



2008 – 2009 Approved Budget

02 June 2008

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Letter of Transmittal and Board Motion for Approval



12 May 2008

Report No. 08-113 to the Budget Committee

Re: 2008-2009 Recommended Budget

ORIGINATORS: Director's Executive Council
Cathy Dempsey, Assistant Treasurer
Charles D'Aoust, Coordinator of Budget Services, Financial Systems Support and Labour Relations Costing

PURPOSE:

1. To seek Board approval of the 2008-2009 operating budget.

BACKGROUND:

2. The Budget Committee has already met four times to discuss the 2008-2009 budget.
3. On 26 March 2008 the Ministry released its 2008-2009 grant calculations, allowing staff to determine the grant funding level for the coming school year. With reasonable knowledge of what the Board's 2008-2009 revenue will be, staff can now present the recommendations necessary to set the annual operating budget.



Letter of Transmittal and Board Motion for Approval

STATUS:

1. Staff has been projecting that the OCDSB can operate within its ongoing funding level for 2007-2008 and staff has expected that the district can also operate within ongoing revenue for 2008-2009. The grant details and final expense projections have confirmed this. Consequently, staff is able to recommend an operating budget that does not rely on use of reserves to pay for ongoing programs.
2. Staff is forecasting a surplus for 2007-2008. As a result staff is able to recommend one year initiatives for 2008-2009 that will be funded from this source.
3. The budget document outlines the details of staff's proposal for the 2008-2009 operating budget. The Board's goals and strategic plan, as well as the input received from stakeholders, have all been factored into the proposal to the extent available resources allow. While all desires can not be met, there is significant progress towards the Board's long term goals.

RECOMMENDATION:

It is recommended that:

- A. The Board approve the 2008-2009 operating budget in the amount of \$651.3 million, as detailed in the 2008-2009 Budget, Report Number 08-113, presented to the Budget Committee on 12 May 2008.
- B. The Board authorize the use of \$2.0 million of expected 2007-2008 year end surplus to finance the one year projects during 2008-2009 included in the \$651.3 million budget.

Dr. Lorne M. Rachlis
Director of Education/Secretary of the Board

Michael E. Clarke
Chief Financial Officer

The recommendation was approved by the Board on 2 June 2008.



Overview

- Executive Summary
- Board Goals and Strategic Plan



2008-2009 Budget Overview – Executive Summary

Staff is pleased to be able to recommend a 2008-2009 budget to the Board that is balanced without having to make reductions to existing programs and services. Additional provincial ongoing funding received after the 2007-2008 budget was set has made a great difference to the Ottawa-Carleton District School Board's fiscal situation.

Sustainability of Student Programs

The 2008-2009 budget proposal is a milestone for the Ottawa-Carleton District School Board. For the first time since the formation of the OCDSB on 1 January 1998 the Board is running its operations within its ongoing revenues. The Board has not had an easy task in reaching this stage. Trustees and the parent communities are to be congratulated on this success.

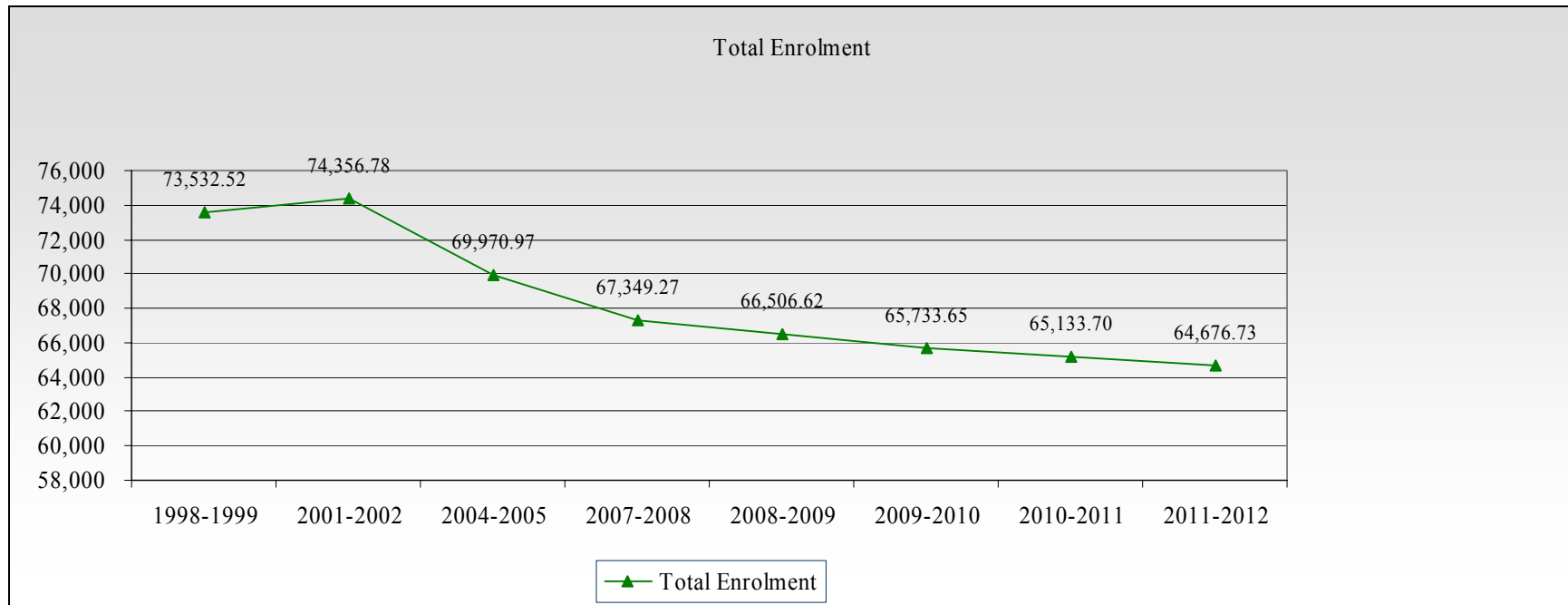
In the ten years since its formation, the OCDSB has coped with putting two very different predecessor boards together with fewer resources available than either of the legacy boards had. The funding situation has caused a hard review of what the district core tasks are and how to do them. This is a continuous process as times and our community change and as the provincial government takes a more directive role in education delivery. Determining how to use limited resources has never been an easy task. However, the OCDSB continues to improve student achievement and school district accountability as shown by the district's EQAO results, the province's key measurement tool.

Declining Enrolment

Since 1998, the OCDSB enrolment has decreased by 7,000 students. Enrolment decline is expected to bottom out after three years. In chart form the trend line is:



2008-2009 Budget Overview – Executive Summary



The decline is occurring for both elementary and secondary pupils, as described at Tab 3 Average Daily Enrolment.

Most school districts in Ontario are experiencing the same trend. Declining enrolment has a number of serious implications, the most immediate being the decline in funding. Only half of our per pupil cost falls as student enrolment declines. Buildings must still be kept open, computer systems must continue, special education demands do not fall, etc. so the other half of the cost must be found in other expenditure lines. Unfortunately, the provincial government's existing funding system is primarily based on number of students.



2008-2009 Budget Overview – Executive Summary

The OCDSB's enrolment has not been declining as rapidly as the enrolment of many other boards. However, the OCDSB is feeling the impact. A series of actions are being taken to deal with the fall out from declining enrolment.

E-learning resources for students continue to expand. This addresses two issues. Firstly, as secondary school enrolments shrink it becomes more difficult to make all the program options accessible to students in their school. Secondly, all students should experience e-learning courses, as it is more and more likely that they will use this method of training during their working lives.

Facilities reviews will be undertaken in a number of different geographic areas of the district to determine the optimal number of school sites needed to meet future demographic needs.

Program viability must also be considered. Optimally, class size should be aligned with the average class size used in the funding model to maximize grant recovery. The government has also legislated class size requirements, severely limiting local flexibility. The decision to go from three French Immersion program entry points to two was driven by consideration of the best learning for our students, but partially driven by the program viability factor.

Ongoing Funding

Thanks to the Board's decisions in previous years and the ongoing grant improvements made by the provincial government in 2007, the OCDSB can operate its existing programs for 2008-2009 without having to make program and service reductions. It also has a small amount of room in its ongoing funding to make \$1.3 million of service improvements. In addition, staff expects that the OCDSB will receive \$3 million of one time funding. \$1 million of this funding has specified uses, while the other \$2 million is at the Board's discretion.

Staff is making recommendations that distinguish between ongoing and one time funds. Please see the New Initiatives section of this paper (Tab 5) for details.



2008-2009 Budget Overview – Executive Summary

The recommended expenditure budget and its funding sources is as shown in the following table:

Net Envelopes

In \$Millions	Projected Expenses	On Going Grants	Non Grant Revenues	On going Funding Surplus (Shortfall)	Declining Enrolment Grant	One Time Funding	Net
Instruction	500.3	481.5	11.4	(7.4)	2.5	3.0	(2.0)
Continuing Education	8.6	3.2	5.9	0.5	0.0	0.0	0.5
Transportation	34.3	32.5	0.1	(1.7)	0.0	0.0	(1.7)
School Facilities	78.7	76.3	3.7	1.3	0.5	0.0	1.8
Central Administration	16.6	15.9	2.0	1.3	0.1	0.0	1.4
Debt & Transfers to Capital Reserves	12.8	12.8	0.0	0.0	0.0	0.0	0.0
Total in \$Millions	651.3	622.1	23.1	(6.1)	3.1	3.0	(0.0)

The following are key points:

The instruction line is almost balanced (\$2.0 million shortfall) once the declining enrolment grant is factored in. As detailed in the enveloping section of this budget paper (Tab 8), all the major sub-components of Instruction, such as Special Education and English as a Second Language, are now close to balanced due to new grants.



2008-2009 Budget Overview – Executive Summary

No reductions, other than staff and supply changes triggered by the expected decline in student numbers, are being proposed for instruction. The single largest concentration of new investments being recommended is in the Instruction envelope (\$1.8 million out of \$2.7 million).

Continuing education has undertaken a review of its existing operations and re-thought its business plans. The recommended budget reflects a realistic assessment of the opportunities and constraints it faces.

Transportation remains under funded. There is still not a consistent, province-wide funding formula for this envelope, the only line not addressed by the changes set off by the province's 1998 funding changes. The government continues to promise a fair formula that treats all school districts equitably. The transportation expenditure budget is under pressure due to the ongoing cost increases in gas prices and staffing issues faced by the service providers.

School facilities continues to under spend its funding in order to help cover the under funding on other lines. Most of facilities's funding is driven by student numbers. The under spending is not sustainable as the total amount of school space is up despite declining enrolment. The government has mandated a very rigorous and protracted process that must be followed before school space can be closed. Such reviews are very difficult for communities. The City of Ottawa continues to build new suburbs where schools are needed, requiring more school buildings. OCDSB has opened new schools but still has not been able to meet all needs. The facilities budget has been reduced while simultaneously being expected to maintain and repair more school space. This budget recommends additions to facilities's budget to address the most urgent needs.

Central administration continues to under spend its funding. Staff is recommending a small number of new initiatives to address long standing issues.

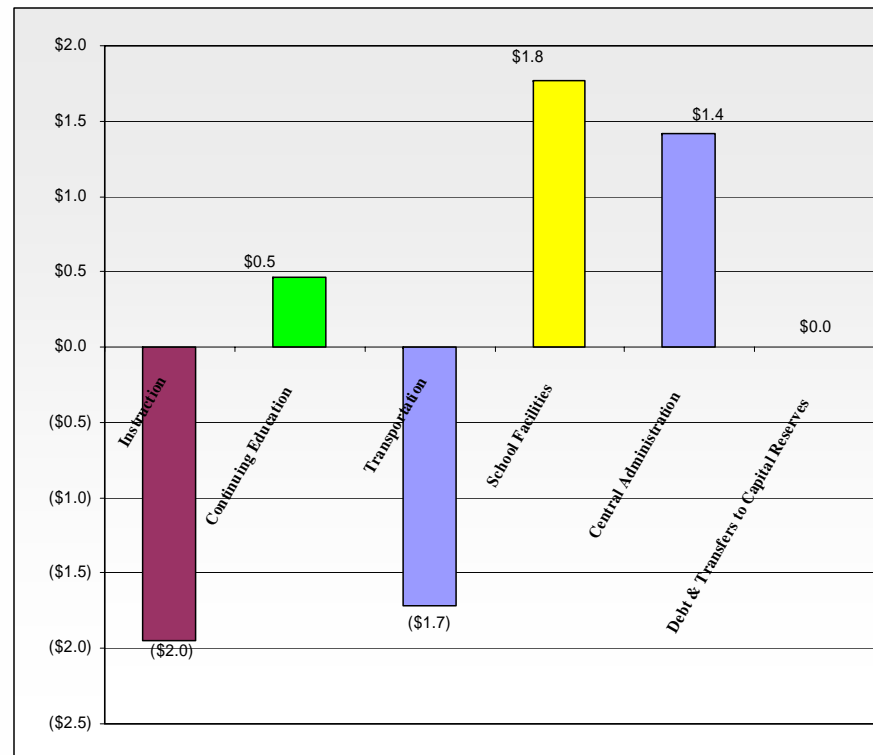


2008-2009 Budget Overview – Executive Summary

There are \$3 million of one year initiatives being proposed in this recommended budget. The nature and reason for each is detailed in Tab 5 of this document. In many cases, the projects could usefully continue beyond 2008-2009 but to do so would require identifying off-setting activities currently paid for with ongoing funding that have a lower priority. The reality of the balanced budget legislation and ten years of reductions in spending is that there are no easy reductions left. The bulk of the one year investments are for the instruction envelope.

In summary the over/under funding situation by Ministry of Education envelope is:

Net Envelopes in \$Millions

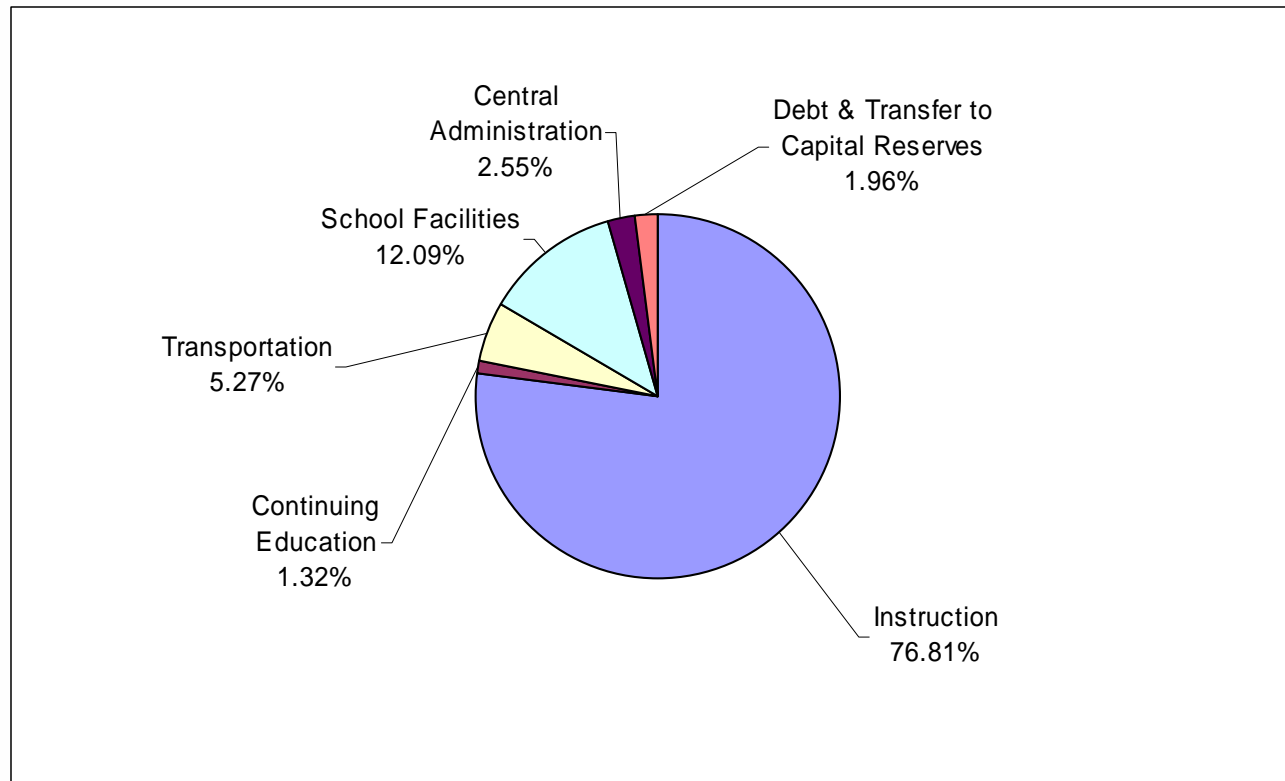




2008-2009 Budget Overview – Executive Summary

The following pie chart is intended to provide an easy understanding of where the district spends its available resources.

Expenditures by Envelope



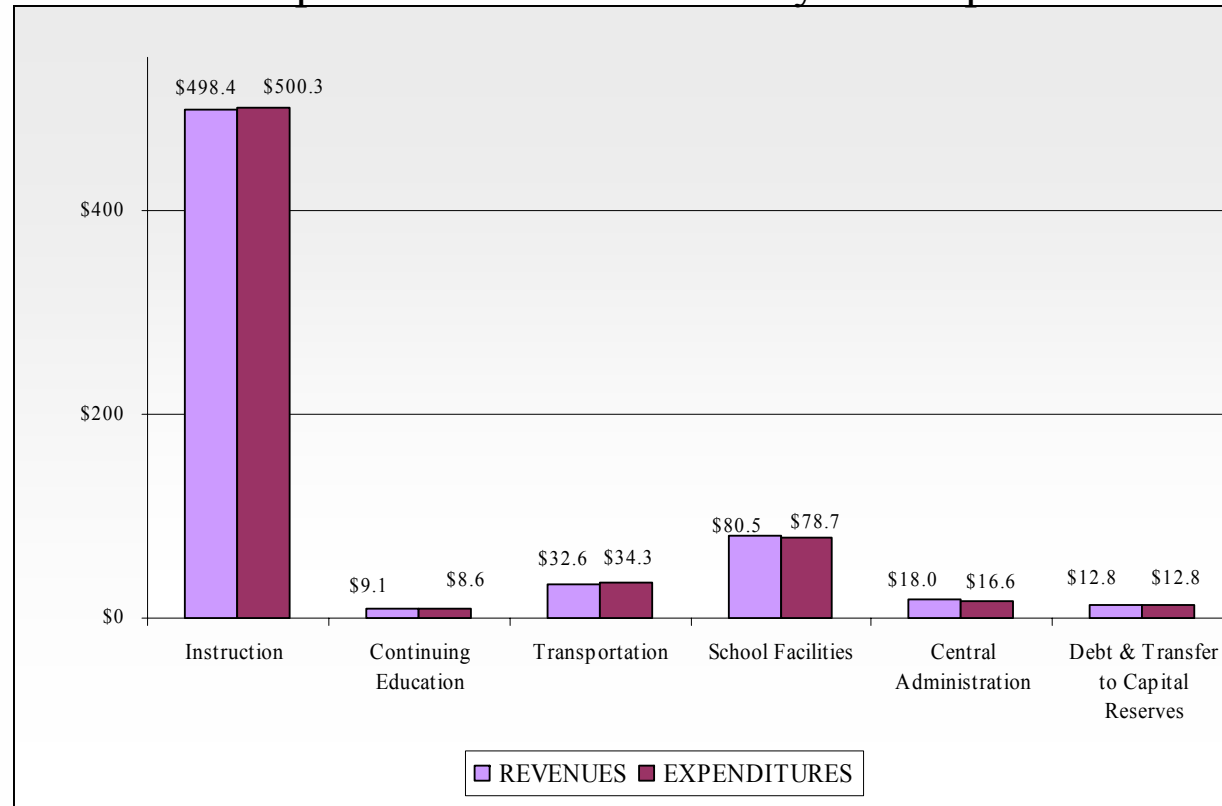
As always, spending is focused on student instruction, constructing and operating school buildings and school buses.



2008-2009 Budget Overview – Executive Summary

Combining revenue and expense by envelope gives us the following:

Expenditures and Revenue by Envelope



The Board must always allocate its finite resources to those projects that best meet its legal requirements and advance its progress towards its goals. To facilitate this, the Board developed its strategic plan. The budget recommendations are in line with the direction already set by the Board in its approved strategic plan and include consideration of the input received to date during the 2008-2009 budget process.



