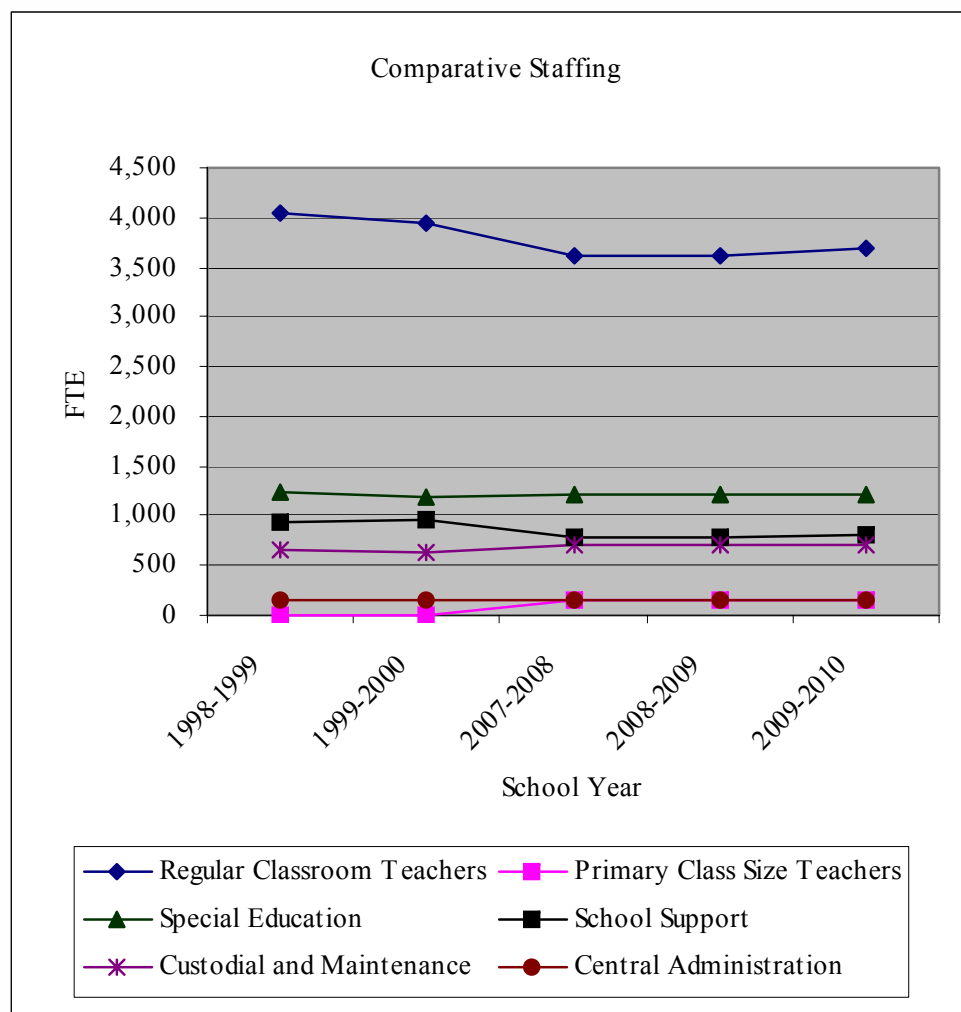


## Comparative FTE Staffing

<b>Budget Year:</b>	<b>1998-1999</b>	<b>1999-2000</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010 Proposed Staffing</b>
<b>Academic Elementary</b>					
<b>School Administration:</b>					
Principals (excluding central)	121.00	118.00	117.00	117.50	117.00
Vice-Principals (excluding central)	48.25	49.25	39.00	39.00	41.00
<b>Elementary Principals/Vice-Principals</b>	<b>169.25</b>	<b>167.25</b>	<b>156.00</b>	<b>156.50</b>	<b>158.00</b>
<b>Teachers:</b>					
Regular Day School	2359.06	2317.25	2,094.49	2,121.75	2,171.58
Additional Primary Class Size Teachers	0.00	0.00	163.80	163.80	163.80
Special Education	493.46	460.88	454.22	455.05	453.47
<b>Elementary Academic</b>	<b>2852.52</b>	<b>2778.13</b>	<b>2,712.51</b>	<b>2,740.60</b>	<b>2,788.85</b>
<b>Academic Secondary</b>					
<b>School Administration:</b>					
Principals (excluding central)	27.00	27.00	25.00	26.00	26.00
Vice-Principals (excluding central)	52.00	53.00	43.17	47.17	48.67
<b>Secondary Principals/Vice-Principals</b>	<b>79.00</b>	<b>80.00</b>	<b>68.17</b>	<b>73.17</b>	<b>74.67</b>
<b>Teachers:</b>					
Regular Day School	1687.42	1623.25	1,517.08	1,502.91	1,507.75
Special Education	114.60	112.08	113.25	110.42	110.25
<b>Secondary Academic</b>	<b>1,802.02</b>	<b>1,735.33</b>	<b>1,630.33</b>	<b>1,613.33</b>	<b>1,618.00</b>
<b>Non Academic</b>					
Educational Assistants	539.50	535.00	591.00	591.00	591.00
Special Education Support (PSSP)	84.50	68.70	59.20	61.60	61.60
Custodial and Maintenance	656.00	644.38	706.19	706.00	718.00
In School Support Staff	507.51	513.01	337.10	343.10	347.10
Instruction Support/Other (including 8.0 central Principals / VPs)	185.20	188.63	218.40	221.90	222.50
Central Administration	158.10	160.90	155.20	157.00	158.28
<b>Non Academic</b>	<b>2,130.81</b>	<b>2,110.62</b>	<b>2,067.09</b>	<b>2,080.60</b>	<b>2,098.48</b>
<b>Total</b>	<b>7,033.60</b>	<b>6,871.33</b>	<b>6,634.10</b>	<b>6,664.20</b>	<b>6,738.00</b>



## Comparative FTE Staffing – Trends Analysis





# Revenues - Grant

In \$Millions

	Actual 2007-2008	Forecast 2008-2009	Projection 2009-2010
<b>Grants for Operating Purposes</b>			
Pupil foundation	\$285.8	\$300.0	\$305.9
School foundation	\$40.1	\$42.2	\$44.5
Primary Classes	\$14.1	\$15.2	\$15.9
Special Education	\$70.3	\$72.6	\$73.9
French As A Second Language	\$11.2	\$11.9	\$12.2
English As A Second Language	\$7.8	\$8.2	\$8.4
Learning Opportunities	\$15.7	\$16.1	\$16.0
Continuing Education	\$2.5	\$2.7	\$2.8
Adult Education	\$2.3	\$2.5	\$2.5
Teacher Qualifications And Experience	\$30.0	\$33.9	\$35.4
Transportation	\$31.1	\$32.4	\$32.7
Administration And Governance	\$15.5	\$16.1	\$16.5
School Operations (Facilities)	\$63.9	\$65.1	\$68.5
Top up grants	\$0.0	\$0.0	\$0.0
Community Use of Schools Grant	\$0.0	\$1.1	\$1.0
Program Enhancement	\$1.1	\$1.4	\$1.4
First Nation, Metis and Inuit education supplement	\$0.2	\$0.4	\$0.4
New Teacher Induction program	\$0.0	\$0.4	\$0.4
Safe School Supplement	\$0.0	\$1.0	\$1.7
<b>Sub-Total: Regular Operating Ongoing Grants</b>	<b>\$591.6</b>	<b>\$623.2</b>	<b>\$640.1</b>
Declining Enrolment Grant	\$2.9	\$1.4	\$0.1
<b>Total: Operating Grants</b>	<b>\$594.5</b>	<b>\$624.6</b>	<b>\$640.2</b>
<b>Grants for Capital and Other Purposes</b>			
Facilities Renewal	\$11.8	\$9.4	\$11.8
Good Places to Learn Debt	\$3.4	\$4.6	\$4.8
Debt funding for various capital programs	\$7.3	\$8.7	\$8.8
<b>Sub-Total: Capital Grants</b>	<b>\$22.5</b>	<b>\$22.7</b>	<b>\$25.4</b>
<b>Total Grants for Capital and Operating Purposes</b>	<b>\$617.0</b>	<b>\$647.3</b>	<b>\$665.6</b>



## Revenues – Non Grant

In \$Millions

	Actual 2007-2008	Forecast 2008-2009	Projection 2009-2010
<b>Non Grant Revenues</b>			
Rentals	\$3.8	\$3.8	\$3.9
Continuing Education	\$5.2	\$5.3	\$5.4
Other Grants	\$12.3	\$5.0	\$5.0
Energy Efficiency Investment funding	\$0.0	\$0.0	\$5.0
Staff On Loan	\$6.8	\$6.1	\$7.0
Tuition Fees	\$3.1	\$3.0	\$3.0
Interest Income	\$1.8	\$1.4	\$0.8
Miscellaneous Revenues	\$3.4	\$4.4	\$3.7
<b>Total: Other Revenues</b>	<b>\$36.4</b>	<b>\$29.0</b>	<b>\$33.8</b>
<b>Sub-Total: Grant and Non Grant Revenues</b>	<b>\$653.4</b>	<b>\$676.3</b>	<b>\$699.4</b>
Adjustment for Professional Discussion Table Agreement	\$0.0	(\$2.3)	\$0.0
<b>Reserves</b>			
Operating Reserves	\$0.1	\$1.9	\$7.0
Capital Reserves (Facilities Renewal projects)	\$0.0	\$2.1	\$0.0
<b>Total Revenues</b>	<b>\$653.5</b>	<b>\$678.0</b>	<b>\$706.4</b>



## Working Fund Reserve

In \$Millions	Balance as of August 31, 2008	Forecast Balance August 31, 2009	Forecast Use for 2009-2010	Forecast Balance August 31, 2010
<b>General Working Reserves:</b>				
Available for Operating Budget	\$7.1	\$7.1	\$7.0	\$0.1
<b>Sub Total</b>	<b>\$7.1</b>	<b>\$7.1</b>	<b>\$7.0</b>	<b>\$0.1</b>
<b>Assigned Working Reserves:</b>				
Replacement of Computer System	\$1.0	\$1.0	\$0.0	\$1.0
Central Department Carry forward	\$0.9	\$0.0	\$0.0	\$0.0
School Budget Carry forwards	\$0.6	\$0.6	\$0.0	\$0.6
<b>Sub Total</b>	<b>\$2.5</b>	<b>\$1.6</b>	<b>\$0.0</b>	<b>\$1.6</b>
<b>Total</b>	<b>\$9.6</b>	<b>\$8.7</b>	<b>\$7.0</b>	<b>\$1.7</b>



## Funding Sources

### Summary

	2009-2010				
	Budget				
	Revenues		Expenditures		Net Funding
		Amount	FTE	Amount	Amount
Instruction		534,907,530	5,836.22	544,072,423	(9,164,893)
Continuing Education		9,106,970	16.50	8,936,106	170,864
Transportation		32,939,425	9.00	34,125,074	(1,185,649)
Facilities		90,353,228	718.00	87,249,606	3,103,622
Central Administration		18,387,409	170.28	18,327,228	60,181
Debentures And Transfer To Capital Reserves		13,640,376	-	13,640,376	-
<b>Total</b>		<b>\$ 699,334,938</b>	<b>6,750.00 *</b>	<b>\$ 706,350,812</b>	<b>\$ (7,015,874)</b>



# Expenditures by Funding Source

## INSTRUCTION

### Summary

	2007-2008		2007-2008		2008-2009		2008-2009		2009-2010	
	Revised Budget		Year-End Results		Revised Budget		YTD at 31 January 2009		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Revenues</b>										
Grants		474,584,865		476,961,684		501,988,884		See Forecast Section		517,200,435
Other Revenues		14,203,978		12,192,692		11,836,397				17,607,095
Declining Enrolment Grant		2,782,675		2,936,765		1,142,572				100,000
Reserves		-		134,979		1,607,607				-
<b>Total</b>		\$ 491,571,518		\$ 492,226,120		\$ 516,575,460				\$ 534,907,530

<b>Expenditures</b>										
Salaries & Benefits	5744.69	460,995,471		459,279,334	5776.01	482,674,652		208,711,075	5836.22	509,888,726
Operating		32,724,917		32,630,381		34,807,169		14,188,609		34,183,697
<b>Total</b>	5744.69	\$ 493,720,388		\$ 491,909,715	5776.01	\$ 517,481,821		\$ 222,899,683	5836.22	\$ 544,072,423

<b>Funding Surplus (Deficit)</b>		\$ (2,148,870)		\$ 316,405		\$ (906,361)				\$ (9,164,893)
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# Expenditures by Funding Source

## INSTRUCTION

### Salaries & Benefits - Classroom

	2007-2008		2007-2008		2008-2009		2008-2009		2009-2010	
	Revised Budget		Year-End Results		Revised Budget		YTD at 31 January 2009		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Classroom Teachers</b>										
Elementary	2,700.90	228,551,158	2,700.90	227,852,795	2,733.20	236,584,014		100,482,028	2,781.85	248,633,358
Secondary	1,526.66	127,448,797	1,522.16	122,674,889	1,511.00	132,496,934		60,300,197	1,524.50	144,524,780
<b>Occasional Teachers</b>										
Elementary		7,596,726		7,144,029		9,133,222		4,720,191		9,521,491
Secondary		2,451,060		3,846,785		2,776,170		1,619,673		3,088,882
<b>Educational Assistants</b>										
Elementary	384.20	16,474,616	384.20	16,763,893	384.20	19,656,497		8,713,678	384.15	17,929,148
Secondary	206.90	8,870,947	206.90	9,026,712	206.90	7,258,495		3,685,842	206.85	9,654,157
<b>Professionals, Paraprofessionals &amp; Technicians</b>										
Elementary	104.41	7,693,101	104.41	7,395,290	108.39	9,184,683		2,843,323	107.79	9,558,461
Secondary	57.39	3,730,546	57.39	3,982,079	59.21	3,899,840		1,831,415	58.82	4,007,989
<b>Library &amp; Guidance</b>										
Elementary	57.70	2,733,338	57.70	2,601,001	57.50	2,842,029		1,218,281	57.50	2,881,976
Secondary	115.00	8,797,553	115.00	8,920,144	114.17	9,167,751		2,863,861	107.33	8,783,686
<b>HR Staff Development</b>										
Elementary	1.63	118,768	1.63	122,563	1.95	123,092		61,553	1.95	150,532
Secondary	0.88	63,952	0.88	65,996	1.05	66,225		33,144	1.05	81,056
<b>Total Classroom Salaries &amp; Benefits</b>	<b>5,155.66</b>	<b>\$ 414,530,561</b>	<b>5,151.16</b>	<b>\$ 410,396,176</b>	<b>5,177.57</b>	<b>\$ 433,188,952</b>		<b>\$ 188,373,188</b>	<b>5,231.78</b>	<b>\$ 458,815,516</b>



# Expenditures by Funding Source

## INSTRUCTION

### Salaries & Benefits - Non-Classroom

	2007-2008		2007-2008		2008-2009		2008-2009		2009-2010	
	Revised Budget		Year-End Results		Revised Budget		YTD at 31 January 2009		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Principals &amp; Vice-Principals</b>										
Elementary	161.00	17,854,935	161.00	18,336,469	162.50	18,790,571		7,382,519	163.00	19,674,806
Secondary	70.17	8,035,755	70.17	7,746,168	75.17	8,998,537		3,512,072	76.67	9,289,222
<b>Department Head Allowances</b>										
Secondary		1,042,609		885,942		1,107,566		438,675		1,144,818
<b>School Support</b>										
Elementary	206.54	11,302,318	206.54	12,543,112	212.54	11,967,882		5,155,586	215.29	12,208,706
Secondary	127.25	6,441,032	127.25	7,290,870	127.56	6,816,497		2,821,352	128.81	6,907,382
<b>Coordinators &amp; Consultants</b>										
Elementary	12.40	918,336	12.40	1,030,247	7.00	473,730		303,808	7.00	607,376
Secondary	11.67	869,925	11.67	1,050,350	13.67	1,330,917		723,876	13.67	1,240,900
<b>Total Non-Classroom Salaries &amp; Benefits</b>	<b>589.03</b>	<b>\$ 46,464,910</b>	<b>589.03</b>	<b>\$ 48,883,158</b>	<b>598.44</b>	<b>\$ 49,485,700</b>		<b>\$ 20,337,887</b>	<b>604.44</b>	<b>\$ 51,073,210</b>
<b>Total Salaries &amp; Benefits</b>	<b>5,744.69</b>	<b>\$ 460,995,471</b>	<b>5,740.19</b>	<b>\$ 459,279,334</b>	<b>5,776.01</b>	<b>\$ 482,674,652</b>		<b>\$ 208,711,075</b>	<b>5,836.22</b>	<b>\$ 509,888,726</b>



## Expenditures by Funding Source

### INSTRUCTION

#### Operations - Classroom

	2007-2008		2007-2008		2008-2009		2008-2009		2009-2010	
	Revised Budget		Year-End Results		Revised Budget		YTD at 31 January 2009		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
Supplies & Services, Furniture & Equipment and Other		1,195,872		1,266,387		991,665		367,331		808,637
Textbooks and Learning Material		11,539,401		11,071,906		15,750,831		5,497,566		15,975,004
Classroom Computers		220,720		61,023		226,400		112,324		226,400
Rental Expenditures		448,800		409,676		550,000		78,420		500,000
Fees & Contractual		8,161,247		9,018,596		5,181,376		3,913,077		5,040,253
Staff Development		5,306,931		3,423,386		3,881,706		1,231,491		3,976,792
Capital		4,389,060		3,516,643		4,303,731		1,799,442		3,903,731
<b>Total Operations - Classroom</b>		<b>\$ 31,262,031</b>		<b>\$ 28,767,617</b>		<b>\$ 30,885,709</b>		<b>\$ 12,999,651</b>		<b>\$ 30,430,817</b>

### INSTRUCTION

#### Operations - Non-Classroom

	2007-2008		2007-2008		2008-2009		2008-2009		2009-2010	
	Revised Budget		Year-End Results		Revised Budget		YTD at 31 January 2009		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
Supplies and Services		783,252		2,620,506		3,145,825		945,019		2,981,181
Rental Expenditures		239,936		215,261		159,936		78,755		176,000
Fees & Contractual		412,240		834,766		178,128		68,216		212,240
Staff Development*		27,458		152,852		437,571		94,017		383,458
Capital		-		39,379		-		2,951		-
<b>Total Operations - Non-Classroom</b>		<b>\$ 1,462,886</b>		<b>\$ 3,862,764</b>		<b>\$ 3,921,460</b>		<b>\$ 1,188,957</b>		<b>\$ 3,752,880</b>
<b>Total Operations</b>		<b>\$ 32,724,917</b>		<b>\$ 32,630,381</b>		<b>\$ 34,807,169</b>		<b>\$ 14,188,609</b>		<b>\$ 34,183,697</b>



