

## AUDIT COMMITTEE PUBLIC AGENDA

**Wednesday, May 19, 2021, 6:00 pm  
Zoom Meeting**

*In Camera Session Immediately Following the Public Session*

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Revised 9 March 2021

## AUDIT COMMITTEE REPORT (PUBLIC)

Wednesday, February 17, 2021

6:00 pm

Zoom Meeting

Members: Mark Fisher (Trustee), Sandra Schwartz (Trustee), Jennifer Jennekens (Trustee), Grace Lee (External Member), Shannon Hoeft (External Member)

\* Staff and Guests: Camille Williams-Taylor (Director of Education), Donna Blackburn (Trustee), Mike Carson (Chief Financial Officer), Janice McCoy (Superintendent of Human Resources), Kevin Gardner (Manager of Financial Services), Sandra Lloyd (Manager of Risk and Supply Chain Management), Sandy Owens (Manager of Business & Learning Technologies), Kristen Kenopic (Staff Development Officer), Stefano Di Marco (Security and Identity Team Leader), Rob Clayton (Lead Audit Engagement Partner, KPMG LLP), Genevieve Segu (Regional Internal Audit Team (RIAT) Manager), Gordon Champagne (Senior Regional Internal Auditor), Rebecca Grandis (Senior Board Coordinator)

### 1. Call to Order

Chief Financial Officer (CFO) Carson called the public session to order 6:02 p.m and acknowledged that the meeting is taking place on unceded Algonquin Territories and thanked the Algonquin Nations for hosting the meeting on their land.

### 2. Election of Chair

Trustee Schwartz, seconded by Trustee Jennekens, nominated Trustee Fisher.

Trustee Fisher accepted the nomination.

**Moved by Trustee Schwartz, seconded by Shannon Hoeft**

**THAT nominations be closed.**

**Carried**

By acclamation, Trustee Fisher was appointed Chair of the Audit Committee

Trustee Fisher assumed the chair.

### 3. Approval of Agenda

Moved by Trustee Schwartz,

THAT the agenda be approved.

Chair Fisher noted that Report 21-018, Business and Learning Technologies Updates, was moved from the in camera agenda and would become item 9.4 on the public agenda.

**Moved by Trustee Schwartz,**

**THAT the agenda be approved, as amended,**

**Carried**

4. Welcome New Members

CFO Carson welcomed the new external members to the Audit Committee and provided information on the expertise that Dr. Grace Lee and Shannon Hoeft, CPA, would bring to the Committee.

5. Delegations

There were no delegations.

6. Superintendent's Report

CFO Carson advised that since the Audit Committee met on 23 November 2021, the District's focus has continued to be on providing safe learning environments for students. Staff have been extremely flexible as they had to prepare to return to remote learning when the January 2021 lockdown measures were implemented. Students have recently returned to in-person learning. Staff continue to work with Ottawa Public Health (OPH) to ensure students and staff are safe.

The Ministry of Education released information regarding the second round of committed funding for school boards as part of the Safely Back to School Program. Staff have analyzed how much of the funding is being allocated to technology and will continue to monitor the use of the additional Ministry funding.

The Budget Committee held its first meeting on 2 February 2021. The annual budget cycle has been impacted by the uncertainty of the Ministry of Education funding that is available to school boards for the 2021-2022 school year. There is no indication of a change in the usual timelines for the submission of a balanced budget by the end of June 2021. Timelines for the development of the 2021-2022 budget were presented to the Budget Committee and are subject to change. Staff have been informed by the Ministry that the COVID-19 funding that was provided in the 2020-2021 school year will not continue and the plan should be to return to the usual school year. In the absence of a firm commitment of funding to support the safe return to schools, funding for additional staffing supports will be a challenge. Building a budget and planning for a safe return to school in September 2021 will require flexibility to respond to the challenges that may arise. It will be a challenge for school boards to manage without additional funding (approximately \$28.0 million extra in

2021-2022 for COVID purposes) to maintain safe schools and to provide the extraordinary amounts of personal protective equipment (PPE) that will be required with the presence of COVID-19 still a reality in September 2021.

The Ontario Public School Boards' Association (OPSBA) is advocating on behalf of school boards for the Ministry to provide financial commitments as soon as possible for boards to make staffing and budget decisions.

## 7. COVID-19 Update

CFO Carson advised that the Minister of Education has announced that there would be increased COVID-19 testing in schools. Staff is working with Ottawa Public Health (OPH) to determine how the testing will be conducted. The province has indicated that funding is provided for this initiative, but operational issues need to be addressed. Staff is concerned about the additional pressure that testing in District schools places on education workers and administration. Trustees and the Audit Committee will be updated as information on this initiative becomes available.

Director Williams-Taylor reported that targeted testing would be conducted at 5% of District schools on a weekly basis. The District's experience with testing in the fall has been shared through the Council of Ontario Directors of Education (CODE). School districts are working to customize the approach to targeted testing in their areas. Local school boards are working with OPH, who has taken the lead on the project.

Staff have communicated the importance of timelines to the Ministry to facilitate planning for the 2021-2022 school year. Along with budget information coming forward, challenges are occurring with instructional expectations. For example, the Ontario Secondary School Literacy Test (OSSLT) is a graduation requirement and grade 11 students have not yet participated in this testing, which usually occurs in grade 10. The Ministry is proposing double cohorting for the testing only for students who are attending school in-person. The assessment is not available for students who are attending school virtually and this presents a risk to these students. CODE is actively advocating with the Ministry on this issue.

Planning for next year must include the reality of COVID-19 still being present. There will be a continued need for PPE and for some of the structures that were implemented to ensure safety in schools to remain. This may include cohorting secondary school students and maintaining a digital platform for learning. Stability is a key consideration in the planning of the 2021-2022 school year. Every effort will be made to provide the community with as much information as possible to inform choices in planning for returning to school.

To ensure a student's privacy is maintained in the event of a COVID-19 positive test or if a student exhibits symptoms, principals have worked with staff and students to reinforce that these are health-related issues. In cases where there have been greater COVID-19 numbers in a community, OPH has reached out to conduct targeted testing, ensuring no judgment is associated. This has been an ongoing

discussion with staff since the virus appeared in the spring and it has been managed very well within the District.

## 8. Matters for Action

### 8.1 Review of Audit Committee Report

#### a. Report, 23 November 2020

Moved by Trustee Schwartz,

THAT the 23 November 2020 report be received.

Trustee Fisher noted that an error was identified in the minutes prior to the meeting and the minutes have been amended to correct the error.

**Moved by Trustee Schwartz,**

**THAT the 23 November 2020 Audit Committee report be received, as amended.**

**Carried**

#### b. Business Arising

There was no business arising from the minutes.

## 9. Matters for Discussion

### 9.1 Report 21-005, Purchasing Policies Exceptions (M. Carson)

Your Committee had before it Report 21-005, Purchasing Policies Exceptions, providing information regarding purchasing policies exceptions for the period of March 2019-2020. CFO Carson noted that this is a cyclical report and presented to the Audit Committee annually.

Manager Lloyd advised that competitive procurement processes must be followed in accordance with District purchasing policies. From time-to-time, non-competitive procurement is allowed through free trade agreements and those allowances are outlined in Appendix A. Under those exceptions, there are three categories: non-application, single source, and sole source. The fourth category noted in the report is non-conformance which falls outside of the free trade agreements and the District policies. Instances of non-conformance are documented and require authorization from the Director of Education, or the CFO or designate. Supply Chain Management staff follow up with staff to provide guidance to mitigate future occurrences.

Manager Lloyd noted that the total dollar value of purchase orders increased by 5% from the previous year, still the number of purchasing exceptions in all categories remained similar to the previous year. There was a slight increase in exceptions in the single source category, which was 1.79% greater than the previous year. This increase can be attributed to COVID-19 and the need to

make timely purchases to respond to the pandemic. Over the course of the last four years, the District has been less than 1% non-compliant in total purchase orders processed.

