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Katrine Mallan
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OCASC

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Jennifer Jennekens
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Lyra Evans
Trustee Zone 9

Erica Braunovan
Trustee, Zone 10

Mark Fisher
Trustee Zone 11

Sandra Schwartz
Trustee Zone 12

Chris Ellis
Trustee Zone 6

Rob Campbell
Trustee Zone 5

Wendy Hough
Trustee Zone 4

Donna Blackburn
Trustee Zone 3

Christine Boothby
Trustee, Zone 2

Lynn Scott
Trustee Zone 1

Isaac Glassman
Student Trustee

Samantha Lin
Student Trustee

OCEOC

ETFO

OSSTF

Delegations

OSSTF

OCSSAN

ACE

OTTAWA-CARLETON DISTRICT SCHOOL BOARD

COMMITTEE OF THE WHOLE BUDGET

Tuesday, 16 April 2019

7:00 pm (Public)

Boardroom
Administration Building
133 Greenbank Road
Ottawa, Ontario

For further information on this agenda or how the Committee of the Whole meeting works, please contact Amanda Rock, Committee Coordinator, at 596-8211 ext. 8363 or amanda.rock@ocdsb.ca

COMMITTEE MEMBERS:

All Trustees

STAFF:

Camille Williams-Taylor, Director of Education and Secretary of the Board

ASSOCIATION REPRESENTATIVES (NON VOTING):

Ottawa-Carleton Assembly of School Councils (OCASC), Christine Moulaison, Alternate: Malaka Hendela
Ottawa-Carleton Elementary Operations Committee (OCEOC), Christine Lanos, Alternates: Brent Smith and Andrew Nordman

Elementary Teachers' Federation of Ontario (ETFO), Elizabeth Kettle, Alternate: Brian Lesage,

Ontario Secondary School Teachers' Federation (OSSTF), Cathy Bailey (Teachers), Kelly Granum (OSSTF – OT), Nancy Akehurst (OSSTF - ESP, PSSU, PSSP, EA, PECCS), Alternate: TBC

Ottawa-Carleton Secondary School Administrators Network (OCSSAN), Rupi Bergamin and Steven Spidell
Alternates:

Student Senate (OCSPC or STAC), TBC

Special Education Advisory Committee (SEAC), Mark Wylie, Alternate: Rob Kirwan

Advisory Committee on Equity (ACE) Harvey Brown, Alternate: Stacey-Ann Morris

DISTRIBUTION:

All Board Members, Senior Administration

ABOUT COMMITTEE OF THE WHOLE (PUBLIC):

- The Committee of the Whole (Public) is comprised of all members of the Board with the Vice-chair presiding.

ABOUT THIS AGENDA:

- The Ottawa-Carleton District School Board posts complete standing committee and Special Education Advisory Committee agendas and reports on the website on the Friday, at least ten days prior to the scheduling of the meeting.
- In most instances, staff names have been included on the agenda for contact purposes should you have any questions prior to the meeting.
- If you would like further information on this Agenda or how the Committee meeting works. please contact Amanda Rock, Committee Coordinator at 596-8211, ext. 8363 or amanda.rock@ocdsb.ca

IN CAMERA MEETINGS:

- Under provincial law, “A meeting of a committee of a board, including a committee of the whole board, may be closed to the public when the subject-matter under consideration involves,
 - (a) the security of the property of the board;
 - (b) the disclosure of intimate, personal or financial information in respect of a member of the board or committee, an employee or prospective employee of the board or a pupil or his or her parent or guardian;
 - (c) the acquisition or disposal of a school site;
 - (d) decisions in respect of negotiations with employees of the board; or
 - (e) litigation affecting the board.”

HOW TO APPEAR AS A DELEGATION:

- The following rules apply to members of the public who would like to address the Committee at a public meeting:
 - If registered by the Thursday prior to the meeting, providing a written submission, and a first appearance on the subject, (up to a 4 minute delegation); or
 - If registering prior to the start of the meeting using the sign-up sheet (up to a 2 minute delegation).
- To pre-register your delegation, you must submit a written statement to Amanda Rock on your issue by 4:00 pm on the Thursday prior to the release of the agenda package. Please note, if the Friday prior to the regularly scheduled Board meeting is a statutory holiday, then the deadline is 4:00 pm on Wednesday. Your written statement will be included in the agenda package. If you would like to pre-register, please contact Amanda Rock, Committee Coordinator at (613) 596-8211, ext. 8363, or amanda.rock@ocdsb.ca
- At the beginning of each Committee meeting, a maximum of 20 minutes will be allotted for delegations.



COMMITTEE OF THE WHOLE, BUDGET PUBLIC AGENDA

Tuesday, April 16, 2019, 7:00 pm

Board Room

Administration Building

133 Greenbank Road

Ottawa, Ontario

	Pages
1. Call to Order - Chair of Committee of the Whole, Budget	
2. Approval of Agenda	
3. Delegations	
4. Discussion Items	
4.1 Report 19-047 2019-2020 Budget Process Update (M. Carson, ext. 8881)	1
4.2 Report 19-040 2018-2019 Updated Financial Forecast (February) (M. Carson, ext. 8881)	11

5. New Business - Information and Inquiries

5.1 Scheduled Committee of the Whole Budget Meetings

13 May 2019 (Presentation of Staff's Recommended Budget)

29 May 2019 (Delegations/Debate commences if required/Special Board Meeting, if required)

3 June 2019 (Delegations if required/Debate commences/Special Board Meeting, if required)

10 June 2019 (Delegations if required/Debate continues/Special Board Meeting, if required)

17 June 2019 (Debate continues if required/ Special Board Meeting, if required)

6. Adjournment



COMMITTEE OF THE WHOLE BUDGET Report No. 19-047

16 April 2019

2019-2020 Budget Process Update

Key Contact: Mike Carson, Chief Financial Officer, 613-596-8211 ext. 8881

PURPOSE:

1. To provide information on the issues affecting the 2019-2020 budget cycle and to provide the timelines and processes.

CONTEXT:

2. The annual budget development process is a key part of the annual planning cycle. The budget, once approved, will align with and support the objectives contained in the Strategic Plan. In fact, one of the current plan's stewardship objectives identifies that, "by 2019, the District will optimize learning conditions for all students through the responsible and sustainable management of resources."

The District operates on a fiscal year that runs from 1 September to 31 August. In compliance with the *Education Act*, the District's budget for 2019-2020 must be approved by the Board before the end of June 2019. To meet this timeline, staff originally planned to present a recommended budget to Committee of the Whole Budget (COW Budget) on 13 May 2019. Staff had expected that provincial announcements regarding the Grants for Student needs (GSNs) would have been announced by late March 2019, as has been the case in prior years.

As trustees are aware, the GSN announcement has been delayed until after the tabling of the provincial budget on 11 April 2019. Staff, at the time of writing this report, has had no specific confirmation of the timing of that announcement other than before the end of April. Should information become available prior to 16 April 2019, an additional update will be provided at the meeting.

KEY CONSIDERATIONS:

3. **2018-2019 Updated Financial Forecast**
Report 19-040, 2018-2019 Updated Financial Forecast, explains the most recent projection of year-end results. The report highlights the anticipated changes in revenues and expenses since the approval of the 2018-2019 Budget. At this time, staff is currently projecting a 2018-2019 operating surplus of approximately \$7.8 million.