# Expenditures by Funding Source

## CONTINUING EDUCATION

### Summary

	2007-2008		2007-2008		2008-2009		2008-2009		2009-2010	
	Revised Budget		Year-End Results		Revised Budget		YTD at 31 January 2009		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Revenues</b>										
Grants		2,726,724		3,354,434		3,445,295		See Forecast		3,739,770
Other Revenues		6,024,000		5,817,143		5,268,000		Section		5,367,200
Total		\$ 8,750,724		\$ 9,171,577		\$ 8,713,295				\$ 9,106,970

<b>Expenditures</b>										
Salaries & Benefits	17.00	7,055,163	17.00	7,281,608	17.00	6,573,302		3,060,821	16.50	6,731,492
Operating		1,211,756		1,762,312		2,345,030		667,600		2,204,614
Total	17.00	\$ 8,266,919	17.00	\$ 9,043,920	17.00	\$ 8,918,332	0.00	\$ 3,728,420	16.50	\$ 8,936,106

<b>Funding Surplus (Deficit)</b>		\$ 483,805		\$ 127,657		\$ (205,037)				\$ 170,864
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# Expenditures by Funding Source

## CONTINUING EDUCATION

	2007-2008		2007-2008		2008-2009		2008-2009		2009-2010	
	Revised Budget		Year-End Results		Revised Budget		YTD at 31 January 2009		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	31 Janua	Amount	FTE	Amount
<b>Salaries &amp; Benefits</b>										
Support Staff	16.00	6,931,475	16.00	7,181,376	16.00	1,325,719		3,012,278	15.50	1,168,541
Instructors/Site Administrators*	0.00	-	0.00	-	0.00	5,122,426		-	0.00	5,434,382
Principal	1.00	123,688	1.00	100,232	1.00	125,157		48,542	1.00	128,569
<b>Total Salaries &amp; Benefits</b>	<b>17.00</b>	<b>\$ 7,055,163</b>	<b>17.00</b>	<b>\$ 7,281,608</b>	<b>17.00</b>	<b>\$ 6,573,302</b>	<b>0.00</b>	<b>\$ 3,060,821</b>	<b>16.50</b>	<b>\$ 6,731,492</b>
<b>Operations</b>										
Guidance & Career Centre		63,510		23,857		82,805		14,476		156,094
Interest Program		439,944		310,444		292,439		163,260		236,686
Credit Night School		30,000		44,666		118,060		7,899		118,060
Summer School		45,000		99,350		-		7,111		-
English as a Second Language (ESL)		115,000		101,319		115,000		50,504		115,000
Language Instruction for Newcomers to Canada (LINC)		236,423		390,467		1,111,854		199,175		1,111,854
Independent Studies		4,545		-		4,545		-		4,545
Literacy & Basic Skills (LBS)		109,768		139,338		237,109		40,943		237,109
International Language - Elementary		80,000		72,668		193,769		30,889		193,769
Credit International Language - Secondary		45,000		26,803		61,711		4,426		61,711
Extra-Curricular Creative Arts (ECCA)		10,000		17,938		(78,308)		7,207		(78,308)
Ontario Works		32,566		57,343		48,094		38,207		48,094
Other Various Programs		-		478,118		157,952		103,502		-
<b>Total Operations</b>		<b>\$ 1,211,756</b>		<b>\$ 1,762,312</b>		<b>\$ 2,345,030</b>		<b>\$ 667,600</b>		<b>\$ 2,204,614</b>
<b>Total Continuing Education</b>	<b>17.00</b>	<b>\$ 8,266,919</b>	<b>17.00</b>	<b>\$ 9,043,920</b>	<b>17.00</b>	<b>\$ 8,918,332</b>	<b>0.00</b>	<b>\$ 3,728,420</b>	<b>16.50</b>	<b>\$ 8,936,106</b>



## Expenditures by Funding Source

### TRANSPORTATION

#### Summary

	2007-2008		2007-2008		2008-2009		2008-2009		2009-2010	
	Revised Budget		Year-End Results		Revised Budget		YTD at 31 January 2009		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Revenues</b>										
Grants		26,362,134		26,382,245		27,290,882		See Forecast Section		27,615,875
Transportation to Provincial Schools		5,223,550		4,790,427		5,223,550				5,223,550
Other Revenues		100,000		898,592		100,000				100,000
<b>Total</b>		\$ 31,685,684	\$ -	\$ 32,071,264		\$ 32,614,432				\$ 32,939,425

<b>Expenditures</b>										
Salaries & Benefits	9.00	559,674	9.00	705,673	9.00	695,830	0.00	317,043	9.00	672,121
Operating		33,063,112		31,722,396		32,835,806		13,986,606		33,452,953
<b>Total</b>	9.00	\$ 33,622,786	9.00	\$ 32,428,069	9.00	\$ 33,531,636	0.00	\$ 14,303,649	9.00	\$ 34,125,074

<b>Funding Surplus (Deficit)</b>		\$ (1,937,102)		\$ (356,805)		\$ (917,204)				\$ (1,185,649)
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## Expenditures by Funding Source

### TRANSPORTATION

	2007-2008		2007-2008		2008-2009		2008-2009		2009-2010	
	Revised Budget		Year-End Results		Revised Budget		YTD at 31 January 2009		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Salaries &amp; Benefits</b>										
Salaries & Benefits	9.00	559,674	9.00	705,673	9.00	695,830		317,043	9.00	672,121
Total Salaries & Benefits	9.00	\$ 559,674	9.00	\$ 705,673	9.00	\$ 695,830		\$ 317,043	9.00	\$ 672,121
<b>Operations</b>										
Transportation - Contracts		27,772,222		26,781,001		27,544,916		11,923,187		28,121,263
Transportation to Provincial Schools		5,223,550		4,790,427		5,223,550		2,037,026		5,223,550
General Operating Supplies and Services*		67,340		148,741		67,340		26,393		108,140
Capital		-		2,227		-		-		-
Total Operations		\$ 33,063,112	\$ -	\$ 31,722,396		\$ 32,835,806		\$ 13,986,606		\$ 33,452,953
<b>Total Transportation</b>	<b>9.00</b>	<b>\$33,622,786</b>	<b>9.00</b>	<b>\$32,428,069</b>	<b>9.00</b>	<b>\$33,531,636</b>		<b>\$14,303,649</b>	<b>9.00</b>	<b>\$34,125,074</b>

\* 2007-2008 Results include costs associated with the Transportation Consortium which were not budgeted.



# Expenditures by Funding Source

## SCHOOL FACILITIES

### Summary

	2007-2008		2007-2008		2008-2009		2008-2009		2009-2010	
	Revised Budget		Year-End Results		Revised Budget		YTD at 31 January 2009		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Revenues</b>										
Grants		64,251,801		64,507,916		66,642,810		See Forecast		69,641,337
Other Revenue								Section		3,900,000
Energy Efficient School Funding		2,700,000		4,181,513		4,145,000		Section		5,000,000
School Renewal		11,723,573		11,775,066		9,427,519				11,811,891
Transfer from FRP Reserves		-		-		2,074,159				-
<b>Total</b>		\$ 78,675,374		\$ 80,464,495		\$ 82,289,488				\$ 90,353,228

<b>Expenditures</b>										
Custodial-Salary & Benefits	595.20	30,213,437	595.20	28,799,996	594.00	29,256,005		11,883,269	594.00	32,145,432
Custodial-Operations		2,889,922		2,821,384		3,382,042		1,662,048		3,076,343
Maintenance-Salary & Benefits	74.00	4,435,420	74.00	4,941,433	75.00	5,088,985		2,066,022	75.00	5,210,855
Maintenance-Operations		6,153,577		7,612,704		6,661,376		3,546,665		6,679,644
Utilities		15,533,632		15,067,007		15,544,382		6,773,822		14,955,917
School Operations/Maintenance Administration-Salary & Benefits	41.00	2,974,204	41.00	4,470,310	43.00	5,498,810		1,502,685	49.00	3,543,866
School Operations/Maintenance Administration-Operations		2,731,784		3,172,850		2,959,734		2,972,013		3,694,123
Leases (Operating Component)		113,876		290,296		113,877		115,535		113,877
Capital		97,368		143,798		97,368		27,849		-
Energy Efficient Schools (included on Facilities Renewal Plan page)										5,017,658
Facilities Renewal Plan	2.00	11,723,573	2.00	10,926,934	-	11,501,678		6,248,980		12,811,891
<b>Total</b>	712.20	\$ 76,866,793	712.20	\$ 78,246,712	712.00	\$ 80,104,257		\$ 36,798,889	718.00	\$ 87,249,606

<b>Funding Surplus (Deficit)</b>		<b>\$1,808,581</b>		<b>\$2,217,783</b>		<b>\$2,185,231</b>				<b>\$3,103,622</b>
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## Expenditures by Funding Source

### SCHOOL FACILITIES

#### Salaries & Benefits

	2007-2008		2007-2008		2008-2009		2008-2009		2009-2010	
	Revised Budget		Year-End Results		Revised Budget		YTD at 31 January 2009		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
Custodial	595.20	30,213,437	595.20	28,799,996	594.00	29,256,005		11,883,269	594.00	32,145,432
Maintenance	74.00	4,435,420	74.00	4,941,433	75.00	5,088,985		2,066,022	75.00	5,210,855
Total	669.20	\$ 34,648,857	669.20	\$ 33,741,429	669.00	\$ 34,344,990		\$ 13,949,291	669.00	\$ 37,356,288
School Operations and Maintenance Administration	41.00	2,922,704	41.00	4,447,310	43.00	5,445,765		1,502,685	49.00	3,489,230
Retirement Gratuities		51,500		23,000		53,045				54,636
Total	41.00	\$ 2,974,204	41.00	\$ 4,470,310	43.00	\$ 5,498,810		\$ 1,502,685	49.00	\$ 3,543,866
<b>Total Salaries &amp; Benefits</b>	<b>710.20</b>	<b>\$37,623,061</b>	<b>710.20</b>	<b>\$38,211,739</b>	<b>712.00</b>	<b>\$39,843,800</b>		<b>\$15,451,977</b>	<b>718.00</b>	<b>\$40,900,154</b>



# Expenditures by Funding Source

## SCHOOL FACILITIES

### Operations

	2007-2008		2007-2008		2008-2009		2008-2009		2009-2010	
	Revised Budget		Year-End Results		Revised Budget		YTD at 31 January 2009		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Custodial Operations</b>										
Supplies & Equipment		1,701,826		1,731,737		1,883,946		533,053		1,517,722
Contract Services		948,595		986,789		1,258,595		915,557		1,610,715
Other		239,501		102,858		239,501		213,438		(52,094)
<b>Maintenance Operations</b>										
Supplies & Equipment		927,628		927,628		927,628		342,134		927,628
Building Repair		2,093,957		2,142,692		2,096,281		884,819		2,399,009
Contract Services		2,591,190		3,655,996		2,881,190		1,795,003		2,812,206
Other		540,802		886,388		756,277		524,709		540,801
<b>Utilities</b>										
Fire Hydrants		149,859		130,924		149,859		38,462		178,312
Electricity		8,053,501		7,745,955		8,773,372		2,496,627		8,741,785
Heating - oil		182,231		7,662		7,409		10,610		8,349
Heating - gas		4,363,965		4,305,494		5,653,780		1,766,084		4,824,847
Heating - other		2,079,689		2,160,154		204,683		2,251,457		48,038
Water and sewerage		854,246		847,742		905,138		249,044		1,154,585
<b>School Operations and Maintenance Administration</b>										
Supplies		523,568		704,290		720,707		712,612		485,573
Contract services		251,175		440,293		251,175		154,675		452,504
Other		78,041		75,885		58,041		54,854		451,046
Insurance (includes loss and vandalism)		1,879,000		1,952,382		1,929,811		2,049,871		2,305,000
<b>Leases - Operating Component</b>		113,876		290,296		113,877		115,535		113,877
<b>Capital</b>		97,368		143,798		97,368		27,849		-
<b>Total Operations</b>		<b>\$27,670,018</b>	<b>\$ -</b>	<b>\$29,238,963</b>		<b>\$28,908,638</b>		<b>\$15,136,394</b>		<b>\$28,519,903</b>



## Expenditures by Funding Source

### SCHOOL FACILITIES

#### Facilities Renewal Plan

	2007-2008		2007-2008		2008-2009		2008-2009		2009-2010	
	Revised Budget		Year-End Results		Revised Budget		YTD at 31 January 2009		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Facilities Renewal Plan</b>										
Building Systems	2.00	1,944,000	2.00	1,921,882	0.00	3,944,000		943,941	0.00	1,363,000
Building Exterior		4,468,057		2,489,955		4,468,057		1,966,730		3,880,000
Building Interior		2,562,000		2,555,026		2,062,000		1,740,446		1,095,000
Site & Grounds		4,277,817		3,960,071		2,777,817		1,597,863		1,960,000
Other		-		-		-		-		1,025,248
Adjustment to Grant level		(1,528,301)		-		(1,750,196)		-		2,488,643
Energy Efficient Schools Funding		-		-		-		-		5,017,658
Energy Management		-		-		-		-		1,000,000
<b>Total Facilities Renewal Plan</b>	<b>2.00</b>	<b>\$11,723,573</b>	<b>2.00</b>	<b>\$10,926,934</b>	<b>0.00</b>	<b>\$11,501,678</b>	<b>0.00</b>	<b>\$ 6,248,980</b>	<b>0.00</b>	<b>\$17,829,549</b>
<b>Total Facilities</b>	<b>712.20</b>	<b>\$77,016,652</b>	<b>712.20</b>	<b>\$78,377,636</b>	<b>712.00</b>	<b>\$80,254,116</b>	<b>0.00</b>	<b>\$36,837,351</b>	<b>718.00</b>	<b>\$87,249,606</b>



# Expenditures by Funding Source

## CENTRAL ADMINISTRATION

### Summary

	2007-2008		2007-2008		2008-2009		2008-2009		2009-2010	
	Revised Budget		Year-End Results		Revised Budget		YTD at 31 January 2009		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Revenues</b>										
Grants		15,650,386		15,671,250		16,489,172		See Forecast		16,637,409
Other Revenues		1,681,015		2,163,180		2,053,990		Section		1,750,000
Total		\$ 17,331,401		\$ 17,834,430		\$ 18,543,162		\$ -		\$ 18,387,409

<b>Expenditures</b>										
Salaries & Benefits	167.00	12,064,042	167.00	13,298,310	169.00	14,294,526	169.00	5,536,529	170.28	14,495,062
Operating		3,323,915		3,584,507		4,150,422		1,774,354		3,832,166
Capital		-		-		13,770		-		-
Total	167.00	\$ 15,387,958	167.00	\$ 16,882,817	169.00	\$ 18,444,947	169.00	\$ 7,310,883	170.28	\$ 18,327,229

<b>Funding Surplus (Deficit)</b>		<b>\$ 1,943,443</b>		<b>\$ 951,613</b>		<b>\$ 98,215</b>		<b>\$(7,310,883)</b>		<b>\$ 60,180</b>
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# Expenditures by Funding Source

## CENTRAL ADMINISTRATION

### Salaries & Benefits

	2007-2008		2007-2008		2008-2009		2008-2009		2009-2010	
	Revised Budget		Year-End Results		Revised Budget		YTD at 31 January 2009		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
Admissions & Enrolment	4.00	282,633	4.00	280,726	4.00	298,152		111,607	4.00	305,472
Board Services	6.00	464,580	6.00	447,432	6.00	509,196		186,618	6.00	520,845
Budget Services	6.00	489,687	6.00	546,646	6.00	522,938		208,433	6.00	521,935
Business and Learning Technologies	10.20	856,261	10.20	1,205,570	9.50	933,390		332,112	10.40	882,970
Communications	9.50	671,616	9.50	686,269	9.70	721,757		268,059	9.70	749,974
Corporate Records / Document Production / Mail & Courier Service	2.20	117,565	2.20	134,013	2.40	143,391		49,973	2.40	162,542
Custodial Services, Trades & Maintenance	6.00	259,896	6.00	515,192	6.00	260,330		227,662	6.38	348,141
Director's Office	3.50	397,669	3.50	381,375	3.50	531,205		171,181	3.50	476,204
Equity & Diversity Co-ordinator (20% Share of Salary & Benefits)*	0.00	-	0.00	-	0.20	20,665		-	0.20	21,100
Financial Reporting/School Support	15.00	921,172	15.00	777,232	15.00	1,162,320		378,215	15.00	1,201,764
Labour Relations	4.00	381,655	4.00	383,327	4.00	415,178		175,896	4.00	402,859
Legal Advisor	1.50	224,797	1.50	23,464	1.50	227,708		9,928	1.50	246,463
Occupational Health, Safety and WSIB	0.60	82,957	0.60	227,873	0.70	61,038		40,396	0.70	65,684
Payroll	12.00	724,914	12.00	740,757	12.00	767,045		305,995	12.00	788,500
Physical Planning	9.00	696,218	9.00	790,722	10.00	863,503		313,901	10.00	923,752
Purchasing	9.50	702,150	9.50	778,559	9.50	749,268		282,797	9.50	764,064
Staffing, H.R.I.S., Employee Support Services	32.00	2,155,899	32.00	2,374,003	33.00	2,600,343		958,652	33.00	2,554,644
Superintendents and Administrative Assistants	24.00	2,422,507	24.00	2,801,522	24.00	3,295,232		1,433,021	24.00	3,346,280
Trustees	12.00	211,866	12.00	203,627	12.00	211,866		82,085	12.00	211,867
<b>Total Salaries &amp; Benefits</b>	<b>167.00</b>	<b>\$ 12,064,042</b>	<b>167.00</b>	<b>\$ 13,298,310</b>	<b>169.00</b>	<b>\$ 14,294,526</b>		<b>\$ 5,536,529</b>	<b>170.28</b>	<b>\$ 14,495,062</b>