During the discussion, the following points were noted:

- The similarity in the number of purchase order exceptions over the past two years can be attributed to contracts that continue year-after-year, often a sole source category;
- The bulk of non-conformance results when staff commit to a purchase before a purchase order is authorized. There are instances where an individual procures a service that is thought to be below the purchase order threshold and when the service is performed, it exceeds the threshold, even if by a small amount, it is still considered non-conformance;
- Purchases made to respond to the pandemic have remained under control and are monitored by superintendents, Supply Chain Management staff and the Joint Health and Safety Committee. The District has been strict about the quality of PPE procured, considering safety over cost. The District's safety requirements are strictly regulated as a result of the unionized environment;
- The District has a rigorous vetting process to ensure vendors' integrity and internal financial controls are sound. Finance staff exercise due diligence when processing transactions and deviations from standard practice trigger senior staff involvement. It is the District's practice to be vigilant and question unusual activity, the possibility of a fraudulent transfer of funds occurring would be unlikely;
- Staff have not reviewed the new trade agreements that have recently come into force, the Canada-United States-Mexico Agreement or the Trans-Pacific Partnership Agreement. Staff consider the lower common denominator in agreements in terms of what thresholds need to be met;
- Staff who are repeatedly involved in non-conformance purchases would face disciplinary action; and
- It is a challenge to compare purchasing exceptions at the coterminous boards as purchasing exception reporting is not standardized or centralized.

## 9.2 Report 21-009, Regulatory Compliance Register (M. Carson)

Your Committee had before it Report 21-009, Regulatory Compliance Register, providing information on the processes and controls to ensure that the District complies with key regulations and statutes.

CFO Carson noted that in an organization as large as the Ottawa-Carleton District School Board there is likely to be non-compliance. There are processes in place to capture irregularities and remedy them as soon as possible. This report is presented annually to the Audit Committee.

Manager Lloyd reviewed the processes and procedures to achieve compliance and noted that annual reporting on non-compliance is satisfactory. As a result of the pandemic, some of the work compliance undertaken within the District was paused due to competing pressures. Manager Lloyd reported that staff are aware there will be gaps in compliance, as statutes or regulations come into existence. These gaps are addressed by implementing new or revised policies, procedures or operational processes to address the non-compliance.

In response to a suggestion that areas identified as non-compliant in the attestation provide more comprehensive reporting, CFO Carson noted that he would consider how staff could amend language in the attestation.

### 9.3 Report 21-012, 2020-2021 Revised Estimates (M. Carson)

Your Committee had before it Report 21-012, 2020-2021 Revised Estimates, explaining the changes reflected in the District's 2020-2021 Revised Estimates as compared to the District's 2020-2021 Budget.

Manager Gardner provided the following information in his presentation of the report:

- The revised estimates indicated an increased deficit of \$28.1 million, an increase of over \$10.0 million from what was approved in the 2020-2021 budget in August 2020;
- The increase in the deficit resulted from changes to the revenues and expenses that were identified and additional funding that was provided, these changes are outlined in Appendix A of Report 21-012;
- Enrolment decreased by approximately 2000 students. The decreased enrolment has had an impact on the various grants received by the District;
- Priorities and Partnerships Fund (PPF) grants provide funding to meet Ministry-identified priorities and must be spent in accordance with the funding arrangements. The District received approximately \$12.8 million in funding over the budgeted \$5.4 million to support the response to COVID-19. This funding is reflected in both revenues and increased expenses;
- The Ministry provided approximately \$15.3 million in stabilization funding to compensate the District for lower enrolment;

- There was decreased revenue from the lower enrolment of international students;
- The Extended Day and Childcare programs saw a decrease in revenue of approximately \$6.3 million. Staff hope the deficit will be offset by Ministry funding;
- Increased compensation costs are a result of requirements for additional teaching staff to respond to COVID-19;
- The Indigenous Education allocation increased as a result of higher enrolment in secondary courses that qualify for the Indigenous studies amount (\$1.1 million); and
- There was an increase in the cost of custodial staffing of \$2.7 million to respond to COVID-19 enhanced cleaning protocols.

During the discussion, the following points were noted:

- Staff monitor the agreements attached to PPF grants and the progress on spending to ensure the funds are spent on time. A carry forward of this funding may be permitted but requires that the District follow Ministry guidelines to request an extension;
- Year-end compliance identifies the extent of the Board's deficit that is allowed and can be maintained upon the Minister of Education's approval. The approval would see a deficit elimination plan put in place outlining how the Board intends to reduce and eliminate the deficit. Should the Board continued to be non-compliant past deadlines and without Ministry support, punitive action would be taken in the form of withholding monthly payments to the Board; and
- If the District's enrolment does not increase, there may have to be reductions to expenditures in some areas.

#### 9.4 Report 21-018, Business and Learning Technologies Updates (S. Lehman)

Your Committee had before it Report 21-018, Business and Learning Technologies Updates, providing updates that the Business and Learning Technologies (B&LT) department has undertaken to improve cybersecurity in the District.

Superintendent Lehman, Manager Owens and Team Leader Di Marco presented the report. The following information was provided:

- B&LT has embarked on a three-year plan called, Transforming How We Learn and Work, that focuses on four pillars:
  - Modern learning;
  - Seamless and Innovative Technologies;



- Privacy and Security; and
- Digital Transformation.
- IBM Technologies was engaged to conduct an operational review of the department in 2018;
- COVID-19 provided opportunities to advance technology practices in instruction and reporting;
- Each of the four pillars in the technology plan ties to the District's 2019-2023 Strategic Plan, and provides a definition of the work undertaken and includes goals that outline desired outcomes and deliverables;
- In January 2020, B&LT adjusted the organizational structure within the department to create a Security and Identity Team to oversee security and accounts within the department and to safeguard the Districts' digital assets;
- The District has formed a partnership with the Educational Computing Network of Ontario (ECNO) that allows for collaboration with other school boards on matters of cyber security and provides shared resources;
- An Operational Security Committee and a Security Steering Committee were formed to establish governance in cybersecurity in the District;
- Staff will undertake an Information Security Gap Assessment to look for gaps that pose a cyber security risk to the organization that is not at a tolerable level;
- The Security and Identity Team has developed a security awareness training framework to provide awareness and education to all staff to mitigate common daily digital threats;
- A vulnerability framework has been developed to discover, assess, report and remediate software-based vulnerabilities;
- A software vetting process has been established to examine applications from a security perspective to identify risks to the District;
- An email removal process was revised in November 2020. The process is intended to mitigate risk to the District and can only be activated by designated staff using very specific criteria. Copies of the email messages that have been removed are retained perpetually. The majority of emails removed to date have been in response to security (phishing emails);

During the discussion the following points were noted:

- The number of staff with the authority to remove emails was revised to tighten controls and to ensure consistency in the criteria for removal. Prior to revising the list, emails were removed that did not meet the criteria;
- In the 2019-2020 school year 214 emails were removed;
- Staff endeavour not to remove emails if possible and only those that are serious in nature are removed; and
- The Ontario School Board Insurance Exchange (OSBIE) provides cyber security insurance that would provide coverage for costs incurred in response to an intrusion. The policy was introduced within the last three years. The policy would also provide immediate consulting services to respond to an intrusion. This need is diminished by the formation of the in-house Security and Identity Team.

#### 9.5 Regional Internal Audit Team Manager Update (Oral) (G. Segu)

Ms. Segu, the Regional Internal Audit Team (RIAT) Manager, provided an update on the approved RIAT Plan for 2020-2021. The plan aligns with the Ontario Regulation that is mandated for Audit Committees.

Ms. Segu noted the mandate for the RIAT is to execute two engagements during the year. The RIAT plan for 2020-2021 included the following engagements:

- A cybersecurity workshop occurred in October of 2020, and managers within the region were provided with a report of the cybersecurity and risk review findings in January 2021. The RIAT manager met with B and LT staff in February 2021 and it is anticipated the RIAT will present a final report to the Audit Committee in May or September 2021;
- A COVID-19 response review was proposed to examine management's response to the pandemic. The RIAT engaged a consultant to assist with the review. The review is on hold pending staff's availability to participate;
- A review of educational assistant deployment is planned for the OCDSB and is aligned with the District's Strategic Enterprise Risk Management (SERM) plan. Meetings with Human Resources staff are scheduled for the coming weeks to discuss the scope and timing of the project;
- Follow-up from previous recommendations is planned to ensure they have been implemented; and
- There is a placeholder in the plan to address management's requests related to emerging priorities.

#### 10. Orientation (G. Segu, R. Clayton)

Chair Fisher noted the orientation session will be deferred to a future date. Senior Board Coordinator Grandis will secure a future date for the Committee to participate in the orientation.