4. **Budget Development Considerations**

During planning discussions and internal budget discussions staff has tried to ensure adherence to the following principles:

- that student learning and well-being are key priorities of budget recommendations;
- that, wherever possible, investments which support students with the greatest needs will be protected;
- that budget recommendations are aligned with District priorities and an explanation of how key investments support strategic direction is provided;
- every effort will be made to offset budget pressures for next year through effective planning of current year expenditures where possible;
- operating budgets will be reviewed to reduce any unnecessary administrative or operational costs and find service efficiencies; and
- staff will ensure costs to third party partners and fees for services are reasonable and responsible.

a) Grants for Student Needs:

The District receives the majority of government funding from the Ministry of Education in the form of GSNs. The GSNs are determined annually based primarily on enrolment, student needs and school attributes. They reflect Ministry-determined cost benchmarks with the funding being used to support student needs, the operation of District schools and buildings, and overall administrative needs.

On 15 March 2019 the Ministry of Education released planning considerations for school boards as they began to proceed with staffing decisions for the 2019-2020 school year.

In Trustee Memorandum No. 19-046 (attached as Appendix A), staff summarized the financial impact of these changes upon full implementation, in year five. At that time, the estimated reduction in funding, net of a slight increase in transportation support, was approximately \$32.0 million.

The Ministry has also announced that the change in secondary class sizes will be phased in, and that they will be providing financial support so that the reduction in classroom teaching positions will be limited to those eliminated through attrition. While staff await the final details of the calculation it would appear that this calculation would lessen the net reduction in revenue to approximately \$8.0 million for that line item, reducing the total anticipated funding reduction to approximately \$24.0 million in 2019-2020.

This number will be refined as more detailed information is provided from the Ministry with respect to this calculation.

b) Enrolment:

Staff anticipates that there will be continued enrolment growth in 2019-2020. This modest growth will result in increased revenue and provide some flexibility as staff examines fixed costs.

At this time, staff is estimating that the growth would generate net revenue, beyond the mandatory teaching costs of approximately \$8.0 million.

c) Compensation Cost Pressures:

Approximately 80% of the District's budget relates to compensation costs. These costs are tied to a combination of mandated staffing levels based on class size averages and discretionary staffing decisions, reflective of District priorities. About two-thirds of this amount is incurred for teaching staff. With agreements expiring at the end of the current fiscal year, it is difficult to predict what the changes might look like. Staff will assume that the Ministry will continue to meet its obligation to fund the cost of the provincially-negotiated settlements with the federations.

d) Staffing:

The OCDSB has approved its academic staffing complement for 2019-2020. As a result of the uncertainties around the funding of teaching positions, the staff recommendation was conservative. The approved staffing included a reduction in discretionary positions that provides some financial flexibility in developing the next phase of the budget.

e) Supplies and Services Budgets:

The budget for supplies and services represents approximately 20% of the District's costs. The category covers the entire spectrum of costs including computer and telephone networks, student supplies and learning materials, student support services contracts, custodial supplies, maintenance services, student transportation and utility costs. Budgets established for many of these costs have seen the smallest of increases over the past few years and, in some cases, they have been reduced.

It is very likely that these budgets will see no increase, and in some cases, will be reduced.

f) Staff Replacement Costs:

Utilization of leaves, particularly those relating to illness and personal reasons, has substantially increased over the past few years. These absences often result in incremental staffing costs, especially when the absent individual is based at a school. Replacement costs are commonly incurred for teachers, educational assistants (EAs), early childhood educators (ECEs) and school administrative staff.

Past budgets have augmented the provisions established for replacement staff. For example, for the last two years, additional funding was set aside to support such costs and staff is assessing whether further resources are required.

Another important initiative underway is to improve attendance in an effort to reduce pressure on staff replacement budgets. District staff has been pursuing enhancements to its attendance support program in terms of both effectiveness and efficiency. Work has continued with supervisors and federation representatives to look at ways to positively engage all staff as this difficult issue continues to be addressed. More important than the financial issue is the reality

that these absences have a serious impact upon the classroom environment and student learning and achievement.

g) Professional Development:

In the past two years, the District has pursued changes that allowed for the passing of balanced budgets commencing in 2016-2017. One measure that figured prominently in meeting this goal was a multi-year reduction totalling \$3.0 million in budgets established for staff professional development. Staff had indicated that the reinstatement of some of the reductions would be necessary to assist in meeting priorities articulated in the strategic plan.

Considering the ongoing challenge in retention of occasional teachers, and anticipated reductions in Educational EPO support, this reinstatement will likely be lower than expected.

h) Budget Estimates

Staff has previously indicated that a large part of the current year surplus is due to a large divergence between assumptions contained in the budget and actual experience in the last 2 or 3 years. These assumptions relate mainly to turnover, and differences in salary of the newly-hired staff, mainly teaching staff. Staff is of the opinion that the use of more accurate assumptions could reduce budgeted expenditure by approximately \$10.0 million.

i) Additional Staffing and/or Resources

In the recommended budget, staff intends to bring recommendations forward for some additional staffing supports in the area of special education, as well as other targeted areas. This continues to be dependent upon the Ministry's funding announcements.

j) Summary

These changes can be summarized as follows:

Net change in 2019-2020 revenue before attrition support	\$32.0
Attrition support (estimated)	(8.0)
	24.0
Enrolment increase, net of mandatory teaching and ECE costs	(8.0)
	16.0
Change in assumptions re: salary costs	(10.0)
Potential shortfall, before further enhancements	\$6.0

Staff continues to keep the Ministry informed of the District's progress in the development of the budget and the likelihood that there will be a requirement to include a transfer from reserves to address some infrastructure costs, such as the network renewal.

RESOURCE IMPLICATIONS:

- The budget will set the Board's fiscal operating plan for 2019-2020. The surpluses realized in 2016-2017 and 2017-2018 should provide the District some

flexibility in planning for 2019-2020, but there is a risk the Ministry may restrict access to those operating reserves.

COMMUNICATION/CONSULTATION ISSUES:

6. Budget Development Schedule

The schedule outlined in the 2018-2019 Board calendar may require alteration depending on the timing and nature of information released by the Ministry:

22 January 2019	Update on budget development process
05 March 2019	COW consideration of Academic staffing (discussion)
19 March 2019	COW consideration of Academic staffing
26 March 2019	Board approval of Academic staffing
16 April 2019	Update on budget development process
13 May 2019	Presentation of the staff-recommended budget
29 May 2019	Public delegations and committee questions
03 June 2019	Budget debate
10 June 2019	Budget debate (if required)
17 June 2019	Budget debate (if required)

The dates above included approval of academic staffing which represented a key budget decision. Academic staffing decisions were required to be made in March 2019 to meet collective agreement obligations as well as to ensure there is sufficient time for the staffing process to be completed prior to the start of the new school year.

The schedule assumes the budget will be approved at a special board meeting to be held on the same evening that COW Budget presents its 2019-2020 Budget recommendations to the Board. Accordingly, tentative special board meetings have been scheduled for each of the June meeting dates.

The District's website provides a landing page for financial information. Located on this page is a quick link to both the current budget and budgets from previous years. Relevant supporting information, such as budget questions and answers, are also available. Access to all public documents, such as budget reports and staff presentations are easily accessed from the webpage.

As has been done in the past, an email link for budget questions and comments has been established. While individual responses are not always possible, every effort will be made to answer these questions in a timely manner. Responses will be posted to the website and will be considered by staff in developing the budget recommendations.

In the past, trustees have received valuable input through their own zone meetings. Where schedules allow, staff will provide support at those zone meetings.

As noted earlier, staff has continued to review the information received through ThoughtExchange, as part of the strategic planning process. Over 6000 people have shared suggestions about what they see as priorities for the District.