2008-2009 Budget Overview – Board Goals and Strategic Plan

An integrated budget and strategic plan

In July 2007, the Board approved a four year strategic plan for the school district. That plan is built on a vision which recognizes the importance of organizational effectiveness in achieving our primary objective of student success. Our strategic plan is built on three pillars:

- **Learning** - to recognize our focus on student learning through program quality, effective instructional practice and valid and sustainable learning supports;
- **Leadership** - to model responsible leadership to our students, ourselves and our community through our commitment to personal growth, organizational effectiveness and good governance;
- **Community** - to celebrate our commitment to community through responsible citizenship, collaborative partnership and the stewardship of resources;

The strategic plan provides a framework for the key work of the school district over a four year period. On an annual basis, the Board establishes goals for the year through the approval of three key mechanisms: the district goals for the school year, the district improvement plan and the annual budget.

The 2008-2009 budget process is the first since the adoption of the strategic plan. The integration of the strategic plan, district goal setting and the budget process has significantly improved the focus of the staff recommended budget to be reflective of the priorities that the Board, staff and community developed together through the strategic planning process.

The staff recommended budget includes new investments in a number of key priority areas of the strategic plan. The goal of this budget is to ensure that the district can effectively support student achievement through the alignment of resources. In some cases that may mean continued support of current initiatives and practices underway; in other cases it may mean finding ways to realign resources to support new initiatives.



2008-2009 Budget Overview – Board Goals and Strategic Plan

Each new initiative proposed in the 2008-2009 budget is aligned with our strategic plan and district goals. As a result, we are able to highlight proposed initiatives as investments in each of our three pillars of learning, leadership and community. While we have many other important initiatives planned for 2008-2009, these investments highlight those areas which require new support or additional resource support beyond current budget funding in order to realize our objectives.

Learning Investments

Our primary investments in learning continue to be aimed at improving instructional practice with a focus on literacy and numeracy. The 2008-2009 recommended budget includes:

- Funding for start up materials for new classes and programs. This allocation ensures that, as schools develop programs to meet the needs of their students, they can access funds to acquire the learning resources necessary for program delivery.
- An investment in our adaptive school programs through specific development projects at OTLC as well as the sponsorship of an adaptive schools conference in January 2009.
- An increase in the occasional teacher budget – including a general budget increase to better reflect true costs as well as a targeted increase to cover occasional teacher costs associated with administrative designates. The latter amount will ensure our principals and vice principals have the staffing coverage that they need in order to participate in key district leadership and learning opportunities.
- Start up costs for staffing and operating budgets for two new schools which will be opening in the 2009-2010 school year – the much needed Briarbrook School in Kanata North and our first 7-12 school in Longfields-Davidson Heights;
- The addition of a half-time office assistant position in Quality Assurance which will allow us to fulfill some of the ongoing administrative demands of our program renewal projects and important research work underway to support student success;



2008-2009 Budget Overview – Board Goals and Strategic Plan

The OCDSB recognizes that effective learning strategies must be developed to meet the needs of all of our students which can be achieved through differentiated instructional practice and supports for vulnerable learners. To ensure our success in these areas, the recommended budget includes the following key resource supports:

- The addition of a Learning Support Consultant to support the Special Incidence Portion (SIP) application process. Although this adds an additional staff position, the investment is expected to be fully realized through an increase in grant revenue as a result of an enhanced SIP application process;
- The addition of 0.6 FTE of a psychologist position and 0.6 FTE social work position continues our commitment to ensuring we have the resource support our students need.
- The addition of one Child and Youth Worker (CYW) position to better support students in our district. This position is our contribution to a community partnership with the Ministry of Children and Youth Services wherein they provide 2 positions and we provide 1.
- Intensive Support Assistance (ISA) Equipment – an increase in the budget allocation is a result of the increase in demand for special equipment and reflects the growing use of technology to support the learning of special needs children.
- Consulting support for our work under the Accessibility for Ontarians with Disabilities Act to ensure that work continues on our AODA work plan.

We continue to improve our learning environments by investing in our school buildings and in our classrooms through:

- The school accommodation review process to ensure that our Area Review Committees (ARCs) have the necessary resources to support their work.
- An increase in our operating, maintenance and utilities budgets to accommodate rising operating costs and ensure that we can continue to provide safe and healthy learning environments.



2008-2009 Budget Overview – Board Goals and Strategic Plan

Leadership Investments

Our commitment to modeling responsible leadership requires an on-going commitment to the personal growth of our employees, the effectiveness of our organization and the good governance of our district.

In 2008-2009, we will continue to develop our comprehensive leadership strategy by recognizing, encouraging and celebrating leadership through the development of:

- Our principal and vice principal intern program which has expanded considerably in the last year and allowed us to ensure the development of new leaders and effective succession planning.
- A one-time investment in our annual fall leadership conference being developed in partnership that with OCRI to create a community based creative leadership forum.
- Additional funding to support the development of essential leadership programs and initiatives identified as a result of the district wide leadership study.
- Recognition of the importance of and responsibility assigned to the role of the coordinators of our secondary Alternate Programs through a change in position designation from coordinator to vice-principal. This will allow them to supervise their teachers.

Our leadership initiative recognizes the importance of character development in terms of personal growth and our commitment to ensuring a safe and caring learning environment. This budget reflects our recent consolidation of resources under the Safe and Caring Schools initiative. Using targeted



2008-2009 Budget Overview – Board Goals and Strategic Plan

Ministry funding and a reallocation of internal resources, we have added a Principal, an Elementary and a Secondary teacher, and an Education Assistant to our Safe and Caring Schools staff team. This team will provide: direct support in schools as a part of our prevention and intervention strategies; programming for both elementary and secondary students at risk or on long term suspension and expulsion; curriculum strategies and training for staff in the area of character development and anti-bullying. The Safe and Caring Schools team will work collaboratively with community agencies to better meet the needs of our students and our community.

Another important part of our leadership development is the recognition of our ongoing need to address governance issues through an effective governance framework. The proposed budget does include funds for strategic planning initiatives, and governance is an important part of that. It is anticipated that any governance work would be supported by future funding from the Ministry.

Community Investments

We recognize our commitment to community through responsible citizenship, collaborative partnership and the stewardship of resources. The community objective includes a number of really significant priorities, most notably the development of strategies on diversity and equity. The recommended 2008-2009 budget includes:

- The creation of a new position to coordinate equity and diversity initiatives in the school district plus program funding to support research, consultation and policy development on diversity initiatives;
- New funding to support research and policy development in the education of aboriginal students. This expenditure is expected to be matched by funding from the Ministry.

Our ongoing efforts to create a healthy OCDSB workplace community with a focus on wellness, trust and respect for all staff will continue. The draft budget includes additional funding to support the development of corporate wellness strategies.



2008-2009 Budget Overview – Board Goals and Strategic Plan

Our goal of improving internal and external communications strategies, techniques and messaging processes is linked to our recognition of the need to use technology effectively to improve both student learning opportunities and the coordination of information resources. Our *Drive to Success* initiative integrates our business processes, technology projects and communications initiatives. The recommended budget recognizes the importance of managing information, communications and managing technology through:

- Recognition that our website is our key communications vehicle which requires dedicated support for effective management. The recommended budget includes the first webmaster position for the OCDSB;
- The recommended budget also confirms the position of Information Officer on an on-going basis. This position was created as part of the MISA project and is critical to our ability to effectively manage data and requests for data, including the development of key reports for the Board and its Committees;
- Last year we embarked on the development of a corporate records program. This program will ensure the development of a records infrastructure which will support our paper records as well as future electronic records management programs. The recommended budget includes on-going funding for the recently filled position of Corporate Records Analyst, as well as seed funding for the corporate records program.

Our vision statement recognizes that organizational effectiveness is an important foundation for student success. Our goal of improving human, administrative and financial management practices and systems that ensure responsible and sustainable resource management is addressed in the 2008-2009 budget through:

- The creation of a facilities accounting coordinator position in the Facilities Department ensures effective financial management of grants tied directly to facility improvement (Good Places to Learn, Primary Class Size, etc).



2008-2009 Budget Overview – Board Goals and Strategic Plan

- An increase of 2.0 positions in Human Resources which acknowledges the need to support work in the areas of diversity, leadership, wellness, occupational health and safety, and staff development.
- The replacement of accounting software for schools which is based on a recommendation from the external auditor with respect to managing school office funds and our ongoing commitment to address the workload issues of school office administrators.



2008-2009 Budget Overview – Executive Summary

Changes in 2008-2009 Budget

As is the case every year, the large majority of the district's costs are already beyond the Board's control to change for 2008-2009 due to contracts that are already in place or costs that are set by factors that are not subject to the Board's control. In some cases such as teacher staffing, the Board has already made decisions for 2008-2009 that it can't change now.

Staff has summarized the four categories of expenditure increases on the following chart.



2008-2009 Budget Overview – Executive Summary

Changes From Approved 2007-2008 Budget To Approved 2008-2009 Budget

Approved 2007-2008 Budget		\$634,784,154
Decisions included in Approved 2008-2009 Budget		
	Adjustment to transportation budget	(\$1,884,484)
	Increase in occasional teacher budget	\$1,500,000
	Start-up staff for Briarbrook ES and Longfield Davidson SS	\$291,032
	Start-up operating budgets for Briarbrook ES and Longfield Davidson SS	\$500,000
	Reduction in physio/occupational therapist positions due to CCAC partnership	(\$80,794)
	Sub-Total	\$325,754
Changes in Costs		
	Incremental progression on grid, benefit cost increases and turnover savings	\$9,749,635
	Net changes in staff resulting from decline in enrolment & other changes in staffing	(\$3,310,417)
	Increase in utilities costs to reflect estimated cost pressures	\$283,750
	Change in assumption for overtime and vacation payouts based on actual usage	\$1,082,737
	Sub-Total	\$7,805,705
Adjustments in Budgets to reflect changes in Grants or Funding		
	Community Use	\$150,000
	Safe Schools	\$868,652
	Specialist High Skills Majors (SHSM)	\$140,150
	ISA equipment (based on projected claims, covered by increased revenue)	\$1,222,260
	Continuing Education (covered by projected increase in revenue of \$777,386)	\$236,774
	New Teacher Induction Program	\$370,000
	Reporting Entity (Public Sector Accounting Board)	\$120,000
	Facilities Renewal Plan	(\$224,169)
	Debt and Transfer to Capital Reserves	\$1,828,045
	OCENET (One time donation)	\$1,000,000
	Sub-Total	\$5,711,712
Approved Initiatives		
	One time (see New Initiative schedule)	\$1,402,637
	On-going (see New Initiative schedule)	\$1,313,600
	Sub-Total	\$2,716,237
Net Increase in Budget Base		\$16,559,408
Approved 2008-2009 Budget		\$651,343,562



2008-2009 Budget Overview – Executive Summary

The first category is the Board's decisions for 2008-2009 that have already been made. Note that the first two lines make permanent the transfer of budget from transportation to occasional teacher usage that was made on a temporary basis part way through 2007-2008. Principals and school councils have been very forceful on the urgency of having the occasional teacher budget more closely reflect reality. The Board has already approved the opening of schools at Briarbrook and Longfield Davidson Heights. The operating budgets for the schools must be provided in 2008-2009 for school opening in September 2009. The reductions reflect the decisions that the Board has already made for 2008-2009.

The second group includes estimates of cost increases that the district has no effective control over. Teaching staff is being reduced to reflect the projected enrolment decline for 2008-2009. Employee salaries will increase as employees gain in seniority. The costs of employee benefits are also expected to increase. The changes in the 2007-2008 budget were made as part of the agreement with the Ministry of Education to allow a deficit budget. Costs that in previous years were not budgeted separately now form part of overall compensation totals. For example, vacation payouts and overtime are now explicitly provided for in the 2008-2009 budget as part of the salary and benefit budget assumptions, which account in part for the increases from 2007-2008. Fortunately, the improved revenues for 2007-2008 have allowed the OCDSB to cover its actual 2007-2008 costs and staff expects to end the year with a projected surplus, due mainly to one time revenue items. Please see Tab 6 for the latest forecast.

The third group includes costs tied mainly to changes in the Ministry grant structure. Certain grant revenue requires the OCDSB to undertake specific expenditures, which have been included in the budget. Reducing the expenditure in these cases would result in an off-setting reduction in the grant.



2008-2009 Budget Overview – Executive Summary

Note that there is a negative line in this group, as this grant is tied to student numbers. As the number of students falls, so does the funding and therefore staff reduces the expenditure budget associated with the given activity. OCENET's board has voted to provide the OCDSB with a one time donation of one million dollars, in addition to its regular annual contribution of approximately two million dollars. OCENET has specified how the money is to be used, as explained in Tab 5 Impact Statements. The Continuing Education budget is tied to its business plan, in which profitability (used to fund the under funding of the instruction envelope) is expected to be up. If the new programs are not profitable, Continuing Education will attempt to reduce expense accordingly.

The fourth group is the area where the Board needs to make decisions on initiatives that address the Board's strategic plan and immediate needs. Note that it is divided between items to be funded by the small amount of ongoing funding available within the balanced budget and one time funds available to the Board for use only in 2008-2009. Projects funded from one time revenues can not be continued in 2009-2010 unless something now funded from ongoing revenue is reduced to make permanent funding available, or unless additional one time 2009-2010 revenue is found. Please see Tab 5 for details of the proposals.



2008-2009 Budget Overview – Executive Summary

Unknowns for 2008-2009

At the time this budget recommendation is being presented and approved, all of the OCDSB's collective bargaining agreements are unsettled for 2008-2009. The Ministry of Education is facilitating the creation of a province-wide settlement framework. The provincial government has indicated that the grant funding for 2008-2009 will be changed to reflect the framework condition when negotiations are completed.

The Ministry requires that a balanced budget must be approved and filed with it by 30 June 2008. To do this, staff is presenting a recommended budget that does not include provision for the settlements. It is anticipated that the framework will be in place by the end of this school year and that the government will require local agreements to be completed by the end of November.

The provincial government will probably not fund all of the OCDSB's cost change triggered by mandated settlements when funding is provided. This budget recognizes the reality of the gap between funding and actual compensation costs and that the salary differential would grow. To avoid additional budgetary pressure, this budget includes a salary contingency in consideration of the anticipated shortfall.

Energy costs are escalating. This includes gasoline, natural gas, hydro and the costs of all goods and services that use them as inputs. This affects virtually all of the remaining 20% of the operating budget and the entire capital budget.



2008-2009 Budget Overview – Executive Summary

The state of the provincial economy remains a concern. The Ontario government appears to be committed to no deficits, so an economic slump may limit funding increases for all or part of the public sector. It is unlikely that there would be a reduction in already announced grants, but mid-year funding increases may not continue as in recent years, potentially putting pressure on the 2008-2009 year end and therefore on future OCDSB budgets.

The provincial government has substantially changed how it funds capital projects. These changes include directly controlling the use of existing capital reserves. One of the results is that school boards are required to build to provincial cost benchmarks which in turn may result in a significant change in construction standard for the OCDSB. Even building to the benchmark, construction prices are escalating faster than the benchmarks are being adjusted.

In the longer term, the issue of declining enrolment and the funding of the current operating budget funding system present the greatest challenges for the OCDSB. As shown in the THREE YEAR PROJECTION in Tab 8, with declining enrolment continuing to face the district and with no major change in the provincial funding model, the OCDSB will slip into deficit in 2009-2010 unless it makes changes to its operations that result in lower costs. Almost all Ontario school boards are in the same situation. In anticipation of this circumstance, the Ministry indicated in the 2008-2009 grant announcements the formation of a working group to study the issue and make recommendations as to how to deal with declining enrolment.



2008-2009 Budget Overview – Executive Summary

It is reasonable to expect some relief from the government for 2009-2010 and beyond. When sixty-six out of seventy-two boards have the problem, it is no longer their problem, it is a provincial problem. This is a very different situation than the OCDSB found itself in when it and two other boards suffered provincial takeover. Accordingly, staff is not recommending that the Board start reductions for 2009-2010 now. The district is still recovering from the reductions made in the past two budgets to address the under funding issue. Some of the reductions have proven unsustainable and have been changed in the 2007-2008 revised budget and in the 2008-2009 budget proposal. More needs to be done if the strategic plan is to be fully addressed. Political pressure needs to be applied in concert with the other declining enrolment boards to convince the Ministry to address the issue beginning with the 2009-2010 grant announcement.

Summation

The strategic plan provides the overview needed to keep the district moving towards its long term goals. This budget recommendation is designed to do that. Staff respectfully submit its proposal for the Budget Committee's review, debate and recommendation to Board.

On 28 May 2008 the Budget Committee recommended the original budget motion to the Board. The Board approved the recommendation at its 2 June 2008 meeting.



Average Daily Enrolment

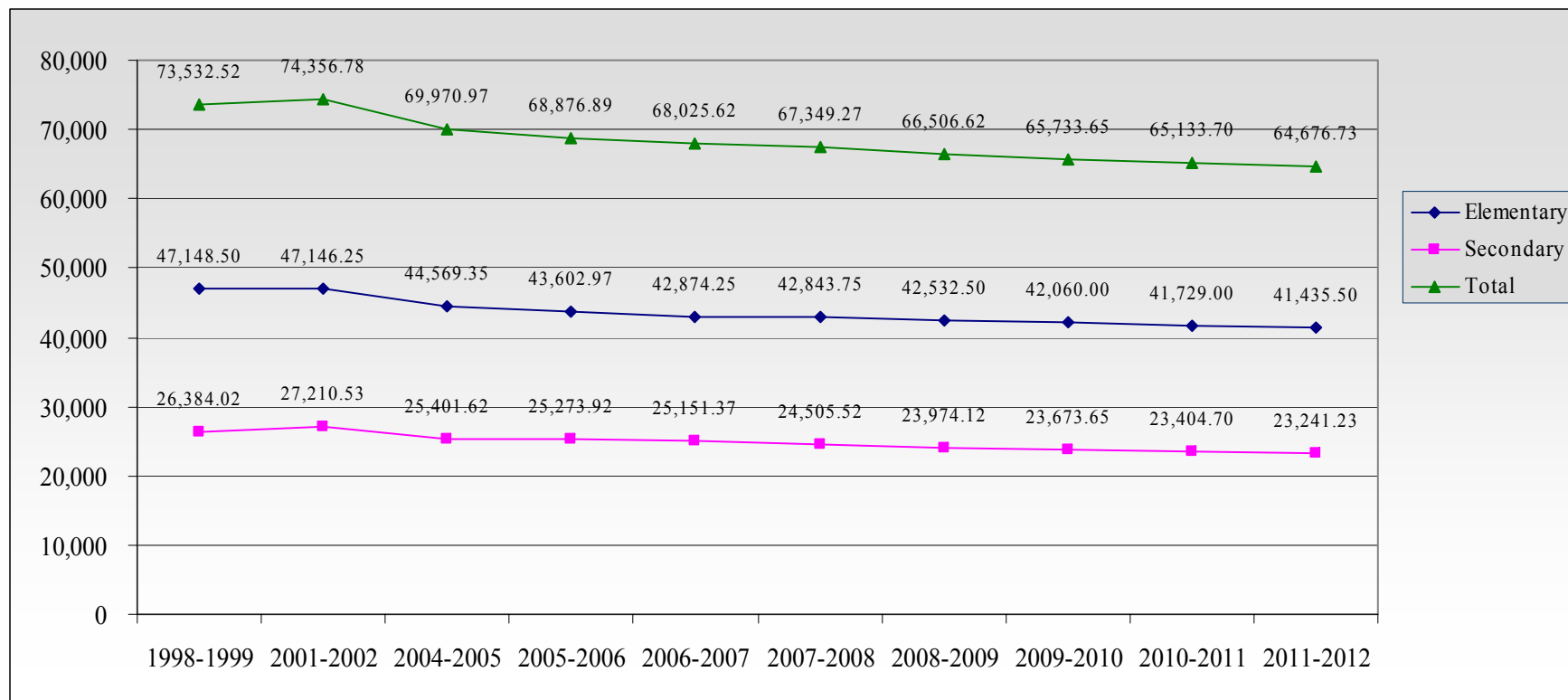


Average Daily Enrolment

	Actual for 2004-2005	Actual for 2005-2006	Actual for 2006-2007	Projected for 2007-2008	Projected for 2008-2009
Elementary Students					
JK	1,920.25	1,961.25	1,988.75	2,076.75	1,989.00
SK	2,233.25	2,142.00	2,153.50	2,212.00	2,192.50
Grades 1 to 3	14,438.25	14,139.27	13,909.00	13,701.00	13,789.00
Grades 4 to 8	25,887.35	25,300.20	24,763.50	24,780.00	24,482.00
Sub-Total	44,479.10	43,542.72	42,814.75	42,769.75	42,452.50
Tuition Paying	90.25	60.25	59.50	74.00	80.00
Total Elementary Students	44,569.35	43,602.97	42,874.25	42,843.75	42,532.50
Secondary Students					
Under age 21	24,427.77	24,323.67	24,178.46	23,449.50	22,917.79
Age 21 and over	802.60	775.00	791.92	848.02	835.71
Sub-Total	25,230.37	25,098.67	24,970.38	24,297.52	23,753.50
Tuition Paying	171.25	175.25	180.99	208.00	220.62
Total Secondary Students	25,401.62	25,273.92	25,151.37	24,505.52	23,974.12
Total	69,970.97	68,876.89	68,025.62	67,349.27	66,506.62