\* Staffed March 2009



# Expenditures by Funding Source

## CENTRAL ADMINISTRATION

### Operations

	2007-2008		2007-2008		2008-2009		2008-2009		2009-2010	
	Revised Budget		Year-End Results		Revised Budget		YTD at 31 January 2009		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
Admissions & Enrolment		12,261		10,932		12,261		4,742		12,261
Audit Fees		52,020		70,947		52,020		-		125,000
Board Services		223,698		65,145		321,698		43,125		107,698
Budget Services		13,829		9,987		13,829		5,022		14,600
Business and Learning Technologies		1,029,659		443,915		1,079,751		231,717		1,124,253
Communications		171,222		193,676		171,222		116,493		171,222
Corporate Records / Document Production / Mail & Courier Service		145,756		375,934		155,756		71,556		144,080
Custodial, Trades & Maintenance (YTD includes \$67,988 for Facilities Software)		-		14,646		-		73,385		-
Financial Reporting/School Support (Includes new Reporting Entity Requirements)		36,232		27,899		106,232		19,531		52,800
Labour Relations (Legal and Arbitration Fees)		86,853		226,683		86,853		97,910		86,853
Legal Fees		352,578		458,578		352,578		199,595		352,578
Occupational Health, Safety and WSIB		153,711		81,445		153,711		35,434		86,711
Payroll		22,286		17,694		22,286		6,644		20,700
Physical Planning		134,452		114,334		134,452		100,821		134,452
Director's Office		48,654		178,164		125,787		67,084		358,654
Professional Membership Fees (2007-2008 Actuals \$142,918 charged to Instruction)		145,860		-		145,860		119,208		95,860
Purchasing		35,371		35,595		35,371		14,154		24,869
Staffing, H.R.I.S., Employee Support Services		(23,871)		68,791		(23,871)		109,778		(23,871)
Staff Development - Corporate Goals		-		121,066		-		-		-
Superintendents and Administrative Assistants		179,861		404,936		252,334		122,186		298,861
Other Programs Charged to Central Administration		-		262,168		-		134,906		-
Workplace Diversity Initiative		50,000		14,575		260,425		63,628		50,000
Interest Expense for Central Administration		-		145,046		150,000		57,428		150,000
Trustees		168,363		183,923		242,977		43,731		190,963
Capital		-		-		13,770		-		-
Utilities (Expenses for Electrical Charged to Facilities - to be corrected in 2009-2010)		285,121		58,428		285,121		36,279		253,623
<b>Total Operations</b>		<b>\$ 3,323,915</b>		<b>\$ 3,584,507</b>		<b>\$ 4,150,422</b>		<b>\$ 1,774,354</b>		<b>\$ 3,832,166</b>
<b>Total Central Administration</b>	<b>167.00</b>	<b>\$ 15,387,958</b>	<b>167.00</b>	<b>\$ 16,882,817</b>	<b>169.00</b>	<b>\$ 18,451,303</b>		<b>\$ 7,310,883</b>	<b>170.28</b>	<b>\$ 18,340,131</b>



## Expenditures by Funding Source

### DEBENTURES AND TRANSFER TO CAPITAL RESERVES

#### Summary

	2007-2008		2007-2008		2008-2009		2008-2009		2009-2010	
	Revised Budget		Year-End Results		Revised Budget		YTD at 31 January 2009		Approved Budget	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Revenues</b>										
Grants		9,247,800		8,123,164		10,725,878		See Forecast		11,117,261
Pre-Amalgamation Debt		2,523,115		2,523,115		2,523,115		Section		2,523,115
<b>Total</b>		\$ 11,770,915		\$ 10,646,279		\$ 13,248,993				\$ 13,640,376

<b>Expenditures</b>										
Debentures & Transfers to Capital Reserve		9,247,800		8,971,395		10,725,878		4,096,044		11,117,261
Pre-Amalgamation Debt		2,523,115		2,523,115		2,523,115		-		2,523,115
<b>Total</b>		\$ 11,770,915		\$ 11,494,510		\$ 13,248,993		\$ 4,096,044		\$ 13,640,376

<b>Funding Surplus (Deficit)</b>		\$ -		\$ (848,231)		\$ -				\$ -
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\* Forecast is done for the section in total. No line by line forecast is made.



## Net Enveloping

2009-2010 PROJECTION
In \$Millions

In \$Millions	Projected Expenses	On Going Grants	Non Grant Revenues	Total Revenue	Net On Going	Use of Reserves	Net Funding
Instruction	544.08	517.3	17.6	534.9	(9.2)	7.0	(2.2)
Continuing Education	8.93	3.7	5.4	9.1	0.2	0.0	0.2
Transportation	34.12	32.8	0.1	32.9	(1.2)	0.0	(1.2)
School Facilities	87.25	81.5	8.9	90.4	3.1	0.0	3.1
Central Administration	18.33	16.6	1.8	18.4	0.1	0.0	0.1
Debt & Transfers to Capital Reserves	13.64	13.6	0.0	13.6	0.0	0.0	0.0
<b>Total in \$Millions</b>	<b>\$706.35</b>	<b>\$665.6</b>	<b>\$33.8</b>	<b>\$699.3</b>	<b>(\$7.0)</b>	<b>\$7.0</b>	<b>(\$0.0)</b>



## Impact Statements

- Approved Initiatives (Summary & Detail)
- Approved Reductions (Summary & Detail)



# Impact Statements – Approved Initiatives by Envelope

Displayed by Full Time Equivalent (FTE) Positions and by Amount							
Description	REF	Redeployed		Not Funded		Total	
		FTE	Amount \$	FTE	Amount \$	FTE	Amount \$
<b>Instruction:</b>							
Increase in Health and Safety - Inspection budget (80% of 100%)	A		\$88,000			0.0	\$88,000
Employee Wellness and Disability Management (80% of 100%)	A		\$76,000			0.0	\$76,000
Above funded by existing ergonomics budget	A		(\$164,000)			0.0	(\$164,000)
<b>Sub-Total:</b>		<b>0.0</b>	<b>\$0</b>		<b>\$0</b>	<b>0.0</b>	<b>\$0</b>
<b>Instruction (Special Education):</b>							
New Program Evaluator position	B	1.0	\$80,000			1.0	\$80,000
Above funded by reduction of Gifted Itinerant position	B	(1.0)	(\$80,000)			(1.0)	(\$80,000)
Child and Youth Worker position <sup>(1)</sup>	C		\$41,000			0.0	\$41,000
<b>Sub-Total:</b>		<b>0.0</b>	<b>\$41,000</b>			<b>0.0</b>	<b>\$41,000</b>
<b>Instruction (Regular Day School):</b>							
French as a Second Language Program	D				\$300,000	0.0	\$300,000
Intermediate Teacher (Safe and Caring schools)	E	1.0	\$84,949			1.0	\$84,949
Drug Counseling Program	E		\$165,000			0.0	\$165,000
Gang Exit Program	E		\$25,000			0.0	\$25,000
Above funded by Safe & Caring grant	E		(\$274,949)			0.0	(\$274,949)
Occasional Teacher Budget for Admin Designates <sup>(1)</sup>	F		\$50,000			0.0	\$50,000
Funds for New Classes or Programs <sup>(1)</sup>	G		\$50,000			0.0	\$50,000
Additional resources for Avalon Elementary School	H		\$42,000			0.0	\$42,000
Central Call System for Occasional Teachers	New				\$50,000	0.0	\$50,000
<b>Sub-Total:</b>		<b>1.0</b>	<b>\$142,000</b>		<b>\$350,000</b>	<b>1.0</b>	<b>\$492,000</b>
<b>Facilities:</b>							
Realignment of positions in Design and Construction	I		(\$24,062)			0.0	(\$24,062)
Creation of Energy Management /Conservation Division	I	4.0	\$300,000			4.0	\$300,000
Water testing (position and operating budget)	I	1.0	\$96,400			1.0	\$96,400
Expected savings in utility costs	I		(\$1,124,619)			0.0	(\$1,124,619)
Leased vehicles	I		(\$41,600)			0.0	(\$41,600)
<b>Sub-Total:</b>		<b>5.0</b>	<b>(\$793,881)</b>		<b>\$0</b>	<b>5.0</b>	<b>(\$793,881)</b>
<b>Central Administration:</b>							
Increase in Health and Safety - Inspection budget (20% of 100%)	A		\$22,000			0.0	\$22,000
Employee Wellness and Disability Management (20% of 100%)	A		\$19,000			0.0	\$19,000
Funded by existing ergonomics budget	A		(\$41,000)			0.0	(\$41,000)
Consultants for Internal Audit Review	New				\$100,000	0.0	\$100,000
<b>Sub-Total:</b>			<b>\$0</b>	<b>0.0</b>	<b>\$100,000</b>	<b>0.0</b>	<b>\$100,000</b>
<b>Total</b>		<b>6.0</b>	<b>(\$610,881)</b>	<b>0.0</b>	<b>\$450,000</b>	<b>6.0</b>	<b>(\$160,881)</b>

<sup>(1)</sup> Reinstatement of one time reductions from 2008-2009



## Impact Statements – Approved Initiatives

<b>Department/Division:</b> <div>Occupational Health &amp; Safety</div>	<b>Proposed Initiative:</b> <div>Increase to Support Monthly Inspections</div>	<b>Reference:</b> <div>A</div> <b>FTE Impact</b> <div></div>
<b>Ministry Envelope:</b> <div>Instruction <input checked="" type="checkbox"/></div> <div>Facilities <input checked="" type="checkbox"/></div> <div>Central Administration <input checked="" type="checkbox"/></div> <div>Transportation <input type="checkbox"/></div> <div>Continuing Education <input type="checkbox"/></div>	<b>How will the New Initiative be funded:</b> <div>The additional funding required to support release time for monthly inspections will be funded from the ergonomics budget line within the Occupational Health &amp; Safety budget.</div>	<b>Status of Initiative:</b> <div>Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/></div> <div><b>Cost of Initiative for 2009-2010</b> <div>\$110,000</div></div> <div><b>Ongoing Cost:</b> <div>\$110,000</div></div> <div>\$88,000 Instruction, \$22,000 Central Administration</div>
<b>1. Background &amp; impact on strategic plan:</b> <div>The Ministry of Labour has directed that the district implement monthly inspections of all sites, as required under the Occupations Health &amp; Safety Act. Previous practice had been to conduct inspections of all sites twice a year. The additional funding is required for release of worker representatives at each of the sites (1/2 to 1 day per month subject to the size of the facility).</div>		
<b>2. Implementation Strategy:</b> <div>The additional funding will be used to support release time (i.e. pay of the replacement , as applicable) for the health and safety representative at each site to conduct the inspections. The inspection team will normally include the Principal (or designate) and the Chief Custodian. An assessment of the recent history of the ergonomics budget indicates that the budget has been underspent and the transfer will not have a significant impact on our ability to support ergonomics.</div>		
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <div>Monthly inspections of all sites will assist with identifying existing and potential health and safety issues in the workplace and contribute to creating a healthy and safe workplace and learning environment.</div>		
<b>4. Evaluation:</b> <div></div>		



## Impact Statements – Approved Initiatives

<b>Department/Division:</b> <div>Human Resources</div>	<b>Proposed Initiative:</b> <div>Employee Wellness and Disability Management</div>	<b>Reference:</b> <div>A</div> <b>FTE Impact</b> <div></div>
<b>Ministry Envelope:</b> <div>Instruction <input checked="" type="checkbox"/></div> <div>Facilities <input type="checkbox"/></div> <div>Central Administration <input checked="" type="checkbox"/></div> <div>Transportation <input type="checkbox"/></div> <div>Continuing Education <input type="checkbox"/></div>	<b>How will the New Initiative be paid:</b> (Other reductions, new fees etc.) <div>Funded by existing ergonomics budget.</div>	<b>Status of Initiative:</b> <div>Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/></div> <div>Cost of Initiative for 2009-2010 <div>\$95,000</div></div> <div>Ongoing Cost: <div>\$65,000</div></div> <div>\$76,000 Instruction, \$19,000 Central Administration</div>
<b>1. Background &amp; impact on strategic plan:</b> <div>The Board's strategic plan has identified corporate wellness as an important objective. This funding will be used to support the development and implementation of wellness initiatives, including workshops, special events, increased education and awareness campaigns etc. As well, the additional funding will be used to continue to implement recommendations identified through the review of the disability management processes, including enhanced attendance management, absence data management system and a renewed focus on return to work options.</div>		
<b>2. Implementation Strategy:</b> <div>The additional funding will be used to support ongoing wellness initiatives and to support changes to the disability management system (e.g. 3rd party review of medical files). Part of the additional funding (approx. \$30,000) will be used toward purchasing software to support attendance management through enhanced data management capacity.</div>		
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <div>The initiatives to be funded will support the commitment to corporate wellness and the connection to organizational effectiveness. This is an investment that has the potential to achieve savings through increased productivity, reduced absenteeism, increased staff morale, reduced turnover, etc.</div>		
<b>4. Evaluation:</b> <div></div>		



## Impact Statements – Approved Initiatives

<b>Department/Division:</b> <div>Learning Support Services</div>	<b>Proposed Initiative:</b> <div>Program Evaluator</div>	<b>Reference:</b> <div>B</div> <b>FTE Impact</b> <div>1.00</div>
<b>Ministry Envelope:</b>  Instruction <input type="checkbox"/> Facilities <input type="checkbox"/> Central Administration <input checked="" type="checkbox"/> Transportation <input type="checkbox"/> Continuing Education <input type="checkbox"/>	<b>Details on Funding Source:</b> <div>The gifted itinerant position will be eliminated and replaced with this position. Funded by the reduction of the gifted itinerant position.</div>	<b>Status of Initiative:</b>  Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/>  <b>Cost of Initiative for 2009-2010:</b> <div>\$80,000</div> <b>Ongoing Cost:</b> <div>\$80,000</div>
<b>1. Background &amp; impact on strategic plan:</b> <div>A Board motion requested performance measures for each of our exceptionalities, therefore Learning Support Services needs someone to evaluate the impact of our program on students. This person would also perform as the department's internal auditor for our I.E.P. which has had a concern for a number of years.</div>		
<b>2. Implementation Strategy:</b> <div>This position supports the initiatives presented by Learning Support Services, in supporting student achievement, closing the gap, accountability and transparency. It also builds communication, sets targets, and builds capacity.</div>		
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <div>Student success and data driven program delivery.</div>		
<b>4. Evaluation:</b> <div></div>		



## Impact Statements – Approved Initiatives

<b>Department/Division:</b> <div>Learning Support Services</div>	<b>Proposed Reduction:</b> <div>1.0 FTE - Gifted Itinerant Position</div>	<b>Reference:</b> <div>B</div> <b>FTE Impact</b> <div>1.00</div>
<b>Ministry Envelope:</b> <div>Instruction <input checked="" type="checkbox"/></div> <div>Facilities <input type="checkbox"/></div> <div>Central Administration <input type="checkbox"/></div> <div>Transportation <input type="checkbox"/></div> <div>Continuing Education <input type="checkbox"/></div>	<b>Decision Point:</b> <div></div>	<b>Status of Reduction:</b> <div>Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/></div> <div>Savings for 2009-2010: <div>(\$80,000)</div></div> <div>Ongoing Savings: <div>(\$80,000)</div></div>
<b>1. Background &amp; impact on strategic plan:</b> <div>Over the past 2 years, Learning Support Services has piloted a gifted itinerant to assist teachers in extending and enriching the curriculum. It was not intended that this position continue indefinitely. Differentiated instruction should be part of the teaching strategy that meets the needs of the students.</div>		
<b>2. Implementation Strategy:</b> <div>Continue to provide in service for teachers on differentiating the curriculum. Use the gifted consultant to provide additional support to teachers.</div>		
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <div>This reduction does not impact the strategic plan.</div>		
<b>4. Evaluation:</b> <div>Ongoing evaluation through Learning Support Services performance measures.</div>		



## Impact Statements – Approved Initiatives

<b>Department/Division:</b> <input type="text" value="Special Education"/>	<b>Approved Initiative:</b> <input type="text" value="Child and Youth Worker"/>	<b>Reference:</b> <input type="text" value="C"/> <b>FTE Impact</b> <input type="text"/>										
<b>Ministry Envelope:</b> <table><tr><td>Instruction</td><td><input checked="" type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td></tr><tr><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Continuing Education</td><td><input type="checkbox"/></td></tr></table>	Instruction	<input checked="" type="checkbox"/>	Facilities	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Transportation	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	<b>Details on Funding Source:</b> <input type="text"/>	<b>Status of Initiative:</b> Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/> <b>Cost of Initiative for 2009-2010:</b> <input type="text" value="\$41,000"/> <b>Ongoing Cost:</b> <input type="text" value="\$41,000"/>
Instruction	<input checked="" type="checkbox"/>											
Facilities	<input type="checkbox"/>											
Central Administration	<input type="checkbox"/>											
Transportation	<input type="checkbox"/>											
Continuing Education	<input type="checkbox"/>											
<b>1. Background &amp; impact on strategic plan:</b> <input type="text" value="The Ministry of Children &amp; Youth Services provided two Child and Youth Workers, on condition that the OCDSB fund one additional position. This initiative makes the Board funded position on going."/>												
<b>2. Implementation Strategy:</b> <input type="text" value="This initiative supports student achievement by ensuring that appropriate personnel is in place. The development of partnerships aligns with our goals to support vulnerable learners and build community. The role of the Child and Youth worker is different from the work of other staff in that this worker has different work days that include evening work."/>												
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <input type="text"/>												
<b>4. Evaluation:</b> <input type="text"/>												



## Impact Statements – Approved Initiatives

<b>Department/Division:</b> <div>Curriculum Services</div>	<b>Approved Initiative:</b> <div>Replace \$300,000 of the \$462,000 of funding from the FSL Renewal Funds (discontinued)</div>	<b>Reference:</b> <div>D</div> <b>FTE Impact</b> <div></div>
<b>Ministry Envelope:</b> <div>Instruction <input checked="" type="checkbox"/></div> <div>Facilities <input type="checkbox"/></div> <div>Central Administration <input type="checkbox"/></div> <div>Transportation <input type="checkbox"/></div> <div>Continuing Education <input type="checkbox"/></div>	<b>Details on Funding Source:</b> <div>The four-year FSL Renewal funds are finished in 2008-2009. To continue</div>	<b>Status of Initiative:</b> <div>Permanent <input type="checkbox"/> One Year <input checked="" type="checkbox"/></div> <div><b>Cost of Initiative for 2009-2010:</b> <div>\$300,000</div></div> <div><b>Ongoing Cost:</b> <div></div></div>
<b>1. Background &amp; impact on strategic plan:</b> <div>In January 2007, the Board initiated a review of FSL programs. The first phase (elementary) began in 2007, with a final report and Board approval of recommendations in September 2007. Work on these recommendations is overseen by the Elementary FSL Staff Committee. It is anticipated that the work (e.g. broadening instructional practices in French Immersion classrooms, defining program parameters for JK to Grade 3 core French) will continue over the next few years. In June 2008, the Board approved the initiation of the second phase (secondary) of the review of FSL programs. The work is guided by the Secondary FSL Staff Committee. Work on improving FSL programs in secondary school (e.g. improving Grade 9 Core French and French Immersion programs; investigating the possibility of a French proficiency test for graduating students) has begun and is expected to continue over the next few years.</div>		
<b>2. Implementation Strategy:</b> <div>The Ministry of Education has provided a four-year special Ministry grant (FSL Renewal grant) to the district to fund FSL program improvements. The four-year funding ends in 2008-2009 school year. The funding source will need to be replaced with Board funds to ensure the continuation of the work in elementary and secondary FSL programs. Staff will complete the 2009-2010 portion of the project with the \$300,000. The money will be used to implement activities including the purchase of new learning resources in the eleven new MFI sites and 3 new EFI sites.</div>		
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <div>Program reviews.</div>		
<b>4. Evaluation:</b> <div></div>		



