

# Lethbridge School Division



## Green Shirt Day

Created in honour of the Logan Bouley Effect,  
(in support of organ donor awareness / registration  
across Canada)

# 2021-2022 Preliminary Budget



Prepared by the Division of Business and Operations  
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Presentation: May 18, 2021

*For more information, visit our website at:*  
[www.lethsd.ab.ca](http://www.lethsd.ab.ca)



## **Lethbridge School Division**

### **2021-2022 Preliminary Budget**

### **Index to Summary Information**

Note the information presented in this document is summary information only. Please see the Division website ([www.lethsd.ab.ca](http://www.lethsd.ab.ca)) for the detailed budget document.

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## LETHBRIDGE SCHOOL DIVISION

### BOARD OF TRUSTEES BELIEF STATEMENTS FOR PREPARATION OF THE 2021-2022 BUDGET

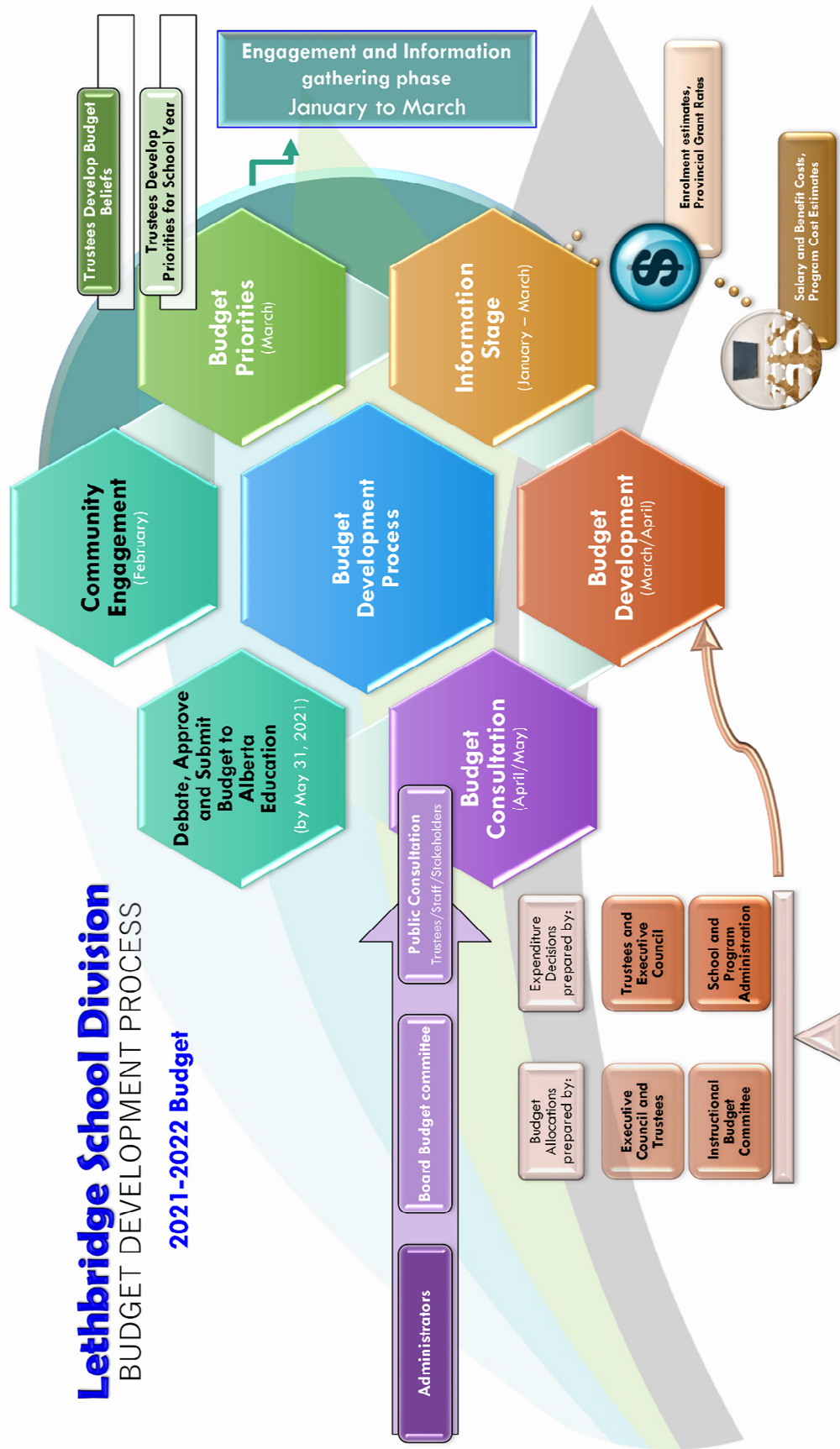
**Lethbridge School Division** is primarily funded by Alberta Education. The Board is legally obligated to create and approve the annual division budget and to fiscally manage the Division's funds in a responsible manner, ensuring that the educational needs of students are met within a balanced budget, as required by the *Education Act*.