Average Daily Enrolment – Trends Analysis





Budget Operating Details

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



Approved Initiatives – by Envelope

Displayed by Full Time Equivalent (FTE) Positions and by Amount									
Description	REF	Instruction		Facilities		Central Admin		Total	
		FTE	Amount \$	FTE	Amount \$	FTE	Amount \$	FTE	Amount \$
Instruction:									
Office Assistant Position (Quality Assurance)	A	0.5	\$25,000					0.5	\$25,000
Accounting Software for Schools	B		\$50,000					0.0	\$50,000
Aboriginal Program	C		\$50,000					0.0	\$50,000
Leadership Conferences	D		\$50,000					0.0	\$50,000
Leadership Program	E		\$60,000					0.0	\$60,000
Sub-Total:		0.5	\$235,000					0.5	\$235,000
Special Education:									
Position to obtain Special Incidence Portion (SIP) Funding	F	1.0	\$75,000					1.0	\$75,000
Child and Youth Worker	G	1.0	\$41,000					1.0	\$41,000
Psychologist Position	H	0.6	\$57,600					0.6	\$57,600
Social Worker Position	I	0.6	\$51,000					0.6	\$51,000
Sub-Total:		3.2	\$224,600					3.2	\$224,600
Regular Day School:									
Principals and Vice-Principals Intern Program	J		\$50,000					0.0	\$50,000
Adaptive Schools	K		\$82,000					0.0	\$82,000
Occasional Teacher Budget for Admin Designates	L		\$50,000					0.0	\$50,000
Funds for New Classes or Programs	M		\$50,000					0.0	\$50,000
Safe Schools	N		\$739,637					0.0	\$739,637
Alternate Program Coordinators	O		\$35,000					0.0	\$35,000
Sub-Total:			\$1,006,637					0.0	\$1,006,637
Facilities:									
Area Review Committee	P				\$30,000			0.0	\$30,000
Facility Accounting Coordinator	Q			1.0	\$75,000			1.0	\$75,000
Consultant for Accessibility for Ontarians with Disabilities Act	R				\$25,000			0.0	\$25,000
Operating and Maintenance Budgets	S				\$600,000			0.0	\$600,000
Sub-Total:				1.0	\$730,000			1.0	\$730,000
Central Administration:									
Administrative Positions (Human Resources)	T					2.0	\$140,000	2.0	\$140,000
Sub-Total:						2.0	\$140,000	2.0	\$140,000
Combined Envelopes:									
Corporate Records Management Program	U		\$40,000				\$10,000	0.0	\$50,000
Webmaster Position	V	0.8	\$52,000			0.2	\$13,000	1.0	\$65,000
Corporate Records Analyst Position	W	0.8	\$56,000			0.2	\$14,000	1.0	\$70,000
Information Officer Position	X	0.8	\$56,000			0.2	\$14,000	1.0	\$70,000
Corporate Wellness	Y		\$20,000				\$5,000	0.0	\$25,000
Equity and Diversity Co-ordinator	Z	0.8	\$80,000			0.2	\$20,000	1.0	\$100,000
Sub-Total:		3.2	\$304,000	0.0	\$0	0.8	\$76,000	4.0	\$380,000
Total		6.9	\$1,770,237	1.0	\$730,000	2.8	\$216,000	10.7	\$2,716,237



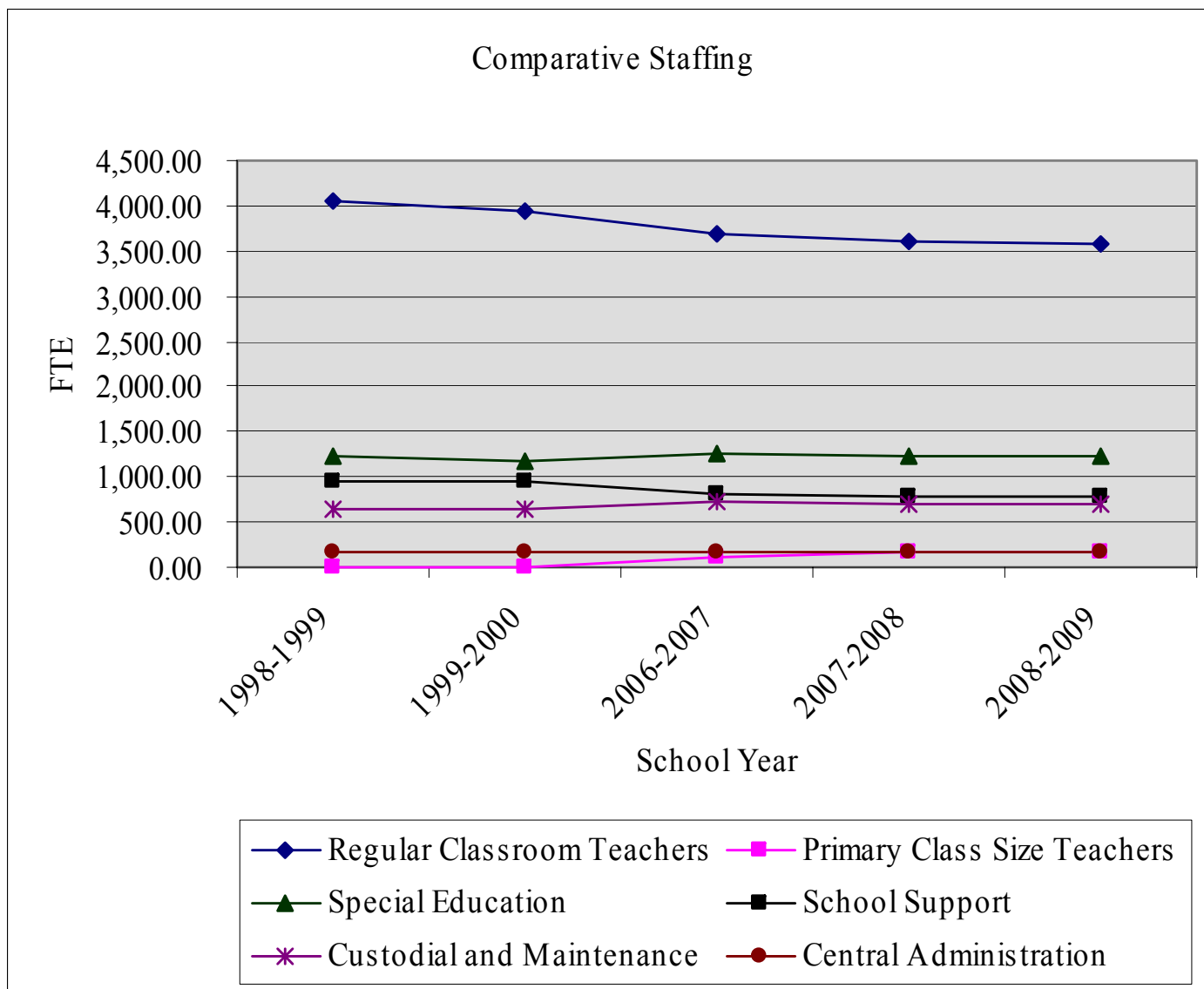
Comparative FTE Staffing

Budget Year:	1998-1999	1999-2000	2006-2007	2007-2008	2008-2009
	Authorized	Authorized	Authorized	Authorized	Approved Budget
Academic Elementary School Administration:					
Principals (excluding central)	121.00	118.00	120.00	117.00	117.50
Vice-Principals (excluding central)	48.25	49.25	45.00	39.00	39.00
Elementary Principals/Vice-Principals	169.25	167.25	165.00	156.00	156.50
Teachers :					
Regular Day School	2359.06	2317.25	2,138.37	2,094.49	2,085.09
Additional Primary Class Size Teachers	0.00	0.00	123.41	163.80	163.80
Special Education	493.46	460.88	462.31	454.22	455.64
Elementary Academic	2852.52	2778.13	2,724.09	2,712.51	2,704.53
Academic Secondary School Administration:					
Principals (excluding central)	27.00	27.00	25.00	25.00	26.00
Vice-Principals (excluding central)	52.00	53.00	43.17	43.17	47.17
Secondary Principals/Vice-Principals	79.00	80.00	68.17	68.17	73.17
Teachers :					
Regular Day School	1687.42	1623.25	1,545.43	1,517.08	1,487.09
Special Education	114.60	112.08	114.75	113.25	109.41
Secondary Academic	1,802.02	1,735.33	1,660.18	1,630.33	1,596.50
Non Academic					
Educational Assistants	539.50	535.00	610.00	591.00	591.00
Special Education Support (PSSP)	84.50	68.70	63.20	59.20	61.60
Custodial and Maintenance	656.00	644.38	714.95	706.19	711.33
In School Support Staff	507.51	513.01	344.30	337.10	341.60
Instruction Support/Other (including 9.0 central Principals / VPs)	185.20	188.63	220.80	218.40	223.20
Central Administration	158.10	160.90	158.40	155.20	158.00
Non Academic	2,130.81	2,110.62	2,111.65	2,067.09	2,086.73
Total	7,033.60	6,871.33	6,729.09	6,634.10	6,617.43

Excludes term positions



Comparative FTE Staffing – Trends Analysis





Revenues - Grant

In \$Millions	Actual 2006-2007	Forecast 2007-2008	Projection 2008-2009
Grants for Operating Purposes			
Pupil foundation	278.2	285.4	285.7
School foundation	37.6	40.1	40.6
Primary Classes	9.6	14.1	14.4
Special Education	65.2	69.7	69.8
French as a Second Language	11.2	11.2	11.7
English as a Second Language	7.2	6.9	7.9
Learning Opportunities	15.0	15.1	15.6
Continuing Education	2.4	2.3	2.6
Adult Education	2.0	2.2	2.2
Teacher Qualifications and Experience	23.4	29.2	31.8
Transportation	25.8	26.3	27.2
Provincial Transportation	5.2	5.2	5.2
Administration and Governance	15.4	15.5	15.6
School Operations (Facilities)	61.6	62.8	63.3
First Nations, Metis and Inuit Education Supplement		0.2	0.2
Program Enhancements		1.1	1.4
Sub-Total: Regular Operating Ongoing Grants	\$ 559.8	\$ 587.3	\$ 595.2
Declining Enrolment	3.0	3.5	3.1
Total: Operating Grants	\$ 562.8	\$ 590.8	\$ 598.3
New Grants			
Safe School Supplement			1.0
Community Use of Schools Grant	0.8	0.8	1.0
New Teacher Induction Program			0.4
Sub-total: New Grants	0.8	0.8	2.4
Total Grants for Operating Purposes	563.6	591.6	600.7
Grants for Capital and Other Purposes			
Facilities Renewal	11.9	11.7	11.6
Debt	9.3	11.8	12.8
Sub-Total: Capital Grants	\$ 21.2	\$ 23.5	\$ 24.4
Total Grants for Capital and Operating Purposes	\$ 584.8	\$ 615.1	\$ 625.1



Revenues – Non Grant

In \$Millions	Actual 2006-2007	Forecast 2007-2008	Projection 2008-2009
Non Grant Revenues			
Rentals	4.0	2.7	3.0
Continuing Education	6.0	6.0	5.9
Other Grants	6.8	2.1	0.4
Staff On Loan	5.5	5.8	5.9
Tuition Fees	2.9	2.4	3.0
Miscellaneous Revenues	6.9	11.4	5.9
One time Adjustment for Qualifications and Experience			2.0
Total: Other Revenues	\$ 32.1	\$ 30.4	\$ 26.1
Sub-Total: Grant and Non Grant Revenues	\$ 616.9	\$ 645.5	\$ 651.3
Total Non Grant Revenues			
Transfer from reserves	\$ 12.3	\$ -	
Total Revenues	\$ 629.2	\$ 645.5	\$ 651.3



Working Fund Reserve

In \$Millions	Balance as of August 31, 2006	Balance as of August 31, 2007	Forecast Balance August 31, 2008	Forecast Use for 2008-2009	Forecast Balance August 31, 2009
General Working Reserves:					
Available for Operating Budget	\$8.3	\$1.3	\$1.3	\$0.0	\$1.3
2006-2007 Year End Surplus	\$4.6	\$0.1	\$0.1	\$0.0	\$0.1
Sub Total	\$12.9	\$1.4	\$1.4	\$0.0	\$1.4
Assigned Working Reserves:					
Accessibility for Ontarians With Disabilities Act	\$1.0	\$0.0	\$0.0	\$0.0	\$0.0
Replacement of Computer System	\$1.0	\$1.0	\$1.0	\$0.0	\$1.0
Insurance	\$0.4	\$0.0	\$0.0	\$0.0	\$0.0
Ergonomic Equipment	\$0.3	\$0.0	\$0.0	\$0.0	\$0.0
Central Department Carry forward	\$0.0	\$1.2	\$1.2	\$0.0	\$1.2
School Budget Carry forwards	\$1.2	\$1.4	\$1.4	\$0.0	\$1.4
Wide Area Network	\$0.6	\$0.0	\$0.0	\$0.0	\$0.0
Sub Total	\$4.5	\$3.6	\$3.6	\$0.0	\$3.6
Total	\$17.4	\$5.0	\$5.0	\$0.0	\$5.0



Funding Sources

Summary

2008-2009					
Budget					
	Revenues		Expenditures		Net Funding
		Amount	FTE	Amount	Amount
Instruction		498,378,718	5,722.10	500,327,280	(1,948,562)
Continuing Education		9,118,971	17.00	8,611,960	507,011
Transportation		32,588,813	9.00	34,315,924	(1,727,111)
Facilities		80,491,455	713.33 *	78,718,620	1,772,835
Central Administration		17,999,620	170.00	16,603,794	1,395,826
Debentures And Transfer To Capital Reserves		12,765,985	-	12,765,985	-
Total		\$ 651,343,562	6,631.43 *	\$ 651,343,562	\$ -

* Includes 2 term positions.



Expenditures by Funding Source

INSTRUCTION

Summary

	2006-2007		2006-2007	2006-2007		2007-2008		2008-2009	
	Approved Budget		Revised Budget	Year-End Results		Approved Budget		Approved Budget	
	FTE	Amount	Amount*	Amount	% Spent	FTE	Amount	FTE	Amount
Revenues									
Grants		447,390,805	450,400,000	451,028,512	100.14%		465,685,123		483,933,058
Other Revenues		11,977,500	19,621,856	19,612,771	99.95%		15,647,268		14,445,660
Reserves		13,000,000	12,300,000	12,361,446	100.50%		-		-
Total		\$ 472,368,305	\$ 482,321,856	\$ 483,002,729	100.14%		\$ 481,332,391		\$ 498,378,718

Expenditures									
Salaries & Benefits	5,828.74	450,200,501	453,200,501	453,755,553	100.12%	5,767.75	461,167,907	5,722.10	470,425,573
Operating		26,377,260	33,820,130	30,814,400	91.11%		25,284,854		29,901,707
Total	5,828.74	\$ 476,577,760	\$ 487,020,630	\$ 484,569,953	99.50%	5,767.75	\$ 486,452,761	5,722.10	\$ 500,327,281

Funding Surplus (Deficit)		\$ (4,209,455)	\$ (4,698,774)	\$ (1,567,224)	33.35%		\$ (5,120,370)		\$ (1,948,563)
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* 2006-2007 budget adjusted to reflect mid year grant announcements.

After the 2007-2008 Budget was approved, the provincial government provided sufficient funding to fund the deficit on an ongoing basis.
Please see Tab 6, 2007-2008 Forecast for details.



Expenditures by Funding Source

INSTRUCTION

Salaries & Benefits - Classroom

	2006-2007		2006-2007	2006-2007		2007-2008		2008-2009	
	Approved Budget		Revised Budget	Year-End Results		Approved Budget		Approved Budget	
	FTE	Amount	Amount*	Amount	% Spent	FTE	Amount	FTE	Amount
Classroom Teachers									
Elementary	2,709.10	222,351,781	224,261,283	222,489,320	99.21%	2,694.06	229,262,842	2,697.53	233,466,282
Secondary	1,559.00	126,467,621	127,496,816	126,012,184	98.84%	1,523.15	128,868,751	1,494.66	129,542,288
Occasional Teachers									
Elementary		6,205,006	5,805,006	5,791,467	99.77%		6,604,020		7,629,020
Secondary		1,678,338	2,078,338	3,118,483	150.05%		1,820,526		2,345,526
Educational Assistants									
Elementary	396.50	16,642,291	16,642,291	16,822,356	101.08%	384.15	16,677,739	384.15	17,056,021
Secondary	213.50	8,961,233	8,961,233	9,058,193	101.08%	206.85	8,980,321	206.85	9,184,011
Professionals, Paraprofessionals & Technicians									
Elementary	108.98	7,801,294	7,801,294	7,569,579	97.03%	105.65	8,005,155	108.37	8,212,657
Secondary	59.02	3,669,825	3,669,825	3,911,338	106.58%	58.15	3,799,792	59.13	3,850,728
Library & Guidance									
Elementary	58.50	2,617,729	2,617,729	2,952,896	112.80%	57.70	2,733,338	57.80	2,749,823
Secondary	116.00	8,552,696	8,613,999	8,136,563	94.46%	114.50	8,797,553	113.67	8,941,976
HR Staff Development									
Elementary	2.60	171,239	171,239	162,361	94.82%	1.63	118,768	1.63	120,210
Secondary	1.40	92,206	92,206	87,425	94.82%	0.88	63,952	0.88	64,729
Total Classroom Salaries & Benefits	5,224.60	\$ 405,211,258	\$ 408,211,258	\$ 406,112,165	99.49%	5,146.71	\$ 415,732,757	5,124.66	\$ 423,163,270

* 2006-2007 budget adjusted to reflect mid year grant announcements.