Staff customarily attends meetings of other committees including the Special Education Advisory Committee (SEAC) and the Advisory Committee on Equity (ACE). The presentations provided at the meetings are based on those presented at COW Budget.

STRATEGIC LINKS:

7. The strategic plan's stewardship objective identifies that, by 2019, the District will optimize learning conditions for all students through the responsible and sustainable management of resources. The Board's stewardship of the District's financial resources has always been one of its primary functions and the positive financial results of the past two years reflect the work of staff and the Board in this process. An effective debate leading to approval of the budget is a cornerstone of sound governance practice.

GUIDING QUESTIONS:

The following questions are provided to support the discussion of this item:

- Does the Committee agree with the schedule of meetings as outlined in the Board calendar?
- Do the assumptions provided in the report identify the more significant challenges that must be considered when developing the staff-recommended budget?
- What areas might be targeted for additional support and how would these investments be balanced with competing needs, given the District's limited financial resources and the anticipated reductions in Ministry funding?

Mike Carson
Chief Financial Officer
Ext. 8881

Camille Williams-Taylor
Director of Education and Secretary of
the Board

Appendix A– Memo No. 19-046, Ministry of Education Memo 2019:B08, Preliminary Analysis of Financial Impact



Appendix A to Report 19-047

MEMORANDUM

Memo No. 19-046

TO: Trustees
Student Trustees

FROM: Camille Williams-Taylor, Director of Education and Secretary of the Board
Mike Carson, Chief Financial Officer

DATE: 19 March 2019

**RE: Ministry of Education Memo 2019:B08
Preliminary Analysis of Financial Impact**

The District receives the majority of government funding from the Ministry of Education in the form of grants for student needs (GSNs). The GSNs are determined annually based primarily on enrolment, student needs and school attributes. They reflect Ministry-determined cost benchmarks with the funding being used to support student needs, the operation of District schools and buildings, and overall administrative needs. GSN announcements are normally made annually in late March.

On March 15, 2019, the Minister of Education announced changes to education funding and policies, and released Memo 2019:B08 which provided additional, although incomplete, details. The changes that are planned will have a significant impact on the funding received by the District. From a funding perspective, the changes include:

- A reduction in the early childhood educators Kindergarten classroom staffing ratio change from 1.14 FTE to 1.0 FTE;
- An increase in the average class size of grades 4 to 8 (from 23.84 to 24.5 ADE);
- An increase in the average class size of grades 9 to 12 (from 22.0 to 28.0 ADE);
- Elimination of the secondary programming amount in the Pupil Foundation Grant which has been used to support an estimated 22.0 FTE;
- Removal of Local Priorities funding which was used to support close to 87.0 FTE across the system;
- Changes to the school operating and renewal benchmarks that will be phased-in over five years to reflect changes in secondary class sizes;and
- New top-up funding to offset costs relating to attrition protection for teachers who may be impacted by the changes to class sizes.

Staff has reviewed the information in the B memo and has also participated in two teleconferences to obtain a better understanding of the planned changes including the effect on funding. The analysis attached as Appendix A presents each Ministry initiative and, where quantifiable, staff's preliminary assessment of the change in funding that may result.

The analysis shows significant net revenue reductions will result in 2019-2020; however; it is also important to highlight that additional information is required from the Ministry before a comprehensive assessment of funding changes can be prepared. For example, the Ministry has confirmed that changes to the School Facility and Renewal Operating Grant will only be available with the release of the 2019-2020 Technical Paper. Similarly, additional detail on how the new attrition protection top-up funding will be administered is required as this will offset funding reductions relating to changes in class sizes. Again, this information will only be available at a later date.

If you have any further questions, please do not hesitate to contact Kevin Gardner at kevin.gardner@ocdsb.ca or at 613-596-8211, extension 8350.

Attach

cc Senior Staff
Manager of Board Services
Manager of Financial Services
Corporate Records

Ministry of Education Memo 2019: B08
Preliminary Analysis of Financial Impact

Appendix A to Memo No 19-046

Description	Funding Changes *	Approximated Impact **		
		2019-20	2020-21	2021-22
		\$	\$	\$
Kindergarten	Funded Early Childhood Educators (ECE) classroom staffing ratio change from 1.14 FTE to 1.0 FTE	1,998,000		
Grades 1 to 3	Funded average class sizes remains at 19.8	-		
Grades 4 to 8	Funded average class size adjusted from 23.84 to 24.5	2,473,000		
Grades 9 to 12	Funded average class size adjusted from 22.0 to 28.0	17,962,000		
E-learning	Funded average class size adjusted to 35.0 starting in 2020-21 school year	-		
Secondary Programming amount in Pupil Foundation Grant	Funding to end August 31, 2019	2,007,000		
Local Priorities Fund	Funding to end August 31, 2019	8,087,000		
Cost Adjustment Allocation	Base amount to end August 31, 2019	1,188,000		
Human Resource Transition Supplement	Funding to end August 31, 2019	338,000		
Classroom Loading Factors in School Facility Operations and Renewal Grant	Five-year phase-in of a new Supplementary Area Factor for school facility operations to reflect proposed secondary class size changes. <i>To be determined with release of technical paper</i>	TBD		
School Facility Operations and Renewal Grant (Utilities)	A 2 per cent update to the non-staff portion of the operating cost benchmark under the School Facility Operations and Renewal Grant (School Operations Allocation) to assist in managing increases in commodity prices (electricity, natural gas, facility insurance, and other costs). <i>To be determined with release of technical paper</i>	TBD		

Ministry of Education Memo 2019: B08
Preliminary Analysis of Financial Impact

Appendix A to Memo No 19-046

Description	Funding Changes *	Approximated Impact **		
		2019-20	2020-21	2021-22
		\$	\$	\$
Student Transportation	A 4 per cent cost update adjustment, net of previous years' transportation surplus, if any. Funding for school boards running transportation deficits and have demonstrated efficient consortia operations. Revenue	(2,000,000)		
Salary Benchmarks	To be adjusted by 1 per cent to support previously negotiated central collective agreements, as well as the amount for the provincial terms and conditions agreement for Principals and Vice-Principals.	Cost neutral		
Estimated net funding reductions		32,053,000		

* Proposed funding changes are subject to consultations, negotiations and potential legislative changes.

** Calculations reflect projected ADE for 2019-20

*** The Attrition Protection funding amount is provided to demonstrate that reduced GSN funding resulting from changes in class sizes will be offset based on staff attrition rates. The actual funding will be determined with the release of the 2019-20 Technical Paper and details of the Ministry's implementation strategy.



**COMMITTEE OF THE WHOLE (BUDGET)
AUDIT COMMITTEE**

**16 April 2019
22 May 2019**

Report No. 19-040

2018-2019 Updated Financial Forecast (February)

Key Contact: Mike Carson, Chief Financial Officer, 613-596-8211 ext. 8881

PURPOSE:

1. To present for information the District's 2018-2019 Updated Financial Forecast as of 28 February 2019.

CONTEXT:

2. Financial forecasts are prepared periodically during the year to show the District's anticipated year-end position.

The 2018-2019 Revised Estimates that were submitted to the Ministry of Education in December 2018 served as the first forecast of the year. They reflected the impact of increased enrolment on compensation costs and related revenue streams, adjustments resulting from grants announced after the passing of the District's budget and changes identified as part of ongoing monitoring of operations.

The updated forecast is based on year-to-date experience up to 28 February 2019 and information gathered during the preparation of this report. Explanations provided in the revised estimates are repeated and additional commentary explaining further changes has been provided.