## Impact Statements – Approved Initiatives

<b>Department/Division:</b> <div>Safe and Caring School Department</div>	<b>Proposed Initiative:</b> <div>1 FTE Junior/Intermediate Teacher</div>	<b>Reference:</b> <div>E</div> <b>FTE Impact</b> <div>1.00</div>
<b>Ministry Envelope:</b> <div>Instruction <input checked="" type="checkbox"/></div> <div>Facilities <input type="checkbox"/></div> <div>Central Administration <input type="checkbox"/></div> <div>Transportation <input type="checkbox"/></div> <div>Continuing Education <input type="checkbox"/></div>	<b>Details on Funding Source</b> <div>Funded by Safe &amp; Caring Grant.</div>	<b>Status of Initiative:</b> <div>Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/></div> <div>Cost of Initiative for 2009-2010: <div>\$84,949</div></div> <div>Ongoing Cost: <div>\$84,949</div></div>
<b>1. Background &amp; impact on strategic plan:</b> <div>Add 1 FTE Junior/Intermediate teacher to provide academic support for junior/intermediate students who may be on long-term suspension or expulsion, as well as providing academic support for junior/intermediate teachers for students in the progressive intervention program. This is a re-allocation of funds through a reduction in Safe &amp; Caring Operational Funds.</div>		
<b>2. Implementation Strategy:</b> <div></div>		
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <div>Student Success. Focused attention on "at risk students".</div>		
<b>4. Evaluation:</b> <div></div>		



## Impact Statements – Approved Initiatives

<b>Department/Division:</b> <input type="text" value="Safe and Caring School"/>	<b>Proposed Initiative:</b> <input type="text" value="Drug Counsellors in Secondary Schools"/>	<b>Reference:</b> <input type="text" value="E"/> <b>FTE Impact</b> <input type="text"/>																						
<b>Ministry Envelope:</b> <table><tr><td>Instruction</td><td><input checked="" type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td></tr><tr><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Continuing Education</td><td><input type="checkbox"/></td></tr></table>	Instruction	<input checked="" type="checkbox"/>	Facilities	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Transportation	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	<b>Details on Funding Source:</b> <input type="text" value="Funded by Safe &amp; Caring Grant."/>	<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><tr><td colspan="2"><b>Cost of Initiative for 2009-2010:</b></td><td colspan="2"><input type="text" value="\$165,000"/></td></tr><tr><td colspan="2"><b>Ongoing Cost:</b></td><td colspan="2"><input type="text" value="\$250,000"/></td></tr></table>	Permanent	<input checked="" type="checkbox"/>	One Year	<input type="checkbox"/>	<b>Cost of Initiative for 2009-2010:</b>		<input type="text" value="\$165,000"/>		<b>Ongoing Cost:</b>		<input type="text" value="\$250,000"/>	
Instruction	<input checked="" type="checkbox"/>																							
Facilities	<input type="checkbox"/>																							
Central Administration	<input type="checkbox"/>																							
Transportation	<input type="checkbox"/>																							
Continuing Education	<input type="checkbox"/>																							
Permanent	<input checked="" type="checkbox"/>	One Year	<input type="checkbox"/>																					
<b>Cost of Initiative for 2009-2010:</b>		<input type="text" value="\$165,000"/>																						
<b>Ongoing Cost:</b>		<input type="text" value="\$250,000"/>																						
<b>1. Background &amp; impact on strategic plan:</b> <input type="text" value="This is the OCDSB portion of the partnership between the Provincial Government and the 4 school boards in the Ottawa area to provide drug counselling services to secondary school students. Rideauwood will be the service provided. This is re-allocation of funds through a reduction in Safe &amp; Caring Operational Funds."/>																								
<b>2. Implementation Strategy:</b> <input type="text"/>																								
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <input type="text" value="To address 'at risk student' needs."/>																								
<b>4. Evaluation:</b> <input type="text"/>																								



## Impact Statements – Approved Initiatives

<b>Department/Division:</b> <input type="text" value="Safe and Caring Schools"/>	<b>Proposed Initiative:</b> <input type="text" value="Gang Exit Program"/>	<b>Reference:</b> <input type="text" value="E"/> <b>FTE Impact</b> <input type="text"/>																						
<b>Ministry Envelope:</b> <table><tr><td>Instruction</td><td><input checked="" type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td></tr><tr><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Continuing Education</td><td><input type="checkbox"/></td></tr></table>	Instruction	<input checked="" type="checkbox"/>	Facilities	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Transportation	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	<b>Details on Funding Source:</b> <input type="text" value="Funded by Safe &amp; Caring Grant."/>	<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><tr><td colspan="2"><b>Cost of Initiative for 2009-2010:</b></td><td colspan="2"><input type="text" value="\$25,000"/></td></tr><tr><td colspan="2"><b>Ongoing Cost:</b></td><td colspan="2"><input type="text"/></td></tr></table>	Permanent	<input type="checkbox"/>	One Year	<input checked="" type="checkbox"/>	<b>Cost of Initiative for 2009-2010:</b>		<input type="text" value="\$25,000"/>		<b>Ongoing Cost:</b>		<input type="text"/>	
Instruction	<input checked="" type="checkbox"/>																							
Facilities	<input type="checkbox"/>																							
Central Administration	<input type="checkbox"/>																							
Transportation	<input type="checkbox"/>																							
Continuing Education	<input type="checkbox"/>																							
Permanent	<input type="checkbox"/>	One Year	<input checked="" type="checkbox"/>																					
<b>Cost of Initiative for 2009-2010:</b>		<input type="text" value="\$25,000"/>																						
<b>Ongoing Cost:</b>		<input type="text"/>																						
<b>1. Background &amp; impact on strategic plan:</b> <input type="text" value="To develop a pilot project with Crime Prevention Ottawa to provide an intervention as well as an exit program in identified schools within neighborhoods identified by Crime Prevention Ottawa as being at high risk for gang involvement. This is re-allocation of funds through a reduction in Safe &amp; Caring Operational Funds."/>																								
<b>2. Implementation Strategy:</b> <input type="text"/>																								
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <input type="text" value="To address 'at risk student' needs."/>																								
<b>4. Evaluation:</b> <input type="text"/>																								



## Impact Statements – Approved Initiatives

<b>Department/Division:</b> <input type="text" value="Instruction (Regular Day School)"/>	<b>Approved Initiative:</b> <input type="text" value="Administrative Designate:"/> <input type="text" value="Increased Occasional Teacher Allocation"/>	<b>Reference:</b> <input type="text" value="F"/> <b>FTE Impact</b> <input type="text"/>
<b>Ministry Envelope:</b>  Instruction <input checked="" type="checkbox"/> Facilities <input type="checkbox"/> Central Administration <input type="checkbox"/> Transportation <input type="checkbox"/> Continuing Education <input type="checkbox"/>	<b>Details on Funding Source:</b> <input type="text"/>	<b>Status of Initiative:</b> Permanent <input type="checkbox"/> One Year <input checked="" type="checkbox"/>  <b>Cost of Initiative for 2009-2010:</b> <input type="text" value="\$50,000"/> <b>Ongoing Cost:</b> <input type="text"/>
<b>1. Background &amp; impact on strategic plan:</b> <input type="text" value="Administrative designates are crucial in schools that have no vice-principal. They are teachers who agree to take on the role of the school administrator during those times when a principal must be away from the school. In the 2008-2009 budget the ongoing 10 days of replacement was increased to 15 days for one year. School Operations Committee recommended that the enhancement be made permanently."/>		
<b>2. Implementation Strategy:</b> <input type="text" value="The Learning Objective and the Leadership Objective&lt;br/&gt;The ability to provide adequate supervision for students and staff during the absence of a principal provides for a safe and secure learning environment. This initiative also supports aspiring leaders who may have undertaken additional leadership opportunities to gather experience at the administrative level."/>		
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <input type="text" value="Leadership and student safety."/>		
<b>4. Evaluation:</b> <input type="text"/>		



## Impact Statements – Approved Initiatives

<b>Department/Division:</b> <input type="text" value="Instruction (Regular Day School)"/>	<b>Approved Initiative:</b> <input type="text" value="New Classes or Programs"/>	<b>Reference:</b> <input type="text" value="G"/> <b>FTE Impact</b> <input type="text"/>										
<b>Ministry Envelope:</b> <table><tr><td>Instruction</td><td><input checked="" type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td></tr><tr><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Continuing Education</td><td><input type="checkbox"/></td></tr></table>	Instruction	<input checked="" type="checkbox"/>	Facilities	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Transportation	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	<b>Details on Funding Source:</b> <input type="text"/>	<b>Status of Initiative:</b> Permanent <input type="checkbox"/> One Year <input checked="" type="checkbox"/> <b>Cost of Initiative for 2009-2010:</b> <input type="text" value="\$50,000"/> <b>Ongoing Cost:</b> <input type="text"/>
Instruction	<input checked="" type="checkbox"/>											
Facilities	<input type="checkbox"/>											
Central Administration	<input type="checkbox"/>											
Transportation	<input type="checkbox"/>											
Continuing Education	<input type="checkbox"/>											
<b>1. Background &amp; impact on strategic plan:</b> <input type="text" value="The 2008-2009 budget restored this fund, which helps schools who are starting new programs at a grade level. Without this budget, the school's regular operating supply budget would have to cover the start up costs. The 2008-2009 was a one year budget. Staff is recommending making the change permanently."/>												
<b>2. Implementation Strategy:</b> <input type="text" value="The Learning Objective"/>  <input type="text" value="As new classes are introduced to schools, the need to provide appropriate learning resources is critical to a successful start. This supports the Board objective of the effective use of resources to support student achievement."/>												
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <input type="text" value="Student achievement."/>												
<b>4. Evaluation:</b> <input type="text"/>												



## Impact Statements – Approved Initiatives

<b>Department/Division:</b> <div>School Operations</div>	<b>Approved Initiative:</b> <div>Avalon E.S. additional resources required</div>	<b>Reference:</b> <div>H</div> <b>FTE Impact</b> <div></div>
<b>Ministry Envelope:</b> <div>Instruction <input checked="" type="checkbox"/></div> <div>Facilities <input type="checkbox"/></div> <div>Central Administration <input type="checkbox"/></div> <div>Transportation <input type="checkbox"/></div> <div>Continuing Education <input type="checkbox"/></div>	<b>Details on Funding Source:</b> <div></div>	<b>Status of Initiative:</b> <div>Permanent <input type="checkbox"/> One Year <input checked="" type="checkbox"/></div> <div><b>Cost of Initiative for 2009-2010:</b> <div>\$42,000</div></div> <div><b>Ongoing Cost:</b> <div></div></div>
<b>1. Background &amp; impact on strategic plan:</b> <div>Avalon Elementary School opened in September 2008 as JK to 7. The school was allocated an opening budget for learning resources of \$180,348 based on a formula approved at Director's Executive Council in April 2008. The formula provided a dollar amount per student (based on school capacity) for the following areas: library (50), textbooks (90), consumables (60) and Literacy Room (150). The formula also included an allocation equivalent to the cost of 2 Occasional Teaching days per staff member. The principal has determined that the allocation was not sufficient to purchase the learning resources required for the K to 7 program. Additional texts are required for programs in which half class sets were purchased; resources for guided reading at the junior level; science resources; additional resources are required at all grade levels. In addition, budget is required to purchase texts for the new grade 8 classes that will begin in September 2009: 1 English class and 1 Early French Immersion class. Texts are required for mathematics, science, history, geography and literacy. The total amount required is 42,000.</div>		
<b>2. Implementation Strategy:</b> <div>This request is directly related to the Learning Objective in the strategic plan.</div>		
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <div></div>		
<b>4. Evaluation:</b> <div></div>		



## Impact Statements – Approved Initiatives

<b>Department/Division:</b> <div>Facilities</div>	<b>Proposed Initiative:</b> <div>Design &amp; Construction Realignment Of Job Descriptions and Organization</div>	<b>Reference:</b> <div>1</div> <b>FTE Impact</b> <div></div>
<b>Ministry Envelope:</b> <div>Instruction <input type="checkbox"/></div> <div>Facilities <input checked="" type="checkbox"/></div> <div>Central Administration <input type="checkbox"/></div> <div>Transportation <input type="checkbox"/></div> <div>Continuing Education <input type="checkbox"/></div>	<b>Details on Funding Source:</b> <div>Realignment of 4 existing CAD positions to 4 Junior Project Coordinators positions and creation of a Mechanical Team Leader position to be funded within the existing salaries envelope.</div>	<b>Status of Initiative:</b> <div>Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/></div> <div><b>Cost of Initiative for 2009-2010:</b> <div>(\$24,062)</div></div> <div><b>Ongoing Cost:</b> <div>(\$24,062)</div></div>
<b>1. Background &amp; impact on strategic plan:</b> <div>Facilities' mandate is to provide a clean and safe environment which directly supports all of the goals of the Strategic Plan to ensure that the physical needs are met for both students and staff to facilitate the best possible learning environment to achieve success. There has been significant job creep of the existing CAD positions within the D &amp; C Organization where the staff in these positions have increased their duties significantly taking on many of the duties of a Project Coordinator. This has been done out of necessity due to the changing roles that has occurred as a result of the demands of the workload for this division. There is a requirement to increase the mechanical-electrical design and project management capability within D&amp;C. Presently there is only 1 Mechanical Coordinator who is presently overwhelmed in trying to manage the current workload. A Mechanical-Electrical Team Leader position is required.</div>		
<b>2. Implementation Strategy:</b> <div>There are 4 CAD positions that require a rewrite of their job descriptions to include the duties they are now doing and a creation of a job description for the Mechanical-Electrical Team Leader position. With the creation of the Energy Management and Conservation (EMC) Division and that the proposed salaries are covered by the savings in the utilities account this will free up 2 positions within D&amp;C that will migrate to EMC (EPC Coordinator and BAS position). Team Leader position cost \$73,637 and the upgrade from CAD to Junior PC would cost \$24,798 (4 X \$6,199) totalling \$98,435 per year (including benefits) The existing BBAS and EPC Coordinator positions cost \$122,497 (\$64,573 + \$57,924) per year (including benefits). Therefore the net savings of this initiative would be \$122,497 - \$98,435 = \$24,062 per year.</div>		
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <div></div>		
<b>4. Evaluation:</b> <div></div>		



## Impact Statements – Approved Initiatives

<b>Department/Division:</b> <div>Facilities</div>	<b>Approved Initiative:</b> <div>Formation of a Energy Management/Conservation Division</div>	<b>Reference:</b> <div>1</div> <b>FTE Impact</b> <div>4.00</div>
<b>Ministry Envelope:</b>  Instruction <input type="checkbox"/> Facilities <input checked="" type="checkbox"/> Central Administration <input type="checkbox"/> Transportation <input type="checkbox"/> Continuing Education <input type="checkbox"/>	<b>Details on Funding Source:</b> <div>The costs for this initiative will be paid for by the savings from the energy conservation measures out of the operations utilities account. The savings are estimated at 10% (approx \$1.1million per year) and the costs to implement are approx \$454,300 per year.</div>	<b>Status of Initiative:</b>  Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/>  <b>Cost of Initiative for 2009-2010:</b> <div>\$300,000</div> <b>Ongoing Cost:</b> <div>\$300,000</div>
<b>1. Background &amp; impact on strategic plan:</b> <div>Facilities is undergoing changes to meet the growing demands and challenges of developing and providing an energy management policy and capability for the Board. Over the past few years the Facilities' has been engaged in an Energy Performance Contract (EPC) with Ameresco to install energy saving measures within our facilities. This has been an outstanding success in cutting back our energy consumption over the past 10 years and the amount of measures taken is reaching its full potential. However, the costs of utilities have grown at a rate greater than the savings these EPC measures have delivered and therefore to mitigate these corresponding inflationary pressures the next logical step is to further develop energy conservation practices and techniques.</div>		
<b>2. Implementation Strategy:</b> <div>To assist in this regard Facilities is in the process of developing and setting up an Energy Management and Conservation Division within the department to better track our Utilities' costs, forecast utility expenditures, introduce energy conservation measures at the school level and take advantage of various rebates from the major utilities in the areas of load shedding etc..</div>		
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <div></div>		
<b>4. Evaluation:</b> <div></div>		