Expenditures by Funding Source

INSTRUCTION

Salaries & Benefits - Non-Classroom

	2006-2007		2006-2007	2006-2007		2007-2008		2008-2009	
	Approved Budget		Revised Budget	Year-End Results		Approved Budget		Approved Budget	
	FTE	Amount	Amount	Amount	% Spent	FTE	Amount	FTE	Amount
Principals & Vice-Principals									
Elementary	168.00	18,036,433	17,236,433	17,217,724	99.89%	160.00	17,854,935	161.50	18,297,299
Secondary	70.17	7,769,080	8,569,080	8,542,639	99.69%	70.17	8,035,755	76.17	8,760,292
Department Head Allowances									
Secondary		1,007,352	1,007,352	947,709	94.08%		1,042,609		1,079,100
School Support									
Elementary	213.32	10,067,354	10,067,354	12,139,832	120.59%	210.31	10,632,974	213.69	11,052,182
Secondary	126.98	5,866,911	5,866,911	6,516,444	111.07%	123.90	6,080,617	125.41	6,314,849
Coordinators & Consultants									
Elementary	14.00	1,139,966	1,139,966	1,176,750	103.23%	11.00	895,951	7.00	594,898
Secondary	11.67	1,102,147	1,102,147	1,102,289	100.01%	11.67	892,310	13.67	1,163,682
Total Non-Classroom Salaries & Benefits	604.14	\$ 44,989,243	\$ 44,989,243	\$ 47,643,388	105.90%	587.05	\$ 45,435,150	597.44	\$ 47,262,303
Total Salaries & Benefits	5,828.74	\$ 450,200,501	\$ 453,200,501	\$ 453,755,553	100.12%	5,733.76	\$ 461,167,907	5,722.10	\$ 470,425,573



Expenditures by Funding Source

INSTRUCTION

Operations - Classroom

	2006-2007		2006-2007		2006-2007		2007-2008		2008-2009	
	Approved Budget		Revised Budget		Year-End Results		Approved Budget		Approved Budget	
		Amount		Amount**	Amount	% Spent		Amount		Amount
Business and Learning Technologies										
General Operating Supplies and Services		176,096		176,096	149,919	85.13%		176,095		148,305
Telephone - Schools (Includes Central Long Distance for 2008-09))		621,077		621,077	895,821	144.24%		621,077		785,000
Trillium Student System		291,070		291,070	130,289	44.76%		291,070		-
MISA		-		746,931	686,141	91.86%		-		-
Computer Platform		204,000		204,000	511,128	250.55%		480,000		-
Drive to Success		-		-	-	-		-		360,000
Hot Site Development		-		-	-	-		-		300,000
Three Year Emergency Plan		-		-	-	-		-		44,259
Video Conferencing		-		-	-	-		-		40,000
Maintenance (Repairs, Software)		582,569		582,569	222,433	38.18%		707,431		654,800
Contractual (Leases, Oracle, WAN)		2,875,005		2,975,005	2,005,258	67.40%		2,875,005		2,794,648
Subtotal		\$ 4,749,817		\$ 5,596,748	\$ 4,600,989	82.21%		\$ 5,150,678		\$ 5,127,012
School Support Funds		216,736		216,736	139,807	64.51%		566,736		567,757
Funds for New Classes or Programs		-		-	-	-		-		190,150
School Budget - Elementary		4,440,500		4,440,500	3,919,491	88.27%		3,675,125		3,675,124
School Budget - Secondary		4,332,824		4,332,824	4,086,173	94.31%		3,920,699		3,920,699
Beacon Schools		92,515		92,515	70,945	76.68%		92,515		92,515
Breakfast Program (Does not include community funding)		51,000		51,000	195,700	383.73%		51,000		51,000
Computer Equipment - Schools		3,576,298		3,576,298	3,257,207	91.08%		3,116,298		2,984,731
Delivery Service to Schools		142,800		142,800	142,728	99.95%		142,800		142,800
Family Reception		15,314		15,314	37,572	245.34%		15,314		32,493
General Operating Supplies and Services (2008-2009 includes \$500,000 for new school start up)		340,749		340,749	326,582	95.84%		340,749		840,749
Home Instruction		100,000		100,000	-	0.00%		-		-
Learning Opportunities Grant		2,104,099		2,962,636	2,933,418	99.01%		2,104,099		2,104,099
Multi-Cultural Liaison Officer- Fees		337,223		337,223	304,580	90.32%		337,223		337,223
Workplace Safety Inspections and Workshops		50,000		50,000	-	0.00%		50,000		50,000
Outdoor Education Centre		54,264		144,264	146,025	101.22%		54,264		54,264
Professional Development (2008-2009 includes \$370,000 for New Teacher Induction Program)		335,000		561,147	571,122	101.78%		274,277		644,277
School License Fees		399,512		449,896	347,619	77.27%		399,512		399,512
School Readiness		81,600		81,600	118,960	145.78%		81,600		81,600
Students at Risk		1,463,834		2,207,243	1,154,120	52.29%		1,510,386		1,529,228
Ongoing School-Based Projects		297,340 *		2,942,816	2,764,923	93.96%		245,840		2,066,457
Learning Support Services / Special Education (Includes ISA expenses of \$1,260,000)		1,437,562 *		2,630,321	3,207,305	121.94%		1,380,499		2,780,511
Total Operations - Classroom		\$ 24,618,986		\$ 31,272,630	\$ 28,325,267	90.58%		\$ 23,509,613		\$ 27,672,200

* Partial distribution of LOG to schools.

** 2006-2007 budget adjusted to reflect mid year grant announcements.



Expenditures by Funding Source

INSTRUCTION

Operations - Non-Classroom

	2006-2007		2006-2007	2006-2007		2007-2008		2008-2009	
	Approved Budget		Revised Budget	Year-End Results		Approved Budget		Approved Budget	
	FTE	Amount	Amount*	Amount	% Spent	FTE	Amount	FTE	Amount
Athletics		130,000	130,000	135,384	104.14%		130,000		130,000
Employee Assistance Program		138,720	138,720	165,607	119.38%		138,720		138,720
Curriculum Services		323,637	576,069	676,314	117.40%		240,235		251,815
Document Production		344,338	344,338	327,266	95.04%		344,338		345,278
Occupational Health and Safety		255,626	255,626	159,458	0.00%		255,626		255,626
Elementary & Secondary Staffing Committee		6,595	6,595	2,418	36.66%		6,595		6,595
Labour Relations - Release Time		22,966	22,966	7,268	31.65%		22,966		22,966
Leadership Development for Senior and Middle Management		70,000	70,000	56,709	81.01%		70,000		70,000
Mail and Courier Service		209,088	209,088	230,584	110.28%		209,088		209,088
Program Development and Long-Term Planning		74,420	74,420	106,449	143.04%		82,248		122,248
Parent Involvement		-	104,269	125,810	120.66%		-		-
Ministry Turnaround		-	432,524	307,140	71.01%		-		-
Quality Assurance		165,912	165,912	165,986	100.04%		258,453		260,199
Recruitment of Staff		16,973	16,973	22,740	133.98%		16,973		16,973
Principal and Vice-Principal Intern Program		-	-	-	-		-		170,000
Corporate Wellness		-	-	-	-		-		20,000
Aboriginal Initiative		-	-	-	-		-		50,000
Leadership Conferences		-	-	-	-		-		50,000
Leadership Initiatives		-	-	-	-		-		60,000
Accounting Software for Schools		-	-	-	-		-		50,000
Subtotal		\$ 1,758,274	\$ 2,547,500	\$ 2,489,133	97.71%		\$ 1,775,241		\$ 2,229,507
Total Operations - Non-Classroom		\$ 1,758,274	\$ 2,547,500	\$ 2,489,133	97.71%		\$ 1,775,241		\$ 2,229,507
Total Operations		\$ 26,377,260	\$ 33,820,130	\$ 30,814,400	91.11%		\$ 25,284,854		\$ 29,901,707
Total Instruction	5,828.74	\$ 476,577,760	\$ 487,020,630	\$ 484,569,953	99.50%	5,733.76	\$ 486,452,761	5,722.10	\$ 500,327,281

* 2006-2007 budget adjusted to reflect mid year grant announcements.



Expenditures by Funding Source

CONTINUING EDUCATION

Summary

	2006-2007		2006-2007	2006-2007		2007-2008		2008-2009	
	Approved Budget		Revised Budget	Year-End Results		Approved Budget		Approved Budget	
	FTE	Amount	Amount*	Amount	% Spent	FTE	Amount	FTE	Amount
Revenues									
Grants		2,333,463	2,333,463	2,938,285	125.92%		2,369,475		3,235,971
Other Revenues		5,900,000	5,900,000	5,618,215	95.22%		5,972,110		5,883,000
Total		\$ 8,233,463	\$ 8,233,463	\$ 8,556,500	103.92%		\$ 8,341,585		\$ 9,118,971
Expenditures									
Salaries & Benefits	18.00	1,122,856	1,122,856	1,077,107	95.93%	17.00	1,137,666	17.00	1,191,287
Operating		7,017,066	7,617,066	7,818,607	102.65%		7,129,253		7,420,673
Total	18.00	\$ 8,139,922	\$ 8,739,922	\$ 8,895,714	101.78%	17.00	\$ 8,266,919	17.00	\$ 8,611,960
Funding Surplus (Deficit)		\$ 93,541	\$ (506,459)	\$ (339,214)			\$ 74,666		\$ 507,011

* 2006-2007 budget adjusted to reflect mid year grant announcements.



Expenditures by Funding Source

CONTINUING EDUCATION

	2006-2007		2006-2007	2006-2007		2007-2008		2008-2009	
	Approved Budget		Revised Budget	Year-End Results		Approved Budget		Approved Budget	
	FTE	Amount	Amount*	Amount	% Spent	FTE	Amount	FTE	Amount
Salaries & Benefits									
Support Staff	17.00		1,005,476	958,595	95.34%	16.00		16.00	
Principal	1.00		117,380	118,512	100.96%	1.00		1.00	
Total Salaries & Benefits	18.00	\$1,122,856	\$ 1,122,856	\$1,077,107	95.93%	17.00	\$1,137,666	17.00	\$1,191,287

Operations									
Guidance & Career Centre		73,778	73,778	49,566	67.18%		73,778		95,226
Interest Program		1,137,837	1,137,837	1,114,578	97.96%		1,137,837		990,332
Credit Night School		283,750	283,750	401,297	141.43%		283,750		371,810
Summer School		581,724	581,724	727,374	125.04%		581,724		600,000
English as a Second Language (ESL)		1,141,071	1,141,071	1,125,786	98.66%		1,141,071		965,000
Language Instruction for Newcomers to Canada (LINC)		1,510,869	2,110,869	2,107,888	99.86%		1,510,869		1,786,300
Independent Studies		30,542	30,542	-	0.00%		30,542		30,542
Literacy & Basic Skills (LBS)		541,659	541,659	523,384	96.63%		541,659		669,000
International Language - Elementary		881,027	881,027	1,001,781	113.71%		881,027		1,018,173
Credit International Language - Secondary		288,550	288,550	308,514	106.92%		288,550		308,624
Extra-Curricular Creative Arts (ECCA)		141,645	141,645	129,163	91.19%		253,832		165,524
Ontario Works		404,614	404,614	329,276	81.38%		404,614		420,142
Total Operations		\$7,017,066	\$ 7,617,066	\$7,818,607	102.65%		\$7,129,253		\$7,420,673

Total Continuing Education	18.00	\$8,139,922	\$ 8,739,922	\$8,895,714	101.78%	17.00	\$8,266,919	17.00	\$8,611,960
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* 2006-2007 budget adjusted to reflect mid year grant announcements.



Expenditures by Funding Source

TRANSPORTATION

Summary

	2006-2007		2006-2007	2006-2007		2007-2008		2008-2009	
	Approved Budget		Revised Budget	Year-End Results		Approved Budget		Approved Budget	
	FTE	Amount	Amount*	Amount	% Spent	FTE	Amount	FTE	Amount
Revenues									
Grants		20,808,264	25,284,084	25,118,719	99.35%		26,272,745		27,265,263
Transportation to Provincial Schools		5,815,916	5,815,916	5,980,737	102.83%		6,180,737		5,223,550
Other Revenues		100,000	670,000	665,246	99.29%		100,000		100,000
Total		\$ 26,724,180	\$ 31,770,000	\$ 31,764,702	99.98%		\$ 32,553,482		\$ 32,588,813

Expenditures									
Salaries & Benefits	9.00	552,347	552,347	449,575	81.39%	9.00	592,223	9.00	611,558
Operating		27,272,912	32,372,912	31,665,599	97.82%		35,487,750		33,704,367
Total	9.00	\$ 27,825,260	\$ 32,925,259	\$ 32,115,174	97.54%	9.00	\$ 36,079,973	9.00	\$ 34,315,924

Funding Surplus (Deficit)		\$ (1,101,080)	\$ (1,155,259)	\$ (350,472)			\$ (3,526,491)		\$ (1,727,111)
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* 2006-2007 budget adjusted to reflect mid year grant announcements.



Expenditures by Funding Source

TRANSPORTATION

	2006-2007		2006-2007	2006-2007		2007-2008		2008-2009	
	Approved Budget		Revised Budget	Year-End Results		Approved Budget		Approved Budget	
	FTE	Amount	Amount*	Amount	% Spent	FTE	Amount	FTE	Amount
Salaries & Benefits									
Salaries & Benefits	9.00	552,347	552,347	449,575	81.39%	9.00	592,223	9.00	611,558
Total Salaries & Benefits	9.00	\$ 552,347	\$ 552,347	\$ 449,575	81.39%	9.00	\$ 592,223	9.00	\$ 611,558
Operations									
Transportation - Contracts		21,422,853	26,522,853	25,557,463	96.36%		29,272,222		28,344,916
Transportation to Provincial Schools		5,815,916	5,815,916	5,980,737	102.83%		6,180,737		5,223,550
General Operating Supplies and Services		34,143	34,143	127,399	373.13%		34,791		135,901
Total Operations		\$ 27,272,912	\$ 32,372,912	\$ 31,665,599	97.82%		\$ 35,487,750		\$ 33,704,367
Total Transportation	9.00	\$ 27,825,260	\$ 32,925,259	\$ 32,115,174	97.54%	9.00	\$ 36,079,973	9.00	\$ 34,315,924

* 2006-2007 budget adjusted to reflect mid year grant announcements.



Expenditures by Funding Source

SCHOOL FACILITIES

Summary

	2006-2007		2006-2007	2006-2007		2007-2008		2008-2009	
	Approved Budget		Revised Budget	Year-End Results		Approved Budget		Approved Budget	
	FTE	Amount	Amount**	Amount	% Spent	FTE	Amount	FTE *	Amount
Revenues									
Grants		62,784,194	63,052,598	63,052,598	100.00%		63,236,665		65,085,808
Other Revenues		3,400,000	4,247,000	4,247,000	100.00%		2,700,000		3,730,000
School Renewal		11,855,803	11,867,912	11,867,912	100.00%		11,726,194		11,675,647
Good Places to Learn		1,026,715	-	-	0.00%		-		-
Total		\$ 79,066,712	\$ 79,167,510	\$ 79,167,510	100.00%		\$ 77,662,859		\$ 80,491,455

Expenditures									
Salaries & Benefits	720.95	37,266,210	37,266,210	36,674,196	98.41%	696.94	37,752,525	711.33	38,015,993
Operating		26,553,741	26,569,741	29,511,801	111.07%		27,701,604		29,102,628
School Renewal		11,885,803	11,885,803	8,812,324	74.14%	2.00	11,824,896	2.00	11,600,000
School Renewal - Transfer to Reserves		-	-	3,055,588	0.00%		-		-
Total	720.95	\$ 75,705,754	\$ 75,721,754	\$ 78,053,909	103.08%	698.94	\$ 77,279,025	713.33	\$ 78,718,620

Funding Surplus (Deficit)		\$ 3,360,958	\$ 3,445,756	\$ 1,113,601			\$ 383,834		\$ 1,772,835
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* Includes 2 term positions

** 2006-2007 budget adjusted to reflect mid year grant announcements.



Expenditures by Funding Source

SCHOOL FACILITIES

Salaries & Benefits

	2006-2007		2006-2007	2006-2007		2007-2008		2008-2009	
	Approved Budget		Revised Budget	Year-End Results		Approved Budget		Approved Budget	
	FTE	Amount	Amount	Amount	% Spent	FTE	Amount	FTE	Amount
Custodial	606.95	30,445,894	30,445,894	29,584,812	97.17%	583.94	30,725,988	593.33	30,785,204
Maintenance	75.00	4,551,582	4,551,582	4,591,270	100.87%	74.00	4,721,809	75.00	4,797,079
Total	681.95	\$ 34,997,476	\$ 34,997,476	\$ 34,176,082	97.65%	657.94	\$ 35,447,797	668.33	\$ 35,582,283
Real Estate & Community Use of Schools	6.00	341,639	341,639	374,902	109.74%	6.00	357,200	6.00	356,858
Facilities Management / Design & Construction	33.00	1,877,095	1,877,095	1,800,235	95.91%	33.00	1,896,028	37.00	2,025,352
Retirement Gratuities		50,000	50,000	322,977	645.95%		51,500		51,500
Total	39.00	\$ 2,268,734	\$ 2,268,734	\$ 2,498,114	110.11%	39.00	\$ 2,304,728	43.00	\$ 2,433,710
Total Salaries & Benefits	720.95	\$37,266,210	\$ 37,266,210	\$36,674,196	98.41%	696.94	\$37,752,525	711.33	\$38,015,993



Expenditures by Funding Source

SCHOOL FACILITIES

Operations

	2006-2007		2006-2007		2006-2007		2007-2008		2008-2009	
	Approved Budget		Revised Budget		Year-End Results		Approved Budget		Approved Budget	
	Amount		Amount*		Amount	% Spent	Amount		Amount	
Custodial Services, Trades & Maintenance										
Overtime	36,905		36,905		267,346	724.42%	36,905		277,679	
Custodial Operations										
Materials & Equipment	1,445,000		1,445,000		1,522,892	105.39%	1,498,000		1,498,000	
Contract Services	989,689		989,689		1,130,070	114.18%	1,050,715		1,360,715	
Other	172,906		172,906		174,387	100.86%	172,906		172,906	
Maintenance Operations										
Supplies & Equipment	793,628		793,628		949,605	119.65%	723,628		723,628	
Contract Services	2,871,282		2,871,282		2,094,961	72.96%	2,572,206		2,862,206	
Maintenance Building Repair	2,298,009		2,314,009		2,337,775	101.03%	2,399,009		2,399,009	
Other	531,811		531,811		778,886	146.46%	540,801		540,801	
Utilities	11,598,569		11,598,569		13,221,252	113.99%	14,187,491		14,465,539	
Energy Management (50% transferred to FRP in 2007-2008)	2,992,000		2,992,000		2,560,434	85.58%	1,496,000		1,496,000	
Administration										
Office Supplies	117,300		117,300		205,420	175.12%	117,300		117,300	
Training/Workshops	168,300		168,300		32,198	19.13%	168,300		168,300	
Facilities Management / Design & Construction										
General Operating Supplies and Services	120,572		120,572		161,506	133.95%	120,572		181,891	
Consulting Services	234,600		234,600		237,947	101.43%	234,600		259,600	
Real Estate & Community Use of Schools (Excludes community use revenue offset)										
General Operating Supplies and Services	73,390		73,390		367,830	501.20%	73,390		119,273	
Community Use (New Grant for 2008-09)	-		-		-	-	-		150,000	
Custodial Services	279,000		279,000		640,357	229.52%	279,000		279,000	
Lease of School Sites	313,877		313,877		589,547	187.83%	113,877		113,877	
Physical Planning										
Insurance Premiums	1,020,000		1,020,000		1,349,263	132.28%	1,020,000		1,020,000	
Loss & Vandalism - Supplies (Excludes revenues)	459,000		459,000		842,792	183.61%	859,000		859,000	
Occupational Health, Safety and WSIB	37,904		37,904		47,334	124.88%	37,904		37,904	
Total Operations	\$26,553,741		\$ 26,569,741		\$29,511,801	111.07%	\$27,701,604		\$29,102,628	

* 2006-2007 budget adjusted to reflect mid year grant announcements.



Expenditures by Funding Source

SCHOOL FACILITIES

Operations

	2006-2007		2006-2007	2006-2007		2007-2008		2008-2009	
	Approved Budget		Revised Budget	Year-End Results		Approved Budget		Approved Budget	
	FTE	Amount	Amount	Amount	% Spent	FTE*	Amount	FTE*	Amount
Facilities Renewal Plan									
Building Systems	2.00	3,541,907	3,541,907	\$ 2,852,500	80.54%	2.00	2,546,702	2.00	2,546,322
Building Exterior		4,468,057	4,468,057	2,845,145	63.68%		4,468,057		4,468,057
Building Interior		2,062,000	2,062,000	1,324,083	64.21%		2,062,000		2,062,000
Site & Grounds		2,777,817	2,777,817	1,790,596	64.46%		2,777,817		2,777,817
Transfer to Reserves		-	-	3,055,588	0.00%		-		-
Adjustment to Grant level		(963,978)	(963,978)	-	0.00%		(1,525,680)		(1,750,196)
Energy Management		-	-	-	0.00%		1,496,000		1,496,000
Total Facilities Renewal Plan	2.00	\$11,885,803	\$ 11,885,803	\$11,867,912	99.85%	2.00	\$11,824,896	2.00	\$11,600,000
Total Facilities	722.95	\$75,705,754	\$ 75,721,754	\$78,053,909	103.08%	698.94	\$77,279,025	713.33	\$78,718,620

* Includes 2 term positions.



Expenditures by Funding Source

CENTRAL ADMINISTRATION

Summary

	2006-2007		2006-2007	2006-2007		2007-2008		2008-2009	
	Approved Budget		Revised Budget	Year-End Results		Approved Budget		Approved Budget	
	FTE	Amount	Amount*	Amount	% Spent	FTE	Amount	FTE	Amount
Revenues									
Grants		15,382,751	15,500,000	15,494,174	99.96%		15,584,782		16,003,620
Other Revenues		1,600,000	1,900,000	1,968,196	103.59%		1,600,000		1,996,000
Reserves		-	-	-	-		-		-
Total		\$ 16,982,751	\$ 17,400,000	\$ 17,462,370	100.36%		\$ 17,184,782		\$ 17,999,620

Expenditures									
Salaries & Benefits	170.40	12,023,129	12,023,129	12,341,719	102.65%	164.60	12,013,082	170.00	12,895,803
Operating		3,203,586	3,493,717	3,771,057	107.94%		3,254,455		3,707,992
Total	170.40	\$ 15,226,715	\$ 15,516,846	\$ 16,112,775	103.84%	164.60	\$ 15,267,537	170.00	\$ 16,603,795

Funding Surplus (Deficit)		\$ 1,756,036	\$ 1,883,154	\$ 1,349,595			\$ 1,917,245		\$ 1,395,825
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* 2006-2007 budget adjusted to reflect mid year grant announcements.