KEY CONSIDERATIONS:

3. In June 2018, the Board approved the 2018-2019 Budget authorizing expenses totaling \$974.3 million. Funding of the expenses was provided through grants and other revenues totaling \$974.3 million. This resulted in a balanced budget.

The District's 2018-2019 Updated Financial Forecast provides for expenses of \$972.3 million, revenues of \$980.1 million and a planned surplus of \$7.8 million.

Table 1 compares the anticipated surplus reflected in the updated forecast with the amount originally budgeted.

Table 1 – Comparison of Updated Forecast and Budget

	Updated Forecast	Budget	Change	Change
	\$	\$	\$	%
Revenues	980,139,200	974,300,600	5,838,600	0.6
Expenses	972,354,400	974,300,600	(1,946,200)	(0.2)
Surplus	7,784,800	-	7,784,800	

Changes to revenues and expenses since the passing of the 2018-2019 Budget are expanded upon in Appendix A - Analysis of Changes in Revenues and Expenses. Costs by program area for the current and prior year are presented in Appendix B - Comparative Summary of Expenses. Additional detail regarding grants is provided in Appendix C - Grants for Student Needs and a list of special purpose grants is provided in Appendix D - Other Program Grants.

4. **Enrolment Estimates and Grants (Unchanged)**

The 2018-2019 Budget was developed using enrolment estimates established in early 2018. Average daily enrolment (ADE) levels have a direct impact on funding and also affect related instructional expenses. The approved budget reflected ADE of 49,296 for elementary and 22,954 for secondary.

Actual elementary ADE for 2018-2019 Revised Estimates purposes was 49,685 students which is an increase of 389 students (0.8%) over the approved budget. Secondary day-school enrolment was revised to reflect ADE of 23,054 students which is an increase of 100 students (0.4%) over the approved budget. This enrolment continues to be reflected in the updated forecast.

As previously mentioned, enrolment has a direct impact on various grants and in particular the Pupil Foundation Grant (PFG). This grant applies to students of the District under 21 years of age and excludes 'high credit' ADE. Table 2 shows that the District's PFG is expected to be \$2.7 million more than budgeted.

Table 2 – Effect of Increased Average Daily Enrolment on Pupil Foundation Grant

	Enrolment (Pupils of the Board)			Pupil Foundation Grant		
	Updated Forecast	Budget	Change	Updated Forecast	Budget	Change
				\$	\$	\$
Elementary	49,685	49,296	389	270,612,100	268,558,500	2,053,600
Secondary	23,054	22,954	100	137,276,800	136,678,200	598,600
Total	72,739	72,250	489	407,888,900	405,236,700	2,652,200

Other allocations that comprise part of the Grants for Student Needs (GSNs) are affected by changes in enrolment and student demographics. Of these, the funding change relating to the Special Education grant was most affected and increased by over \$1.8 million while the School Operations grant increased by \$726,900.

Special mention must be made regarding the Indigenous Education grant. The District's grant is comprised of a base amount to support the Board's action plan on indigenous education, a per pupil amount reflective of the enrolment of indigenous students and an indigenous studies amount which provides funding based on student enrolment in qualifying secondary panel courses. Almost all of the \$1.5 million increase relates to indigenous studies where 1,631 pupil credits are anticipated as compared to the 375 pupil credits assumed during budget development. The increase is generally attributable to enrolment in compulsory English credit courses which qualify for increased funding.

Appendix C - Grants for Student Needs compares the revised GSNs with the approved budget.

5. **Compensation-Related Instruction Costs (Changed)**

Compensation-related instruction costs are those incurred in meeting the needs of students in the classroom. Examples of staff whose costs are reported in the Instruction category include classroom teachers, school-based administrators, learning consultants and professional and support staff such as psychologists, educational assistants (EAs) and early childhood educators (ECEs).

The forecast of compensation-related instruction costs, exclusive of specific amounts totaling \$1.0 million and discussed in sections 6 and 7, show that savings of \$11.2 million are likely in comparison to the 2018-2019 Budget. Almost all of this reduction relates to classroom teachers.

A review was initiated to identify the factors giving rise to the significant savings. The review confirmed an anomaly related to the compensation of new teaching staff. Teachers that leave the District normally have significant qualifications and experience and, accordingly, are compensated at the high end of the salary scale. Teachers filling the vacated positions are generally compensated at lower rates of pay which reflect their more recent entry into the teaching profession.

Actual trends show that the qualification and experience levels and, consequently, the rates of pay are less than originally provisioned in the budget. Revenue provided by the Qualification and Experience grant has also decreased by \$1.6 million given that teachers are starting at lower rates of pay as compared to the salary benchmark.

The assumptions underlying compensation are being reviewed as part of the District's 2019-2020 budget development cycle.

6. **Enrolment-Related Compensation Adjustments (Unchanged)**

As previously mentioned, the revised estimates reflect increased enrolment in both the elementary and secondary panels. There has also been increased enrolment of international students. The additional enrolment, as influenced by site-specific enrolment needs, has resulted in changes in the number of teaching staff required by the District.

The revised estimates reflected the addition of 9.5 FTE elementary teachers beyond the approved complement to meet enrolment-driven needs. The increase is offset by savings of 9.0 FTE secondary teaching assignments. Although enrolment at the secondary level increased, teaching assignments were accommodated within approved staffing levels. The cost adjustments associated with the positions result in a modest increase of \$29,900. Additional information on the academic staffing changes is available in Memo 19-006, Staffing Update.

Recognizing that the increased enrolment would include recent immigrants, a provision of \$500,000 has been established to meet incremental needs to support English language learners.

7. Special Education Costs (Unchanged)

The District continues to experience increased demand for supports provided by EAs. This group of employees has also experienced increased pressure as it relates to absenteeism. Accordingly, the revised estimates have been updated to reflect additional costs totaling \$377,600 to meet increased casual EA staffing needs. Also, an additional \$100,000 has been provided for behavioural analyst supports.

Spending on supplies and services relative to the budget is expected to be \$362,200 more than planned. This amount is part of the net instruction-related costs discussed in Section 10. The increased costs will be funded using the Special Equipment Amount (SEA). The SEA grant is a specific funding envelope within the special education envelope.

8. Teacher Absences (Changed)

Occasional teachers (OTs) provide coverage when teachers are absent due to illness or to attend medical appointments. In addition, OTs provide coverage when teachers are attending certain professional development and student support activities on a school day.

For the updated forecast, the District has identified supply teaching costs of \$19.8 million, which is \$2.9 million more than budgeted. The increased cost reflects current experience and reporting. It is important to note that OTs are also used to staff vacant contract teaching positions, but that such costs are reported in the Instruction category.

Although the use of OTs has a financial impact, the effect on student learning is also a primary consideration. Accordingly, OT use will continue to be monitored as will the continued promotion of a healthy workplace that fosters employee well-being.

9. International Students (Changed)

The Ottawa-Carleton Education Network (OCENET) is a not-for-profit organization that offers international students the opportunity to learn alongside the District's students. OCENET helps prospective students to submit their applications and fees and also supports their transition into the school and community. Fees collected cover OCENET's administrative costs and approximately 60% of the fee is remitted to the District. The percentage is an

estimate of the amount of tuition fees necessary to support instruction-related costs.

The District's 2018-2019 Budget reflected revenue of over \$10.6 million based on 817 students. The revised estimates reflected anticipated revenue of just over \$10.9 million based on 846 students. Increased enrolment of 29 students accounts for the \$379,000 revenue increase. This increased enrolment continues to be used in the updated forecast.

Administrative fees paid to OCENET by the District are reported as a fee in the Instruction category. These costs have increased by \$147,600 to \$4.3 million.