## Impact Statements – Approved Initiatives

<b>Department/Division:</b> <div>Facilities</div>	<b>Proposed Initiative:</b> <div>Lead testing of water and managing drinking water standards</div>	<b>Reference:</b> <div>I</div> <b>FTE Impact</b> <div>1.00</div>
<b>Ministry Envelope:</b> <div>Instruction <input type="checkbox"/></div> <div>Facilities <input checked="" type="checkbox"/></div> <div>Central Administration <input type="checkbox"/></div> <div>Transportation <input type="checkbox"/></div> <div>Continuing Education <input type="checkbox"/></div>	<b>How ill the New Initiative be funded:</b> <div>To be funded out of both the Utilities and Maintenance Operations Accounts and combined with the Energy Managment and Conservation (EMC) Initiative.</div>	<b>Status of Initiative:</b> <div>Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/></div> <div><b>Cost of Initiative for 2009-2010:</b> <div>\$96,400</div></div> <div><b>Ongoing Cost:</b> <div>\$96,400</div></div>
<b>1. Background &amp; impact on strategic plan:</b> <div>Facilities' mandate is to provide a clean and safe environment which directly supports all of the goals of the Strategic Plan to ensure that the physical needs are met for both students and staff to facilitate the best possible learning environment to achieve success. The Ministry of Environment's Regulation 243/07 to 2007 required that all School Boards within the Province conduct annual lead testing of its water in all of it's schools. The Ministry of Environment's Regulation 170/03 required all School Boards conduct a safe drinking water system program.</div>		
<b>2. Implementation Strategy:</b> <div>The only assistance the Ministry of Education has provided, is to pay for the bottled water and lead filters for those schools which do not meet the lead testing criteria. This regulated program is impacting the funding levels of Maintenance's existing budgets (\$50,000 shortfall) and the human resources to manage the program. Presently this task has fallen to the Assistant Supervisor of Maintenance who manages all of the Board's water testing program. Currently he is now spending in excess of 75% of his time managing this portfolio which is taking away from his primary duties. The solution is to have one of the proposed EMC positions share the management of the lead testing workload over time and eventually take this responsibility over within 2 years. An additional position is required to facilitate all of the testing, coordination with the schools, City of Ottawa, Ministry of Health, Ministry of Education and the Ministry of Environment. It is envisioned that this position would start in Maintenance and eventually migrate to EMC within 2 years. This would be a technician position, (level 6 within ESP) at approximately \$51,400 including benefits. Total Estimated Costs: Water Lead Testing Program-\$45,000 per year Technician Position - \$51,400 per year.</div>		
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <div></div>		
<b>4. Evaluation:</b> <div></div>		



## Impact Statements – Approved Initiatives

<b>Department/Division:</b> <div>Facilities</div>	<b>Approved Initiative:</b> <div>Operations and D &amp; C Leased Vehicles</div>	<b>Reference:</b> <div>I</div> <b>FTE Impact</b> <div></div>
<b>Ministry Envelope:</b>  <div>Instruction <input type="checkbox"/></div> <div>Facilities <input checked="" type="checkbox"/></div> <div>Central Administration <input type="checkbox"/></div> <div>Transportation <input type="checkbox"/></div> <div>Continuing Education <input type="checkbox"/></div>	<b>Details on Funding Source:</b> <div>Savings for Kilometerage paid to employees.</div>	<b>Status of Initiative:</b>  <div>Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/></div> <div><b>Cost of Initiative for 2009-2010:</b> <div>(\$41,600)</div></div> <div><b>Ongoing Cost:</b> <div>(\$41,600)</div></div>
<b>1. Background &amp; impact on strategic plan:</b> <div>The Facilities Area and Evening Supervisors plus the Team Leaders and Project Coordinators of Design &amp; Construction are high kilometre users due to the nature of their jobs. Each Operations supervisor is responsible for 25 school which are visited daily. The Area Supervisor works days and has a 1/2 hour overlap with the corresponding Evening Supervisor who works evenings. In addition to visiting the schools, the supervisors also move equipment and supplies on occasion in their vehicles to the schools. Ten D&amp;C staff log more than 14,000 km to 31,000 km per year. Total amount of kilometres logged for 19 staff is 215,000 km.</div>		
<b>2. Implementation Strategy:</b> <div>Operations: At present the supervisors average 1080 km per month each which cost \$70,000 per year is kilometerage cost which is charged to Facilities 318KIL account. To lease 6 Canyon Pickup trucks it would cost \$28,800 per year (\$400 per month) plus \$15,000 per year for fuel (\$1.00 per litre) for a total of \$44,300 per year therefore netting a savings of \$25,700 per year. Each of these vehicles would be shared by both an Area and Evening Supervisor and handed over at their overlap time. D&amp;C: At present D&amp;C averages 940 km per month for 19 staff which costs \$96,600 per year in kilometerage costs which is charged to Facilities 318KIL account. To lease 10 sub compact cars for 8 of the staff (high users) and 2 pooled vehicles it would cost \$39,600 per year (\$330 per month) plus \$12,000 per year in fuel for a total of \$51,600 per year for an estimated net savings of \$15,900 per year. Total net savings to the 318KIL budget would be \$25,700 + \$15,900=\$41,600 per year. The fuel would be incorporated into Maintenance budget as well as the GPS initial cost and monthly monitoring charge.</div>		
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <div></div>		
<b>4. Evaluation:</b> <div></div>		



# Impact Statements – Approved Reductions by Envelope

Displayed by Full Time Equivalent (FTE) Positions and by Amount													
Description	REF	Instruction		Transportation		Facilities		Continuing Education		Central Admin		Total	
		FTE	Amount \$	FTE	Amount \$	FTE	Amount \$	FTE	Amount \$	FTE	Amount \$	FTE	Amount \$
<b>Instruction:</b>													
Mentoring for Principals and Vice-Principals	A		\$70,000									0.0	\$70,000
Assistant Manager of Business and Learning Technologies	B	1.0	\$120,000									1.0	\$120,000
Professional Development - Curriculum Services	C		\$300,000									0.0	\$300,000
<b>Sub-total:</b>		<b>1.0</b>	<b>\$490,000</b>									<b>1.0</b>	<b>\$490,000</b>
<b>Instruction (Special Education):</b>													
Professional Development	D		\$50,000									0.0	\$50,000
Reduction in Staffing (Professionals and Para Professionals) <sup>1</sup>	E	4.5	\$347,031									4.5	\$347,031
<b>Sub-total:</b>		<b>4.5</b>	<b>\$397,031</b>									<b>4.5</b>	<b>\$397,031</b>
<b>Instruction (Regular Day School):</b>													
Elimination of Trading Spaces Program	F		\$145,000									0.0	\$145,000
Classroom Computers	G		\$400,000									0.0	\$400,000
Reduction in School Office Support workers <sup>1</sup>	E	8.5	\$417,806									8.5	\$417,806
Reduction in Support staff (Professional and Para Professional) <sup>1</sup>	E	12.0	\$511,813									12.0	\$511,813
<b>Sub-total:</b>		<b>20.5</b>	<b>\$1,474,619</b>									<b>20.5</b>	<b>\$1,474,619</b>
<b>Continuing Education:</b>													
Continuing Education Operating budget	H								\$30,000			0.0	\$30,000
Staff reduction	I							0.5	\$22,800			0.0	\$22,800
<b>Sub-total:</b>								<b>0.5</b>	<b>\$52,800</b>			<b>0.5</b>	<b>\$52,800</b>
<b>Facilities:</b>													
Cell phones	J						\$225,000						\$225,000
Reduction in Custodial staffing <sup>1</sup>	E					22.0	\$1,113,720					22.0	\$1,113,720
Reduction in Staffing (Professionals and Para Professionals) <sup>1</sup>	E					0.3	\$11,645					0.3	\$11,645
<b>Sub-total:</b>						<b>22.3</b>	<b>\$1,350,365</b>					<b>22.3</b>	<b>\$1,350,365</b>
<b>Transportation:</b>													
Transportation Contracts	K				\$250,000								\$250,000
<b>Sub-total:</b>					<b>\$250,000</b>								<b>\$250,000</b>
<b>Central Administration:</b>													
Reductions in Financial Department budgets	L										\$50,000		\$50,000
<b>Sub-total:</b>										<b>0.0</b>	<b>\$50,000</b>	<b>0.0</b>	<b>\$50,000</b>
<b>Total</b>		<b>26.0</b>	<b>\$2,361,650</b>	<b>0.0</b>	<b>\$250,000</b>	<b>22.3</b>	<b>\$1,350,365</b>	<b>0.5</b>	<b>\$52,800</b>	<b>0.0</b>	<b>\$50,000</b>	<b>48.8</b>	<b>\$4,064,815</b>

<sup>1</sup> The terms of the Provincial Discussion Table (PDT) require that \$2.4M of proposed staff reductions be reinstated with new 2009-2010 funds provided by the province. The 2009-2010 budget will not result in lay-offs in 2009-2010



## Impact Statements – Approved Reductions

<b>Department/Division:</b> <div>Instructions</div>	<b>Proposed Reduction:</b> <div>Mentoring for Principals and Vice-Principals</div>	<b>Reference:</b> <div>A</div> <b>FTE Impact</b> <div></div>
<b>Ministry Envelope:</b> <div>Instruction <input checked="" type="checkbox"/></div> <div>Facilities <input type="checkbox"/></div> <div>Central Administration <input type="checkbox"/></div> <div>Transportation <input type="checkbox"/></div> <div>Continuing Education <input type="checkbox"/></div>	<b>Decision Point:</b> <div></div>	<b>Status of Reduction:</b> <div>Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/></div> <div>Savings for 2009-2010: <div>\$70,000</div></div> <div>Ongoing Savings: <div></div></div>
<b>1. Background &amp; impact on strategic plan:</b> <div>The Ottawa-Carleton District School Board Intern Program for newly appointed Principals and Vice-Principals provides tremendous support for all new administrators. 2009-2010 funds will be received from the Ministry of Education to continue the program. As a result, the Ottawa-Carleton District School Board funding line will not be required.</div>		
<b>2. Implementation Strategy:</b> <div>There will be no impact on the delivery of the program. The program will continue to be delivered with funding from the Ministry of Education.</div>		
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <div>There will be no impact on the delivery of the program. Leadership.</div>		
<b>4. Evaluation:</b> <div>N/A</div>		



## Impact Statements – Approved Reductions

<b>Department/Division:</b> <div>Business &amp; Learning Technologies</div>	<b>Proposed Reduction:</b> <div>Eliminate Assistant Manager position</div>	<b>Reference:</b> <div>B</div> <b>FTE Impact</b> <div>1.00</div>
<b>Ministry Envelope:</b> <div>Instruction <input checked="" type="checkbox"/></div> <div>Facilities <input type="checkbox"/></div> <div>Central Administration <input checked="" type="checkbox"/></div> <div>Transportation <input type="checkbox"/></div> <div>Continuing Education <input type="checkbox"/></div>	<b>Decision Point:</b> <div></div>	<b>Status of Reduction:</b> <div>Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/></div> <div>Savings for 2009-2010: <div>\$120,000</div></div> <div>Ongoing Savings: <div>\$120,000</div></div>
<b>1. Background &amp; impact on strategic plan:</b> <div>B&amp;LT have for the past few years adopted a staffing pattern for the Manager and Assistant Manager where one position held a business / technology background and the other was academic / technology, in order to provide a balanced service to all users in the District. With the recent collaboration initiatives (notably DRIVE to Success and the DRIVE Team) established, this dual resourcing, as B&amp;LT now collaborates on all educational issues either directly from the school to B&amp;LT through the B&amp;LT ICT consultants, or collectively through the DRIVE Team. As this collaborative process is effectively supplying the required services to the District, it is felt that the resources used to staff the Assistant Manager position can be better utilized elsewhere.</div>		
<b>2. Implementation Strategy:</b> <div>This proposal recommends that the Assistant Manager position be eliminated, with the associated funding released. Daily workload will be assumed by the Department Manager, and the three Project Managers. The educational technology component will be provided through the Department Superintendent, the two ICT consultants (elementary and secondary), and the the DRIVE Team collaborative committee.</div>		
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <div>Losing a staff member from any division will inevitably result in some reduced services. Normally, when a reduction occurs, it results in the displacement of an individual, putting projects at risk due to lack of human resource in a particular area. In this case, while this still holds true, the incumbent was seconded into the department three years ago and is now returning to the schools. The DRIVE to Success initiative was established to provide ongoing support towards improved student achievement by relying on collaboration to maintain the momentum when budget cuts or staffing reductions occur, and while service speed will be reduced, overall objectives can still be met.</div>		
<b>4. Evaluation:</b> <div></div>		



## Impact Statements – Approved Reductions

<b>Department/Division:</b> <input type="text" value="Curriculum Services"/>	<b>Proposed Reduction:</b> <input type="text" value="Reduce PD activities in Curriculum Services by \$300,000"/>	<b>Reference:</b> <input type="text" value="C"/> <b>FTE Impact</b> <input type="text"/>																						
<b>Ministry Envelope:</b> <table><tr><td>Instruction</td><td><input checked="" type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td></tr><tr><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Continuing Education</td><td><input type="checkbox"/></td></tr></table>	Instruction	<input checked="" type="checkbox"/>	Facilities	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Transportation	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	<b>Decision Point:</b> <input type="text" value="GSNs"/>	<b>Status of Reduction:</b> <table><tr><td>Permanent</td><td><input checked="" type="checkbox"/></td><td>One Year</td><td><input type="checkbox"/></td></tr><tr><td colspan="2"><b>Savings for 2009-2010:</b></td><td colspan="2"><input type="text" value="\$300,000"/></td></tr><tr><td colspan="2"><b>Ongoing Savings:</b></td><td colspan="2"><input type="text" value="\$300,000"/></td></tr></table>	Permanent	<input checked="" type="checkbox"/>	One Year	<input type="checkbox"/>	<b>Savings for 2009-2010:</b>		<input type="text" value="\$300,000"/>		<b>Ongoing Savings:</b>		<input type="text" value="\$300,000"/>	
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<b>Ongoing Savings:</b>		<input type="text" value="\$300,000"/>																						
<b>1. Background &amp; impact on strategic plan:</b> <input type="text" value="The GSNs established a reduction of approximately \$750,000 to the professional development funds for 2009-2010. Annually, Curriculum Services is allocated a major part of these funds to provide professional development opportunities for teachers and administrators."/>																								
<b>2. Implementation Strategy:</b> <input type="text" value="Due to the close link between the provision of professional development and the Board's strategic plan (LEARNING objective), staff is recommending that Curriculum Services' budget be reduced by \$300,000. The reduction in funds will reduce the amount of professional development opportunities provided in the department. More specifically, Curriculum Services staff will decrease the number of central workshops for elementary and secondary teachers. Staff will attempt to maintain the school based opportunities offered through the instructional coaches with funding from Curriculum Services."/>																								
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <input type="text"/>																								
<b>4. Evaluation:</b> <input type="text"/>																								



## Impact Statements – Approved Reductions

<b>Department/Division:</b> <input type="text" value="Learning Support Services"/>	<b>Proposed Reduction:</b> <input type="text" value="Professional Development"/>	<b>Reference:</b> <input type="text" value="D"/> <b>FTE Impact</b> <input type="text"/>																						
<b>Ministry Envelope:</b> <table><tr><td>Instruction</td><td><input checked="" type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td></tr><tr><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Continuing Education</td><td><input type="checkbox"/></td></tr></table>	Instruction	<input checked="" type="checkbox"/>	Facilities	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Transportation	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	<b>Decision Point:</b> <input type="text"/>	<b>Status of Reduction:</b> <table><tr><td>Permanent</td><td><input type="checkbox"/></td><td>One Year</td><td><input checked="" type="checkbox"/></td></tr><tr><td colspan="2"><b>Savings for 2009-2010:</b></td><td colspan="2"><input type="text" value="\$50,000"/></td></tr><tr><td colspan="2"><b>Ongoing Savings:</b></td><td colspan="2"><input type="text"/></td></tr></table>	Permanent	<input type="checkbox"/>	One Year	<input checked="" type="checkbox"/>	<b>Savings for 2009-2010:</b>		<input type="text" value="\$50,000"/>		<b>Ongoing Savings:</b>		<input type="text"/>	
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<b>Ongoing Savings:</b>		<input type="text"/>																						
<b>1. Background &amp; impact on strategic plan:</b> <input type="text" value="The GSNs established a reduction of approximately \$750,000 to the professional development funds for 2009-2010. Annually, Curriculum Service is allocated a major part of these funds to provide professional development opportunities for teachers and administrators. This reduction will be offset by the new funds for autism announced and funded in January 2009 for the 2009-2011 school years."/> <b>2. Implementation Strategy:</b> <input type="text" value="Using the new funds, staff will be able to continue to provide in-service just practices in autism."/> <b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <input type="text" value="This reduction will have little impact on the strategic plan, corporate goals, or other cross functions."/> <b>4. Evaluation:</b> <input type="text" value="On going budget and needs for in-service is part of the department monitory."/>																								



## Impact Statements – Approved Reductions

<b>Department/Division:</b> <div>Various</div>	<b>Proposed Reduction:</b> <div>Use of PDT agreement funds to reduce layoffs, rather than to increase staffing for one year.</div>	<b>Reference:</b> <div>E</div> <b>FTE Impact</b> <div></div>
<b>Ministry Envelope:</b> <div>Instruction <input checked="" type="checkbox"/></div> <div>Facilities <input checked="" type="checkbox"/></div> <div>Central Administration <input checked="" type="checkbox"/></div> <div>Transportation <input type="checkbox"/></div> <div>Continuing Education <input type="checkbox"/></div>	<b>Decision Point:</b> <div></div>	<b>Status of Reduction:</b> <div>Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/></div> <div>Savings for 2009-2010: <div>\$2,402,015</div></div> <div>Ongoing Savings: <div>\$2,402,015</div></div>
<b>1. Background &amp; impact on strategic plan:</b> <div>As a part of the 2008-2012 PDT agreement applicable to support staff, the Ministry committed approximately \$2.4 million in additional funding beginning in 2009-2010 to be applied by the Board in the following order: a. offset staff reductions in OSSTF unionized positions (PSSU, ESP, PSSP) occurring between 2008-2009 and 2009-2010; b. to ensure all elementary schools with ADE more than 100 students have a full-time office position; and/or; c. hire unionized staff to the extent of the available funding (up to 22.3 FTE PSSU, up to 20.5 FTE ESP, up to 4.5 FTE PSSP).</div>		
<b>2. Implementation Strategy:</b> <div>Adding staff for 2009-2010 with these funds would require finding an additional \$2.4 of other reductions in order to have a balanced budget. In addition, the projection for 2010-2011 after the province's grant announcements indicates that additional reductions will be necessary to balance 2010-2011. It would not be prudent to hire additional staff in these circumstances, given that the staff hired would almost certainly be among the first laid off for 2010-2011. The terms of the PDT requires the OCDSB to state what positions would have been laid off without this funding source. These would be 20.5 from the ESP group, 4.5 from the PSSP group, and 22.3 from the PSSU group.</div>		
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <div>Use of these funds to offset layoffs preserves the existing delivery of student services for the 2009-2010 school year, and reduces the reductions that would otherwise be needed for the 2010-2011 school year.</div>		
<b>4. Evaluation:</b> <div></div>		