Expenditures by Funding Source

CENTRAL ADMINISTRATION

Salaries & Benefits

	2006-2007		2006-2007	2006-2007		2007-2008		2008-2009	
	Approved Budget		Revised Budget	Year-End Results		Approved Budget		Approved Budget	
	FTE	Amount		Amount	% Spent	FTE	Amount	FTE	Amount
Admissions & Enrolment	4.00	267,872	267,872	272,943	101.89%	4.00	282,633	4.00	283,500
Board Services	6.00	435,587	435,587	431,211	99.00%	6.00	464,580	6.00	475,770
Budget Services	7.00	547,760	547,760	542,598	99.06%	6.00	489,687	6.00	504,337
Business and Learning Technologies	10.00	785,695	785,695	679,494	86.48%	10.20	856,261	10.40	888,642
Communications	9.50	646,758	646,758	695,616	107.55%	9.50	671,616	9.70	692,834
Corporate Records / Document Production / Mail & Courier Service	2.20	112,259	112,259	105,254	93.76%	2.20	117,565	2.40	136,349
Custodial Services, Trades & Maintenance	6.00	259,896	259,896	259,896	100.00%	6.00	259,896	6.00	259,896
Financial Reporting/School Support	15.00	1,001,139	1,001,139	921,134	92.01%	15.00	1,055,964	15.00	1,111,138
Labour Relations	4.00	362,895	362,895	370,629	102.13%	4.00	381,655	4.00	388,509
Legal Advisor	1.50	227,151	227,151	109,238	48.09%	1.50	224,797	1.50	226,800
Occupational Health, Safety and WSIB	1.20	80,764	80,764	62,599	77.51%	1.20	82,957	0.80	56,474
Payroll	14.00	762,127	762,127	749,825	98.39%	12.00	724,914	12.00	726,993
Physical Planning	10.00	714,506	714,506	708,897	99.22%	9.00	696,218	10.00	791,655
Director's Office	3.50	400,357	400,357	399,186	99.71%	3.50	397,669	3.50	403,703
Purchasing	9.50	628,532	628,532	662,703	105.44%	9.50	702,150	9.50	712,430
Staffing, H.R.I.S., Employee Support Services *	31.00	2,172,881	2,172,881	2,179,651	100.31%	29.00	2,155,899	33.20	2,519,785
Superintendents and Administrative Assistants	24.00	2,405,083	2,405,083	2,977,481	123.80%	24.00	2,236,756	24.00	2,505,122
Trustees	12.00	211,866	211,866	213,362	100.71%	12.00	211,866	12.00	211,866
Total Salaries & Benefits	170.40	\$12,023,129	\$ 12,023,129	\$12,341,719	102.65%	164.60	\$ 12,013,082	170.00	\$12,895,803

*Increase in FTE due to realignment of staff



Expenditures by Funding Source

CENTRAL ADMINISTRATION

Operations

	2006-2007		2006-2007		2006-2007		2007-2008		2008-2009	
	Approved Budget		Revised Budget		Year-End Results		Approved Budget		Approved Budget	
	Amount		Amount*		Amount	% Spent	Amount		Amount	
Admissions & Enrolment	15,833		15,833		13,591	85.84%	15,833		19,095	
Audit Fees	52,020		52,020		75,248	144.65%	52,020		102,020	
Board Services	75,989		100,989		99,826	98.85%	240,989		278,230	
Budget Services	18,149		18,149		13,327	73.43%	13,890		18,633	
Business and Learning Technologies	960,148		960,148		929,860	96.85%	922,086		1,043,306	
Communications	158,472		158,472		234,292	147.84%	158,623		181,134	
Corporate Records / Document Production / Mail & Courier Service	147,591		147,591		142,236	96.37%	147,591		159,579	
Financial Reporting/School Support (Includes new Reporting Entity Requirements)	28,645		104,776		102,480	97.81%	15,514		78,808	
Labour Relations (Legal and Arbitration Fees)	86,853		86,853		163,273	187.99%	86,853		86,853	
Legal Fees	352,578		352,578		363,887	103.21%	352,578		352,578	
Occupational Health, Safety and WSIB	156,832		156,832		177,047	112.89%	156,832		156,832	
Payroll	30,545		30,545		32,853	107.55%	22,027		42,686	
Physical Planning	181,166		181,166		188,953	104.30%	181,166		184,077	
Director's Office	66,235		156,235		199,324	127.58%	66,273		74,879	
Professional Membership Fees	145,860		145,860		131,695	90.29%	145,860		145,860	
Purchasing	8,382		8,382		44,264	528.09%	219		52,562	
Staffing, H.R.I.S., Employee Support Services	42,216		42,216		96,439	228.44%	(10,706)		7,867	
Staff Development - Corporate Goals	30,000		30,000		-	-	-		-	
Superintendents and Administrative Assistants	183,223		242,223		250,222	103.30%	183,324		198,209	
Workplace Diversity Initiative	-		-		-	-	50,000		50,000	
Trustees	168,363		168,363		187,118	111.14%	168,363		183,963	
Utilities	294,487		294,487		325,121	110.40%	285,121		290,823	
Total Operations		\$ 3,203,586		\$ 3,453,717	\$ 3,771,057	109.19%		\$ 3,254,455		\$ 3,707,992
Total Central Administration	170.40	\$15,226,715		\$ 15,476,846	\$16,112,775	104.11%	164.60	\$15,267,537	170.00	\$16,603,795

* 2006-2007 budget adjusted to reflect mid year grant announcements.



Expenditures by Funding Source

DEBENTURES AND TRANSFER TO CAPITAL RESERVES

Summary

	2006-2007		2006-2007	2006-2007		2007-2008		2008-2009	
	Approved Budget		Revised Budget	Year-End Results		Approved Budget		Approved Budget	
		Amount	Amount	Amount	% Spent		Amount		Amount
Revenues									
Grants		8,200,000	8,200,000	9,355,857	114.10%		11,437,940		12,765,985
Reserves									-
Total		\$ 8,200,000	\$ 8,200,000	\$ 9,355,857	114.10%		\$ 11,437,940		\$ 12,765,985
Expenditures									
Debentures & Long Term Loans		4,820,320	4,820,320	6,419,069	133.17%		8,914,825		8,950,000
55 Board Trust		2,500,000	2,500,000	2,523,115	100.92%		2,523,115		2,523,115
Transfer to Capital Reserves		879,680	879,680	413,673	47.03%		-		1,292,870
Total		\$ 8,200,000	\$ 8,200,000	\$ 9,355,857	114.10%		\$ 11,437,940		\$ 12,765,985
Funding Surplus (Deficit)		\$ -	\$ -	\$ -			\$ -		\$ -



Net Enveloping

In \$Millions	Projected Expenses	On Going Grants	Non Grant Revenues	On going Funding Surplus (Shortfall)	Declining Enrolment Grant	One Time Funding	Net
Instruction	500.3	481.5	11.4	(7.4)	2.5	3.0	(2.0)
Continuing Education	8.6	3.2	5.9	0.5	0.0	0.0	0.5
Transportation	34.3	32.5	0.1	(1.7)	0.0	0.0	(1.7)
School Facilities	78.7	76.3	3.7	1.3	0.5	0.0	1.8
Central Administration	16.6	15.9	2.0	1.3	0.1	0.0	1.4
Debt & Transfers to Capital Reserves	12.8	12.8	0.0	0.0	0.0	0.0	0.0
Total in \$Millions	651.3	622.1	23.1	(6.1)	3.1	3.0	(0.0)



Impact Statements



Impact Statements – Approved Initiatives by Envelope

Displayed by Full Time Equivalent (FTE) Positions and by Amount									
Description	REF	Instruction		Facilities		Central Admin		Total	
		FTE	Amount \$	FTE	Amount \$	FTE	Amount \$	FTE	Amount \$
Instruction:									
Office Assistant Position (Quality Assurance)	A	0.5	\$25,000					0.5	\$25,000
Accounting Software for Schools	B		\$50,000					0.0	\$50,000
Aboriginal Program	C		\$50,000					0.0	\$50,000
Leadership Conferences	D		\$50,000					0.0	\$50,000
Leadership Program	E		\$60,000					0.0	\$60,000
Sub-Total:		0.5	\$235,000					0.5	\$235,000
Special Education:									
Position to obtain Special Incidence Portion (SIP) Funding	F	1.0	\$75,000					1.0	\$75,000
Child and Youth Worker	G	1.0	\$41,000					1.0	\$41,000
Psychologist Position	H	0.6	\$57,600					0.6	\$57,600
Social Worker Position	I	0.6	\$51,000					0.6	\$51,000
Sub-Total:		3.2	\$224,600					3.2	\$224,600
Regular Day School:									
Principals and Vice-Principals Intern Program	J		\$50,000					0.0	\$50,000
Adaptive Schools	K		\$82,000					0.0	\$82,000
Occasional Teacher Budget for Admin Designates	L		\$50,000					0.0	\$50,000
Funds for New Classes or Programs	M		\$50,000					0.0	\$50,000
Safe Schools	N		\$739,637					0.0	\$739,637
Alternate Program Coordinators	O		\$35,000					0.0	\$35,000
Sub-Total:			\$1,006,637					0.0	\$1,006,637
Facilities:									
Area Review Committee	P				\$30,000			0.0	\$30,000
Facility Accounting Coordinator	Q			1.0	\$75,000			1.0	\$75,000
Consultant for Accessibility for Ontarians with Disabilities Act	R				\$25,000			0.0	\$25,000
Operating and Maintenance Budgets	S				\$600,000			0.0	\$600,000
Sub-Total:				1.0	\$730,000			1.0	\$730,000
Central Administration:									
Administrative Positions (Human Resources)	T					2.0	\$140,000	2.0	\$140,000
Sub-Total:						2.0	\$140,000	2.0	\$140,000
Combined Envelopes:									
Corporate Records Management Program	U		\$40,000				\$10,000	0.0	\$50,000
Webmaster Position	V	0.8	\$52,000			0.2	\$13,000	1.0	\$65,000
Corporate Records Analyst Position	W	0.8	\$56,000			0.2	\$14,000	1.0	\$70,000
Information Officer Position	X	0.8	\$56,000			0.2	\$14,000	1.0	\$70,000
Corporate Wellness	Y		\$20,000				\$5,000	0.0	\$25,000
Equity and Diversity Co-ordinator	Z	0.8	\$80,000			0.2	\$20,000	1.0	\$100,000
Sub-Total:		3.2	\$304,000	0.0	\$0	0.8	\$76,000	4.0	\$380,000
Total		6.9	\$1,770,237	1.0	\$730,000	2.8	\$216,000	10.7	\$2,716,237



Impact Statements – Approved Initiatives – By Funding Type

Displayed by Full Time Equivalent (FTE) Positions and by Amount			
Description	One Time	On Going	Total
Instruction:			
Office Assistant Position (Quality Assurance)		\$25,000	\$25,000
Accounting Software for Schools	\$50,000		\$50,000
Aboriginal Program	\$50,000		\$50,000
Leadership Conferences	\$50,000		\$50,000
Leadership Program	\$60,000		\$60,000
Sub-Total:			\$235,000
Special Education:			
Position to obtain Special Incidence Portion (SIP) Funding		\$75,000	\$75,000
Child and Youth Worker	\$41,000		\$41,000
Psychologist Position		\$57,600	\$57,600
Social Worker Position		\$51,000	\$51,000
Sub-Total:			\$224,600
Regular Day School:			
Principals and Vice-Principals Intern Program		\$50,000	\$50,000
Adaptive Schools	\$82,000		\$82,000
Occasional Teacher Budget for Admin Designates	\$50,000		\$50,000
Funds for New Classes or Programs	\$50,000		\$50,000
Safe Schools	\$739,637		\$739,637
Alternate Program Coordinators		\$35,000	\$35,000
Sub-Total:			\$1,006,637
Facilities:			
Area Review Committee	\$30,000		\$30,000
Facility Accounting Coordinator		\$75,000	\$75,000
Consultant for Accessibility for Ontarians with Disabilities Act	\$25,000		\$25,000
Operating and Maintenance Budgets	\$100,000	\$500,000	\$600,000
Sub-Total:			\$730,000
Central Administration:			
Administrative Positions (Human Resources)		\$140,000	\$140,000
Sub-Total:			\$140,000
Combined Envelopes :			
Corporate Records Management Program	\$50,000		\$50,000
Webmaster Position		\$65,000	\$65,000
Corporate Records Analyst Position		\$70,000	\$70,000
Information Officer Position		\$70,000	\$70,000
Corporate Wellness	\$25,000		\$25,000
Equity and Diversity Co-ordinator		\$100,000	\$100,000
Sub-Total:			\$380,000
Total	\$1,402,637	\$1,313,600	\$2,716,237



Staffing Initiatives Previously Approved by Board

Additional staff Included in budget (excludes enrolment based reductions)	Academic FTE	Non Academic FTE	Cost
Elementary:			
Safe Schools Increase in Safe Schools position (Funded by Safe Schools grant)	0.6		\$50,969
New School Principal to oversee the opening of Briarbrook*	0.5		\$57,673
Office staff to support Principal of Briarbrook *		0.5	\$24,210
Chief Custodians to oversee the opening of Briarbrook *		0.5	\$29,951
Needs, English as a Second Language (ESL) and French as a Second Language (FSL) Increase in Needs positions	2.0		\$169,898
Increase in Curriculum: ESL/ELD Instructional Coaches	5.0		\$424,745
Increase in Curriculum: FSL Instructional Coaches	2.0		
Funded by reductions in :			
ESL School Allocation	(1.5)		(\$127,424)
ESL Central positions	(0.5)		(\$42,475)
ESL Reception Centre	(1.0)		(\$84,949)
Special Education Additional LD Itinerant (Learning Support Consultant)	1.0		\$84,949
Reduction in System Classes	(0.5)		(\$42,475)
Net changes for Elementary Schools	7.6	1.0	\$545,073
Secondary:			
New School Principal to oversee the opening of Longfield Davidson	1.0		\$123,384
Office Staff to support Principal of Longfield Davidson *		0.5	\$24,601
Chief Custodians oversee the opening of Longfield Davidson *		0.5	\$32,128
Focus Program	1.0		\$87,210
English as a Second Language (ESL)	0.5		\$43,605
Safe Schools Increase in Safe School position (funded by Safe Schools grant)	0.5		\$43,605
Principal (funded by Safe School grant)	1.0		\$123,384
Special Education Reduction in System Classes/Programs	(4.0)		(\$348,840)
Consultants	1.0		\$87,210
Net changes for Secondary Schools	1.0	1.0	\$216,287
Total Net Changes	8.6	2.0	\$761,360

* Starting January 2009

* The Board has not explicitly approved these 2.5 FTE positions, but this staff is the norm when a new school is approved.



OCENET Initiative

	2008-2009 Budget
One Time Donation	\$1,000,000
Curriculum development in the area of English as a Second Language (ESL) , International students, cultural sensitivity and resource materials for ESL related topics	\$600,000
Family Reception Centre for translation of materials and resource material enhancements	\$70,000
Leadership and international education for grants and professional development in the area of international education	\$130,000
Albert Street Education Centre upgrades to enhance the space used by OCENET clients and the visual appeal of the facility for international visitors	\$100,000
Outdoor Education Centre upgrades to facilities	\$100,000
Total	\$1,000,000



Impact Statements – Approved Initiatives

Department/Division: <div>Quality Assurance</div>		Approved Initiative: <div>Office Assistant Position</div>		Reference: <div>A</div>
				FTE Impact <div>0.50</div>
Funding Envelope Source:			Status of Initiative:	
Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>	
Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	
Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>	
			Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/>	
			Cost of Initiative for 2008-2009: <div>\$25,000</div>	
			Ongoing Cost: <div>\$25,000</div>	
1. Background:				
<div>The addition of the 0.5 Office Assistant position in Quality Assurance is to meet the increasing need for data to support an organization focused on evidence-informed decision making. The increased demand is from a number of sources, including: (i) the Ministry of Education's Student Success initiative, e.g., credit accumulation by the end of grade 9 and 10, school leaver rates, etc.; (ii) the need to conduct a number of significant program reviews with a view to improving student learning through effective programming (e.g., French as a Second Language - elementary, French as a Second Language - secondary); (iii) the Ministry of Education's Research Strategy which promotes the use of research to inform instructional practice and program policy; and, (iv) supporting research partnerships (e.g., Pathways to Education, sound systems in elementary schools, literacy software in intermediate classrooms).</div>				
2. Additional information including correlation with strategic plan and Board goals:				
<div>The additional position will provide administrative and clerical support to the various projects as the district moves to implementation of the Board's strategic plan where the focus will be evidence-informed decision making.</div>				



Impact Statements – Approved Initiatives

Department/Division: <div>Financial services</div>		Approved Initiative: <div>Accounting Software</div>		Reference: <div>B</div> FTE Impact <div></div>	
Funding Envelope Source:				Status of Initiative:	
Instruction <div><input checked="" type="checkbox"/></div>		Transportation <div><input type="checkbox"/></div>		Permanent <div><input type="checkbox"/></div> One Year <div><input checked="" type="checkbox"/></div>	
Facilities <div><input type="checkbox"/></div>		Continuing Education <div><input type="checkbox"/></div>			
Central Administration <div><input type="checkbox"/></div>		Other Funding <div><input type="checkbox"/></div>		Cost of Initiative for 2008-2009: <div>\$50,000</div>	
				Ongoing Cost: <div></div>	
1. Background:					
<div>In the August 31, 2007 management letter, KPMG recommended replacing the Quicken software system currently used for tracking School Generated Funds transaction, due to a number of audit concerns related to audit controls and data integrity. Also, a report regarding Business Processes in the schools indicated that accounting for school activity funds was one of the most time-consuming tasks for school office staff.</div>					
2. Additional information including correlation with strategic plan and Board goals:					
<div>One of the district's strategic goals is to celebrate our commitment to community through responsible citizenship, collaborative partnership and the stewardship of resources.</div> <div>Providing automated solutions to help the office administrators is expected to reduce the amount of time that is currently required in the processing of school generated funds which will allow more time for the many other tasks that school office staff must complete. The proposed new School Generated Funds accounting system will help the schools with time-saving solutions to manage the school activity funds and it will also address many of the identified audit weaknesses. It is an easy to use web based software tool that is customized to meet the needs of a busy school office by simplifying school accounting.</div>					



Impact Statements – Approved Initiatives

Department/Division: <div>Instructional Support</div>		Approved Initiative: <div>Aboriginal Initiative</div>	Reference: <div>C</div>
		FTE Impact <div></div>	
Funding Envelope Source:		Status of Initiative:	
Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>
Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>
Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>
		Permanent	<input type="checkbox"/>
		One Year	<input checked="" type="checkbox"/>
		Cost of Initiative for 2008-2009:	<div>\$50,000</div>
		Ongoing Cost:	<div></div>
1. Background:			
<div>In May 2006, the Ministry of Education released an Aboriginal Education Policy Framework for improving the quality of education for aboriginal students in Ontario. The Ministry policy framework provides strategic direction and seeks to clarify the relationships of the Ministry of Education, school boards and schools in supporting First Nations, Métis and Inuit students. The ultimate goal is to "close the gap" in academic achievement between aboriginal students and their non-aboriginal counterparts by 2016. This budget request supports the development of an Aboriginal Education Policy and of a voluntary student self identification process.</div>			
2. Additional information including correlation with strategic plan and Board goals:			
<div>One of our key community goals is to build awareness of equity issues and to develop strategies for action. The development of an Aboriginal Education Policy and a voluntary student self identification process fall within the scope of this goal. The funds requested will help as we develop and implement a community consultation process culminating in the development of these two initiatives.</div>			



Impact Statements – Approved Initiatives

Department/Division: <div>Instructional Support</div>		Approved Initiative: <div>Leadership Conferences</div>	Reference: <div>D</div>
		FTE Impact <div></div>	
Funding Envelope Source:		Status of Initiative:	
Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>
Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>
Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>
		Permanent	<input type="checkbox"/>
		One Year	<input checked="" type="checkbox"/>
		Cost of Initiative for 2008-2009:	<div>\$50,000</div>
		Ongoing Cost:	<div></div>
1. Background:			
<div>For the past five years, the Ottawa-Carleton District School Board has held two leadership conferences each year. The fall conference involves principals, principal interns, managers, senior staff and trustees. The spring conference involves vice-principals, vice-principal interns, central supervisors, senior staff and trustees. The purpose of these conferences is to provide professional and personal development, to provide opportunities to engage in dialogue on a wide variety of topics pertaining to education and also to provide opportunities for professional networking.</div>			
2. Additional information including correlation with strategic plan and Board goals:			
<div>A key aspect of our strategic learning goal is to model responsible leadership to our students, ourselves and our community through our commitment to personal growth. We are challenged under this leadership goal to support and enhance leadership in the district. A stated goal of the community pillar of our strategic plan is to enhance key community partnerships that support learning and community building. The learning and dialogue that occurs through engagement at the conferences supports all of these goals. The \$50,000 will ensure that we can continue to attract the highest calibre of speakers and presenters for our conferences.</div>			