10. Other Instruction-Related Costs (Changed)

Other instruction-related costs are those that are not specifically identified elsewhere in the report, but form part of the overall spending classified as Instruction. These costs represent an overall decrease relative to the budget of \$1.9 million. The decrease is primarily the result of planned spending that will ultimately be considered to be capital as well as reduced spending on professional development activities.

11. Student Transportation (Unchanged)

Transportation of the District's students is provided by the Ottawa Student Transportation Authority (OSTA). Amounts reflected in the 2018-2019 Budget were based on information received from OSTA. The estimates have been updated and costs are expected to be \$677,300 more than budgeted. The additional costs relate primarily to the driver retention mitigation strategy intended to reduce bus driver turnover which was approved by the OSTA board in June 2018. These costs are partially offset by additional funding totaling \$276,500.

Transportation expenses of \$42.1 million are shown in the forecast. These costs are supported by the \$41.7 million Transportation grant.

12. Facility Operations (Changed)

Spending on school facilities represents the largest operating cost category outside of the instruction envelope. Projected compensation costs have increased by \$544,500 which reflects the increased use of casual staff. Non-compensation costs have increased by close to \$1.8 million. This cost increase is comprised of three amounts:

- a provision of \$1.0 million to address property lease costs retroactive to the 2014-2015 school year and inclusive of a potential retroactive rate increase;
- \$1.2 million for anticipated additional costs to relocate portables during the year; and
- net cost reductions of \$390,600 which relate primarily to spending that will be reported as a capital expense.

13. **Other Program Grants and Deferred Revenues (Changed)**

In addition to GSN funding, the District receives special funding which targets Ministry priorities. The grants are termed Educational Program Grants-Other (EPO) and the funding received must be used for the specified purpose. Amounts not spent are recovered by the Ministry or, if the funding agreements permit, are carried forward for use in the subsequent year. In recent years, the Ministry has announced the majority of EPO grants in March at the same time as the GSNs; however, it is common practice to receive additional funding during the school year.

The District reports EPO grants as deferred revenue. Revenue from these grants is recognized in an amount equal to the associated expense. Certain grants from other ministries and non-government organizations are treated in a similar manner and, for this analysis, are also referred to as EPO grants.

It is important to highlight that EPO grants are temporary, and often project-based, meaning that the funding may not be received in subsequent years. Although some grants may require the creation of a position, most often the funds are used to purchase goods and services or to pay for casual staff to backfill established positions while employees participate in identified priorities.

The forecasted amounts reflect adjustments to EPOs including those announced by the Ministry in December 2018. In addition, remedy payment funding has been updated to correspond with associated costs. The net adjustment relative to the budget is \$589,200. Most of the expenses relating to EPO funding are shown in the Instruction category in Appendix B - Comparative Summary of Expenses, but remedy payment costs totaling \$622,400 are reported in the Other category based on Ministry directive.

The District's 2018-2019 Budget reflected EPO grants totaling \$10.5 million. Appendix D – Other Program Grants shows that anticipated funding for the year is expected to be \$11.1 million. Most of the expenses relating to EPO funding are shown in the Instruction category in Appendix B - Comparative Summary of Expenses.

14. **Remedy Payments and Legal Provisions (Changed)**

New costs totaling \$2.7 million relating to remedy payments and legal provisions have been reported in the updated forecast.

Costs totaling \$622,400 relating to a settlement that was reached between the Ontario Secondary School Teachers' Federation (OSSTF) and the Province as a remedy for the Ontario Superior Court ruling in April 2016 on the *Putting Students First Act, 2012* (PSFA) are expected. The ruling determined that the PSFA was a violation of the Canadian Charter of Rights and Freedoms. The costs are fully supported by Ministry EPO grants.

A provision of \$2.0 million has been established to address potential costs relating to legal claims filed by former students in regards to sexual assault allegations. The provision is in addition to the \$2.5 million established in 2017-2018. The provision will be monitored on a continuing basis and adjusted as needed.

Additional legal costs of \$56,200 have been incurred on other matters so far this year.

15. Other Non-Instruction Costs (Changed)

Other non-instruction costs relate to the activities of the Continuing Education department, central administrative departments and staff secondments.

On a combined basis, the compensation costs are expected to exceed the budget by a modest \$22,900. For supplies and services, significant savings of just over \$1.0 million are expected. The supplies and services budgets of central departments will be reviewed during the development of the 2019-2020 Budget.

16. Deferred Capital Contributions and Amortization Expenses (Changed)

Funding received for the purpose of acquiring or developing a depreciable tangible capital asset is termed a deferred capital contribution (DCC). Such contributions are recognized as revenue at the same rate as the related tangible capital asset is amortized into expense. Amortization is based on the expected useful life of the asset.

In addition to the contributions discussed above, certain capital projects are supported internally through the use of the District's accumulated surplus. Internally supported tangible capital assets are amortized in the same manner as those supported by contributions from others, but there is no related revenue.

During the year, various capital projects are expected to be completed and a variety of capital assets acquired. In addition, adjustments to incorporate prior year actual results are reflected. These items increase the net value of the tangible capital assets managed by the District. In accordance with accounting requirements, the amortization of an asset's value commences immediately upon completion of the capital project. This has a direct impact on both revenues and expenses. The approved budget projected amortization expenses and related revenue of \$53.4 million. The updated forecast amount is just over \$56.1 million for both. Expenses and revenues increased by \$2.7 million, respectively.

17. Minor Tangible Capital Assets (Changed)

A portion of the annual GSN is budgeted for the acquisition of minor tangible capital assets (MTCA) such as furniture, equipment and computers. If the funds are not required for capital purposes, they are reported as operating revenue and support overall operating costs.

The updated forecast reflects anticipated capital spending to advance specific initiatives relating to information technology and student furniture renewal. In total, \$6.4 million previously identified as operating revenue will instead be used to support MTCA acquisitions. Requests to proceed with significant acquisitions were approved by the Board in January 2019 in accordance with policy.

18. **Extended Day Program (Changed)**

The Extended Day Program (EDP) commenced operations in 2010. Significant growth in the program ensued and it now operates District-run programs in 63 schools and serves close to 5,500 children. The program, which is an integral part of the Early Learning strategy, is closely tied to the operations of the District's kindergarten programs. In fact, ECEs who staff the EDP, before and after school, also partner with teachers during the core day to provide the kindergarten program.

Increased program participation has been observed this year which has resulted in additional revenue of \$804,300 being reported in the forecast.

Costs of the program have also changed. A decrease of \$112,300 in compensation costs is projected for the year. The savings are attributable to temporarily vacant positions that occur during the year.

Spending on supplies and services is expected to be \$132,000 less than budgeted. A review of spending on snacks and program supplies resulted in the identification of a \$168,000 cost pressure for the year. This is offset by the anticipated savings of \$300,000 relating to the purchase of computer software to manage participant registration and billing. The savings reflect that software project costs will not be incurred until next year.

Table 3 shows the original budget and forecast by category. The program is expected to have a significant surplus of over \$655,100 for the year of which \$300,000 relates to the deferral of software costs. The surplus will be used to offset the \$214,000 deficit that is anticipated in the Child Care Program.