## 11. Supplementary Information Items

CFO Carson advised supplementary information items may be provided to the committee on occasion and that the item will be added to future agendas. Any information provided is for review only.

### 11.1 Memo No. 20-020, Leadership Succession Planning Strategy Update

Director William-Taylor noted that Memo 20-020, Leadership Succession Planning Strategy, provides the Audit Committee with an update on the succession planning project. The Phelps Group has been engaged to assist and will complete the work in four phases. The first phase is nearing completion and staff anticipate a report from the Phelps Group by the end of March 2021.

During the discussion, the following points were noted:

- The Leadership Excellence Advisory Panel (LEAP) was composed of 16 leaders representing both the academic and business areas, recognizing there is a need to ensure a clear career path for all in the organization;
- The panel was chosen to ensure diversity of thought and diversity of experience and to engage those who might not typically participate in such a panel;
- Senior staff has approved the members of the LEAP;
- The LEAP system structure was designed to ensure those employees who do have a capacity for advancing their careers should have an opportunity to engage in this system work;
- The Phelps Group is conducting the work to provide information regarding current gaps in the system and comparing district processes to industry standards. Director Williams-Taylor noted her vision for the project would be a blueprint from entry-level positions to the Chief Executive Officer (CEO) or the directorship;
- With respect to succession planning at the CEO level and a possible emergency that would leave a vacancy, Director Williams-Taylor noted she would speak with the chair to have a future conversation with trustees. She noted that the issue is province-wide and that it may be raised with the Ontario Public School Board Association (OPSBA) as a provincial approach may be required for the governance responsibility for selecting and monitoring a CEO; and

- The Audit Committee expressed concern over the lack of a succession plan for the Director of Education and the resulting risk to the organization. The members noted that the Chair of the Board should be aware of these concerns and that The Phelps Group could provide advice to the trustees. Director Williams-Taylor noted she would advise the Chair of the Board of these concerns.

12. New Business

There was no new business.

13. Adjournment

The public meeting adjourned at 8:51 p.m.

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Mark Fisher, Chair, Audit Committee



**AUDIT COMMITTEE  
COMMITTEE OF THE WHOLE (BUDGET)  
Report No. 21-045**

**19 May 2021  
26 May 2021**

**2020-2021 Updated Financial Forecast (March)**

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

**PURPOSE:**

1. To explain changes reflected in the District's 2020-2021 Updated Financial Forecast as compared to the District's 2020-2021 Budget.

**CONTEXT:**

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

The 2020-2021 Revised Estimates submitted to the Ministry of Education in December 2020 served as the first forecast of the year. They reflected the impact of net enrolment reductions that resulted in reduced grant revenue, lower revenues from Community Use of Schools (CUS) and Extended Day and Child Care programs, and various changes identified as part of ongoing monitoring of operations. Importantly, enhanced spending capacity provided by grants targeted to support the District's response to the COVID-19 pandemic were included in the projections as was a financial sustainability grant to offset the funding reduction due to lower enrolment.

The updated forecast is based on year-to-date experience up to 31 March 2021. Significantly, additional funding has been provided by the Ministry as part of the continued effort to address the many challenges resulting from the COVID-19 pandemic.

Explanations provided in the revised estimates are repeated and additional commentary explaining further changes has been included.

The updated forecast anticipates the use of \$18.7 million of accumulated surplus to support operations.

## KEY CONSIDERATIONS:

3. In August 2020, the Board approved the 2020-2021 Budget authorizing expenses totaling \$1,014.2 million. Funding of the expenses was provided through grants and other revenues totaling \$996.5 million. This would result in a planned deficit of \$17.7 million.

The District's 2020-2021 Updated Financial Forecast projects a deficit of \$18.7 million. Table 1 compares the anticipated deficit reflected in the updated forecast with the amount originally budgeted.

Table 1 – Comparison of Updated Forecast and Budget

	Updated Forecast	Budget	Change	Change
	\$	\$	\$	%
Revenues	1,001,372,424	996,537,510	4,834,914	0.48
Expenses	1,020,024,736	1,014,191,165	5,833,571	0.58
Deficit	(18,652,312)	(17,653,655)	(998,657)	

Changes to revenues and expenses since the approval of the 2020-2021 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 Operating Expenses by Program Area. 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 - Priorities and Partnerships Fund and Other Deferred Revenues.

### 4. **Enrolment Estimates and Grants**

The 2020-2021 Budget was developed using enrolment estimates established in early 2020. Average daily enrolment (ADE) levels have a direct impact on funding and also affect related instructional expenses. The approved budget reflected ADE of 50,894 for elementary and 23,460 for secondary (excluding high credit and adult day school enrolment).

The COVID-19 pandemic has had a significant effect on enrolment. The revised elementary ADE for 2020-2021 is 49,237 students which is a decrease of 1,657 students (3.3%) from the approved budget. Secondary day school enrolment ADE is projected to be 23,166 students which is a decrease of 294 students (1.3%) from the approved budget.

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 and adult day school ADE. Table 2 shows that the District's PFG is \$11.5 million less than budgeted. The amount reflects decreased elementary and secondary enrolment.

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

	Enrolment (Pupils of the Board)			Pupil Foundation Grant		
	Updated Forecast	Approved Budget	Change	Updated Forecast	Approved Budget	Change
				\$	\$	\$
Elementary	49,237	50,894	(1,657)	270,771,393	280,580,230	(9,808,837)
Secondary	23,166	23,460	(294)	134,772,904	136,481,192	(1,708,288)
Total	72,403	74,354	(1,951)	405,544,297	417,061,422	(11,517,125)

Other allocations that comprise the Grants for Student Needs (GSN) are affected by changes in enrolment and student demographics, those with the more significant changes are identified on Appendix A. Notably, the lower enrolment has resulted in the District once again qualifying for the declining enrolment allocation.

One grant that shows significant growth is 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. The \$1.1 million increase in funding relates to Indigenous studies where 2,867 pupil credits are anticipated as compared to the 1,900 pupil credits assumed during budget development. The increase is attributable to enrolment in compulsory English credit courses which qualify for the supplemental funding.

Special mention must be made regarding the Cost Adjustment and Teacher Qualifications and Experience grant. The grant is used to provide funding for teacher compensation relative to the provincial benchmark that is used in the PFG. It also provides funding to cover the Ministry's contributions to employee life and health trusts (ELHT). The grant shows an increase of \$1.6 million relative to the budget. The increase is comprised of two amounts:

- A \$679,726 increase in the teacher qualifications and experience allocation. The 2020-2021 Budget assumed that the qualifications and experience of teachers would result in lower average compensation costs for the District. The updated forecast reflects the actual placement of teachers on the salary grid as at 31 October 2020. The change reflects a modest increase in average costs; and
- A \$928,484 increase in ELHT funding reflective of the staff complement and funding benchmarks used to fund employee benefit costs.

The updated forecast reflects two other changes to the grants:

- A \$3.9 million increase in operating funding as a result of being able to use other funding sources to support capital investments. The additional

revenue relating to minor tangible capital assets (MTCA) funds is discussed in Section 14; and

- A \$1.1 million decrease in the transportation grant to reflect the Ministry's expectations of savings on fuel costs.

In recognition of the significant decrease in anticipated enrolment shown in the updated forecast and the resulting GSN funding shortfall, the Ministry has provided a GSN Stabilization grant. This grant tops-up the GSN enrolment-generated funding shown in the forecast. The effect of the grant is to provide overall GSN funding in line with that expected using the enrolment originally budgeted. This grant was expected to provide \$15.3 million, but it has since been recalculated and only \$14.4 million is anticipated. The grant is separately identified on Appendix A, but it is one of the Priorities and Partnerships Fund (PPF) grants discussed in Section 5.

Appendix C compares the GSN with the approved budget and reflects the effect of revenue deferrals. GSN funding, exclusive of the GSN Stabilization grant, is expected to decrease by \$11.1 million.

## 5. **Priorities and Partnerships Fund Grants and Other Deferred Revenues**

In addition to GSN funding, the District receives special funding which targets Ministry priorities. The grants are termed PPF grants 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 PPF grants at the same time as the GSN; however, it is common practice to receive additional funding throughout the school year.

The District initially reports PPF grants as deferred revenue. Revenue from the 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 reported alongside the PPF grants.