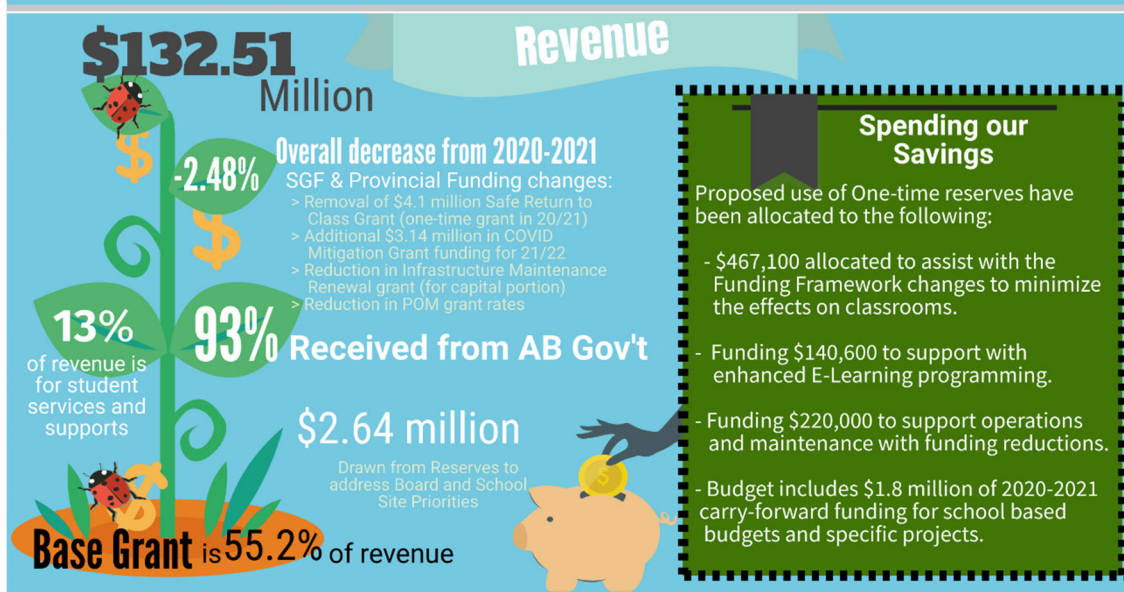
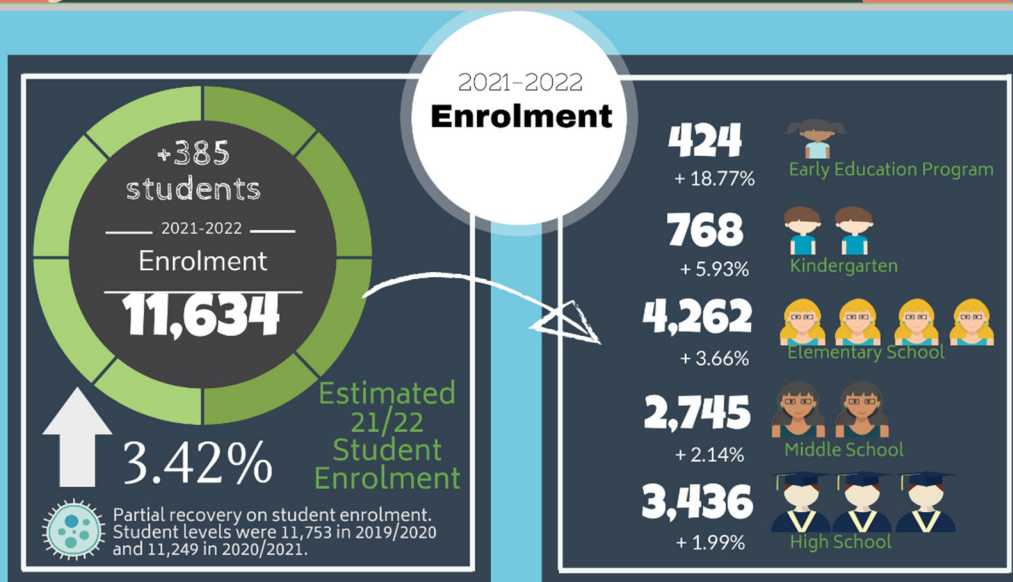
- The Board believes the Budget should be developed in the best interests of all students.
- The Board believes in a budget process that is open and transparent.
- The Board believes the Budget shall provide for staffing to facilitate educational opportunities for all students.
- The Board believes education at the primary level is foundational to student success, and as such is a priority.
- The Board believes funds need to be allocated to promote equitable access to educational opportunities and resources for all students.
- The Board believes in keeping Division and school levied fees as low as possible.
- The Board believes maintaining an uncommitted reserve is necessary for emergent and contingent situations.
- The Board believes equitable opportunities for student learning are achieved by allocating funds to specific centralized programs and services.
- The Board believes in providing targeted opportunities to further innovative practices in schools.