Table 3 – Extended Day Program Comparative Amounts

	Forecast	Budget	Change
	\$	\$	\$
Revenues	17,450,300	16,646,000	804,300
Expenses			
Compensation	15,280,500	15,392,800	(112,300)
Administrative Transfers (Comp)	576,400	576,400	-
Supplies and Services	608,000	740,000	(132,000)
Facility Transfers (Supplies)	330,300	330,300	-
	16,795,200	17,039,500	(244,300)
Surplus (Deficit)	655,100	(393,500)	1,048,600

19. **Child Care Program (Changed)**

In September 2013 the District assumed the operations of four child care centres that had previously been run by the Ottawa School Day Nursery. The Infant, Toddler and Preschool (ITP) program operated at four sites and was intended to operate on a cost recovery basis. Changes to cost structures in relation to revenues resulted in the program operating at a deficit. As part of the 2017-2018 Budget, the Board approved the closure of two underutilized sites and increased user fees in an effort to stabilize the program's financial performance.

The ITP program is eligible for general operating (GO) funding. GO funding is the grant provided to licensed not-for-profit child care programs by the City of Ottawa and covers direct operating, pay equity, and wage enhancement grants. Projected GO funding of \$200,000 was reflected in the budget, but the City of Ottawa has since confirmed that it will provide \$390,000 for the year, which is an increase of \$190,000. This amount accounts for all of the program's increased revenue shown in the revised estimates.

Costs have also been updated. Compensation costs are expected to be \$73,000 less than budgeted which is generally attributable to net savings that result from temporarily vacant positions and the use of casual staff who are compensated at a lower rate of pay relative to permanent staff. The costs of supplies are also expected to be \$25,000 less than budgeted due to savings on snacks and meals.

Table 4 shows the original budget and forecast by category.

Table 4 – Child Care Program Comparative Amounts

	Forecast	Budget	Change increase (decrease)
Revenues	\$ 1,785,000	\$ 1,597,000	\$ 188,000
Expenses			
Compensation	1,914,000	1,987,000	(73,000)
Supplies and Services	85,000	110,000	(25,000)
	1,999,000	2,097,000	(98,000)
Deficit	(214,000)	(500,000)	(286,000)

The anticipated deficit is expected to be fully supported using the EDP surplus.

20. **Accumulated Surplus (Changed)**

An accumulated surplus is the excess of revenues over expenses that has resulted over time.

The *Education Act* allows the Board to use its accumulated surplus to balance its operating budget, but it also restricts the use in any school year to 1% of the operating grants provided by the Ministry. For the 2018-2019 Revised Estimates, this amount is \$8.6 million. Approval to use accumulated surplus in excess of this amount must be obtained from the Ministry. That said, the District's 2018-2019 Budget was balanced meaning that no reliance was placed on the use of the accumulated surplus.

Table 5 presents the components of accumulated surplus and shows the anticipated increase and alignment of the projected 2018-2019 net operating surplus of \$7.8 million.

Table 5 – Accumulated Surplus Available for Compliance

	Projected as at 31 Aug 2019	Actual as at 31 Aug 2018	Change increase (decrease)
	\$	\$	\$
Available for compliance			
Restricted-committed capital	430,000	471,600	(41,600)
Internally appropriated			
Extended Day Program	1,327,400	886,300	441,100
Budgets carried forward	2,149,000	2,149,000	-
Business Systems	2,000,000	2,000,000	-
Contingencies	17,200,000	15,000,000	2,200,000
Unappropriated	19,547,600	14,362,300	5,185,300
	42,654,000	34,869,200	7,784,800

It is important to highlight that with the approval of the 2017-2018 Consolidated Financial Statements, the Board appropriated \$17.0 million to be used to respond to revenue shortfalls or increased expenses relative to the budget. This appropriation was categorized as “Contingencies” and included \$2.0 million for use in modernizing business systems used to manage student, financial and human resources needs. As at 31 August 2018 the \$2.0 million is now shown separately under the Business Systems category. A portion of the anticipated surplus is proposed to be used to increase the contingency provision.

21. Summary

The District’s 2018-2019 Updated Financial Forecast includes the impact of increased enrolment, enhanced spending authority provided through the use of targeted Ministry grants, the effects of in-year changes to programs and increased costs relating to remedy payments to eligible staff.

The enrolment increase this year has added revenue, but this is also offset by costs mainly relating to teaching staff and additional student supports.

Staff continues to evaluate where additional resources may be required to respond to student needs. In addition, consideration is being given as to how the projected surplus could be used during the current year to mitigate future financial pressures. Approval will be sought in compliance with Board policies, as necessary.

The District’s 2018-2019 Updated Financial Forecast provides for expenses of \$972.3 million, revenues of \$980.1 million and a planned surplus of \$7.8 million.

RESOURCE IMPLICATIONS:

22. The District’s 2018-2019 Budget was balanced. The District’s updated forecast for 2018-2019 presents a surplus of \$7.8 million, which is compliant with the Ministry’s budget compliance framework.

COMMUNICATION/CONSULTATION ISSUES:

23. The 2018-2019 Updated Financial Forecast was prepared by Finance staff in consultation with other departments.

STRATEGIC LINKS:

24. An effective approach to risk management is a key component of the focus on sustainably allocating resources, in particular by enhancing operational practices to effectively and responsibly manage human and financial resources in support of students. Monitoring actual performance in relation to the Board's approved budget allows staff to identify opportunities to reallocate resources to address emerging needs and to respond to changes in revenue streams and expense patterns.

GUIDING QUESTIONS:

25. The following questions are provided to support the discussion of this item by the Committee:
- Does the analysis explain the significant changes in revenues and expenses?
 - Is staff taking steps to mitigate any adverse financial impacts and to leverage opportunities that were identified during the preparation of the analysis?

Mike Carson
Chief Financial Officer

Camille Williams-Taylor
Director of Education and Secretary of
the Board

Appendices:

Appendix A – Analysis of Changes in Revenues and Expenses
 Appendix B – Comparative Summary of Expenses
 Appendix C – Grants for Student Needs
 Appendix D – Other Program Grants

Ottawa-Carleton District School Board
 Analysis of Changes in Revenues and Expenses
 forecast for the year ending 31 August 2019 (February Forecast)

	Report Reference	Revised Estimates \$	February Forecast \$	Change from Revised \$
Planned Surplus in Original Estimates		-	-	-
Revenues Increase (Decrease)				
Grants for Student Needs				
Pupil Foundation	4	2,652,200	2,652,200	-
Special Education	4	1,816,900	1,816,900	-
School Operations	4	726,900	726,900	-
Indigenous Education	4	1,474,200	1,474,200	-
Teacher Qualification and Experience	4,5	(1,647,700)	(1,647,700)	-
Transportation	4,11	276,500	276,500	-
Minor Tangible Capital	4,17	(5,390,400)	(6,390,400)	(1,000,000)
Net Other (School Foundation, Learning, etc.)	4	868,600	868,600	-
		<u>777,200</u>	<u>(222,800)</u>	<u>(1,000,000)</u>
Other Revenue				
International Student Fees (OCENET)	9	379,000	379,000	-
Education Program Grants	13,15	1,556,600	589,200	(967,400)
Amortization of Capital Assets	16	2,551,400	2,701,400	150,000
Extended Day Program	18	715,800	804,300	88,500
Child Care Program	19	194,000	188,000	(6,000)
Other Net Revenue Adjustments		1,064,100	1,399,500	335,400
		<u>6,460,900</u>	<u>6,061,400</u>	<u>(399,500)</u>
Total Increase (Decrease) in Revenues		<u>7,238,100</u>	<u>5,838,600</u>	<u>(1,399,500)</u>
Expenses (Increase) Decrease				
Compensation Costs				
Compensation-Related Instruction Costs	5	8,849,800	11,173,800	2,324,000
Teaching Complement	6	(29,900)	(29,900)	-
ESL Provision	6	(500,000)	(500,000)	-
Special Education Staff	7	(477,600)	(477,600)	-
Teacher Absences	8	(2,110,000)	(2,930,300)	(820,300)
Facilities	12	(4,500)	(544,500)	(540,000)
Other Non-Instruction	15	(125,300)	(22,900)	102,400
Extended Day Program	18	(187,700)	112,300	300,000
Child Care Program	19	52,700	73,000	20,300
		<u>5,467,500</u>	<u>6,853,900</u>	<u>1,386,400</u>
Non-Compensation Costs				
International Student Fees (OCENET)	9	(147,600)	(147,600)	-
Other Instruction	10	(991,200)	1,896,000	2,887,200
Student Transportation	11	(677,300)	(677,300)	-
Facilities	12	(2,160,000)	(1,769,400)	390,600
Remedy Settlements	13,14	(1,280,900)	(622,400)	658,500
Legal Costs and Settlements	14	(2,000,000)	(2,056,200)	(56,200)
Other Non-Instruction	15	(19,400)	1,013,600	1,033,000
Amortization of Capital Assets	16	(2,551,400)	(2,701,400)	(150,000)
Extended Day Program	18	(48,000)	132,000	180,000
Child Care Program	19	15,000	25,000	10,000
		<u>(9,860,800)</u>	<u>(4,907,700)</u>	<u>4,953,100</u>
Total (Increase) Decrease in Expenses		<u>(4,393,300)</u>	<u>1,946,200</u>	<u>6,339,500</u>
Projected Surplus	20	<u>2,844,800</u>	<u>7,784,800</u>	<u>4,940,000</u>