A significant increase in PPF operating grants and other deferred revenues is shown in the updated forecast. The increase, exclusive of the GSN Stabilization grant referenced in Section 4, is \$17.3 million.

Appendix D presents the amounts originally budgeted and the in-year changes. PPF operating grants and deferred revenues anticipated during the year total \$43.9 million. The spending impacts are reflected in the changes shown in subsequent sections.

It is important to highlight that PPF grants are temporary, and often project-based, meaning that the funding may not be received in subsequent years. Although the grants may require the creation of a position, they quite often are used to purchase goods and services or to pay for casual staff to backfill established positions while employees participate in identified priorities. That said, the COVID response grants totaling \$25.8 million have added significant temporary staffing to support students in the classroom and to promote a healthy workplace. In total, these grants are projected to support \$14.4 million in



compensation costs and \$7.6 million in supplies and services. In addition, \$3.8 million has been directed to the capital budget to cover the acquisition of computer technology.

#### 6. **Compensation-Related Instruction Costs**

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 shows that an overall increase of \$11.9 million is likely in comparison to the 2020-2021 Budget. A number of factors have contributed to this net cost pressure:

- Increase of \$2.3 million resulting from the realignment of supplemental COVID response grants that had originally been reported as a non-operating cost in the approved budget;
- Additional COVID response grants totaling \$9.9 million which have been identified to support additional elementary teachers, virtual school administration and additional student supports; and
- Net other savings of \$272,913.

#### 7. **Teacher Absences**

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

In the updated forecast, the District has assumed supply teaching costs of \$22.1 million (\$15.6 million for elementary and \$6.5 million for secondary). The projection is \$4.7 million more than budgeted, but it is a \$1.3 million decrease relative to the revised estimates. Reduced OT costs have been observed during periods of remote learning and this has contributed to lower forecasted costs.

OT use will continue to be monitored as will the continued promotion of a healthy workplace that fosters employee well-being and improved student outcomes.

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.

#### 8. **International Students**

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 2020-2021 Budget reflected revenue of over \$6.4 million based on 454 students. The updated forecast reflects anticipated revenue of just over \$5.2 million based on 372 students. Reduced enrolment of 82 students accounts for close to a \$1.2 million revenue decrease. The decrease in revenue as a result of reduced enrolment is partially offset by an anticipated increase of \$243,450 in payments from OCENET to cover facility costs. The net change in projected revenue is \$921,415.

Administrative fees paid to OCENET by the District are reported as a fee in the Instruction category. These costs are expected to decrease by \$457,260 to \$2.1 million.

**9. Other Instruction-Related Costs**

Other instruction-related costs are those that are not specifically identified elsewhere in the report, but which form part of the overall spending classified as Instruction. It is common practice to combine the spending reported under the Staff Development, Supplies and Services category with the Fees, Contractual and Rentals category. Combining the categories recognizes that the approved budget traditionally does not align with the ultimate reporting of costs as a result of in-year decisions and their categorization for Ministry reporting purposes.

On a combined basis, the costs represent an overall decrease relative to the budget of \$5.0 million. This is in line with results observed in past years. One of the more significant influences on the amount reported is the classification of spending as an operating cost or capital investment. Although spending may initially be planned as an operating cost, application of Ministry guidelines may require that the cost actually be reported as a capital expense. Capital expenses are flowed to the capital accounts and these costs are amortized into expense over an extended period of time. In addition, schools may not fully expend their operating budget and this, too, affects forecasted costs.

**10. Student Transportation**

Transportation of the District's students is provided by the Ottawa Student Transportation Authority (OSTA). Amounts reflected in the 2020-2021 Budget were based on information received from OSTA. The estimates have been updated and costs are expected to be \$7.1 million less than budgeted. These are attributable to savings resulting from lower transportation costs in both large and small bus contracts as well as a reduced need for student transit passes. This change reflects the pandemic's impact on transportation decisions for students attending in-person learning and the effect of virtual schools.

As previously noted, the Ministry has imposed a grant reduction to recognize that carriers are not using as much fuel as they would in a normal year. The amount of the reduction is forecasted to be in the \$1.1 million range.

Transportation expenses of \$39.9 million are shown in the updated forecast. This is supported by the \$42.4 million Transportation allocation and supplemented by \$2.0 million in PPF grants provided in response to the pandemic.

## 11. **Facility Operations**

Spending on school facilities represents the largest operating cost category outside of the instruction envelope. Projected compensation costs have remained relatively stable and show a \$2.4 million increase, almost all of which is the result of COVID response grants.

Non-compensation costs are expected to increase by over \$7.0 million. The significant contributors to this amount include the following:

- \$3.4 million to enhance classroom ventilation to reduce possible infections as a result of the COVID-19 virus lingering in an airborne state;
- \$1.8 million to support the acquisition of additional supplies and equipment to promote a healthy learning and working environment;
- \$1.1 million in additional costs to relocate portables during the year;
- \$1.2 million in additional school renewal maintenance needs such as roof and floor repairs, masonry work and supporting consulting services; and
- \$463,342 in net savings on supplies and services.

A review of the costs in this area may provide an opportunity to reduce the projected deficit. For example, school renewal projects may be deemed to be operating or capital expenses depending on the nature of the work. Changes to the work plan to ensure that more of the planned projects qualify as a capital expense will relieve the anticipated increase in operating costs and make greater use of capital funding allocations.

## 12. **Other Non-Instruction Costs**

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

Continuing Education programs are supported by specific funding, including funding from the federal government and various government ministries. Compensation costs shown in the updated forecast are \$226,756 less than budgeted while supplies and services costs are expected to increase by \$337,437. The latter costs relate to the Literacy and Basic Skills (LBS) and Language Instruction for Newcomers to Canada (LINC) programs.

Central departments show increased compensation costs of \$991,285 as a result of additional staffing needs to respond to increased workloads resulting from the pandemic, to manage ongoing technology projects and to account for increased employee future benefit costs that were reflected in the most recent actuarial valuation. These costs are substantially offset by the projected \$435,859 savings in supplies and services.

Extraordinary costs of \$3.2 million relating primarily to an increased provision for legal claims has been incorporated in the forecast; however, this pressure is offset by the realignment of amounts previously budgeted as a non-departmental cost in the Other category. When netted, the net change in the budget is a reduction of \$2.1 million.

### 13. **Deferred Capital Contributions and Amortization Expenses**

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. Straight-line amortization is based on the remaining service life (RSL) 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 into expense in the same manner as those supported by contributions from others, but there is no related revenue. Examples of such assets are new portables and major improvements to administrative buildings.

Various capital projects will be completed and a variety of capital assets will be acquired during the year. In addition, adjustments to incorporate prior year actual results are reflected in the forecast. 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 of \$56.8 million and related revenues of \$56.1 million. The updated forecast shows \$56.2 million in expenses which is supported by \$55.8 million in revenues. Expenses have decreased by \$518,930 and revenues have decreased by \$312,655.

### 14. **Minor Tangible Capital Assets**

A portion of the annual GSN is budgeted for the acquisition of 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. In total, \$3.9 million previously identified for the acquisition of MTCA will instead be used to support operating costs. The reduction reflects the confirmation that school renewal capital grants can be used to fund the Broadband Modernization Project. The project is an ongoing initiative to upgrade internet connectivity in all of the District's schools.

The updated forecast also reflects the anticipated use of \$1.8 million of the accumulated surplus to support capital investments in new classroom portables and for upgrades at the 133 Greenbank Road Administration Building and the Confederation Education Centre. The use of accumulated surplus for these investments is compliant with Ministry requirements, but it does not directly affect the amounts reported in the operating analysis because they are reported as a capital expense. Requests to proceed with underlying projects and the use of accumulated surplus are submitted for approval according to Board policy.

### 15. **Extended Day Program**

The Extended Day Program (EDP) commenced operations in 2010. Significant growth in the program ensued and it now operates District-run programs in 66 schools and, prior to the pandemic, served approximately 5,500 children. The program 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.

Participation in the program continued to be strong prior to the pandemic. Unfortunately, a significant decrease in the number of students attending the program has occurred following the outbreak and this has continued into the current year. The program is currently operating with approximately 1,400 students representing 25% of pre-pandemic participation rates. The reduction in student participation, including lower participation on days where full care is provided, has substantially contributed to the reduction in program revenues. The projected revenue decrease would have been higher in the absence of the COVID response grants totaling \$2.5 million.