## Impact Statements – Approved Reductions

<b>Department/Division:</b> <div>Safe and Caring Schools Department</div>	<b>Proposed Reduction:</b> <div>Elimination of Trading Spaces</div>	<b>Reference:</b> <div>F</div> <b>FTE Impact</b> <div></div>
<b>Ministry Envelope:</b> <div>Instruction <input checked="" type="checkbox"/></div> <div>Facilities <input type="checkbox"/></div> <div>Central Administration <input type="checkbox"/></div> <div>Transportation <input type="checkbox"/></div> <div>Continuing Education <input type="checkbox"/></div>	<b>Decision Point:</b> <div>Safe &amp; Caring Funding</div>	<b>Status of Reduction:</b> <div>Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/></div> <div>Savings for 2009-2010: <div>\$145,000</div></div> <div>Ongoing Savings: <div>\$145,000</div></div>
<b>1. Background &amp; impact on strategic plan:</b> <div>Project Trading Spaces run through the Continuing Education Department was originally funded through a Department of Justice Grant . In 2008-2009 the grant terminated the funding and funding was provided through Safe &amp; Caring. The program was designed for students from across the region who were referred through the local parole system. As a Continuing Education Program, it was not cost recovery and most of the students being served were not enrolled in OCDSB regular day school programs. This funding has been reallocated to support the Gang Exit Program.</div>		
<b>2. Implementation Strategy:</b> <div></div>		
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <div></div>		
<b>4. Evaluation:</b> <div></div>		



## Impact Statements – Approved Reductions

<b>Department/Division:</b> <div>Business &amp; Learning Technologies</div>	<b>Proposed Reduction:</b> <div>\$400,000</div>	<b>Reference:</b> <div>G</div> <b>FTE Impact</b> <div></div>
<b>Ministry Envelope:</b> <div>Instruction <input checked="" type="checkbox"/></div> <div>Facilities <input type="checkbox"/></div> <div>Central Administration <input type="checkbox"/></div> <div>Transportation <input type="checkbox"/></div> <div>Continuing Education <input type="checkbox"/></div>	<b>Decision Point:</b> <div></div>	<b>Status of Reduction:</b> <div>Permanent <input type="checkbox"/> One Year <input checked="" type="checkbox"/></div> <div>Savings for 2009-2010: <div>\$400,000</div></div> <div>Ongoing Savings: <div></div></div>
<b>1. Background &amp; impact on strategic plan:</b> <div>This is a reduction imposed by the Ministry to the Classroom Technology Grant ("Classroom Computers"). It represents a significant portion of the total grant. The Classroom technology grant provides funds for the DRIVE to Success initiatives - primarily classroom and lab computer replacements, but also for educational technologies ("Smartboards" et al), network storage technologies (Network drives), teacher PD initiatives identified as the top priority by research conducted through the Classroom Technology Needs Assessment work, and communications initiatives undertaken by the DRIVE team that will support parents and admin staff (document / portal project).</div>		
<b>2. Implementation Strategy:</b> <div>Projects identified for the 2009-2010 school year can be broken into two groups - general distribution (affects all) and / or needs based (affects identified schools via the Classroom Technology Needs Assessment project). Each year, the CTNA project chooses approximately one-third of the schools to provide equipment to, based on current fit up and age of equipment in place. In other words, the schools most in need get the gear first. The 2009-2010 year represents year two of CTNA, so the second "third" of schools is in line for equipment. This reduction will mean that year two schools will receive less equipment than planned, and may expand year two CTNA over two years.</div>		
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <div>This reduction will slow down the DRIVE initiative overall, and may stop some projects entirely. The DRIVE Team has prioritized the projects based on CTNA survey feedback and other needs analysis, including existing projects that had been previously approved by the board and are now folded in to the DRIVE project. All efforts have been made to prioritize the remaining funds towards classroom initiatives first, infrastructure second, and corporate projects third. As some corporate projects are deemed essential, funding was not removed completely, therefore having an effect on the classroom allocation. In general, equipment will simply not be acquired nor replaced at existing rates. Fewer devices will be replaced than are falling off at the bottom.</div>		
<b>4. Evaluation:</b> <div></div>		



## Impact Statements – Approved Reductions

<b>Department/Division:</b> <input type="text" value="Continuing Education"/>	<b>Proposed Reduction:</b> <input type="text" value="\$30,000"/>	<b>Reference:</b> <input type="text" value="H"/> <b>FTE Impact</b> <input type="text"/>																						
<b>Ministry Envelope:</b>  <table><tr><td>Instruction</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td></tr><tr><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Continuing Education</td><td><input checked="" type="checkbox"/></td></tr></table>	Instruction	<input type="checkbox"/>	Facilities	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Transportation	<input type="checkbox"/>	Continuing Education	<input checked="" type="checkbox"/>	<b>Decision Point:</b> <input type="text" value="September 2009"/>	<b>Status of Reduction:</b>  <table><tr><td>Permanent</td><td><input checked="" type="checkbox"/></td><td>One Year</td><td><input type="checkbox"/></td></tr><tr><td colspan="2"><b>Savings for 2009-2010:</b></td><td colspan="2"><input type="text" value="\$30,000"/></td></tr><tr><td colspan="2"><b>Ongoing Savings:</b></td><td colspan="2"><input type="text" value="\$30,000"/></td></tr></table>	Permanent	<input checked="" type="checkbox"/>	One Year	<input type="checkbox"/>	<b>Savings for 2009-2010:</b>		<input type="text" value="\$30,000"/>		<b>Ongoing Savings:</b>		<input type="text" value="\$30,000"/>	
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<b>Ongoing Savings:</b>		<input type="text" value="\$30,000"/>																						
<b>1. Background &amp; impact on strategic plan:</b> <div><p>Based on an external review of the Continuing Education publication "Learning For Life", the magazine will be reduced in size from 59 to 32 pages for 2009/2010. Migration to the OCDSB website of much of the material previously contained within the magazine will ensure that communication of all pertinent material will continue to be available to the larger community. In fact, by using the OCDSB website, we believe that the material will now be more widely available. The publication is issued for each semester, a total of three times per year.</p></div>																								
<b>2. Implementation Strategy:</b> <div><p>This is the first step in a strategy to further reduce General Interest Program costs. Further steps may include combining 2 semesters offerings in one publication, further reductions in the size of the publication, and moving the entire publication to pdf format on the OCDSB website. The implementation is being conducted in small steps to ensure that we maintain our present healthy level of awareness and subsequent registrations in the General Interest Program.</p></div>																								
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <div><p>Continuing Education examines its practices in an ongoing manner to continue to identify efficiencies/cost savings.</p></div>																								
<b>4. Evaluation:</b> <div><p>General Interest Program enrolment data will be examined during the 2009/2010 year to determine if the decision would need to be re-examined for 2010/2011. The strategy will also be evaluated to determine if further efficiencies can be found for future years.</p></div>																								



## Impact Statements – Approved Reductions

<b>Department/Division:</b> <input type="text" value="Continuing Education"/>	<b>Proposed Reduction:</b> <input type="text" value="\$22,800"/>	<b>Reference:</b> <input type="text" value="1"/> <b>FTE Impact:</b> <input type="text" value="0.50"/>
<b>Ministry Envelope:</b>  Instruction <input type="checkbox"/> Facilities <input type="checkbox"/> Central Administration <input type="checkbox"/> Transportation <input type="checkbox"/> Continuing Education <input checked="" type="checkbox"/>	<b>Decision Point:</b> <input type="text" value="September 2009"/>	<b>Status of Reduction:</b> Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/>  Savings for 2009-2010: <input type="text" value="\$22,800"/> Ongoing Savings: <input type="text" value="\$22,800"/>
<b>1. Background &amp; impact on strategic plan:</b> <input type="text" value="Ongoing implementation of the CLASS software for student application/registration has produced efficiencies that can result in a 0.5 FTE reduction in Continuing Education office assistance staffing. It is anticipated that this reduction will not have any impact on the OCDSB's strategic plan."/>		
<b>2. Implementation Strategy:</b> <input type="text" value="Since the CLASS software has been in use since 2005, Continuing Education has made significant reductions in related casual office assistance. The 0.5 FTE permanent OA reduction is the final step in the implementation strategy."/>		
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <input type="text" value="Continuing Education examines its practices in an ongoing manner to continue to identify efficiencies/cost savings."/>		
<b>4. Evaluation:</b> <input type="text" value="This 0.5 OA staffing reduction will be evaluated during the 2009/2010 year to determine if the decision would need to be re-examined for 2010/2011."/>		



## Impact Statements – Approved Reductions

<b>Department/Division:</b> <div>Facilities</div>	<b>Proposed Reduction:</b> <div>Existing budget to pay for walkie talkies and cell phones.</div>	<b>Reference:</b> <div>J</div> <b>FTE Impact</b> <div></div>
<b>Ministry Envelope:</b> <div>Instruction <input type="checkbox"/></div> <div>Facilities <input checked="" type="checkbox"/></div> <div>Central Administration <input type="checkbox"/></div> <div>Transportation <input type="checkbox"/></div> <div>Continuing Education <input type="checkbox"/></div>	<b>Decision Point:</b> <div></div>	<b>Status of Reduction:</b> <div>Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/></div> <div>Savings for 2009-2010: <div>\$225,000</div></div> <div>Ongoing Savings: <div>\$225,000</div></div>
<b>1. Background &amp; impact on strategic plan:</b> <div>As part of the district's ongoing efforts to maximize its purchasing power, the Board approved a district wide cell phone contract. This volume allowed staff to negotiate a substantially lower cost for cell phone services. The new technology also allowed staff to replace walkie talkies with more data secure cell phones. The Facilities department's budget has been paying for its staff's cell phones and walkie talkies. Under the new contract, BLT will fund the lower costs. This frees up budget in Facilities.</div>		
<b>2. Implementation Strategy:</b> <div>The budget can be reduced, with no impact on service levels, due to the lower cost contract now in place.</div>		
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <div>This is in line with the strategic goal of maximizing the effective use of existing Board resources.</div>		
<b>4. Evaluation:</b> <div></div>		



## Impact Statements – Approved Reductions

<b>Department/Division:</b> <input type="text" value="Transportation"/>	<b>Proposed Reduction:</b> <input type="text" value="Reduced # of vehicles"/>	<b>Reference:</b> <input type="text" value="K"/> <b>FTE Impact:</b> <input type="text"/>
<b>Ministry Envelope:</b>  Instruction <input type="checkbox"/> Facilities <input type="checkbox"/> Central Administration <input type="checkbox"/> Transportation <input checked="" type="checkbox"/> Continuing Education <input type="checkbox"/>	<b>Decision Point:</b> <input type="text" value="Time changes approved by board, April 28, 2009"/>	<b>Status of Reduction:</b>  Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/>  Savings for 2009-2010: <input type="text" value="\$250,000"/> Ongoing Savings: <input type="text" value="\$250,000"/>
<b>1. Background &amp; impact on strategic plan:</b> <input type="text" value="Transportation staff has always looked for opportunities to reduce costs by shifting school start times. This strategy allows better use of existing vehicles, resulting in savings, while not reducing student eligibility."/>		
<b>2. Implementation Strategy:</b> <input type="text" value="In planning routes for 2009-2010, transportation staff will take advantage of the time changes implemented by the OCDSB and the coterminous board and will continue to link runs where possible."/>		
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <input type="text" value="These savings have not been reinvested in transportation due to the Ministry's announcement of a 1% funding reduction. A review of entitlements and possible enhancement will be conducted after funding has been adjusted following the province's E&amp;E reviews"/>		
<b>4. Evaluation:</b> <input type="text" value="Staff will monitor, as always, on-time performance by companies to ensure routes are functioning as planned"/>		



## Impact Statements – Approved Reductions

<b>Department/Division:</b> <div>Financial Services Department</div>	<b>Proposed Reduction:</b> <div>Various reduction in operational budgets</div>	<b>Reference:</b> <div>L</div> <b>FTE Impact</b> <div></div>
<b>Ministry Envelope:</b> <div>Instruction <input type="checkbox"/></div> <div>Facilities <input type="checkbox"/></div> <div>Central Administration <input checked="" type="checkbox"/></div> <div>Transportation <input type="checkbox"/></div> <div>Continuing Education <input type="checkbox"/></div>	<b>Decision Point:</b> <div>Reduction will be included in the regular budget process</div>	<b>Status of Reduction:</b> <div>Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/></div> <div>Savings for 2009-2010: <div>\$50,000</div></div> <div>Ongoing Savings: <div>\$50,000</div></div>
<b>1. Background &amp; impact on strategic plan:</b> <div>The Financial Services Department provides financial services in support of student success by such processes as: providing financial information for decision making purposes, paying all suppliers and staff, purchasing goods and services for the schools and departments, administering printing services and the mailroom and various other services.</div>		
<b>2. Implementation Strategy:</b> <div>Staff have realigned and reduced various budgets within the Financial Services department to account for this proposed reduction.</div>		
<b>3. Impact including correlation with strategic plan, corporate goals or other cross functional initiative (such as DRIVE):</b> <div>Under this proposal the department will operate within a leaner operating budget, however service levels should be maintained at current levels.</div>		
<b>4. Evaluation:</b> <div></div>		



## Multi-Year Plan



## Multi-Year Plan 2010-2011

The Ottawa-Carleton District School Board faces a major budget challenge in 2010-2011 and future years. The following outlines senior staff's projection for the next three years.

As discussed at the Budget committee's meeting on 5 March, 2009, there is a basic disconnect between the OCDSB's cost structure and the provincial funding model in the area of salary grids. The provincial grant does not fund the bulk of the district's cost of employees' annual progression on grids in accordance with the terms of the collective agreements. The problem is made worse in years where provincial per pupil funding is cut. The provincial government has already announced funding cuts for 2009-2010 and 2010-2011.

The end result of the combination of factors is a projected deficit of \$14.2 million for 2010-2011 and \$22.2 million for 2011-2012, with no easy way to fund the shortfall. When 2010-2011's shortfall is solved with a combination of permanent additional revenues and ongoing expense reductions, the 2011-2012 budget shortfall will become \$10 million.



# Multi-Year Plan 2010-2011

In \$Millions								
Average Daily Enrolment (ADE)	2008-2009 Revised Budget		Proposed for 2009-2010		Projected for 2010-2011		Projected for 2011-2012	
		ADE		ADE		ADE		ADE
Elementary		43,118.25		43,398.00		43,783.00		44,165.50
Secondary (under age 21)		23,488.75		23,336.86		23,252.38		23,256.38
Secondary (over age 21)		828.20		817.42		817.41		817.41
Sub-Total		24,316.95		24,154.28		24,069.79		24,073.79
Total ADE		67,435.20		67,552.28		67,852.79		68,239.29
Revenues (In \$Millions)	2008-2009 Revised Estimates		Proposed for 2009-2010		Projected for 2009-2010		Projected for 2010-2011	
		Revenues		Revenues		Revenues		Revenues
Grant revenues		\$639.8		\$660.4		\$685.1		\$712.5
Provincial Transportation Revenue		\$5.2		\$5.2		\$5.2		\$5.2
Non Grant Revenues		\$29.0		\$33.6		\$35.4		\$28.6
Transfer from Operating Reserve		\$1.9		\$7.0		\$0.0		\$0.0
Transfer from Capital Reserve		\$2.1		\$0.0		\$0.0		\$0.0
Total Revenues		\$678.0		\$706.2		\$725.7		\$746.3
Expenditures	FTE	Expenditures	FTE	Expenditures	FTE	Expenditures	FTE	Expenditures
Instruction								
Salaries and Benefits	5773.90	\$482.8	5836.22	\$502.7	5886.39	\$531.3	5,941.35	\$563.4
Operating		\$34.8		\$34.3		\$34.4		\$34.5
Total Instruction		\$517.6		\$536.9		\$565.7		\$597.9
Continuing Education								
Salaries and Benefits (Including Instructors)	17.0	\$6.7	16.5	\$6.6	16.5	\$6.8	16.5	\$7.0
Operating		\$2.2		\$2.3		\$2.3		\$2.3
Total for Continuing Education		\$8.9		\$8.9		\$9.1		\$9.3
Transportation:								
Salaries and Benefits	9.0	\$0.7	9.0	\$0.7	9.0	\$0.7	9.0	\$0.7
Transportation Contracts		\$27.5		\$28.1		\$28.1		\$28.1
Provincial Transportation		\$5.2		\$5.2		\$5.2		\$5.2
Operating		\$0.1		\$0.1		\$0.1		\$0.1
Total Transportation		\$33.5		\$34.1		\$34.2		\$34.2
Facilities								
Salaries and Benefits	711.3	\$39.8	718.0	\$40.5	718.0	\$42.3	718.0	\$44.2
Utilities		\$15.7		\$16.2		\$16.6		\$17.0
Operating		\$13.3		\$12.7		\$12.7		\$12.7
Facilities Renewal Plan / Energy Management		\$11.5		\$17.8		\$19.6		\$12.8
Total Facilities		\$80.3		\$87.2		\$91.2		\$86.7
Central Administration								
Salaries and Benefits	170.6	\$14.3	170.3	\$14.3	170.3	\$15.0	170.3	\$15.8
Operating		\$4.2		\$4.1		\$4.1		\$4.1
Total Central Administration		\$18.5		\$18.3		\$19.1		\$19.8
Debt								
School Construction Debt		\$10.7		\$11.1		\$11.1		\$11.1
Pre-Amalgamation Debt		\$2.5		\$2.5		\$2.5		\$2.5
Total Debt		\$13.2		\$13.6		\$13.6		\$13.6
Staff on Loan		\$6.1		\$7.0		\$7.0		\$7.0
Total Expenditures	6681.8	\$678.0	6750.0	\$706.2	6800.2	\$739.9	6855.2	\$768.5
Revenues minus Expenses		(\$0.0)		\$0.0		(\$14.2)		(\$22.2)



## Multi-Year Plan 2010-2011

Collective agreements have been negotiated on a provincial basis, which left virtually no ability to deal with the grid issue locally. The existing collective agreements and these grids will be in place until the end of the 2011-2012 school year. Staff has also reviewed, for the Budget Committee, the areas of the budget that are actually open to implementing budget changes to address a funding shortfall. Approximately 13% of the total budget is available to deal with deficits. The other 87% is fixed by legislation and contracts or is tied to specific revenue that will be reduced in proportion to spending cuts.

The Education Act requires school boards to approve an annual balanced budget, so staff's first task once the 2009-2010 budget is approved and filed with the Ministry will be to start working on the 2010-2011 budget proposal.

Staff does not have budget change proposals yet for 2010-2011. Staff suggests the process to be followed to arrive at the 2010-2011 budget recommendation.

The OCDSB has been through difficult budgets before. The key lesson learned from our experience with the past budgets is that the community needs time to:

- Understand the nature of the problem and the parameters that limit the budget decision options.
- Provide informed input to trustees before the budget decision is made.



## Multi-Year Plan 2010-2011

With this in mind, staff is proposing a 2010-2011 budget timetable.