Ottawa-Carleton District School Board
 Comparative Summary of Expenses
 forecast for the year ending 31 August 2019 (February Forecast)

In \$ Millions EXPENSE CATEGORY	2018-2019						2017-2018					
	Budget	Revised Estimates	YTD Feb 2019	Feb Forecast	Variance	% Spent	Budget	Revised Estimates	Actual Year End Expenses	Variance	% Spent	
					Forecast minus Budget	Forecast over Budget				Actual minus Budget	Actual over Budget	
Instruction												
Salaries and Benefits	668.5	660.7	309.0	658.4	(10.2)	-1.5%	636.6	649.8	631.3	(5.3)	-0.8%	
Salaries and Benefits (Occasional Teachers)	16.9	19.0	11.6	19.8	2.9	17.3%	16.4	17.2	18.4	2.0	12.5%	
Staff Development, Supplies and Services	26.4	27.4	12.9	21.2	(5.2)	-19.9%	24.9	25.2	20.3	(4.6)	-18.6%	
Fees, Contractual and Rentals	9.8	10.0	7.5	13.3	3.5	35.7%	9.4	10.2	12.3	2.9	30.7%	
Instruction Sub-Total	721.7	717.1	341.0	712.7	(9.0)	-1.2%	687.3	702.4	682.2	(5.0)	-0.7%	
Continuing Education												
Salaries and Benefits	10.0	10.0	4.3	10.0	0.0	0.3%	9.1	9.5	9.9	0.9	9.6%	
Staff Development, Supplies and Services	0.5	0.5	0.3	0.5	0.0	0.7%	0.5	0.5	0.7	0.3	57.0%	
Fees, Contractual and Rentals	0.5	0.5	0.2	0.5	0.0	3.4%	0.4	0.4	0.5	0.1	29.8%	
Continuing Education Sub-Total	11.0	11.0	4.8	11.0	0.0	0.4%	9.9	10.4	11.2	1.3	12.6%	
Transportation												
Salaries and Benefits	1.2	1.2	0.7	1.2	-	0.0%	1.3	1.3	1.2	(0.1)	-8.5%	
Staff Development, Supplies and Services	0.4	0.4	0.3	0.4	-	0.0%	0.4	0.4	0.3	(0.1)	-18.9%	
Fees, Contractual and Rentals	39.9	40.6	23.8	40.6	0.7	1.7%	38.4	38.9	38.3	(0.1)	-0.3%	
Transportation Sub-Total	41.5	42.1	24.7	42.1	0.7	1.6%	40.1	40.6	39.8	(0.3)	-0.8%	
School Facilities												
Salaries and Benefits	52.1	52.1	25.7	52.6	0.5	1.0%	50.8	51.9	51.5	0.7	1.4%	
Staff Development, Supplies and Services	24.5	24.2	12.3	23.1	(1.3)	-5.5%	24.7	24.0	24.1	(0.7)	-2.7%	
Fees, Contractual and Rentals	8.5	9.8	8.8	10.4	1.9	22.9%	8.1	8.5	7.8	(0.2)	-3.0%	
Other/Temporary Pupil Accommodation	0.8	2.0	0.3	2.0	1.2	138.1%	0.9	0.9	3.5	2.6	286.3%	
Interest Charges on Capital	6.2	6.2	3.0	6.2	-	0.0%	6.5	6.5	6.5	(0.0)	0.0%	
School Facilities Renewal Expense	5.7	5.7	8.7	5.7	-	0.0%	5.7	5.7	6.7	1.0	17.9%	
School Facilities Sub-Total	97.8	99.9	58.8	100.1	2.3	2.4%	96.7	97.5	100.1	3.4	3.5%	
Central Administration												
Salaries and Benefits	16.2	16.2	8.6	16.1	(0.1)	-0.4%	16.3	16.2	16.8	0.6	3.5%	
Staff Development, Supplies and Services	2.1	2.1	1.5	2.1	0.0	1.8%	1.9	1.9	1.9	0.1	3.8%	
Fees, Contractual and Rentals	1.9	1.9	1.0	0.9	(1.1)	-54.9%	1.3	1.3	1.7	0.4	29.1%	
Central Administration Sub-Total	20.2	20.2	11.1	19.1	(1.1)	-5.4%	19.5	19.4	20.5	1.0	5.3%	

Ottawa-Carleton District School Board
 Comparative Summary of Expenses
 forecast for the year ending 31 August 2019 (February Forecast)

In \$ Millions EXPENSE CATEGORY	2018-2019						2017-2018				
	Budget	Revised Estimates	YTD Feb 2019	Feb Forecast	Variance	% Spent	Budget	Revised Estimates	Actual Year End Expenses	Variance	% Spent
					Forecast minus Budget	Forecast over Budget				Actual minus Budget	Actual over Budget
Other											
Extended Day Program Compensation	16.0	16.2	6.1	15.9	(0.1)	-0.7%	15.4	15.4	14.9	(0.6)	-3.6%
Extended Day Program Supplies/Int Svcs	1.1	1.1	0.2	0.9	(0.1)	-12.3%	1.2	1.2	0.9	(0.3)	-24.3%
Child Care Program Compensation	2.0	1.9	0.8	1.9	(0.1)	-3.7%	1.9	2.0	1.8	(0.1)	-3.6%
Child Care Program Supplies/Int Svcs	0.1	0.1	0.0	0.1	(0.0)	-22.7%	0.1	0.1	0.1	(0.0)	-33.4%
Recoverable Compensation (Secondments)	7.2	7.2	4.1	7.2	0.1	0.8%	7.6	7.6	6.8	(0.9)	-11.3%
Remedy Payments and Legal Provisions	-	3.3	0.8	2.7	2.7	0.0%	-	-	7.7	7.7	0.0%
Fifty-Five Board Trust (Capital and Interest)	2.5	2.5	-	2.5	-	0.0%	2.5	2.5	2.5	-	0.0%
Other Sub-Total	28.8	32.3	12.1	31.2	2.4	8.3%	28.8	28.8	34.6	5.9	20.5%
Amortization											
Ministry Approved Projects	53.4	55.9	28.0	56.1	2.7	5.1%	45.8	47.5	48.6	2.8	6.2%
Board Approved Projects	0.0	0.0	-	0.0	-	0.0%	0.0	0.0	0.0	0.0	6.7%
Amortization Sub-Total	53.4	56.0	28.0	56.1	2.7	5.1%	45.8	47.5	48.7	2.8	6.2%
Grand Total	974.3	978.7	480.5	972.4	(1.9)	-0.2%	928.1	946.8	937.2	9.0	1.0%