Costs of the program have also changed, but not in direct proportion to the decrease in revenues. A net decrease in compensation costs totaling \$5.0 million is anticipated. The savings are a direct result of lower demand, but are also influenced by mandated staffing levels and program operation.

The budget for supplies and services has also decreased by \$660,662 or 49%. Again, the lower participation rates have reduced the costs of program supplies, including the expenses associated with snacks.

Table 3 shows the original budget and updated forecast by category. The program is expected to have a large deficit for the year in the absence of additional support. To that end, staff continues to work with the Ministry and the City of Ottawa to obtain financial sustainability funding determined in the same manner as last year. This funding would substantially reduce or eliminate the projected deficit.

Table 3 – Extended Day Program Comparative Amounts

	Updated Forecast	Budget	Change
	\$	\$	\$
Revenues			
Direct Revenues	6,655,632	17,888,719	(11,233,087)
Benefit Trust Allocation	393,174	598,665	(205,491)
	7,048,806	18,487,384	(11,438,578)
Expenses			
Compensation	11,561,669	16,536,002	(4,974,333)
Administrative Transfers (Comp)	588,144	588,144	-
Supplies and Services	365,840	1,026,502	(660,662)
Facility Transfers (Supplies)	333,573	333,573	-
	12,849,226	18,484,221	(5,634,995)
Surplus (Deficit)	(5,800,420)	3,163	(5,803,583)

The revenue decrease shown includes a \$205,491 reduction relating to the internally allocated funding provided by the Ministry to defray employee benefit costs. Actual funding is received through the GSN.

A comprehensive analysis of the costing methodology and participation rates was recently completed. The information was used in determining the recommended fees presented in Report 21-015, Extended Day Program and Infant, Toddler, Preschool Program Daily Fee Rates for the 2021-2022 School Year.

#### 16. **Child Care Program**

The Infant, Toddler and Preschool (ITP) program operates at two sites and provides 96 licensed child care spaces.

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. The program also derives revenue from user fees and child care subsidies.

Table 4 shows the original budget and updated forecast by category. Similar to the EDP challenges, the revenues and expenses have both been updated to reflect the impact of reduced participation following the outbreak of the pandemic. Currently, 67 children are receiving services which accounts for the revenue loss. The District is also pursuing additional financial sustainability funding to support the program.

Table 4 – Child Care Program Comparative Amounts

	Updated Forecast	Budget	Change increase (decrease)
	\$	\$	\$
Revenues			
Direct Revenues	1,746,594	1,791,000	(44,406)
Benefit Trust Allocation	47,432	-	47,432
	1,794,026	1,791,000	3,026
Expenses			
Compensation	1,890,508	1,913,527	(23,019)
Supplies and Services	125,000	135,000	(10,000)
	2,015,508	2,048,527	(33,019)
Deficit	(221,482)	(257,527)	(36,045)

The revenue decrease shown is fully offset by \$47,432 relating to the internally allocated funding provided by the Ministry to defray employee benefit costs. Actual funding is received through the GSN.

#### 17. **Benefit Plan Surplus and Other Net Revenue Adjustments**

The 2020-2021 Budget reflected a provision of over \$3.2 million relating to the return of surplus funds that had been held by the District's former employee benefits plan administrator to support benefit claims during the transition to ELHTs. The updated forecast reflects that only \$2.4 million will be returned which is a decrease of \$825,000. The reduction reflects the surplus sharing provisions that were incorporated into the centrally-bargained collective agreements. The employee share of the surplus will be distributed to respective ELHTs.

CUS oversees the public's after-hours use of school facilities such as gymnasiums and sports fields. The pandemic has resulted in a significant revenue loss as a result of the cancellation of these activities and revenues are expected to be \$1.0 million less than expected.

Other net revenue adjustments account for a revenue decrease of \$1.4 million. The reduction is primarily the result of a prior year grant adjustment and lower miscellaneous revenues.

#### 18. **Accumulated Surplus**

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 2020-2021 Updated Financial Forecast, this amount is \$8.7 million. However, the Ministry has allowed the use of an additional 1% to respond to COVID-related needs during the current year. Approval to use accumulated surplus in excess of 2% must be obtained from the Ministry.

Table 5 presents the components of accumulated surplus and shows the anticipated use of \$18.7 million and the proposed alignment of accumulated surplus at the end of the year.

Table 5 – Accumulated Surplus Available for Compliance

	Projected as at 31 Aug 2021	Actual as at 31 Aug 2020	Change increase (decrease)
	\$	\$	\$
Available for compliance			
Restricted-committed capital	9,265,435	7,950,687	1,314,748
Internally appropriated			
Extended Day Program	(5,337,264)	677,710	(6,014,974)
Budgets carried forward	1,700,000	3,938,107	(2,238,107)
Business Systems	500,000	2,000,000	(1,500,000)
Contingencies	5,000,000	17,200,000	(12,200,000)
Unappropriated	9,991,823	8,005,802	1,986,021
	21,119,994	39,772,306	(18,652,312)

The District is not compliant with Ministry requirements as a result of the pandemic's impact on revenues, particularly the revenue shortfalls relating to CUS and the Extended Day and Child Care programs. The Ministry is aware of the current projected deficit.

#### 19. **In-Year Deficit Elimination Plan**

The Ministry's requirement for the Board to approve a deficit elimination plan when a district is projecting an adjusted in-year deficit has been waived for this year. Despite this exemption, staff continues its work to ensure that the proposed deficit spending continues to be supported by the Ministry. As part of the ongoing efforts, the District is looking to secure additional funding to defray lost revenues,

maximize the use of PPF grants, and to minimize or defer discretionary expenses, where appropriate.

Any reduction in the projected deficit will have a beneficial effect on the financial resources held as accumulated surplus. A higher balance in these reserves will provide more flexibility when responding to challenges in the coming years.

**20. Summary**

The District's 2020-2021 Updated Financial Forecast includes the impact of net enrolment changes and funding stabilization supports, changes in staffing and other costs supported by targeted COVID response grants, and reductions in revenues relating to a number of programs including EDP, ITP, CUS and OCENET.

The updated forecast shows expenses of \$1.020 billion, revenues of \$1.001 billion and a projected deficit of \$18.7 million.

## **RESOURCE IMPLICATIONS:**

21. The District's 2020-2021 Budget showed a planned deficit of \$17.7 million. The District's 2020-2021 Updated Financial Forecast shows a planned deficit of \$18.7 million. The deficit is not compliant with the Ministry's budget compliance framework; however, staff continues its work to further reduce the deficit and to ensure that the proposed spending continues to be supported by the Ministry.

## **COMMUNICATION/CONSULTATION ISSUES:**

22. The 2020-2021 Updated Financial Forecast was prepared by Finance staff in consultation with other departments.

## **STRATEGIC LINKS:**

23. The 2019-2023 Strategic Plan calls for the development of a culture of social responsibility with the stated goal of fostering "progressive stewardship of the environment, and human and financial resources." Development and approval of an annual budget is a key component of strong governance and financial stewardship. 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:**

24. The following questions are provided to support the discussion of this item:
- Does the analysis explain the significant changes in revenues and expenses?
  - Are steps being taken to mitigate adverse financial impacts and to leverage opportunities that were identified during the preparation of the analysis?