Impact Statements – Approved Initiatives

Department/Division: Instructional Support	Approved Initiative: Leadership Program Initiative	Reference: <input type="text" value="E"/> FTE Impact <input type="text"/>
Funding Envelope Source: Instruction <input checked="" type="checkbox"/> Transportation <input type="checkbox"/> Facilities <input type="checkbox"/> Continuing Education <input type="checkbox"/> Central Administration <input type="checkbox"/> Other Funding <input type="checkbox"/>		Status of Initiative: Permanent <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Cost of Initiative for 2008-2009: <input type="text" value="\$60,000"/> Ongoing Cost: <input type="text"/>
1. Background: <div>Three core leadership priorities emerging from the Fall 2006 Leadership Study have been identified for action. These are: i) development of a compendium of ideas for marginalized groups; ii) development of an awareness campaign to create board awareness and understanding of the leadership narrative; iii) development of a succession planning initiative to encourage our informal leaders to take on roles of added responsibility.</div>		
2. Additional information including correlation with strategic plan and Board goals: <div>This initiative is clearly related to the leadership goals of the Strategic Plan and will serve to support and enhance leadership in the district. The funds will be used to help bring all of the plans to fruition and to support and promote the importance of leadership both formal and informal throughout the district.</div>		



Impact Statements – Approved Initiatives

Department/Division: <div>Special Education</div>	Approved Initiative: <div>Consultant Position for Special Incidence Portion (SIP)</div>	Reference: <div>F</div> FTE Impact <div>1.00</div>
Funding Envelope Source: Instruction / Special Education <input checked="" type="checkbox"/> Transportation <input type="checkbox"/> Facilities <input type="checkbox"/> Continuing Education <input type="checkbox"/> Central Administration <input type="checkbox"/> Other Funding <input type="checkbox"/>		Status of Initiative: Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/> Cost of Initiative for 2008-2009: <div>\$75,000</div> Ongoing Cost: <div>\$75,000</div>
1. Background: <div>The Special Incident Portion (SIP) grant is accessible on a yearly basis to address students with extensive needs. A consultant is required to identify students who may be eligible, gather all pertinent documentation, complete and submit applications and then defend each claim individually to the Ministry. Once the applications are completed, this consultant will be available to support a wide range of students with special education needs throughout the District. This is an ongoing funding opportunity and to date we have garnered \$2.3 million. These funds are more than sufficient to pay for one consultant. The SIP revenue has been increased to cover this additional cost, as staff is confident that additional SIP can be generated if there is a dedicated resource.</div>		
2. Additional information including correlation with strategic plan and Board goals: <div>This initiative supports student achievement by ensuring that funding is available to provide appropriate resources. This initiative requires ongoing support from the consultant to maintain funding.</div>		



Impact Statements – Approved Initiatives

Department/Division: <div>Special Education</div>	Approved Initiative: <div>Child and Youth Worker</div>	Reference: <div>G</div> FTE Impact <div>1.00</div>
Funding Envelope Source: Instruction / Special Education <input checked="" type="checkbox"/> Transportation <input type="checkbox"/> Facilities <input type="checkbox"/> Continuing Education <input type="checkbox"/> Central Administration <input type="checkbox"/> Other Funding <input type="checkbox"/>		Status of Initiative: Permanent <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Cost of Initiative for 2008-2009: <div>\$41,000</div> Ongoing Cost: <div></div>
1. Background: <div>In partnership with the Ministry of Children and Youth Services, there are currently two Child and Youth Workers (CYW) supporting students in our district. A commitment has been made to continue the provision of these CYWs if the OCDSB will fund one additional CYW. This partnership is funded under the Children's Mental Health Framework.</div>		
2. Additional information including correlation with strategic plan and Board goals: <div>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 a differentiated work day that includes evening work.</div>		



Impact Statements – Approved Initiatives

Department/Division: <div>Special Education</div>	Approved Initiative: <div>Psychologist Position</div>	Reference: <div>H</div> FTE Impact <div>0.60</div>
Funding Envelope Source: Instruction / Special Education <input checked="" type="checkbox"/> Transportation <input type="checkbox"/> Facilities <input type="checkbox"/> Continuing Education <input type="checkbox"/> Central Administration <input type="checkbox"/> Other Funding <input type="checkbox"/>		Status of Initiative: Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/> Cost of Initiative for 2008-2009: <div>\$57,600</div> Ongoing Cost: <div>\$57,600</div>
1. Background: <div>This position maintains the level of psychological services in Learning Support Services approved under the previous budget for Special Education. This position is vital to our service to students and reports for Special Incidence Portion.</div>		
2. Additional information including correlation with strategic plan and Board goals: <div>This initiative supports student achievement by ensuring that appropriate personnel is in place. The development of internal partnerships aligns with our goal to support vulnerable learners.</div>		



Impact Statements – Approved Initiatives

Department/Division: <div>Special Education</div>	Approved Initiative: <div>Social Worker Position</div>	Reference: <div>I</div> FTE Impact <div>0.60</div>
Funding Envelope Source: Instruction / Special Education <input checked="" type="checkbox"/> Facilities <input type="checkbox"/> Central Administration <input type="checkbox"/> Transportation <input type="checkbox"/> Continuing Education <input type="checkbox"/> Other Funding <input type="checkbox"/>		Status of Initiative: Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/> Cost of Initiative for 2008-2009: <div>\$51,000</div> Ongoing Cost: <div>\$51,000</div>
1. Background: <div>A Social Worker position was reassigned (0.6 FTE) from Special Education to Safe Schools. This replacement position will maintain the total number of Social Workers approved under the previous budget for Special Education Services.</div>		
2. Additional information including correlation with strategic plan and Board goals: <div>This initiative supports student achievement by ensuring that appropriate personnel is in place. With the number of issues facing students, social workers are necessary.</div>		



Impact Statements – Approved Initiatives

Department/Division: <div>Instructional Support</div>	Approved Initiative: <div>Principals and Vice-Principals Intern Program</div>	Reference: <div>J</div> FTE Impact <div></div>												
Funding Envelope Source: <table><tr><td>Instruction</td><td><input checked="" type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>	Status of Initiative: Permanent <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Cost of Initiative for 2008-2009: <div>\$50,000</div> Ongoing Cost: <div></div>
Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>											
Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>											
Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>											
1. Background: <div>The Principal and Vice-Principal intern programs each year provide professional development for new principals and vice principals. These programs focus a variety of topics and themes designed to support our school leaders in their first year in the role. Funds will also be used to support the Administrative Designate Program that provides support for teachers moving into this extremely important beginning leadership role.</div>														
2. Additional information including correlation with strategic plan and Board goals: <div><p>This initiative falls under the leadership goal of the Strategic Plan which states that our efforts to model responsible leadership to our students, ourselves and our community through our commitment to personal growth, organizational effectiveness and good governance will be advanced by supporting and enhancing leadership in the district.</p><p>The additional \$50,000 will provide release time for the participants in the three programs. It will also help fund additional costs relating to providing mentoring support to all of the participants.</p></div>														



Impact Statements – Approved Initiatives

Department/Division: <div>Instructional Support</div>		Approved Initiative: <div>Adaptive Schools</div>		Reference: <div>K</div> FTE Impact <div></div>	
Funding Envelope Source:				Status of Initiative:	
Instruction <div><input checked="" type="checkbox"/></div>		Transportation <div><input type="checkbox"/></div>		Permanent <div><input type="checkbox"/></div> One Year <div><input checked="" type="checkbox"/></div>	
Facilities <div><input type="checkbox"/></div>		Continuing Education <div><input type="checkbox"/></div>			
Central Administration <div><input type="checkbox"/></div>		Other Funding <div><input type="checkbox"/></div>		Cost of Initiative for 2008-2009: <div>\$82,000</div>	
				Ongoing Cost: <div></div>	
1. Background:					
<div>In the fall of 2007 a review of Ottawa Technical Learning Centre was undertaken. The review provided several recommendations for moving the school forward focusing on improving student achievement. Addressing the recommendations will be undertaken using a school based model similar to that used with the 'Turn Around' elementary schools. Release time will be provided to allow teachers to work in groups focusing on curriculum development and expanding capacity in the area of instructional strategies. There will be a summer curriculum writing initiative involving both adaptive sites. Additional funds will be allocated to the office staff replacement budget to allow for additional office staff assistance to clear a backlog of administrative work and allow for training of current office staff. Finally the OCDSB will host the January 2009 provincial conference for adaptive schools a portion of this allocation will support this initiative.</div>					
2. Additional information including correlation with strategic plan and Board goals:					
<div>This initiative is centered in the Learning Objective.</div> <div>To recognize our focus on student learning through program quality, effective instructional practice and valid and sustainable learning supports through the development of:</div> <ul style="list-style-type: none">- A program renewal process which facilitates an ongoing cycle of program reviews to ensure program quality, accessibility, sustainability and innovation;- A focus on literacy and numeracy in support of the full curriculum;- Comprehensive differentiated instructional practices supported by early and tiered intervention strategies;- Improved assessment and evaluation practices through enhanced training, assessment tools, and strategies;- Supports for vulnerable or potentially vulnerable learners through access to internal or external resources and alternative learning strategies;					



Impact Statements – Approved Initiatives

Department/Division: Instruction (Regular Day School)	Approved Initiative: Administrative Designate: Increased Occasional Teacher Allocation	Reference: <input type="text" value="L"/> FTE Impact <input type="text"/>
Funding Envelope Source: Instruction <input checked="" type="checkbox"/> Transportation <input type="checkbox"/> Facilities <input type="checkbox"/> Continuing Education <input type="checkbox"/> Central Administration <input type="checkbox"/> Other Funding <input type="checkbox"/>		Status of Initiative: Permanent <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Cost of Initiative for 2008-2009: <input type="text" value="\$50,000"/> Ongoing Cost: <input type="text"/>
1. Background: 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. Currently an allocation of 10 days of occasional teacher budget is allocated to each school to cover the costs of a teacher who is hired behind the administrative designate on those days of absence. Principals and the Finance Advisory Committee have identified that this number of days of coverage is insufficient.		
2. Additional information including correlation with strategic plan and Board goals: The Learning Objective and the Leadership Objective The additional \$50,000 will provide another 5 days of coverage per school. 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 aspirant leaders who may have undertaken additional leadership opportunities to gather experience at the administrative level.		



Impact Statements – Approved Initiatives

Department/Division: <div>Instruction (Regular Day School)</div>	Approved Initiative: <div>New Classes or Programs</div>	Reference: <div>M</div> FTE Impact <div></div>																
Funding Envelope Source: <table><tr><td>Instruction</td><td><input checked="" type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>	Status of Initiative: <table><tr><td>Permanent</td><td><input type="checkbox"/></td><td>One Year</td><td><input checked="" type="checkbox"/></td></tr></table> Cost of Initiative for 2008-2009: <div>\$50,000</div> Ongoing Cost: <div></div>	Permanent	<input type="checkbox"/>	One Year	<input checked="" type="checkbox"/>
Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>															
Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>															
Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>															
Permanent	<input type="checkbox"/>	One Year	<input checked="" type="checkbox"/>															
1. Background: <div>During the 2005-2006 budget process, the budget allocations to open new classes/programs in schools was eliminated. This has put substantial strain on school operating budgets in their first few years as a new school or with a new program. This budget was previously available for the purchase of start up materials for new classes or programs placed at schools. That allocation was up to \$10,000. per new program.</div>																		
2. Additional information including correlation with strategic plan and Board goals: <div><p>The Learning Objective</p><p>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 <i>effective use of resources to support student achievement</i>.</p></div>																		



Impact Statements – Approved Initiatives

Department/Division: <div>Instruction</div>	Approved Initiative: <div>Safe Schools</div>	Reference: <div>N</div> FTE Impact <div></div>												
Funding Envelope Source: <table><tr><td>Instruction</td><td><input checked="" type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>	Status of Initiative: Permanent <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Cost of Initiative for 2008-2009: <div>\$739,637</div> Ongoing Cost: <div></div>
Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>											
Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>											
Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>											
1. Background: <div>The province has provided a specific grant to fund Safe Schools incremental programs. The Ministry has been very pointed in its expectation that new programs must be provided with these funds, although it did not sweater the funding. The OCDSB was already providing a safe school program. A total of 16.2 FTE staff will continue for 2008-2009.</div>														
2. Additional information including correlation with strategic plan and Board goals: <div>The new funding will be used to hire 1.0 FTE dedicated principal , 2.0 FTE teachers and one educational assistant. The (\$739,637) will be used to fund school training in safe school areas such as threat assessment, restorative justice, suicide prevention, bullying prevention, cultural proficiency and non violent intervention training. As well community partnerships with other services providers will be leveraged. Where necessary, transportation will be provided to convey students to safe school programs.</div>														



Impact Statements – Approved Initiatives

Department/Division: <div>Instruction (Regular Day School)</div>	Approved Initiative: <div>Conversion of Alternate Program Coordinators to Vice-Principalships</div>	Reference: <div>0</div> FTE Impact <div></div>												
Funding Envelope Source: <table><tr><td>Instruction</td><td><input checked="" type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>	Status of Initiative: Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/> Cost of Initiative for 2008-2009: <div>\$35,000</div> Ongoing Cost: <div>\$35,000</div>
Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>											
Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>											
Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>											
1. Background: <div>Alternate secondary programs are offered at four sites: Elizabeth Wynwood, Frederick Banting, Norman Johnson and Richard Pfaff. These sites are supervised by alternate co-ordinators who have responsibility for pupil enrolments of 200 or more students during the course of the school year. Currently, provision is made for a responsibility allowance of \$20,800 for these positions.</div>														
2. Additional information including correlation with strategic plan and Board goals: <div><p>The Learning Objective</p><p>The transition to vice-principal roles will recognize and strengthen <i>our focus on student learning through program quality, effective instructional practice and valid and sustainable learning supports through the development of comprehensive differentiated instructional practices supported by early and tiered intervention strategies</i>. Alternate co-ordinators facilitate this work in their sites.</p><p>The co-ordinators of alternate sites have been functioning in the role as site vice-principals for the most part and the formal change acknowledges that most of their current role falls within that job description. The ability to access training and professional development opportunities as vice-principals will also strengthen their ability to work with staff on the development of programming to meet the needs of the student clientele at the alternate sites. As vice-principals they will be able to assist the principal in the supervision of teachers.</p></div>														



Impact Statements – Approved Initiatives

Department/Division: <div>Facilities / Planning</div>		Approved Initiative: <div>Support for Area Review Committee(s)</div>		Reference: <div>P</div> FTE Impact <div></div>	
Funding Envelope Source:				Status of Initiative:	
Instruction <input type="checkbox"/>		Transportation <input type="checkbox"/>		Permanent <input type="checkbox"/> One Year <input checked="" type="checkbox"/>	
Facilities <input checked="" type="checkbox"/>		Continuing Education <input type="checkbox"/>		Cost of Initiative for 2008-2009: <div>\$30,000</div> Ongoing Cost: <div></div>	
Central Administration <input type="checkbox"/>		Other Funding <input type="checkbox"/>			
1. Background: <div>In 2007-2008, the Board began applying the Ministry's Accommodation Review Guidelines. The requirements for extensive consultation, minute taking, and publication of data and reports has been absorbed within existing budgets, but it has become apparent that additional funds are required to ensure proper support for accommodation reviews and additional planning studies related to placement of french immersion programs.</div>					
2. Additional information including correlation with strategic plan and Board goals: <div>The Planning department is committed to supporting the Board's Learning Objective by creating and implementing an accommodation review process which ensures that viable programs are effectively located to meet the needs of the District's students. Additionally, the Board's Community Objective requires us to look at maximizing opportunities for collaborative partnership, and community development. To achieve these objectives, staff requires the ability to obtain services such as facilitators and /or clerical assistance where required.</div>					



Impact Statements – Approved Initiatives

Department/Division: <div>Facilities</div>	Approved Initiative: <div>Facility Accounting Coordinator</div>	Reference: <div>Q</div> FTE Impact <div>1.00</div>												
Funding Envelope Source: <table><tr><td>Instruction</td><td><input type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input checked="" type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input checked="" type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>	Status of Initiative: Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/> Cost of Initiative for 2008-2009: <div>\$75,000</div> Ongoing Cost: <div>\$75,000</div>
Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>											
Facilities	<input checked="" type="checkbox"/>	Continuing Education	<input type="checkbox"/>											
Central Administration	<input type="checkbox"/>	Other Funding	<input type="checkbox"/>											
1. Background: <div><p>The Board's Facilities Department is responsible for over \$78 million of annual expenditures as well as capital expenditures for new schools, additions and major renovations.</p><p>In addition to providing timely and accurate reports for the district's own purposes, the Ministry has significantly increased reporting requirements as well as reintroducing the need for boards to seek prior Ministry approval for all capital projects.</p><p>This position will be a key member of the facilities team, provide support to the Superintendent as well as liaising with Finance Department staff.</p></div>														
2. Additional information including correlation with strategic plan and Board goals: <div><p>This position will support all three of the Board's objectives, by facilitating the creation and maintenance of a Capital Plan, supporting accountability measures, and assisting in improving resource allocation recommendations and decisions.</p></div>														



Impact Statements – Approved Initiatives

Department/Division: <div>Facilities</div>		Approved Initiative: <div>AODA Contractual services</div>		Reference: <div>R</div> FTE Impact <div></div>	
Funding Envelope Source:				Status of Initiative:	
Instruction <input type="checkbox"/>		Transportation <input type="checkbox"/>		Permanent <input type="checkbox"/> One Year <input checked="" type="checkbox"/>	
Facilities <input checked="" type="checkbox"/>		Continuing Education <input type="checkbox"/>		Cost of Initiative for 2008-2009: <div>\$25,000</div> Ongoing Cost: <div></div>	
Central Administration <input type="checkbox"/>		Other Funding <input type="checkbox"/>			
1. Background: <div>The Accessibility for Ontarians with Disabilities Act (AODA) places significant responsibilities on public bodies including District School Boards. In recent years, the OCDSB has undertaken a number of initiatives including accessibility audits of school buildings. The government is now enacting a series of regulations implementing the Act which will have impacts on the OCDSB. Our response will continue to be multi-disciplinary, but experience has shown, additional contractual assistance is required to ensure progress in this area.</div>					
2. Additional information including correlation with strategic plan and Board goals: <div>In addition to helping ensure the OCDSB meets its legislated obligations, this expenditure will help the the district meet its goals with respect to diversity, a healthy and respectful workplace and meeting the needs of its stakeholders</div>					



Impact Statements – Approved Initiatives

Department/Division: Facilities	Approved Initiative: Operating Budget	Reference: S FTE Impact:
Funding Envelope Source: Instruction <input type="checkbox"/> Transportation <input type="checkbox"/> Facilities <input checked="" type="checkbox"/> Continuing Education <input type="checkbox"/> Central Administration <input type="checkbox"/> Other Funding <input type="checkbox"/>		Status of Initiative: Permanent <input checked="" type="checkbox"/> One Year <input checked="" type="checkbox"/> Cost of Initiative for 2008-2009: \$600,000 Ongoing Cost: \$500,000
1. Background: The proposed increase represents an on-going increase of 1.8% over the 2007-2008 approved operating budget and a further .36% of a one time increase. The facilities budget is facing a number of cost pressures significantly beyond 2% such as direct fuel costs, as well as expected increases in services such as snow clearing and removal, refuse and recycling costs. However, the addition of \$600,000 will help to reduce the negative impact on schools and school condition which has been experienced in recent years..		
2. Additional information including correlation with strategic plan and Board goals: The Facilities Department is committed to providing a safe and healthy learning environment for students staff and visitors. Increasing costs of supplies and services, in the absence of an increase to the budget will ultimately result in a reduced level of service. This reduced level of service would ultimately make it harder for the district to make progress on its three objectives. The Ministry has provided additional grant for non salary & benefit factors in acknowledgement of ongoing cost pressures, which amounts to approximately \$200,000. The Board has repeatedly reduced facilities budgets in the last ten years due to the lack of ongoing funding for the Instruction envelope. Now that the Ministry has increased ongoing funding it is time to restore part of Facilities' operating budget, as student space has not been reduced on an overall basis.		