Finance 2019.04.08 (numbers may not add due to rounding)

	Budget	February Forecast	Change increase (decrease)
	\$	\$	\$
Revenue			
Pupil Foundation-ADE only	405,236,743	407,888,931	2,652,188
School Foundation	52,063,690	52,262,638	198,948
Special Education	97,211,751	98,626,322	1,414,571
Language	31,922,357	32,037,755	115,398
Rural and Small Community Allocation	188,140	188,140	-
Learning Opportunity (includes mental health leader)	27,568,922	27,672,457	103,535
Adult Education, Continuing Education and Summer School	6,750,093	7,619,777	869,684
Cost Adjustment and Teacher Qualification and Experience	80,560,874	78,913,126	(1,647,748)
ECE Qualification and Experience Allocation	4,816,359	4,656,503	(159,856)
New Teacher Induction Program (NTIP)	604,418	566,095	(38,323)
Restraint Savings	(279,158)	(279,158)	-
Transportation	41,384,828	41,661,345	276,517
Administration and Governance	20,839,682	20,827,506	(12,176)
School Operations	77,099,422	77,826,281	726,859
Community use of schools	1,064,827	1,064,827	-
Declining Enrolment Adjustment	-	-	-
Indigenous Education Allocation	1,171,049	2,645,232	1,474,183
Safe and Accepting Schools	1,869,628	1,878,170	8,542
Permanent Financing of NPF (Board 55 Trust)	2,523,115	2,523,115	-
	<u>852,596,740</u>	<u>858,579,062</u>	<u>5,982,322</u>
Revenue Deferrals			
Deferred Revenue - MTCA Allocation	(21,314,919)	(21,464,477)	(149,558)
Deferred Revenue - Rural and Northern Ed Fund	(188,140)	(188,140)	-
Deferred Revenue - Special Education	(97,211,751)	(98,626,322)	(1,414,571)
Deferred Revenue - Library Staffing	(238,343)	(238,343)	-
Deferred Revenue - Student Achievement Envelope	(6,684,008)	(6,787,543)	(103,535)
Deferred Revenue - Indigenous Education	(732,681)	(738,626)	(5,945)
	<u>(126,369,842)</u>	<u>(128,043,451)</u>	<u>(1,673,609)</u>
Deferred Revenue Recognition and Adjustments			
Deferred Revenue (5.1) - Special Education	96,449,071	98,265,969	1,816,898
Deferred Revenue (5.1) - Library Staffing	238,343	238,343	-
Deferred Revenue (5.1) - Student Achievement Envelope	6,684,008	6,787,543	103,535
Deferred Revenue (5.1) - Indigenous Ed PPA	732,681	738,626	5,945
Deferred Revenue - MTCA (Sch 5.1 Capital)	18,285,834	11,895,392	(6,390,442)
Deferred Revenue - School Renewal (this is maintenance)	5,693,776	5,693,776	-
Deferred Revenue - Interest on Capital Projects (OFA)	6,720,459	6,652,972	(67,487)
Deferred Revenue - Temporary Accommodation	840,000	840,000	-
Deferred Revenue - Rural and Northern Education Fund	188,140	188,140	-
Trustees' Association Fee	43,316	43,316	-
	<u>135,875,628</u>	<u>131,344,077</u>	<u>(4,531,551)</u>
Total Operating and Capital Support GSN	<u>862,102,526</u>	<u>861,879,688</u>	<u>(222,838)</u>

	Budget	February Forecast	Change from Budget increase (decrease)
	\$		\$
Education Program-Other Grants			
Adult Education Hybrid Project	-	15,384	15,384
After School Skills Development	58,268	70,000	11,732
Applied Behavioural Analysis	-	4,563	4,563
Autism Pilot Project	247,595	270,000	22,405
Board Leadership Development Strategy	117,276	59,008	(58,268)
Common European Framework of Reference	-	34,464	34,464
DECE PA Day Release	-	75,000	75,000
Enhancements to Support Experiential Learning	281,185	225,000	(56,185)
Executive Compensation Adjustment	-	152,850	152,850
Experiential Learning for Adults	10,529	-	(10,529)
Focus on Youth	476,000	-	(476,000)
Focusing on Fundamental Mathematics (replaces RMS)	1,682,261	1,682,261	-
French as a Second Language	298,875	300,000	1,125
Gap Closing in Literacy Grades 7-12	38,000	31,500	(6,500)
Identity based Data Collection, Analysis and Use	-	151,500	151,500
Indigenous Student Learning & Leadership Strategy	15,370	-	(15,370)
Indigenous Support and Engagement Initiative	100,000	70,000	(30,000)
Innovation Learning Fund	108,111	-	(108,111)
Jiangsu Summer Leadership Program	15,000	-	(15,000)
Keeping Students in School	-	14,250	14,250
Mental Health Workers in Schools	607,188	607,188	-
Mentoring for All	7,268	15,640	8,372
OECD Study on Social and Emotional Skills	-	63,499	63,499
Ontario Focused Intervention Partnership	23,500	43,000	19,500
OSSTF Education Workers Apprenticeship Training	212,997	425,997	213,000
Outreach Coordinator	152,800	95,500	(57,300)
Parents Reaching Out	80,199	84,475	4,276
Parents Reaching Out Regional	-	10,000	10,000
Physical Activity in Secondary Schools	-	7,500	7,500
Prepare for Recreational Cannabis	76,100	58,600	(17,500)
Priority Schools	510,000	318,750	(191,250)
Re-engagement Initiative (12 & 12+)	71,421	60,000	(11,421)
Safe, Inclusive, and Accepting Schools	298,454	180,755	(117,699)
Speak Up Project	70,627	20,000	(50,627)
Special Education Professional Assessments	-	300,000	300,000
Specialist High Skills Major	242,263	343,998	101,735
Support for Implementation of Rev. Curriculum Documents	-	5,000	5,000
Teacher Learning and Leadership Program	-	30,000	30,000
Technomath Glebe CI	7,500	5,100	(2,400)
Transportation Funding for Children and Youth in Care	-	167,378	167,378
Tutors in the Classroom	56,600	-	(56,600)
	<u>5,865,387</u>	<u>5,998,160</u>	<u>132,773</u>
Remedy Payments-Non Affiliated	-	230,787	230,787
Remedy Payments-OSSTF (Residual)	-	44,998	44,998
Remedy Payments-Principals and Vice-Principals	-	346,635	346,635
	<u>5,865,387</u>	<u>6,620,580</u>	<u>755,193</u>
Other Deferred Revenues			
Literacy and Basic Skills (Advanced Education & Skills Dev)	831,042	831,042	-
English as a Second Language (Citizenship & Immigration)	1,818,388	1,751,315	(67,073)
Infrastructure, Environment & Climate Change (Rideau HS Hub)	208,500	208,500	-
Other	1,776,158	1,677,205	(98,953)
	<u>4,634,088</u>	<u>4,468,062</u>	<u>(166,026)</u>
Total	<u>10,499,475</u>	<u>11,088,642</u>	<u>589,167</u>