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Mike Carson  
Chief Financial Officer

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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 Operating Expenses by Program Area

Appendix C – Grants for Student Needs

Appendix D – Priorities and Partnerships Fund and Other Deferred Revenues

	Report Reference	Revised Estimates	Forecast
		\$	\$
<b>Planned Deficit in Original Estimates</b>		(17,653,655)	(17,653,655)
<b>Revenues Increase (Decrease)</b>			
Grants for Student Needs			
Pupil Foundation	4	(11,517,125)	(11,517,125)
School Foundation	4	(1,107,968)	(1,107,968)
Special Education	4	(2,324,690)	(2,324,690)
Language	4	(2,492,400)	(2,492,400)
Learning Opportunity	4	(948,437)	(948,437)
School Operations	4	(1,873,446)	(1,873,446)
Indigenous Education	4	1,141,828	1,141,828
Cost Adjustment and Qualifications and Experience	4	1,608,210	1,608,210
Transportation	4,10	(410,555)	(1,130,186)
Minor Tangible Capital Assets	4,14	(969,383)	3,912,389
Declining Enrolment	4	3,547,090	3,547,090
Net Other (ECE Cost, NTIP, Portables, etc.)	4	97,224	97,224
		(15,249,652)	(11,087,511)
Other Revenue			
Priorities and Partnerships Fund GSN Stabilization Grant	4,5	15,314,728	14,386,244
Priorities and Partnerships Fund and Other Deferred Revenues	5	12,781,395	17,300,812
International Student Fees (OCENET)	8	(911,350)	(921,415)
Amortization of Capital Assets	13	(312,655)	(312,655)
Extended Day Program	15	(11,205,656)	(11,233,087)
Child Care Program	16	(351,347)	(44,406)
Share of Former Employee Benefits Plan Surplus	17	(825,000)	(825,000)
Property Leases and Short-Term Rentals	17	(2,716,328)	(1,028,632)
Other Net Revenue Adjustments	17	(264,236)	(1,399,436)
		11,509,551	15,922,425
<b>Total Decrease in Revenues</b>		(3,740,101)	4,834,914
<b>Expenses (Increase) Decrease</b>			
Compensation Costs			
Compensation-Related Instruction Costs	6	(8,205,476)	(11,874,801)
Teacher Absences	7	(6,000,000)	(4,689,067)
Student Transportation	10	-	(145,892)
Facilities	11	(2,694,002)	(2,395,938)
Other Non-Instruction	12	(66,132)	(764,529)
Extended Day Program	15	4,991,624	4,974,333
Child Care Program	16	23,019	23,019
		(11,950,967)	(14,872,875)
Non-Compensation Costs			
International Student Fees (OCENET)	8	(209,234)	457,260
Other Instruction	9	(501,890)	5,004,140
Student Transportation	10	4,998,897	7,196,244
Facilities	11	(5,359,294)	(7,040,794)
Other Non-Instruction	12	5,123,549	2,232,862
Amortization of Capital Assets	13	518,930	518,930
Extended Day Program	15	665,912	660,662
Child Care Program	16	10,000	10,000
		5,246,870	9,039,304
<b>Total Increase in Expenses</b>		(6,704,097)	(5,833,571)
<b>Projected Deficit</b>	18	(28,097,853)	(18,652,312)

**Ottawa-Carleton District School Board**  
Comparative Summary of Operating Expenses by Program Area  
2020-2021 Updated Financial Forecast

Appendix B  
to Report 21-045

In \$ Millions EXPENSE CATEGORY	2020-21						2019-20					
	Budget	Revised Estimates	YTD Mar 2021	Year End Forecast	Variance		Budget	Revised Estimates	YTD Mar 2020	Year End Actual	Variance	
					Forecast minus Budget	Change from Budget					Year End minus Budget	Change from Budget
<b>Instruction</b>												
Salaries and Benefits	686.6	694.8	392.9	698.4	11.9	1.7%	658.8	657.4	372.1	658.2	(0.6)	-0.1%
Salaries and Benefits (Occasional Teachers)	17.4	23.4	17.6	22.1	4.7	27.0%	17.0	18.0	15.5	17.7	0.7	4.2%
Staff Development, Supplies and Services	30.1	30.5	16.7	19.5	(10.6)	-35.2%	27.3	27.4	10.6	16.4	(10.8)	-39.8%
Fees, Contractual and Rentals	8.4	8.6	8.2	13.5	5.1	61.4%	10.4	10.4	9.1	13.1	2.7	26.2%
<b>Instruction Sub-Total</b>	<b>742.3</b>	<b>757.2</b>	<b>435.5</b>	<b>753.4</b>	<b>11.1</b>	<b>1.5%</b>	<b>713.5</b>	<b>713.3</b>	<b>407.3</b>	<b>705.5</b>	<b>(8.0)</b>	<b>-1.1%</b>
<b>Continuing Education</b>												
Salaries and Benefits	10.0	9.7	4.7	9.7	(0.2)	-2.3%	10.7	10.5	5.1	10.1	(0.6)	-5.6%
Staff Development, Supplies and Services	0.5	0.5	0.2	0.8	0.3	68.0%	0.5	0.6	0.2	0.3	(0.2)	-46.4%
Fees, Contractual and Rentals	0.5	0.5	0.4	0.5	-	0.0%	0.5	0.5	0.4	0.4	(0.1)	-17.0%
<b>Continuing Education Sub-Total</b>	<b>10.9</b>	<b>10.7</b>	<b>5.3</b>	<b>11.0</b>	<b>0.1</b>	<b>1.0%</b>	<b>11.6</b>	<b>11.5</b>	<b>5.7</b>	<b>10.7</b>	<b>(0.9)</b>	<b>-7.9%</b>
<b>Transportation</b>												
Salaries and Benefits	1.3	1.3	0.8	1.4	0.1	11.3%	1.2	1.2	0.8	1.4	0.2	13.4%
Staff Development, Supplies and Services	0.5	2.3	0.4	2.3	1.9	408.1%	0.4	0.4	0.4	0.4	(0.0)	-2.3%
Fees, Contractual and Rentals	45.1	38.3	25.1	36.1	(9.1)	-20.1%	44.5	44.5	29.8	38.4	(6.0)	-13.6%
<b>Transportation Sub-Total</b>	<b>46.9</b>	<b>41.9</b>	<b>26.4</b>	<b>39.9</b>	<b>(7.1)</b>	<b>-15.0%</b>	<b>46.0</b>	<b>46.1</b>	<b>31.0</b>	<b>40.2</b>	<b>(5.9)</b>	<b>-12.8%</b>
<b>School Facilities</b>												
Salaries and Benefits	54.2	56.9	28.8	56.6	2.4	4.4%	51.6	51.8	29.2	52.3	0.7	1.4%
Staff Development, Supplies and Services	26.4	29.5	15.3	31.2	4.7	17.9%	24.9	25.4	13.7	23.3	(1.5)	-6.2%
Fees, Contractual and Rentals	9.0	9.0	8.7	9.0	-	0.0%	8.5	10.0	6.5	8.4	(0.1)	-0.8%
Other/Temporary Pupil Accommodation	1.9	3.0	0.6	3.0	1.1	56.9%	1.9	3.0	0.9	2.5	0.6	31.5%
Interest Charges on Capital	4.1	4.1	2.1	4.1	-	0.0%	4.3	4.3	2.2	4.3	-	0.0%
School Facilities Renewal Expense	5.1	6.3	8.3	6.3	1.2	23.8%	5.1	5.7	3.7	6.3	1.2	23.7%
<b>School Facilities Sub-Total</b>	<b>100.7</b>	<b>108.7</b>	<b>63.7</b>	<b>110.1</b>	<b>9.4</b>	<b>9.4%</b>	<b>96.3</b>	<b>100.1</b>	<b>56.3</b>	<b>97.2</b>	<b>0.9</b>	<b>0.9%</b>
<b>Central Administration</b>												
Salaries and Benefits	17.7	18.0	10.3	18.7	1.0	5.6%	17.2	17.4	10.0	17.9	0.6	3.6%
Staff Development, Supplies and Services	2.1	2.1	2.8	2.3	0.2	10.1%	2.1	2.1	1.4	3.1	1.0	48.0%
Fees, Contractual and Rentals	1.8	1.9	0.8	1.2	(0.6)	-35.8%	2.1	1.9	0.7	1.2	(0.8)	-39.5%
<b>Central Administration Sub-Total</b>	<b>21.6</b>	<b>21.9</b>	<b>13.9</b>	<b>22.2</b>	<b>0.6</b>	<b>2.6%</b>	<b>21.4</b>	<b>21.5</b>	<b>12.1</b>	<b>22.3</b>	<b>0.8</b>	<b>3.9%</b>

**Ottawa-Carleton District School Board**Comparative Summary of Operating Expenses by Program Area  
2020-2021 Updated Financial ForecastAppendix B  
to Report 21-045