DATE	MEETING
October 2009	Meeting of Budget Committee to review timetable for 2010-2011 budget.
November 2009	Release of Management Plan as to potential budget reduction areas.  Budget Committee meeting to receive the plan.  Formal request to school councils for input.  Presentation and dialogue with OCASC.
November 2009-February 2010	Staff attendance at trustee zone meetings to provide background on management proposals and receive input.
December 2009-April 2010	Proposed academic staffing changes for September 2010 implementation to Budget, HR Committee and Board for approval.
January 2010	Public forum on budget issues. Report to Budget Committee on input received and update on Management Plan
February & March 2010	Budget Committee Meetings
April 2010	Funding update to Budget Committee and Recommended Budget.
May 2010	Budget debate

The process proposal is based on the assumption that funding does not improve. If Ontario's economy comes out of the present recession quickly resulting in increased tax revenues, it is possible that smaller reductions could be needed. Until that is confirmed, staff must proceed to be able to put a viable balanced budget proposal before the Board for 2010-2011. The Education Act is clear that the Board must approve a balanced budget.



## 2008-2009 Forecast



## 2008-2009 Forecast as of 31 January 2009 - Summary

AVERAGE DAILY ENROLMENT (ADE)				
	ORIGINAL BUDGET ADE Jun-08	FORECAST BUDGET ADE Dec-08	VARIANCE	
			ADE	%
ELEMENTARY	42,452.50	43,048.25	595.75	1.4%
SECONDARY Under Age 21	22,917.79	23,251.75	333.96	1.5%
	65,370.29	66,300.00	929.71	1.4%
SECONDARY Over Age 21	835.71	828.20	(7.51)	-0.9%
<b>TOTAL ADE</b>	<b>66,206.00</b>	<b>67,128.20</b>	<b>922.20</b>	<b>1.4%</b>
TUITION FEE STUDENTS				
Elementary	80.00	70.00	(10.00)	-12.5%
Secondary	220.31	237.00	16.69	7.6%
<b>TOTAL FOR TUITION FEE STUDENTS</b>	<b>300.31</b>	<b>307.00</b>	<b>6.69</b>	<b>2.2%</b>
<b>TOTAL ADE</b>	<b>66,506.31</b>	<b>67,435.20</b>	<b>928.89</b>	<b>1.4%</b>

SUMMARY (\$Millions)	ORIGINAL BUDGET	REVISED BUDGET	YEAR TO DATES AT	FORECAST	VARIANCE FORECAST TO REVISED BUDGET	
	Jun-08	Dec-08	31-Jan-2009		\$	%
REVENUES						
Grant For Student Needs	619.9	639.8	283.7	639.8	0.0	0.0%
Provincial Transportation Revenue	5.2	5.2	2.4	5.2	0.0	0.0%
Other Revenues	24.2	29.0	17.5	29.0	0.0	0.0%
Transfer From Capital Reserve	0.0	2.1	0.0	2.1	0.0	0.0%
Transfer From Operating Reserve	2.0	1.9	0.0	1.9	0.0	0.0%
TOTAL REVENUES	\$ 651.3	\$ 678.0	\$ 303.6	\$ 678.0	\$ -	0.0%
EXPENDITURES *						
Instruction	494.3	517.5	222.4	516.8	0.7	0.1%
Continuing Education	8.6	8.9	3.8	8.9	0.0	0.0%
Transportation	29.1	28.3	12.2	28.3	0.0	0.0%
Provincial Transportation Expenses	5.2	5.2	2.0	5.2	0.0	0.0%
Facilities	80.6	80.3	37.0	80.8	(0.5)	(0.6%)
Central Administration	16.6	18.5	7.8	18.2	0.3	1.6%
Capital / Debt	11.0	13.2	4.1	13.2	0.0	0.0%
Non-Operating Expenditures	5.9	6.1	3.2	6.1	0.0	0.0%
TOTAL EXPENDITURES	\$ 651.3	\$ 678.0	\$ 292.5	\$ 677.5	\$ 0.5	0.1%
PROJECTED SURPLUS / (DEFICIT)	\$ -	\$ -	\$ 11.1	\$ 0.5	\$ 0.5	-

\* Note: Year to date expenditures include commitments.



## 2008-2009 Forecast as of 31 January 2009 - Details

	ORIGINAL BUDGET	REVISED BUDGET	YEAR TO DATE AS AT:	% SPENT	FORECAST	VARIANCE FORECAST TO REVISED BUDGET	
IN \$MILLIONS	Jun-08	Dec-08	31-Jan-09			\$	%
<b>INSTRUCTION</b>							
<b>SALARIES AND BENEFITS</b>							
Classroom Teachers (Including DD Summer School)	356.5	369.1	160.8	43.6%	367.7	1.4	0.4%
Occasional Teachers	10.0	11.9	6.3	52.9%	12.6	(0.7)	(5.9%)
Teacher Assistants	26.3	26.9	12.2	45.4%	27.2	(0.3)	(1.1%)
Professionals / Paraprofessionals and Technicians	11.9	13.1	4.6	35.1%	12.8	0.3	2.3%
Library and Guidance	11.7	12.0	4.1	34.2%	11.3	0.7	5.8%
Staff Development	0.2	0.2	0.1	50.0%	0.2	-	-
Department Heads	1.1	1.1	0.4	36.4%	1.0	0.1	9.1%
Principals and Vice Principals	27.0	27.8	10.9	39.2%	28.0	(0.2)	(0.7%)
School Office Secretarial	18.4	18.8	7.8	41.5%	18.2	0.6	3.2%
Coordinators and Consultants	1.8	1.8	1.0	55.6%	1.7	0.1	5.6%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>\$ 464.9</b>	<b>\$ 482.7</b>	<b>\$ 208.2</b>	<b>43.1%</b>	<b>\$ 480.7</b>	<b>\$ 2.0</b>	<b>0.4%</b>
<b>OTHER OPERATING EXPENSES</b>							
Textbooks and Learning Material	17.8	18.9	8.6	45.5%	20.1	(1.2)	(6.3%)
Classroom Computers	6.7	6.9	3.0	43.5%	6.9	-	-
Supplies, Services, Staff Development and Other (Classroom)	3.6	5.1	1.4	27.5%	5.1	-	-
Supplies and Services (Non-Classroom)	1.3	3.9	1.2	30.8%	4.0	(0.1)	(2.6%)
<b>TOTAL OTHER OPERATING EXPENSES</b>	<b>\$ 29.4</b>	<b>\$ 34.8</b>	<b>\$ 14.2</b>	<b>40.8%</b>	<b>\$ 36.1</b>	<b>\$ (1.3)</b>	<b>(3.7%)</b>
<b>TOTAL INSTRUCTION</b>	<b>\$ 494.3</b>	<b>\$ 517.5</b>	<b>\$ 222.4</b>	<b>43.0%</b>	<b>\$ 516.8</b>	<b>\$ 0.7</b>	<b>0.1%</b>
<b>CONTINUING EDUCATION</b>							
<b>SALARIES AND BENEFITS</b>	6.4	6.6	3.1	47.0%	6.6	-	-
<b>OTHER OPERATING EXPENSES</b>	2.2	2.3	0.7	30.4%	2.3	-	-
<b>TOTAL CONTINUING EDUCATION</b>	<b>\$ 8.6</b>	<b>\$ 8.9</b>	<b>\$ 3.8</b>	<b>42.7%</b>	<b>\$ 8.9</b>	<b>\$ -</b>	<b>-</b>



## 2008-2009 Forecast as of 31 January 2009 - Details

	ORIGINAL BUDGET	REVISED BUDGET	YEAR TO DATE AS AT:	% SPENT	FORECAST	VARIANCE FORECAST TO REVISED BUDGET	
	Jun-08	Dec-08	31-Jan-09			\$	%
IN \$ MILLIONS							
<b>TRANSPORTATION</b>							
SALARIES AND BENEFITS	0.7	0.7	0.3	42.9%	0.7	-	-
SCHOOL BUS CONTRACTS	28.3	27.5	11.9	43.3%	27.5	-	-
OTHER OPERATING EXPENSES	0.1	0.1	-	0.0%	0.1	-	-
Sub-Total Transportation	\$ 29.1	\$ 28.3	12.2	43.1%	\$ 28.3	\$ -	-
PROVINCIAL TRANSPORTATION EXPENSES	5.2	5.2	2.0	38.5%	5.2	-	-
<b>TOTAL TRANSPORTATION</b>	<b>\$ 34.3</b>	<b>\$ 33.5</b>	<b>14.2</b>	<b>42.4%</b>	<b>\$ 33.5</b>	<b>\$ -</b>	<b>-</b>
<b>FACILITIES</b>							
SALARIES AND BENEFITS	38.6	39.8	15.5	38.9%	39.6	0.2	0.5%
OTHER OPERATING EXPENSES							
Utilities	15.7	15.7	6.9	43.9%	15.7	-	-
Loss and Vandalism	0.9	0.9	0.5	55.6%	0.9	-	-
Maintenance, Contractual and Others	12.2	12.4	7.9	63.7%	13.1	(0.7)	(5.6%)
<b>TOTAL OTHER OPERATING EXPENSES</b>	<b>28.8</b>	<b>29.0</b>	<b>15.3</b>	<b>52.8%</b>	<b>29.7</b>	<b>(0.7)</b>	<b>(2.4%)</b>
FACILITIES RENEWAL PLAN	11.5	11.5	6.2	53.9%	11.5	-	-
<b>TOTAL FACILITIES</b>	<b>\$ 78.9</b>	<b>\$ 80.3</b>	<b>37.0</b>	<b>46.1%</b>	<b>\$ 80.8</b>	<b>\$ (0.5)</b>	<b>(0.6%)</b>
<b>CENTRAL ADMINISTRATION</b>							
SALARIES AND BENEFITS	13.2	14.3	5.5	38.5%	14.0	0.3	2.1%
OTHER OPERATING EXPENSES	3.4	4.2	2.3	54.8%	4.2	-	-
<b>TOTAL CENTRAL ADMINISTRATION</b>	<b>\$ 16.6</b>	<b>\$ 18.5</b>	<b>7.8</b>	<b>54.8%</b>	<b>\$ 18.2</b>	<b>\$ 0.3</b>	<b>1.6%</b>
<b>CAPITAL / DEBT</b>							
School Construction Debt	4.6	4.6	1.9	41.3%	4.6	-	-
Pre-Amalgamation Debt	2.6	2.6	-	0.0%	2.6	-	-
Principal & Interest - Good Places to Learn	4.3	4.8	2.2	45.8%	4.8	-	-
Transfer to Capital Reserves	1.2	1.2	-	0.0%	1.2	-	-
<b>TOTAL CAPITAL / DEBT</b>	<b>\$ 12.7</b>	<b>\$ 13.2</b>	<b>4.1</b>	<b>31.1%</b>	<b>\$ 13.2</b>	<b>\$ -</b>	<b>-</b>
<b>NON-OPERATING EXPENDITURES</b>							
SALARIES AND BENEFITS (Staff On Loan)	5.9	6.1	3.2	52.5%	6.1	-	-
<b>TOTAL NON-OPERATING EXPENDITURES</b>	<b>\$ 5.9</b>	<b>\$ 6.1</b>	<b>3.2</b>	<b>52.5%</b>	<b>\$ 6.1</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENDITURES*</b>	<b>\$ 651.3</b>	<b>\$ 678.0</b>	<b>\$ 292.5</b>	<b>43.1%</b>	<b>\$ 677.5</b>	<b>\$ 0.5</b>	<b>0.1%</b>

\* Note: Year to date expenditures include commitments.



## Capital Projects (Pupil Accommodation)

- Estimate of Available Capital Fund Reserves
- Estimated Multi-Year Capital Funding



## Estimate of Available Capital Fund Reserves

	Estimated Balance 31 August 2009	Estimated transfers to reserves 2009-2010	Estimated Interest 2009-2010	Estimated use of reserves 2009-2010	Estimated Commitments 2009-2010	Estimated Reserve Balance available 31 August 2010
<b>Pupil Accommodation Reserves:</b>						
Enrolment Pressures Funding	\$0	\$5,800,000	\$6,000	\$4,600,000	\$0	1,206,000
Proceeds of Disposition	\$16,622,003	\$0	\$10,000	\$12,000,000	\$3,000,000	1,632,003
<b>Sub-total</b>	<b>\$16,622,003</b>	<b>\$5,800,000</b>	<b>\$16,000</b>	<b>\$16,600,000</b>	<b>\$3,000,000</b>	<b>\$2,838,003</b>
<b>Other Differed Revenue Reserves:</b>						
Facilities Renewal Reserve and other	\$3,221,776	\$11,892,000	\$0	\$11,800,000	\$3,313,776	-
Education Development Charges	\$0	\$3,000,000	\$0	\$3,000,000	\$0	-
Energy Management Debt	\$1,663,254	\$0	\$0	\$0	\$1,663,254	-
<b>Sub-total</b>	<b>\$4,885,030</b>	<b>\$14,892,000</b>	<b>\$0</b>	<b>\$14,800,000</b>	<b>\$4,977,030</b>	<b>\$0</b>
<b>Total Capital Reserves:</b>	<b>21,507,033</b>	<b>20,692,000</b>	<b>\$16,000</b>	<b>31,400,000</b>	<b>7,977,030</b>	<b>2,838,003</b>



# Estimated Multi-Year Capital Funding

Based on information available as of May 2009

The OCDSB is entitled to a number of sources of funding for capital related projects including Enrolment pressures funding, Prohibitive to repair funding, Growth schools funding and Primary class size funding. Funding sources that are currently available are listed below:

Enrolment Pressures Funding	Estimated funding	Projects Committed	Estimated Balance
<b>Enrolment Pressures Funding - annual</b>	\$5,800,000		
Annual Debt repayment - \$60 million schools built		\$4,624,000	\$1,176,000
Annual Debt repayment - proposed Briarbrook \$9.8 million		\$700,000	(\$700,000)
<b>Balance</b>	<b>\$5,800,000</b>	<b>\$5,324,000</b>	<b>\$476,000</b>
<b>Years of Funding remaining</b>			<b>18.0</b>
<b>Estimated available funding</b>			<b>\$8,568,000</b>
Prohibitive to Repair Funding	Estimated funding	Projects Committed	Estimated Balance
Fitzroy Centennial Public School	\$4,284,499	\$4,284,499	\$0
Kars Public School	\$5,045,453	\$5,045,453	\$0
<b>Sub-total</b>	<b>\$9,329,952</b>	<b>\$9,329,952</b>	<b>\$0</b>
Primary Class Size Capital Funding (PCS)	Estimated funding	Projects Committed	Estimated Balance
<b>Capital Cost Entitlement</b>	\$25,245,782		\$25,245,782
Huntley Centennial Public School Addition		\$4,900,000	(\$4,900,000)
Jack Donahue Public School Addition		\$2,850,219	(\$2,850,219)
Berrigan Elementary School Addition		\$5,579,254	(\$5,579,254)
Portables		\$1,500,000	(\$1,500,000)
Kars Public School addition		\$3,942,987	(\$3,942,987)
<b>Balance</b>	<b>\$25,245,782</b>	<b>\$18,772,460</b>	<b>\$6,473,322</b>

Note:

The Ministry will provide the annual principal and interest debt repayments for these projects. The balance of the Primary Class Size funds available are restricted by the Ministry for use for students identified with primary class size pressures.



## Background Information

- Special Education
- English as a Second Language
- Learning Opportunities Grant
- Budget Assumptions
- Drive to Success
- Three Year Projection
- Safe & Caring Program



## Special Education – Revenues and Expenditures

Grant Revenues:	2008-2009 Revised Budget	2009-2010 Approved Budget
Special Education Per Pupil Amount (SEPPA)	\$35,386,392	\$36,765,139
High Needs Allocation	\$33,350,358	\$33,211,391
Provincial Programs	\$381,220	\$398,500
Special Incidence Portion (SIP)	\$2,246,251	\$2,183,233
Specialized Equipment for Students	\$1,260,000	\$1,323,018
<b>Sub-Total Special Education Allocations</b>	<b>\$72,624,221</b>	<b>\$73,881,281</b>
Proportionate Foundation Allocation	\$7,966,706	\$8,190,728
Proportionate Teacher Compensation Allocation	\$938,760	\$990,375
<b>Sub-Total Other Grants Attributable to Special Education</b>	<b>\$8,905,466</b>	<b>\$9,181,103</b>
Summer Learning Program - Grant	\$91,842	\$180,000
<b>Sub-Total Other Grants Attributable to Special Education</b>	<b>\$91,842</b>	<b>\$180,000</b>
Summer Learning Program - New Revenue	\$500,000	\$0
Shared Solutions	\$50,000	\$0
Student Support Leadership	\$240,929	\$0
Autism Support and Training-Grant	\$135,413	\$0
Other Revenue From Recoveries	\$251,711	\$200,000
<b>Sub-Total Other Income</b>	<b>\$1,178,053</b>	<b>\$200,000</b>
<b>Total Grant Revenues</b>	<b>\$82,799,582</b>	<b>\$83,442,384</b>

Expenditures:	2008-2009 Revised Budget	2009-2010 Approved Budget
Staffing	\$80,323,657	\$81,376,552
Operating	\$4,294,377	\$4,139,196
<b>Total Grant Expenditures</b>	<b>\$84,618,034</b>	<b>\$85,515,747</b>

<b>Projected (Shortfall) / Surplus</b>	<b>(\$1,818,452)</b>	<b>(\$2,073,363)</b>
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# Special Education – Detailed Expenditures