Impact Statements – Approved Initiatives

Department/Division: <div>Human Resources</div>	Approved Initiative: <div>Administrative Support Positions</div>	Reference: <div>T</div> FTE Impact <div>2.00</div>												
Funding Envelope Source: <table><tr><td>Instruction</td><td><input type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input checked="" type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input checked="" type="checkbox"/>	Other Funding	<input type="checkbox"/>	Status of Initiative: Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/> Cost of Initiative for 2008-2009: <div>\$140,000</div> Ongoing Cost: <div>\$140,000</div>
Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>											
Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>											
Central Administration	<input checked="" type="checkbox"/>	Other Funding	<input type="checkbox"/>											
1. Background: <div>The addition of the 2.0 support positions in the Human Resources area will support increasing internal and external expectations and workload and address specific areas where additional resources are required to meet strategic priorities and legislated requirements. Specifically, 1.0 FTE will be assigned to meet increased workload in the Occupational Health and Safety Division related to indoor air quality, environmental sensitivities, etc. The other 1.0 FTE will be assigned to provide additional support in staff development and strategic initiatives identified in the district strategic plan.</div>														
2. Additional information including correlation with strategic plan and Board goals: <div>The district strategic plan identified a number of areas that will require development of new initiatives or expansion of current efforts being undertaken within Human Resources and Occupational Health and Safety. In addition to helping to ensure the district meets its legislated responsibilities, these positions will help to move the district's priorities in a number of areas forward, including equity and diversity, leadership, healthy and safe workplaces.</div>														



Impact Statements – Approved Initiatives

Department/Division: <div>Board Services / Corporate Records</div>	Approved Initiative: <div>Corporate Records Management Program</div>	Reference: <div>U</div> FTE Impact <div></div>												
Funding Envelope Source: <table><tr><td>Instruction</td><td><input checked="" type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input checked="" type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input checked="" type="checkbox"/>	Other Funding	<input type="checkbox"/>	Status of Initiative: Permanent <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Cost of Initiative for 2008-2009: <div>\$50,000</div> Ongoing Cost: <div></div>
Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>											
Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>											
Central Administration	<input checked="" type="checkbox"/>	Other Funding	<input type="checkbox"/>											
1. Background: <div>In October 2007, the Board approved the creation of the Corporate Records Project. This project will create a district wide corporate records and information management program. The three-year project includes the development a corporate records classification scheme, a records retention schedule, the development of policies and procedures, and the development of electronic records management protocols. There are currently no budget funds assigned to this project and the project costs cannot be covered under existing departmental budgets. The project funds will be used for temporary staffing assistance, project materials and supplies and to assist other departments with the costs of transition as we migrate to a new file system. It is anticipated that there will be a budget requirement to support this project in each of the three years of the project. The amount of that allocation will vary in each of those years based on the project deliverables for the year.</div>														
2. Additional information including correlation with strategic plan and Board goals: <div>The corporate records program will create the architecture for the long term maintenance and retention of corporate records, ensure proper management of information, protection of privacy and compliance with legislated responsibilities. The development of a corporate records management program is an important part of our strategic goal of improving human, administrative and financial management practices. The corporate records program is also an important part of our strategy to improve access to technology and technology business planning processes.</div>														



Impact Statements – Approved Initiatives

Department/Division: <div>Communications & Information Services</div>	Approved Initiative: <div>Webmaster Position</div>	Reference: <div>V</div> FTE Impact <div>1.00</div>												
Funding Envelope Source: <table><tr><td>Instruction</td><td><input type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input checked="" type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input checked="" type="checkbox"/>	Other Funding	<input type="checkbox"/>	Status of Initiative: Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/> Cost of Initiative for 2008-2009: <div>\$65,000</div> Ongoing Cost: <div>\$65,000</div>
Instruction	<input type="checkbox"/>	Transportation	<input type="checkbox"/>											
Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>											
Central Administration	<input checked="" type="checkbox"/>	Other Funding	<input type="checkbox"/>											
1. Background: <div>The Communications Division is responsible for corporate communications, public relations, media relations and information services. Our website has become the most important vehicle in our communications program. The website is a "living document" and as such is subject to continual revision, update and renewal. Program enhancements and the maintenance of the website has become a routine daily function, and the need for a dedicated webmaster position to manage the site and site content is critical. The creation of a webmaster position will also ensure that as an organization we have a dedicated staff resource responsible for monitoring trends and changes in website programming and use, including design in Web 2.0 and Semantic Web.</div>														
2. Additional information including correlation with strategic plan and Board goals: <div>The creation of the webmaster position is linked to several key strategic priorities, including our leadership goal of improving internal communications - the Webmaster will be essential as we continue to develop an employee portal for communications and employee support services. The Webmaster position is also an important component of our community objective of improving external communications through enhanced use of web technologies. Finally, the Webmaster position will improve our use of staff resources within the Communications Division and our ability to service the needs of our clients.</div>														



Impact Statements – Approved Initiatives

Department/Division: <div>Corporate Services / Board Services</div>		Approved Initiative: <div>Corporate Records Analyst Position</div>		Reference: <div>W</div>
				FTE Impact <div>1.00</div>
Funding Envelope Source:			Status of Initiative:	
Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>	Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/>
Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	
Central Administration	<input checked="" type="checkbox"/>	Other Funding	<input type="checkbox"/>	
			Cost of Initiative for 2008-2009: <div>\$70,000</div>	
			Ongoing Cost: <div>\$70,000</div>	
1. Background:				
<p>In October 2007, the Board approved the creation of the Corporate Records Project. This project will create a district wide corporate records and information management program. The three year project includes the development a corporate records classification scheme, a records retention schedule, the development of policies and procedures, and the development of electronic records management protocols.</p> <p>The Corporate Records Management Project included the creation of the Corporate Records Analyst position to manage the project. That position has been filled and was funded through the MISA project for year one, however, the on-going staffing cost must be covered through the Board's operating budget.</p>				
2. Additional information including correlation with strategic plan and Board goals:				
<p>The corporate records program will create the architecture for the long term maintenance and retention of corporate records, ensure proper management of information, protection of privacy and compliance with legislated responsibilities. The development of a corporate records management program is an important part of our strategic goal of improving human, administrative and financial management practices. The corporate records program is also an important part of our strategy to improve access to technology and technology business planning processes.</p>				



Impact Statements – Approved Initiatives

Department/Division: <div>Business and Learning Technologies</div>	Approved Initiative: <div>Information Officer Position</div>	Reference: <div>X</div> FTE Impact <div>1.00</div>												
Funding Envelope Source: <table><tr><td>Instruction</td><td><input checked="" type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input checked="" type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input checked="" type="checkbox"/>	Other Funding	<input type="checkbox"/>	Status of Initiative: Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/> Cost of Initiative for 2008-2009: <div>\$70,000</div> Ongoing Cost: <div>\$70,000</div>
Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>											
Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>											
Central Administration	<input checked="" type="checkbox"/>	Other Funding	<input type="checkbox"/>											
1. Background: <div>The Information Officer was hired originally as a term employee, as a MISA pilot project. The pilot was to address the issue of requests to B&LT for data for planning or reporting purposes, where that data resided in several subsystems and often with no consistent data mapping (in other words, data reporting was inconsistent year-over year). In many cases, the request was too specific, and the data provided was not useful to resolve the request. The Information Officer was hired, and immediately began to work with the information requestor to understand what information was being sought, what the outcomes were to be, and then to locate the sources of the raw data that would be used in the final report. In addition, privacy rules are applied to all requests now, such that the collecting and reporting of data will fall within the guidelines of MFIPPA and other relevant acts. This was a successful pilot, and has expanded from the original ask-and-answer format into a more fulsome information service. As it has been funded from one-time (MISA) money, it is recommended that the position be made permanent, funded from the appropriate envelopes.</div>														
2. Additional information including correlation with strategic plan and Board goals: <div>This position is included in the "DRIVE to Success" initiative, and forms part of the strategic direction of improving student learning aided by accurate and timely access to data and information.</div>														



Impact Statements – Approved Initiatives

Department/Division: Human Resources	Approved Initiative: Corporate Wellness Program	Reference: <input type="text" value="y"/> FTE Impact <input type="text"/>												
Funding Envelope Source: <table><tr><td>Instruction</td><td><input checked="" type="checkbox"/></td><td>Transportation</td><td><input type="checkbox"/></td></tr><tr><td>Facilities</td><td><input type="checkbox"/></td><td>Continuing Education</td><td><input type="checkbox"/></td></tr><tr><td>Central Administration</td><td><input checked="" type="checkbox"/></td><td>Other Funding</td><td><input type="checkbox"/></td></tr></table>		Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>	Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>	Central Administration	<input checked="" type="checkbox"/>	Other Funding	<input type="checkbox"/>	Status of Initiative: Permanent <input type="checkbox"/> One Year <input checked="" type="checkbox"/> Cost of Initiative for 2008-2009: <input type="text" value="\$25,000"/> Ongoing Cost: <input type="text"/>
Instruction	<input checked="" type="checkbox"/>	Transportation	<input type="checkbox"/>											
Facilities	<input type="checkbox"/>	Continuing Education	<input type="checkbox"/>											
Central Administration	<input checked="" type="checkbox"/>	Other Funding	<input type="checkbox"/>											
1. Background: <div>The district has identified the importance of a safe and healthy workplace as a priority. Work has been ongoing in support of this commitment in a number of areas, including Occupational Health and Safety, Employee Wellness and Disability Management, Respectful Workplace Committee, etc. Additional resources are required to develop and implement a more comprehensive plan for the district, based on consultation with appropriate stakeholders and development of specific strategies that promoted healthy workplaces and healthy individuals.</div>														
2. Additional information including correlation with strategic plan and Board goals: <div>The OCDSB district strategic plan includes as a significant community goal the creation of a healthy OCDSB workplace community with a focus on wellness, trust and respect for all staff. Initiatives to support healthy workplaces, as well as healthy individuals, will require additional resources.</div>														



Impact Statements – Approved Initiatives

Department/Division: <div>Instruction (Central Support)</div>		Approved Initiative: <div>Equity and Diversity Co-ordinator</div>		Reference: <div>Z</div> FTE Impact <div>1.00</div>	
Funding Envelope Source:				Status of Initiative:	
Instruction <input checked="" type="checkbox"/>		Transportation <input type="checkbox"/>		Permanent <input checked="" type="checkbox"/> One Year <input type="checkbox"/>	
Facilities <input type="checkbox"/>		Continuing Education <input type="checkbox"/>			
Central Administration <input checked="" type="checkbox"/>		Other Funding <input type="checkbox"/>		Cost of Initiative for 2008-2009: <div>\$100,000</div>	
				Ongoing Cost: <div>\$100,000</div>	
1. Background:					
<div>The Ottawa-Carleton District School Board has identified work in the area of equity and diversity as a significant priority for the district for the next few years. The 2007-2007 strategic plan has resulted in a plan to move forward on a comprehensive diversity framework and other initiatives that support this framework.</div>					
2. Additional information including correlation with strategic plan and Board goals:					
<div>The Community Objective</div> <div>One of the district's strategic goals is to <i>celebrate our commitment to community through responsible citizenship, collaborative partnership and the stewardship of resources by recognizing the diversity of our community through the development and implementation of a diversity strategy</i>. The work that needs to be done in this area is formidable and cannot be undertaken successfully within current staffing levels. The development of a diversity continuum, policy development, survey/audit work and curriculum review will require cross divisional co-ordination.</div>					



2007-2008 Forecast

- See Report 08-112 to the 14 May 2008 Business Services Committee for details.



2007-2008 Forecast as of 31 March 2008 - Summary

AVERAGE DAILY ENROLMENT (ADE)

	ORIGINAL BUDGET ADE	FORECAST ADE	VARIANCE	VARIANCE %
ELEMENTARY	42,769.75	42,769.75	0.00	0.0%
SECONDARY Under Age 21	23,386.86	23,449.50	62.64	0.3%
	66,156.61	66,219.25	62.64	0.1%
SECONDARY Over Age 21	802.06	848.02	45.96	5.7%
TOTAL ADE	66,958.67	67,067.27	108.60	0.2%
TUITION FEE STUDENTS				
Elementary	74.00	74.00	0.00	0.0%
Secondary	213.00	208.00	(5.00)	-2.3%
TOTAL FOR TUITION FEE STUDENTS	287.00	282.00	(5.00)	-1.7%
TOTAL ADE	67,245.67	67,349.27	103.60	0.2%

SUMMARY

(In \$Millions)

	BUDGET	REVISED BUDGET	YEAR TO DATE AS AT 31-Mar-2008	FORECAST	VARIANCE FORECAST TO REVISED BUDGET	
					\$	%
REVENUES						
GRANT FOR STUDENT NEEDS	597.4	609.9	385.9	609.9	0.0	0.0%
PROVINCIAL TRANSPORTATION REVENUE	6.2	5.2	2.1	5.2	0.0	0.0%
OTHER REVENUES	24.9	30.4	24.8	33.0	2.6	10.4%
TOTAL REVENUES	\$ 628.5	\$ 645.5	\$ 412.8	\$ 648.1	\$ 2.6	0.4%
EXPENDITURES						
INSTRUCTION	486.4	493.7	297.0	492.3	1.4	0.3%
CONTINUING EDUCATION	8.3	8.3	5.1	8.3	0.0	0.0%
TRANSPORTATION	29.9	28.5	17.8	28.5	0.0	0.0%
PROVINCIAL TRANSPORTATION CONTRACTS	6.2	5.1	3.1	5.1	0.0	0.0%
FACILITIES	77.3	77.2	47.3	79.1	(1.9)	(2.5%)
CENTRAL ADMINISTRATION	15.3	15.4	10.0	15.5	(0.1)	(0.7%)
CAPITAL / DEBT	11.5	11.5	4.5	11.5	0.0	0.0%
NON-OPERATING EXPENDITURES	0.0	5.8	3.6	5.8	0.0	0.0%
TOTAL EXPENDITURES	\$ 634.9	\$ 645.5	\$ 388.4	\$ 646.1	\$ (0.6)	(0.1%)
PROJECTED SURPLUS / (DEFICIT)	\$ (6.4)	\$ -	\$ 24.4	\$ 2.0	\$ 2.0	-

Further details available on Business Services Report 08-112 dated 14 May 2008



2007-2008 Forecast as of 31 March 2008 - Details

	REVISED BUDGET	2007-2008 EXPENSES * AS AT	% SPENT	FO RECAST	VARIANCE FORECAST TO REVISED ESTIMATES	
In \$Millio ns		31-Mar-08			\$	%
INSTRUCTION CLASSROOM						
Det						
Classroom Teachers (Including DD Summer School)	356.0	214.5	60.3%	355.2	0.8	0.2%
Occasional Teachers	10.0	6.8	68.0%	10.0	-	0.0%
Teacher Assistants	25.4	16.4	64.6%	26.2	(0.8)	(3.1%)
Professionals / Paraprofessionals and Technicians	11.4	6.1	53.5%	12.0	(0.6)	(5.3%)
Library and Guidance	11.5	7.3	63.5%	10.8	0.7	6.1%
Staff Development	0.2	0.1	50.0%	0.2	-	0.0%
Department Heads	1.0	0.6	60.0%	0.9	0.1	10.0%
TOTAL SALARIES AND BENEFITS	\$ 415.5	\$ 251.8	60.6%	\$ 415.3	\$ 0.2	0.0%
OPERATING						
Textbooks and Learning Material	16.4	10.8	65.9%	16.4	-	0.0%
Classroom Computers (Prepaid Leases)	6.5	3.7	56.9%	6.5	-	0.0%
Supplies, Services, Staff Development and Other	8.4	2.2	26.2%	7.2	1.2	14.3%
	\$ 31.3	\$ 16.7	53.4%	\$ 30.1	\$ 1.2	3.8%
TOTAL INSTRUCTION CLASSROOM	\$ 446.8	\$ 268.5	60.1%	\$ 445.4	\$ 1.4	0.3%
INSTRUCTION NON-CLASSROOM						
SALARIES AND BENEFITS						
Principals and Vice Principals	25.9	14.2	54.8%	25.3	0.6	2.3%
School Office Secretarial	17.7	11.5	65.0%	17.4	0.3	1.7%
Coordinators and Consultants	1.8	1.1	61.1%	1.7	0.1	5.6%
TOTAL SALARIES AND BENEFITS	\$ 45.4	\$ 26.8	59.0%	\$ 44.4	\$ 1.0	2.2%
OPERATING						
Supplies and Services	1.5	1.7	113.3%	2.5	(1.0)	(66.7%)
TOTAL OPERATING	\$ 1.5	1.7	113.3%	\$ 2.5	\$ (1.0)	(66.7%)
TOTAL INSTRUCTION NON-CLASSROOM	\$ 46.9	28.5	60.8%	\$ 46.9	\$ -	0.0%
TOTAL INSTRUCTION	\$ 493.7	297.0	60.2%	\$ 492.3	\$ 1.4	0.3%
CONTINUING EDUCATION						
SALARIES AND BENEFITS	7.1	4.0	56.3%	7.1	-	0.0%
OPERATING	1.2	1.1	91.7%	1.2	-	0.0%
TOTAL CONTINUING EDUCATION	\$ 8.3	5.1	61.4%	\$ 8.3	\$ -	0.0%



2007-2008 Forecast as of 31 March 2008 - Details

In \$ Millions	REVISED BUDGET	2007-2008 EXPENSES * AS AT 31-Mar-08	% SPENT	FORECAST	VARIANCE TO RECAST TO REVISED ESTIMATES	
					\$	%
TRANSPORTATION						
SALARIES AND BENEFITS	0.6	0.4	66.7%	0.6	-	0.0%
SCHOOL BUS CONTRACTS	27.8	17.4	62.6%	27.8	-	0.0%
OPERATING	0.1	-	0.0%	0.1	-	0.0%
Sub-Total Transportation	\$ 28.5	17.8	62.5%	\$ 28.5	\$ -	0.0%
PROVINCIAL TRANSPORTATION CONTRACTS	5.1	3.1	60.8%	5.1	-	0.0%
TOTAL TRANSPORTATION	\$ 33.6	20.9	62.2%	\$ 33.6	\$ -	0.0%
FACILITIES						
SALARIES AND BENEFITS	37.6	20.8	55.3%	38.5	(0.9)	(2.4%)
OPERATING						
Utilities	15.7	10.4	66.2%	15.7	-	0.0%
Facilities Renewal Plan	11.7	6.1	52.1%	11.7	-	0.0%
Loss and Vandalism	0.7	0.4	57.1%	0.7	-	0.0%
Maintenance, Contractual and Others	11.5	9.6	83.5%	12.5	(1.0)	(8.7%)
TOTAL FACILITIES OPERATING	\$ 39.6	26.5	66.9%	\$ 40.6	\$ (1.0)	(2.5%)
TOTAL FACILITIES	\$ 77.2	47.3	61.3%	\$ 79.1	\$ (1.9)	(2.5%)
CENTRAL ADMINISTRATION						
SALARIES AND BENEFITS	12.1	7.7	63.6%	12.2	(0.1)	(0.8%)
OPERATING	3.3	2.3	69.7%	3.3	-	0.0%
TOTAL CENTRAL ADMINISTRATION	\$ 15.4	10.0	69.7%	\$ 15.5	\$ (0.1)	(0.6%)
CAPITAL / DEBT						
School Construction Debt	4.6	4.5	97.8%	4.6	-	0.0%
Pre-Amalgamation Debt	2.6	-	0.0%	2.6	-	0.0%
Interest & Capital on Good Places to Learn	3.2	-	0.0%	3.2	-	0.0%
Transfer to Capital	1.1	-	0.0%	1.1	-	0.0%
TOTAL CAPITAL / DEBT	\$ 11.5	4.5	39.1%	\$ 11.5	\$ -	0.0%
NON-OPERATING EXPENDITURES						
SALARIES AND BENEFITS (Staff On Loan)	5.8	3.6	62.1%	5.8	-	0.0%
TOTAL NON-OPERATING EXPENDITURES	\$ 5.8	3.6	62.1%	\$ 5.8	\$ -	0.0%
TOTAL EXPENDITURES	\$ 645.5	388.4	60.2%	\$ 646.1	\$ (0.6)	(0.1%)



Capital Reserves and Funding

- Estimate of Available Capital Fund Reserves



Estimate of Available Capital Fund Reserves

	Estimated Balance August 31, 2008	Estimated transfers to reserves 2008-2009	Estimated Interest 2008-2009	Estimated use of reserves 2008-2009	Estimated Commitments 2008-2009	Estimated Reserve Balance available 31 August 2008
Pupil Accommodation Reserves						
Enrolment Pressures funding	13,601,502	-	500,000	-	-	14,101,502
Reserves applied to Capital projects						
Avalon Elementary School	(4,764,326)	-				(4,764,326)
Longfields Davidson Heights Secondary School	(1,364,652)	-				(1,364,652)
Board approved pre 2006 projects	(3,556,084)	-				(3,556,084)
Proposed Briarbrook Elementary School	(2,676,530)	-				(2,676,530)
Total Reserves applied to Capital projects	(12,361,592)	-	-	-	-	(12,361,592)
Sub-Total	\$ 1,239,910	\$ -	\$ 500,000	\$ -	\$ -	\$ 1,739,910
Deferred Revenue Reserves						
Proceeds of Disposition	36,633,016	-	1,000,000	-	-	37,633,016
Proceeds of Disposition-admin. building	1,000,081	-	-	-	-	1,000,081
Sale of Grant Alternative School	3,933,000	-				3,933,000
Sale of Bayview School	-					-
Sub-Total	41,566,097	-	1,000,000	-	-	42,566,097
Reserves applied to Capital projects	(37,635,348)	-		-	-	(37,635,348)
Total Reserves applied to Capital projects	(37,635,348)	-	-	-	-	(37,635,348)
Sub Total - Proceeds of Disposition	3,930,749	-	1,000,000	-	-	4,930,749
Enrolment Pressures transfer to reserve	-	788,000		-	788,000	-
Best Start transfer to reserve	-	92,000		-	92,000	-
Deferred Revenues for new schools and additions	\$ 3,930,749	\$ 880,000	\$ 1,000,000	\$ -	\$ 880,000	\$ 4,930,749
Total reserves for Pupil Accommodation needs	\$ 5,170,659	\$ 880,000	\$ 1,500,000	\$ -	\$ 880,000	\$ 6,670,659
Other Deferred Revenue Reserves						
Facilities Renewal Reserve	-	-		-	-	-
Education Development Charges	17,747	2,000,000	100,000	2,200,000	-	(82,253)
Sub total	\$ 17,747	\$ 2,000,000	\$ 100,000	\$ 2,200,000	\$ -	\$ (82,253)
Capital Debt Repayment Reserve:						
Energy Management (debt)	(0)		\$ -	\$ -	\$ -	(0)
Total Capital Reserves	\$ 5,188,406	\$ 2,880,000	\$ 1,600,000	\$ 2,200,000	\$ 880,000	\$ 6,588,406
Note: The Ministry of Education approved the use of reserves for the Briarbrook School in Kanata, which will exhaust the existing Capital Reserves. The Board must use all capital reserves from previous capital funding before any additional incremental capital funding will be provided by the Ministry.						