In \$ Millions  <b>EXPENSE CATEGORY</b>	2020-21						2019-20					
	Budget	Revised Estimates	YTD Mar 2021	Year End Forecast	Variance		Budget	Revised Estimates	YTD Mar 2020	Year End Actual	Variance	
					Forecast minus Budget	Change from Budget					Year End minus Budget	Change from Budget
<b>Other</b>												
Extended Day Program Compensation	17.1	12.1	6.2	12.1	(5.0)	-29.0%	16.3	15.2	1.4	15.1	(1.2)	-7.5%
Extended Day Program Supplies/Int Svcs	1.4	0.7	0.2	0.7	(0.7)	-48.6%	1.4	1.1	0.1	0.7	(0.6)	-45.4%
Child Care Program Compensation	1.9	1.9	0.8	1.9	(0.0)	-1.2%	1.9	1.9	1.0	1.8	(0.1)	-3.9%
Child Care Program Supplies/Int Svcs	0.1	0.1	0.1	0.1	(0.0)	-7.4%	0.1	0.1	0.0	0.1	(0.1)	-55.1%
Recoverable Compensation (Secondments)	6.6	6.6	7.0	6.6	-	0.0%	7.3	7.3	11.5	6.8	(0.5)	-6.8%
COVID Response, Legal Provisions	5.4	0.2	-	3.2	(2.1)	-39.7%	-	-	0.1	0.2	0.2	n/a
Fifty-Five Board Trust (Capital and Interest)	2.5	2.5	-	2.5	-	0.0%	2.5	2.5	-	2.5	-	0.0%
<b>Other Sub-Total</b>	<b>35.0</b>	<b>24.2</b>	<b>14.3</b>	<b>27.2</b>	<b>(7.8)</b>	<b>-22.3%</b>	<b>29.5</b>	<b>28.1</b>	<b>14.2</b>	<b>27.2</b>	<b>(2.3)</b>	<b>-7.8%</b>
<b>Amortization</b>												
Ministry Approved Projects	56.1	55.8	34.2	55.8	(0.3)	-0.6%	61.8	56.9	31.5	50.7	(11.0)	-17.9%
Board Approved Projects	0.7	0.5	0.2	0.5	(0.2)	-31.2%	0.1	0.4	-	0.3	0.2	302.4%
<b>Amortization Sub-Total</b>	<b>56.8</b>	<b>56.2</b>	<b>34.4</b>	<b>56.2</b>	<b>(0.5)</b>	<b>-0.9%</b>	<b>61.8</b>	<b>57.2</b>	<b>31.5</b>	<b>51.0</b>	<b>(10.8)</b>	<b>-17.5%</b>
<b>Grand Total</b>	<b>1,014.2</b>	<b>1,020.9</b>	<b>593.4</b>	<b>1,020.0</b>	<b>5.8</b>	<b>0.6%</b>	<b>980.2</b>	<b>977.8</b>	<b>558.0</b>	<b>954.0</b>	<b>(26.2)</b>	<b>-2.7%</b>

Finance 2021.05.05 (numbers may not add due to rounding)

	2020-21 Budget	2020-21 Revised Estimates	2020-21 Updated Forecast	Forecast minus Budget incr (decr)
	\$	\$	\$	\$
<b>Revenue</b>				
Pupil Foundation	417,061,422	405,544,297	405,544,297	(11,517,125)
School Foundation	54,326,824	53,218,856	53,218,856	(1,107,968)
Special Education	103,140,937	101,284,253	101,284,253	(1,856,684)
Language	36,647,317	34,154,917	34,154,917	(2,492,400)
Rural and Small Community Allocation	197,694	197,694	197,694	-
Learning Opportunity	20,113,906	19,165,469	19,165,469	(948,437)
Adult Education, Continuing Education and Summer School	6,987,933	7,086,031	7,086,031	98,098
Cost Adjustment and Qualifications and Experience	79,153,040	80,761,250	80,761,250	1,608,210
ECE Qualifications and Experience Allocation	3,776,930	3,948,159	3,948,159	171,229
New Teacher Induction Program (NTIP)	675,500	569,709	569,709	(105,791)
Restraint Savings	(279,158)	(279,158)	(279,158)	-
Transportation	43,537,476	43,126,921	42,407,290	(1,130,186)
Administration and Governance	20,304,976	19,954,744	19,954,744	(350,232)
School Operations	79,947,129	78,073,683	78,073,683	(1,873,446)
Community Use of Schools	1,073,525	1,073,525	1,073,525	-
Declining Enrolment Adjustment	-	3,547,090	3,547,090	3,547,090
Indigenous Education Allocation	3,054,479	4,196,307	4,196,307	1,141,828
Mental Health and Well-Being (Safe and Accepting)	2,569,591	2,535,942	2,535,942	(33,649)
Supports for Students Fund	6,871,859	6,871,859	6,871,859	-
Program Leadership	998,303	998,303	998,303	-
Permanent Financing of NPF (Board 55 Trust)	2,523,115	2,523,115	2,523,115	-
Support for COVID-19 Outbreak Allocation	-	711,084	711,084	711,084
	882,682,798	869,264,050	868,544,419	(14,138,379)
<b>Revenue Deferrals</b>				
Minor Tangible Capital Assets (MTCA) Allocation	(22,067,070)	(21,731,601)	(21,713,610)	353,460
Rural and Northern Education Fund	(197,694)	(197,694)	(197,694)	-
Special Education	(103,140,937)	(101,284,253)	(101,284,253)	1,856,684
Library Staffing	(243,049)	(243,049)	(243,049)	-
Targeted Student Supports Envelope	(5,875,262)	(4,947,093)	(4,947,093)	928,169
Indigenous Education	(773,168)	(753,929)	(753,929)	19,239
Experiential Learning Envelope	(1,315,606)	(1,295,338)	(1,295,338)	20,268
Mental Health Workers Envelope	(576,656)	(576,656)	(576,656)	-
	(134,189,442)	(131,029,613)	(131,011,622)	3,177,820
<b>Deferred Revenue Recognition and Adjustments</b>				
Special Education	102,186,423	99,861,733	99,861,733	(2,324,690)
Library Staffing	243,049	243,049	243,049	-
Targeted Student Supports Envelope	5,875,262	4,947,093	4,947,093	(928,169)
Indigenous Education	773,168	753,929	753,929	(19,239)
Experiential Learning Envelope	1,315,606	1,295,338	1,295,338	(20,268)
Mental Health Workers Envelope	576,656	576,656	576,656	-
Minor Tangible Capital Assets (MTCA) Allocation	9,272,672	7,967,820	12,831,601	3,558,929
School Renewal (Operating)	5,087,333	5,087,333	5,087,333	-
Interest on Capital Projects	4,501,263	4,337,575	4,337,575	(163,688)
Temporary Accommodation (Portables)	1,228,470	1,228,470	1,228,470	-
Rural and Northern Education Fund	229,827	-	-	(229,827)
Trustees' Association Fee	43,316	43,316	43,316	-
	131,333,045	126,342,312	131,206,093	(126,952)
<b>Total Operating and Capital Support GSN</b>	879,826,401	864,576,749	868,738,890	(11,087,511)