	Budget		Approved Budget	
	2008-2009		2009-2010	
	FTE	COSTS	FTE	COSTS
<b>Elementary Teaching:</b>				
Special Education Programs	97.50	\$8,361,334	96.00	\$8,462,344
<i>Add: Partially integrated classes (51% to 99%)</i>	22.50	\$1,929,539	22.50	\$1,983,362
Developmental Disability	33.65	\$2,885,732	35.00	\$3,085,230
Preparation time for all of the above	20.20	\$1,732,297	20.17	\$1,777,974
Central Staff assigned to schools	34.80	\$2,984,353	33.80	\$2,979,450
Learning Support Teachers (LST)	99.50	\$8,532,848	99.50	\$8,770,867
Special Education Learning Centre (SELC)	136.50	\$11,705,868	136.50	\$12,032,396
	<b>444.65</b>	<b>\$38,131,971</b>	<b>443.47</b>	<b>\$39,091,622</b>
<b>Secondary Teaching:</b>				
Special Education Programs	65.83	\$5,820,027	67.83	\$6,194,527
<i>Remove: Gifted Classes *</i>	(20.75)	(\$1,834,507)	(20.75)	(\$1,894,979)
<i>Add: Partially integrated classes (51% to 99%)</i>	14.50	\$1,281,944	14.50	\$1,324,202
Learning Support Teachers (LST)	29.53	\$2,610,746	29.37	\$2,682,195
Special Education Learning Centre (SELC)	13.00	\$1,149,329	12.00	\$1,095,892
Central Staff assigned to schools	4.00	\$353,640	4.00	\$365,297
	<b>106.11</b>	<b>\$9,381,180</b>	<b>106.95</b>	<b>\$9,767,134</b>
* Does not qualify for Special Education Grant per Ministry				
<b>Total Teaching Staff</b>	<b>550.76</b>	<b>\$47,513,151</b>	<b>550.42</b>	<b>\$48,858,756</b>
<b>Educational Assistants:</b>				
Impact of staffing timing differences	576.00	\$25,781,651 (\$200,000)	576.00	\$27,043,595 (\$200,000)
<b>Total Educational Assistants</b>	<b>576.00</b>	<b>\$25,581,651</b>	<b>576.00</b>	<b>\$26,843,595</b>
<b>Professional Student Services Personnel:</b>				
Psychologists	17.10	\$1,671,014	17.10	\$1,716,628
Social Workers	16.56	\$1,354,122	16.56	\$1,439,101
Speech and Language Pathologists	18.90	\$1,552,917	18.90	\$1,633,669
Child and Youth Worker and SIP Consultant	2.00	\$116,406	2.00	\$124,298
Impact of staffing timing differences		(\$200,000)		(\$200,000)
<b>Total PSSP Staff</b>	<b>54.56</b>	<b>\$4,494,458</b>	<b>54.56</b>	<b>\$4,713,695</b>
<b>Principals and Vice-Principals:</b>				
Principals at Crystal Bay and Clifford Bowey	2.00	\$229,813	2.00	\$242,633
Central Principal / Vice Principal / Manager	3.00	\$370,523	3.00	\$383,096
<b>Administration and Support Staff:</b>				
Brailist	1.00	\$45,654	1.00	\$48,382
Office Support Staff at Crystal Bay and Clifford Bowey	3.00	\$144,563	3.00	\$158,602
Feeding Skills Assistants		\$26,257		\$26,257
Technicians - Equipment Support	2.00	\$112,350	2.00	\$101,535
<b>Total Administration &amp; Support Staff</b>	<b>11.00</b>	<b>\$929,160</b>	<b>11.00</b>	<b>\$960,506</b>
<b>Total Special Education Staff</b>	<b>1192.32</b>	<b>\$78,518,421</b>	<b>1,191.98</b>	<b>\$81,376,552</b>



## Special Education – Detailed Expenditures

	Budget		Approved Budget	
	2008-2009		2009-2010	
	FTE	COSTS	FTE	COSTS
<b>Operating Budget:</b>				
Assessment Materials		\$100,000		\$100,000
Auto Kilometrage		\$176,015		\$176,015
Cell Phones & Long Distance		\$1,300		\$1,300
Clerical/Secretarial Part-time/temporary Assistance/Overtime		\$11,000		\$11,670
Special Incidence Portion - Supplies		\$23,700		\$23,700
Computers		\$60,000		\$60,000
Specialized Equipment for Students		\$1,260,000		\$1,260,000
Training - Supplies		\$185,000		\$135,000
Print & Copying		\$15,000		\$15,000
Professional Development		\$15,113		\$15,113
Professional Membership		\$0		\$32,500
Start-up costs for new classes		\$20,400		\$20,400
Supplies / Programs		\$128,649		\$128,649
Special Education Review / Consultants		\$60,510		\$60,510
Assistive Technology		\$45,000		\$45,000
<b>Sub-Total</b>		<b>\$2,101,687</b>		<b>\$2,084,857</b>
Summer Learning Program		<b>\$500,000</b>		<b>\$500,000</b>
Special Education Short Term Response Fund		<b>\$139,530</b>		<b>\$165,405</b>
Occasional Teachers for Special Education Teachers		<b>\$681,631</b>		<b>\$680,743</b>
Staff Development		<b>\$145,621</b>		<b>\$145,528</b>
Phoenix House and Young Offenders (Operating Budget and Staff)		<b>\$393,435</b>		<b>\$409,163</b>
Supplementary School Supplies Allocation for Developmentally Disabled, Orthopaedic and Autism students (\$150 per student)		<b>\$132,000</b>		<b>\$153,500</b>
<b>Total Operating Budget</b>		<b>\$4,093,904</b>		<b>\$4,139,196</b>
<b>Grand Total</b>	<b>1192.32</b>	<b>\$82,612,325</b>	<b>1,191.98</b>	<b>\$85,515,747</b>



# English as a Second Language

## PROJECTED REVENUES

	2008-2009 Budget	2009-2010 Budget
GENERAL LEGISLATIVE GRANT	\$7,945,479	\$8,381,403
OCENET	\$300,000	\$330,825
Academic Positions funded by OCENET	3.0 FTE	3.5 FTE

## PROJECTED EXPENDITURES

DESCRIPTION	2008-2009		2009-2010	
	FTE	COST	FTE	COST
<b>Elementary</b>				
Classroom Teachers (Includes 0.5 position funded from OCENET for 2009-2010)	83.25		83.75	
Family Reception Centre (Academic)	1.50		1.00	
<b>Total</b>	<b>84.75</b>	<b>\$7,174,681</b>	<b>84.75</b>	<b>\$7,466,899</b>
<b>Secondary</b>				
Classroom Teachers (Includes 3.0 positions funded from OCENET for 2009-2010)	19.50		19.50	
Orientation (Academic)	1.00		1.00	
<b>Total</b>	<b>20.50</b>	<b>\$1,781,655</b>	<b>20.50</b>	<b>\$1,890,326</b>
<b>Non Academic</b>				
Family Reception Centre	4.00	\$255,985	4.00	\$271,449
Multi-Cultural Liaison Officers		\$168,612		\$168,612
Operating Budget		\$41,314		\$43,374
<b>Total</b>	<b>109.25</b>	<b>\$9,422,247</b>	<b>109.25</b>	<b>\$9,840,660</b>
<b>PROJECTED (SHORTFALL) / SURPLUS</b>		<b>(\$1,176,768)</b>		<b>(\$1,128,432)</b>



# Learning Opportunities Grant

## PROJECTED REVENUES

	2008-2009 Budget	2009-2010 Budget
LEARNING OPPORTUNITIES GRANT	\$15,600,617	\$16,011,742

## PROJECTED EXPENDITURES

Description	2008-2009		2009-2010	
	FTE	Cost	FTE	Cost
Portion used to partially fund shortfall in Instructional Salaries	N/A	\$10,699,034	N/A	\$11,331,651
Multicultural Liaison Officers (50% of Projected Expenses)	N/A	\$168,612	N/A	\$168,612
<b>Total</b>		<b>\$10,867,645</b>		<b>\$11,500,262</b>
Elementary English as a Second Language Teachers	5.00	\$423,285	5.00	\$440,526
Secondary English as a Second Language Teachers	2.00	\$173,820	2.00	\$184,422
Elementary Literacy Coaches	24.00	\$2,031,768	24.00	\$2,082,432
<b>Total</b>	<b>31.00</b>	<b>\$2,628,873</b>	<b>31.00</b>	<b>\$2,707,381</b>
To Fund School Based Projects		\$2,104,099		\$2,104,099
Ministry Reduction in Funding for Professional Development				(\$300,000)
<b>Net Amount Available to Fund School Based Projects</b>				<b>\$1,804,099</b>
<b>Total</b>		<b>\$15,600,617</b>		<b>\$16,011,742</b>
<b>Projected (Shortfall) / Surplus</b>		<b>\$0</b>		<b>\$0</b>



## Budget Assumptions

- The academic class size staffing ratio remains unchanged from 2008-2009 at 22.0 for the secondary panel. The elementary class size ratio is maintained at an average of 20.0 for JK - 3 and is slightly improved for grades 4 - 8 to 24.9 (from 25.0). Split grades are maintained in approximately the same proportion as in 2008-2009.
- Impact of the Provincial Discussion Table agreements are included in the proposed budget.
- Incremental progression on salary grids are reflected in projected expenditure levels.
- Statutory and benefit costs have been adjusted to reflect estimated increase in cost.
- Operating budgets such as classroom computers, school support funds and facilities renewal programs have been adjusted to reflect projected decline in Average Daily Enrolment (ADE).
- Utilities budgets have been adjusted to reflect estimated increase in cost.
- Transportation budgets have been adjusted to reflect projected expenditures.
- Recently announced grants /other revenues are included in the proposed budget along with corresponding expense budgets.
- Debt expenditures have been revised to reflect projected 2009-2010 payments.
- The proposed 2009-2010 Budget was prepared on a non PSAB basis, using regulations defined in the Education Act.



## Drive to Success

### DRIVE to Success initiatives for 2009-2010 include:

Project	Budget
Classroom & Lab computer replacement	1,396,933
Classroom PD coaching project	350,000
Server data storage capacity increase	120,000
Alexandria Library Management System License	107,000
InfoDRIVE (Portal, OCDSB + Schools Web2 Enhancements)	125,000
InfoDRIVE (Corporate Records Management Program –CRMP)	500,000
Disaster Recovery Site	170,000
<b>Total</b>	<b>\$2,768,933</b>



# Safe & Caring Program

## PROJECTED REVENUES

	2008-2009 Budget	2009-2010 Budget
Safe Schools	\$1,037,504	\$1,085,019
Other Instructional Grants (one time)	\$768,919	\$0
<b>Total</b>	<b>\$1,806,423</b>	<b>\$1,085,019</b>

## PROJECTED EXPENDITURES

Description	2008-2009		2009-2010	
	FTE	Cost	FTE	Cost
<b>Principal</b>	1.00	\$128,553	1.00	\$128,569
<b>Academic Staff:</b>				
Elementary	1.00	\$84,949	2.00	\$173,536
Secondary	1.00	\$87,210	2.00	\$181,551
<b>Total Academic Staff</b>	<b>3.00</b>	<b>\$300,712</b>	<b>5.00</b>	<b>\$483,656</b>
<b>Non Academic Staff:</b>				
Educational Assistants	16.00	\$658,380	15.00	\$695,444
Student Counsellor's			3.00	\$184,460
Professional Student Services Personnel	1.20	\$107,694	1.20	\$118,388
<b>Total Non Academic Staff</b>	<b>17.20</b>	<b>\$766,074</b>	<b>19.20</b>	<b>\$998,292</b>
<b>Total Salary Costs</b>	<b>20.20</b>	<b>\$1,066,786</b>	<b>24.20</b>	<b>\$1,481,948</b>
<b>Operating Budget</b>				
Operating		\$739,637		\$326,263
Drug Counselling		\$0		\$250,000
Gang Exit		\$0		\$25,000
<b>Total</b>		<b>\$1,806,423</b>		<b>\$2,083,211</b>

## PROJECTED (SHORTFALL) / SURPLUS

\$0

(\$998,192)



## Appendices

- School Allocation Formula
- Frequently Asked Questions
- Staffing Initiatives
- School Enhancements
- Initiatives Discussed
- Time Table



## School Allocation Formula – Elementary Panel

Description	Allocation Details	Formula/Amount
School Operating	Pre-determined allocation based on each school's projected enrolment	$\$71.04 \times \text{ADE Enrolment}$
Intermediate School Allocation	Applicable to Grades 7 and 8	$\$3.78 \times \text{Intermediate ADE Enrolment}$
Allocation for Beacon Schools	Applicable to identified schools	$\$9.35 \text{ per ADE}$
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	$\$112.82 \times \text{ADE Enrolment}$
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



## Frequently Asked Questions

How are school boards funded and where does funding come from?

School boards are funded through Ontario's "funding formula." The ministry allocates funding to each board using a formula that's based on student enrolment and the unique needs of the students in each board. School boards receive money in two ways. First, education property taxes collected by the City of Ottawa go to the board. Second, the province tops up this amount to bring the OCDSB's total up to the amount set out by the funding formula. The province sets the education tax rate, not the school board trustees.

What does GSN mean?

The GSN (Grants for Student Needs) is the annual funding provided by the Ministry of Education to school boards to support educational programs and services, staffing and school facilities.

What does ADE mean?

ADE is "Average Daily Enrolment"; school boards are required to report enrolment statistics for October 31<sup>st</sup> and March 31<sup>st</sup> annually. The two count dates are averaged, fifty percent of the enrolment for each of these key dates is used for funding projections.

Who sets schools' budgets?

Schools budgets are established based on a pre-determined allocation of each schools estimated enrolment. Each school makes choices on how the school's budget will be used to meet the needs of students in the school community.



## Frequently Asked Questions

What does enveloping mean?

Enveloping simply means matching the expenses with the total revenues for a particular department or program of the board to show whether the department/program is over or under funded. Enveloped areas that are typically reported include, the Instruction and Continuing Education Programs, School Facilities and Central Administration Departments, and Debt Payments and Capital Expenses.

Provide an explanation of the salary gap?

The salary gap is the difference between employee salaries on the OCDSB negotiated salary grids compared to the average salaries determined by the Ministry of Education. In comparison to the provincial averages the OCDSB compensates certain employee groups at higher levels in the earlier stages of their employment with the Board. Once the maximum experience is reached the OCDSB salaries are more in line with the provincial averages. This difference creates higher costs for the OCDSB which are not funded through the provincial funding formula.

If the OCSB doesn't balance the budget, what will happen?

According to the Education Act school boards must submit balanced budgets. A balanced budget simply means that the amount of money that a board expects to spend is equal to, or less than, the amount of money it receives from the government. In the past, under exceptional circumstances, the Minister of Education has accepted a multi-year plan from a school board that could not balance its annual budget. The Minister has placed some boards who are unable to balance to their budgets under provincial supervision, in which a supervisor appointed by the province assumes the duties and powers of the trustees.



## Frequently Asked Questions

What are some of the other areas of savings that may be considered for next year?

All areas of the budget will be reviewed for savings opportunities while still ensuring that students needs continue to be met.

Will OCDSB need to close schools?

School closures are part of a formal public Accommodation Review Process that provides recommendations to the Board for any future school closures.

Provide an explanation of the school staffing allocation process.

The school staffing allocation process is based on estimating the enrolment for each school in the board and then allocating teachers and other school staff based on the class size requirements outlined in the Education Act. Additional resources may also be allocated to meet the specific needs of each school.

Will there be public consultations around the 2010-2011 Budget?

Yes, public consultations will be scheduled early in the 2010-2011 budget process – once the dates are determined the schedule will be posted on the Board's website.



## Staffing Initiatives Previously Approved by Board

Additional staff included in budget (excludes basic enrolment and PDT based changes)	FTE	Cost
<b>Elementary:</b>		
<b>Safe &amp; Caring</b> Increase in Safe & Caring position (Funded by Safe & Caring grant)	1.00	\$88,105
<b>Special Education</b> Decrease in Congregated system classes <sup>1</sup>	(1.73)	(\$152,498)
Increase in Developmental Disability classes <sup>1</sup>	1.15	\$101,371
Increase in Itinerant Teachers for Students with Autism Spectrum Disorder	0.50	\$44,075
<b>Net changes for Elementary Schools</b>	<b>0.92</b>	<b>\$36,979</b>
<b>Secondary:</b>		
<b>Special Education</b> Decrease in Learning Support Teachers	(1.50)	(\$136,986)
Increase in System Classes/Programs	1.33	\$121,461
<b>Net changes for Secondary Schools</b>	<b>(0.17)</b>	<b>(\$15,525)</b>
<b>Total Net Changes</b>	<b>0.75</b>	<b>\$21,454</b>

<sup>1</sup> The number of positions required to provide Special Education programs has been modified so that one Autism program in the western area (Kanata/Stittsville) and an additional Developmental Disability class at Crystal Bay will be added, and a .50 Senior Kindergarten Language Learning Disability class and two General Learning programs will be closed. The net impact of these changes is an overall reduction of .58 FTE.



## School Enhancements

### From Provincial Discussion Table (PDT) agreement:

Staffing:	FTE
•	6.5 School office staff for schools with no vice-principals
•	2.0 Vice-Principals to assist with supervision functions
•	19.2 Increase in elementary teacher preparation time
•	4.3 Enhancement to grades 4 to 8 class size
•	N/A Lunch time monitors (FTE to be determined)
•	N/A Elementary teachers for Professional Learning program
•	8.8 Secondary teachers for Student Success program
<b>Total</b>	<b>40.8</b>



## School Enhancements

### Other enhancements:

- Permanent increase from 2008-2009 of \$759,200 in Occasional Teacher Budget
- Continuation of one time proposal from 2008-2009 of increased Administrative Designates for Occasional Teachers
- Continuation of one time proposal from 2008-2009 of budget to fund new classes or programs
- No financial impact on school budgets from reduction in Classroom Supplies Grant from the Ministry of Education
- No financial impact on school budget from reduction in Classroom Computers Grant from the Ministry of Education
- Additional start-up funds for Avalon Elementary School
- Creation of a Drug Counseling Program
- Creation of a Gang Exit Program
- Reduction from 15 days to 10 days before central funding starts for Extended Occasional Teachers (secondary panel)



## **Initiatives Discussed and not Approved**

- Creation of an Audit Committee for internal control reviews.
- Replace one time funding source from OCENET to support English / French as a Second Language Programs.
- Capital renovations/maintenance for Central Administration.
- Creation of a leadership position and a Leadership Awareness budget.
- Creation of a Succession Planning and Personal Development Program.
- Additional support for Diversity Coordinator function.
- Increase in staffing and operating budgets for English Literacy Development programs.



## Timetable

Budget Committee Meeting - Budget Recommendations	11 May 2009	7:30 p.m - 9:30 p.m.
Budget Committee Meeting - Public Delegation Night	14 May 2009	7:30 p.m - 10:30 p.m.
Budget Committee Meeting - Public Delegation Night (if required) and Deliberations	20 May 2009	7:30 p.m - 9:30 p.m.
Budget Committee Meeting - Deliberations Continued	25 May 2009	7:30 p.m - 10:30 p.m.
Budget Committee Meeting - Deliberations Continued	01 June 2009	7:30 p.m - 10:30 p.m.
Special Board - Ratification	09 June 2009	7:00 p.m - 9:00 p.m.
Consultation at Trustee Zone Meetings	January 2009 to May 2009	