Estimated Multi Year Capital Funding

Based on information available as of May 2008

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
Enrolment Pressures Funding - annual	\$5,500,000		
Annual Debt repayment - \$60 million schools built		\$4,624,000	\$876,000
Annual Debt repayment - proposed Briarbrook \$9.8 million		\$700,000	(\$700,000)
Balance	\$5,500,000	\$5,324,000	\$176,000
Years of Funding remaining			19.0
Estimated available funding			\$3,344,000
Prohibitive to Repair Funding	Estimated funding	Projects Committed	Estimated Balance
Fitzroy Centennial Public School	\$3,700,000		\$3,700,000
Kars Public School	\$3,000,000		\$3,000,000
Subtotal	\$6,700,000		\$6,700,000
Primary Class Size Capital Funding (PCS)	Estimated funding	Projects Committed	Estimated Balance
Capital Cost Entitlement	\$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)
Balance	\$25,245,782	\$14,829,473	\$10,416,309

Note:
The Ministry will provide the annual principal and interest debt repayments for these projects amortized over 25 years. The balance of the PCS 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
- Three Year Projection



Special Education – Revenues and Expenditures

Grant Revenues:	2007-2008 Budget (After 14 Aug Funding Announcement)	2008-2009 Approved Budget
Special Education Per Pupil Amount (SEPPA)	\$32,748,375	\$32,887,396
High Needs Allocation (Guaranteed)	\$32,945,992	\$32,554,404
High Needs Allocation	\$404,366	\$795,954
Declining Enrolment	\$600,000	\$600,000
Provincial Programs	\$411,348	\$381,220
Proportionate Foundation Allocation	\$7,372,555	\$7,966,706
Proportionate Teacher Compensation Allocation	\$687,941	\$938,760
Summer Learning Program - Grant	\$91,842	\$91,842
Summer Learning Program - New Revenue - Non grant	\$500,000	\$0
Specialized Equipment for Students	\$326,000	\$1,260,000
School Administration Grant for Crystal Bay and Clifford Bowey Students	\$93,728	\$0
Special Incidence Portion (SIP)	\$0	\$1,919,446
Other Revenue From Recoveries	\$130,000	\$200,000
Total Grant Revenues	\$76,312,147	\$79,595,728

Expenditures:	2007-2008 Budget (After 14 Aug Funding Announcement)	2008-2009 Approved Budget
Staffing	\$79,080,619	\$78,518,421
Operating	\$2,726,638	\$4,093,904
Total Grant Expenditures	\$81,807,257	\$82,612,325

Projected (Shortfall) / Surplus	(\$5,495,109)	(\$3,016,596)
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Special Education – Detailed Expenditures

	Budget		Approved Budget	
	2007-2008		2008-2009	
	FTE	COSTS	FTE	COSTS
Elementary Teaching:				
Special Education Programs	98.00	\$8,197,474	97.50	\$8,361,334
Add: Partially integrated classes (51% to 99%)	22.50	\$1,882,073	22.50	\$1,929,539
Developmental Disability	33.65	\$2,814,745	33.65	\$2,885,732
Preparation time for all of the above	20.27	\$1,695,539	20.20	\$1,732,297
Central Staff assigned to schools	31.80	\$2,659,997	34.80	\$2,984,353
Learning Support Teachers (LST)	110.50	\$9,243,070	99.50	\$8,532,848
Special Education Learning Centre (SELC)	137.50	\$11,501,558	136.50	\$11,705,868
	454.22	\$37,994,455	444.65	\$38,131,971
Secondary Teaching:				
Special Education Programs	70.83	\$6,112,248	65.83	\$5,820,027
Remove: Gifted Classes *	(20.75)	(\$1,790,613)	(20.75)	(\$1,834,507)
Add: Partially integrated classes (51% to 99%)	14.50	\$1,251,272	14.50	\$1,281,944
Learning Support Teachers (LST)	33.00	\$2,847,722	29.53	\$2,610,746
Special Education Learning Centre (SELC)	13.00	\$1,121,830	13.00	\$1,149,329
Central Staff assigned to schools	2.00	\$172,589	4.00	\$353,640
	112.58	\$9,715,048	106.11	\$9,381,180
* Does not qualify for Special Education Grant per Ministry				
TOTAL TEACHING STAFF	566.80	\$47,709,503	550.76	\$47,513,151
Educational Assistants:				
Impact of staffing timing differences	591.00	\$25,958,060 (\$300,000)	576.00	\$25,781,651 (\$200,000)
TOTAL EDUCATIONAL ASSISTANTS	591.00	\$25,658,060	576.00	\$25,581,651
Professional Student Services Personnel:				
Psychologists	19.00	\$1,860,856	17.10	\$1,671,014
Social Workers	18.00	\$1,496,769	16.56	\$1,354,122
Speech and Language Pathologists	21.00	\$1,740,008	18.90	\$1,552,917
Occupational and Physio Therapists	1.20	\$80,794	0.00	\$0
Child and Youth Worker and SIP Consultant	0.00	\$0	2.00	\$116,406
Impact of staffing timing differences		(\$392,260)		(\$200,000)
TOTAL PSSP STAFF	59.20	\$4,786,168	54.56	\$4,494,458
Principals and Vice-Principals:				
Principals at Crystal Bay and Clifford Bowey	2.00	\$228,538	2.00	\$229,813
Central Principal / Vice Principal / Manager	3.00	\$369,460	3.00	\$370,523
Administration and Support Staff:				
Brailist	1.00	\$45,754	1.00	\$45,654
Office Support Staff at Crystal Bay and Clifford Bowey	3.00	\$144,529	3.00	\$144,563
Feeding Skills Assistants		\$26,257		\$26,257
Technicians - Equipment Support	2.00	\$112,350	2.00	\$112,350
TOTAL ADMINISTRATION AND SUPPORT STAFF	11.00	\$926,888	11.00	\$929,160
TOTAL SPECIAL EDUCATION STAFF	1,228.00	\$79,080,619	1,192.32	\$78,518,421

The Ministry now requires that boards identify Safe Schools programs separately from Special Education. As a result, the following positions have been transferred from Special Education to the new Safe School category:

	FTE
Educational Assistants	15.00
Professional Student Personnel	1.20

A review of Special Education has confirmed that select positions identified as Special Education were providing services to general instruction. Accordingly, the following positions have been transferred to general instruction:

	FTE
Elementary Learning Support Teachers	11.00
Secondary Learning Support Teachers	3.30
Professional Student Personnel	5.90

The two transfers do not change the overall service delivery model or staffing numbers.



Special Education – Detailed Expenditures

	Budget		Approved Budget	
	2007-2008		2008-2009	
	FTE	COSTS	FTE	COSTS
Operating Budget:				
Assessment Materials		\$100,000		\$100,000
Auto Kilometrage		\$188,652		\$176,015
Cell Phones & Long Distance		\$0		\$1,300
Clerical/Secretarial Part-time/temporary Assistance/Overtime		\$14,500		\$11,000
Special Incidence Portion - Supplies		\$0		\$23,700
Computers		\$7,185		\$60,000
Specialized Equipment for Students		\$37,740		\$1,260,000
Training - Supplies		\$185,000		\$185,000
Print & Copying		\$21,522		\$15,000
Professional Development		\$6,116		\$15,113
Start-up costs for new classes		\$20,400		\$20,400
Supplies / Programs		\$76,429		\$128,649
Special Education Review / Consultants		\$60,510		\$60,510
Assistive Technology		\$0		\$45,000
SUB-TOTAL		\$718,054		\$2,101,687
Summer Learning Program		\$500,000		\$500,000
Special Education Short Term Response Fund		\$139,530		\$139,530
Occasional Teachers for Special Education Teachers		\$699,739		\$681,631
Staff Development		\$149,991		\$145,621
Phoenix House and Young Offenders (Operating Budget and Staff)		\$387,324		\$393,435
Supplementary School Supplies Allocation for Developmentally Disabled, Orthopaedic and Autism students (\$150 per student)		\$132,000		\$132,000
TOTAL OPERATING BUDGET		\$2,726,638		\$4,093,904
GRAND TOTAL	1,228.00	\$81,807,256	1,192.32	\$82,612,325



English as a Second Language

PROJECTED REVENUES

	2007-2008 Budget	2008-2009 Budget
GENERAL LEGISLATIVE GRANT	\$6,963,309	\$7,945,479
OCENET	\$210,000	\$300,000
Academic Positions funded by OCENET	2.5 FTE	3.0 FTE

PROJECTED EXPENDITURES

DESCRIPTION	2007-2008		2008-2009	
	FTE	COST	FTE	COST
Elementary				
Classroom Teachers (Includes 0.5 position funded from OCENET for 2008-2009)	79.25		83.25	
Family Reception Centre (Academic)	2.00		1.50	
Total	81.25	\$6,727,175	84.75	\$7,174,681
Secondary				
Classroom Teachers (Includes 2.5 positions funded from OCENET for 2008-2009)	16.50		19.50	
Orientation (Academic)	1.00		1.00	
Total	17.50	\$1,488,288	20.50	\$1,781,655
Non Academic				
Family Reception Centre	4.00	\$256,891	4.00	\$255,985
Multi-Cultural Liaison Officers		\$157,223		\$168,612
Operating Budget		\$41,314		\$41,314
Total	102.75	\$8,670,891		\$9,422,247

PROJECTED (SHORTFALL) / SURPLUS

(\$1,497,582)

(\$1,176,768)



Learning Opportunities Grant

PROJECTED REVENUES

	2007-2008 Budget	2008-2009 Budget
LEARNING OPPORTUNITIES GRANT	\$15,048,751	\$15,600,617

PROJECTED EXPENDITURES

Description	2007-2008		2008-2009	
	FTE	Cost	FTE	Cost
Portion used to partially fund shortfall in Instructional Salaries	N/A	\$10,988,642	N/A	\$10,699,034
Multicultural Liaison Officers (50% of Projected Expenses)	N/A	\$130,000	N/A	\$168,612
Total		\$11,118,642		\$10,867,645
Elementary English as a Second Language Teachers	6.00	\$496,776	5.00	\$423,285
Secondary English as a Second Language Teachers	2.00	\$170,090	2.00	\$173,820
Elementary Literacy Coaches	14.00	\$1,159,144	24.00	\$2,031,768
Total	22.00	\$1,826,010	31.00	\$2,628,873
To Fund School Based Projects		\$2,104,099		\$2,104,099
Total		\$15,048,751		\$15,600,617

Projected (Shortfall) / Surplus

\$0

\$0



Budget Assumptions

- Academic class size staffing ratios remain unchanged from 2007-2008 at 24.5 for elementary and 22.0 for secondary. Included in the elementary is 20.0 for JK - 3, leaving 25.0 for 4 - 8.
- Start-up costs for two school openings in September 2009 have been factored into the proposed 2008-2009 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.
- Overtime and vacation payouts budgets have been adjusted to be more reflective of actual usage.
- Debt expenditures have been revised to reflect projected 2008-2009 payments.
- The proposed 2008-2009 Budget was prepared on a non PSAB basis, using regulations defined in the Education Act. School boards have been directed by the Ministry to move to PSAB basis starting in 2009-2010.



Three Year Projection

AVERAGE DAILY ENROLMENT (ADE)	PROJECTED FOR 2008-2009		PROJECTED FOR 2009-2010		PROJECTED 2010-2011		PROJECTED FOR 2011-2012	
		ADE		ADE		ADE		ADE
Elementary		42,532.50		42,060.00		41,729.00		41,435.50
Secondary (under age 21)		23,138.41		22,836.95		22,568.00		22,404.53
Secondary (over age 21)		835.71		836.70		836.70		836.70
SUB-TOTAL		23,974.12		23,673.65		23,404.70		23,241.23
TOTAL ADE		66,506.62		65,733.65		65,133.70		64,676.73

REVENUES (in \$Millions)	PROJECTED FOR 2008-2009		PROJECTED FOR 2009-2010		PROJECTED 2010-2011		PROJECTED FOR 2011-2012	
	FTE	EXPENSES	FTE	EXPENSES	FTE	EXPENSES	FTE	EXPENSES
Grant revenues		\$622.1		617.8		614.2		611.8
Non grant revenues		\$26.1		22.7		22.7		22.7
Use of Reserves		\$0.0		1.4		0.0		0.0
Declining Enrolment Grant		\$3.1		3.1		3.1		3.1
TOTAL REVENUES		\$651.3		645.0		640.0		637.6

EXPENDITURES (in \$Millions)	PROJECTED FOR 2008-2009		PROJECTED FOR 2009-2010		PROJECTED 2010-2011		PROJECTED FOR 2011-2012	
	FTE	EXPENSES	FTE	EXPENSES	FTE	EXPENSES	FTE	EXPENSES
Instruction								
Salaries and Benefits	5721.5	\$470.4	5692.69	\$477.5	5,662.90	\$484.4	5649.08	\$491.6
Operating		\$29.9		\$29.0		\$29.0		\$28.9
Total Instruction		\$500.3		\$506.5		\$513.4		\$520.6
Continuing Education								
Salaries and Benefits (Including Instructors)	17.0	\$1.2	17.0	\$1.2	17.0	\$1.2	17.0	\$1.3
Operating		\$7.4		\$7.4		\$7.4		\$7.4
Total for Continuing Education		\$8.6		\$8.6		\$8.7		\$8.7
Transportation:								
Salaries and Benefits	9.0	\$0.6	9.0	\$0.6	9.0	\$0.6	9.0	\$0.7
Transportation Contracts		\$33.6		\$33.6		\$33.6		\$33.6
Operating		\$0.1		\$0.1		\$0.1		\$0.1
Total Transportation		\$34.3		\$34.3		\$34.3		\$34.4
Facilities								
Salaries and Benefits	711.3	\$38.2	716.3	\$39.3	716.3	\$40.2	716.3	\$41.0
Utilities		\$14.5		\$14.6		\$14.6		\$14.6
Operating		\$14.6		\$14.6		\$14.5		\$14.5
Facilities Renewal Plan		\$11.6		\$11.6		\$11.6		\$11.6
Total Facilities		\$78.9		\$80.1		\$80.8		\$81.7
Central Administration								
Salaries and Benefits	170.6	\$12.7	170.6	\$13.0	170.6	\$13.3	170.6	\$13.5
Operating		\$3.7		\$3.7		\$3.7		\$3.7
Total Central Administration		\$16.4		\$16.7		\$17.0		\$17.2
Debt								
School Construction Debt		\$10.3		\$10.3		\$10.3		\$10.3
Pre-Amalgamation Debt		\$2.5		\$2.5		\$2.5		\$2.5
Total Debt		\$12.8		\$12.8		\$12.8		\$12.8
TOTAL EXPENDITURES	6629.4	\$651.3	6605.6	\$659.1	6575.8	\$666.9	6562.0	\$675.4
REVENUES MINUS EXPENSES		\$0.0		(\$14.1)		(\$26.9)		(\$37.8)

Projections exclude capital expenditures

Year over year changes:	PROJECTED FOR 2009-2010	PROJECTED 2010-2011	PROJECTED FOR 2011-2012
Revenue decrease	\$6.3	\$5.0	\$2.4
Expenditure increase	\$7.8	\$7.8	\$8.5
Total Impact	\$14.1	\$12.8	\$10.9



Safe Schools

PROJECTED REVENUES

	2008-2009 Budget
Safe Schools	\$1,037,504
Other Instructional Grants	\$768,919
Total	\$1,806,423

PROJECTED EXPENDITURES

DESCRIPTION	2008-2009	
	FTE	COST
Principal	1.00	\$128,553
Academic Staff:		
Elementary	1.00	\$84,949
Secondary	1.00	\$87,210
Total Academic Staff	3.00	\$300,712
Non Academic Staff:		
Educational Assistants	16.00	\$658,380
Professional Student Services Personnel	1.20	\$107,694
Total Non Academic Staff	17.20	\$766,074
Total Salary Costs	20.20	\$1,066,786
Operating		\$739,637
Total		\$1,806,423

PROJECTED (SHORTFALL) / SURPLUS

\$0

The \$739,637 of operating budget will be used to build capacity across the district to support schools in providing supports to enhance student learning. Project Trading Places will now be funded through Safe Schools and will act as an alternative to the Student Success Centre. Release time is being budgeted to provide in-service for staff to develop leadership capacity in the areas of Threat Assessment, Suicide Prevention, Restorative Justice, Cultural Proficiency, and Non-Violent Crisis Intervention. Community partnerships are being enhanced to further develop after-school programs in identified communities. Transportation costs for students attending the Student Success Centre are also being covered through this funding.



Program Enhancements

PROJECTED REVENUES

	2008-2009 Budget
Ministry Grant	\$1,399,250
Outdoor Education Revenue	\$229,000
Total	\$1,628,250

PROJECTED EXPENDITURES

DESCRIPTION	2008-2009	
	FTE	COST
Summer Learning Program (net cost)		\$500,000
Outdoor Education Centres (staff & operations)	10.5	\$839,792
Arts and International Baccalaureate programs	2.0	\$194,420
Reality Check	2.0	\$169,898
Storefront program	1.0	\$84,949
Total	15.5	\$1,789,059

PROJECTED (SHORTFALL) / SURPLUS

(\$160,809)

By direction of Board motion, the Summer Learning Program is a Special Education program and so included in the Special Education envelope. Using the Program Enhancement grant to fund the Summer Learning Program would revise the 2008-2009 Special Education under funding to \$2,516,596 from the projected \$3,016,596.



Appendices

- School Allocation Formula



School Allocation Formula – Elementary Panel

Description	Allocation Details	Formula/Amount
School Operating	Pre-determined allocation based on each school's projected enrolment	$\$77.00 \times \text{ADE Enrolment}$
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 (8.58 days)



School Allocation Formula – Secondary Panel

Description	Allocation Details	Formula/Amount
School Operating	Pre-determined allocation based on each school's projected enrolment	$\$122.28 \times \text{ADE Enrolment}$
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 (5.27 days)