	2020-21 Budget \$	2020-21 Revised Estimates \$	2020-21 Forecast \$	Forecast minus Budget \$
<b>Priorities and Partnerships Fund</b>				
<b>General</b>				
After School Skills Development	138,500	138,500	138,500	-
Autism Additional Qualification Subsidy	50,000	150,000	75,000	25,000
Pilot to Improve School-Based Supports for Students with Autism	34,000	34,000	25,000	(9,000)
Physical Activity through Cricket Program (By Application)	12,500	12,500	8,927	(3,573)
New Cricket Program	-	-	8,750	8,750
Focusing on Fundamental Mathematics	1,236,000	1,236,000	734,000	(502,000)
De-streaming Targeted Math and Literacy Program	-	-	69,032	69,032
French as a Second Language	-	313,683	163,683	163,683
Additional Qualification Subsidy for Math Courses	-	-	74,750	74,750
Human Rights and Equity Advisor	170,430	170,430	170,430	-
Focus on Youth	-	-	476,000	476,000
First Nations, Metis & Inuit Studies	69,600	-	-	(69,600)
Graduation Coach Program: Indigenous Students	-	65,517	115,385	115,385
Graduation Coach Program: Pilot for Black Students	224,162	224,162	212,162	(12,000)
Graduation Coach Program: Indigenous Students-Summer Learning	-	-	22,728	22,728
Graduation Coach Program: Pilot for Black Students-Summer Learning	-	-	56,143	56,143
Keeping Students in School Pilot Project	-	-	43,659	43,659
Recreational Cannabis and Vaping	-	-	37,741	37,741
Mental Health and Well-Being	90,482	90,482	65,000	(25,482)
Parents Reaching Out	39,986	39,986	39,986	-
Demographic Data Gathering	-	-	70,000	70,000
Specialist High Skills Major	367,548	352,773	286,173	(81,375)
OSSTF Education Workers Apprenticeship	-	-	212,682	212,682
OSSTF Education Workers Professional Learning	-	-	157,764	157,764
Transportation Funding for Children and Youth in Care	192,193	192,193	340,000	147,807
	2,625,401	3,020,226	3,603,494	978,093
<b>COVID-Related</b>				
GSN 1 - Allocation for Technology-Related Costs (COVID)	528,561	-	-	(528,561)
GSN 2 - Mental Health Supports (COVID)	198,891	-	-	(198,891)
TPA 1 - Schedule C -Enhanced Cleaning Supplies	140,798	140,798	140,798	-
TPA 2 Amended - Schedule B-Additional Mental Health Supports	198,891	343,767	697,831	498,940
TPA 2 - Schedule C-Special Education	265,217	410,092	410,092	144,875
TPA 2 Amended - D1 Summer Learning for Students with Special Education Needs	-	-	381,276	381,276
TPA 2 Amended - E1 Reading Supports for Students Affected by COVID	-	-	124,220	124,220
TPA 2 Amended - F1 Additional Summer Reading Supports for Students	-	-	180,125	180,125
TPA 3 - Project B1-Additional Custodial Staff	1,816,446	1,816,446	1,816,446	-
TPA 3 - Project B2-Health & Safety Training	369,988	369,988	369,988	-
TPA 3 - Project B3 (i)-Additional Teachers	1,301,325	1,301,325	1,301,325	-
TPA 3 - Project B4-Remote Learning	552,323	552,323	552,323	-
TPA 3 - Project B5-Additional Non-Permanent Teachers	-	2,147,532	2,147,532	2,147,532
TPA 3 - Project B6-Additional Funding for Remote Learning	-	1,089,445	1,089,445	1,089,445
TPA 3 - Project B7-School Reopening Emerging Issues	-	3,242,261	3,242,261	3,242,261
TPA 3 - Project B8-Funding for High Priority Areas	-	2,801,382	2,801,382	2,801,382
TPA 4 - Project B1-Ventilation	-	1,681,500	1,681,500	1,681,500
TPA 4 - Projects B2 and B3-Transportation	-	1,877,130	1,807,930	1,807,930
TPA 5 - B1-Optimizing Air Quality in Schools (Grant 2)	-	-	1,681,500	1,681,500
TPA 5 - B2 Health & Safety Funding	-	-	2,346,306	2,346,306
TPA 5 - B3-Student Transportation School Reopening	-	-	207,055	207,055
TPA 6 - Additional Technological Devices (Capital)	-	-	2,856,375	2,856,375
TPA 7 - COVID Transportation-Children and Youth in Care	-	-	9,825	9,825
	5,372,440	17,773,989	25,845,535	20,473,095
less: Technological Devices (Capital)	-	-	(3,766,504)	(3,766,504)
	5,372,440	17,773,989	22,079,031	16,706,591
<b>Other Deferred Revenues</b>				
Literacy and Basic Skills (Advanced Education & Skills Dev)	832,665	728,854	820,916	(11,749)
English as a Second Language (Citizenship & Immigration)	1,707,817	1,742,817	1,710,201	2,384
Ottawa Network for Education (ONFE) Breakfast Program	601,926	580,000	400,000	(201,926)
Ontario Works	558,261	516,071	516,071	(42,190)
Ontario Early Years Child & Family Centre	563,952	576,900	328,561	(235,391)
CODE Summer Learning Program	-	105,000	105,000	105,000
	4,264,621	4,249,642	3,880,749	(383,872)
<b>Total General, COVID-Related PPF and Other Deferred Revenue</b>	12,262,462	25,043,857	29,563,274	17,300,812
<b>GSN Stabilization Funding</b>	-	15,314,728	14,386,244	14,386,244
<b>Total Funding</b>	12,262,462	40,358,585	43,949,518	31,687,056



<b>Subject:</b>	Internal Audit Activities Update – Public Session					
<b>Presented by:</b>	Geneviève Segu, Regional Internal Audit Manager  Gord Champagne, Senior Internal Auditor					
<b>Meeting Date:</b>	May 19, 2021					
<b>Purpose</b>	To provide the Audit Committee with an update from the Regional Internal Audit Manager (RIAM).					
<b>Content</b>	<b>Regional Internal Audit Plan 2020-2021</b>					
	The RIAM presented the 2020-21 plan to the Audit Committee at the September 16, 2020 Audit Committee meeting. The following presents an update on the engagements:					
	<table><tr><th>Year</th><th>Audit</th><th>Status &amp; Dates</th></tr><tr><td>2019-20</td><td><p>Cyber Security Review</p><p>This engagement is in alignment with the board’s Strategic Enterprise Risk Management (SERM) Corporate Risk Profile which identified risks and opportunities under “Culture of Innovation”. More specifically to “identify and effectively respond to network security threats”.</p><p>This engagement also aligns with the Region-Wide Strategic Risk Assessment which identified Cybersecurity as both a risk and an opportunity to promote the School Boards ability to safeguard IT systems to protect information and avoid service disruption.</p><p>The goal of the workshop was to identify business drivers and critical assets, and perform an IT risk assessment.</p><p>The output is a priority list of top framework content to implement.</p></td><td><p><b>Draft Report</b></p><p><b>Dates:</b></p><p>Workshop with OEIT Managers October 8<sup>th</sup> &amp; 9<sup>th</sup>, 2020</p><p>Debrief Managers Jan 22<sup>nd</sup> 2021</p><p>Feb 2<sup>nd</sup> 2021 Meeting with staff for a validation session.</p><p>Feb-Apr 2021: met with all OEIT Managers</p></td></tr></table>	Year	Audit	Status & Dates	2019-20	<p>Cyber Security Review</p> <p>This engagement is in alignment with the board’s Strategic Enterprise Risk Management (SERM) Corporate Risk Profile which identified risks and opportunities under “Culture of Innovation”. More specifically to “identify and effectively respond to network security threats”.</p> <p>This engagement also aligns with the Region-Wide Strategic Risk Assessment which identified Cybersecurity as both a risk and an opportunity to promote the School Boards ability to safeguard IT systems to protect information and avoid service disruption.</p> <p>The goal of the workshop was to identify business drivers and critical assets, and perform an IT risk assessment.</p> <p>The output is a priority list of top framework content to implement.</p>
Year	Audit	Status & Dates				
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			<b>Next Steps:</b>  Report to Audit Committee at September 2021 session
	Cyclical	Follow-up Procedures  This is a recurring item on RIAT's annual plan.  RIAT continues to follow-up on the remaining recommendations, as they come due.	<b>Reported</b>  2020-21 Follow-up Report
	2020-21	Management Request Engagement  To cover any important items that may be required during the school year.	<b>Not requested</b>
	2020-21	Covid Response Review  Reflect on response to Covid to-date and integrate the lessons learned to improve the emergency preparedness / crisis management process.	Terms of Reference approved  <b>Postponed</b> per Management's request
	2020-21	Educational Assistant Deployment Engagement  This engagement is in alignment with the board's Strategic Enterprise Risk Management (SERM) Corporate Risk Profile which identified staff well-being, under Culture of Caring, as one of the top threats in the portfolio.  This engagement also aligns with the Region-Wide Strategic Risk Assessment which identified student and staff health and safety as a priority. More specifically, the presence of appropriate controls and capabilities to best ensure student and staff well being and safety.	Met with senior management in March 2021.  <b>Postponed</b> to 2021-22 per Management's request.





		The scope is to provide Management with a current assessment of the deployment of Educational Assistants and challenges faced relating to an increase in student aggression and challenging behaviours.		
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### Proposed Audit Committee Meeting Schedule 2021-2022

Date	Location	Time
Wednesday 22 September 2021	ZOOM*	Public 6:00 PM In Camera to Follow
Wednesday 20 October 2021	ZOOM*	Public 6:00 PM In Camera to Follow
Monday 22 November 2021	ZOOM*	Public 6:00 PM In Camera to Follow
Wednesday 16 February 2022	ZOOM*	Public 6:00 PM In Camera to Follow
Wednesday 18 May 2022	ZOOM*	Public 6:00 PM In Camera to Follow

\*The meeting location is subject to change pending the approval to resume in-person meetings.