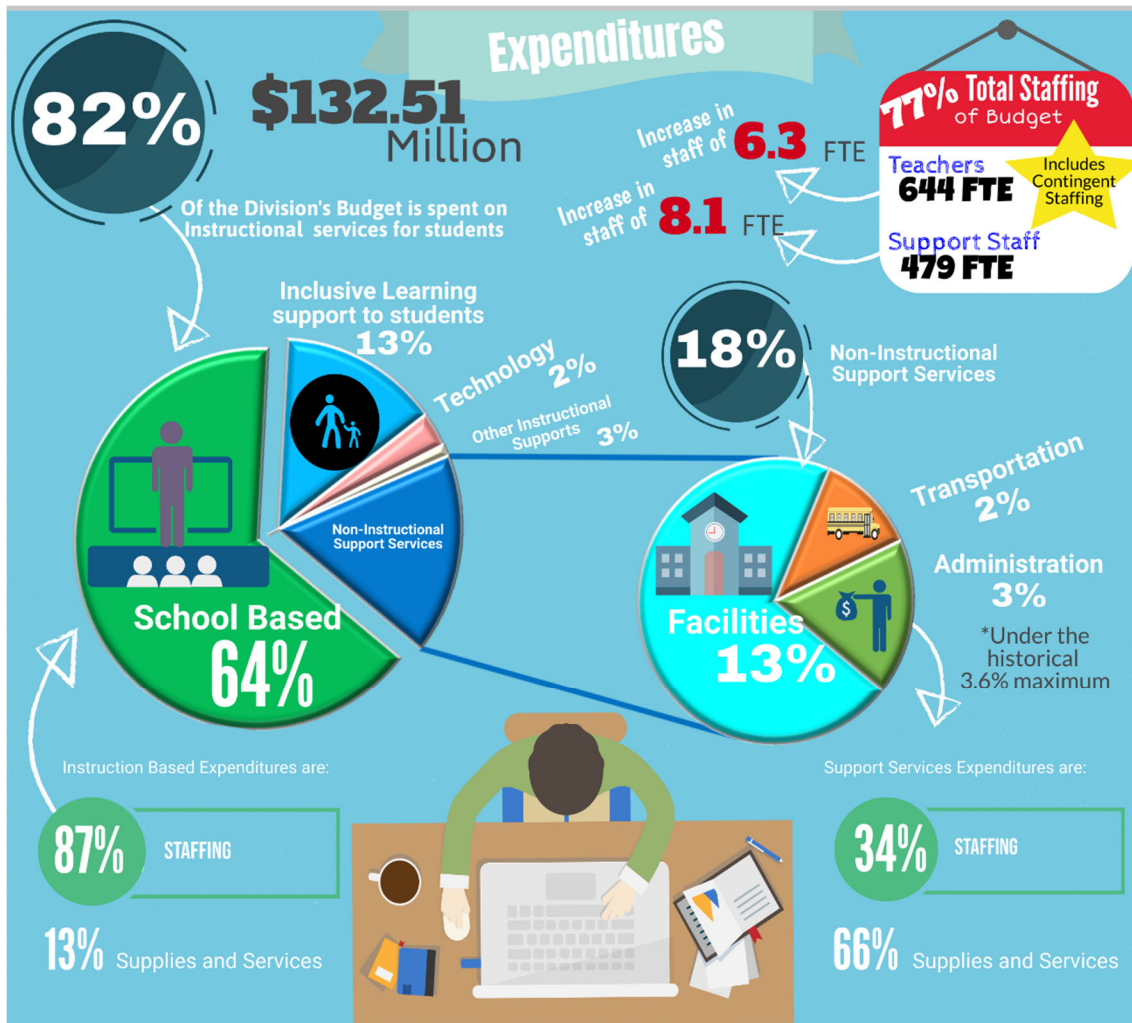
# Lethbridge School Division

## BUDGET DEVELOPMENT PROCESS

### 2021-2022 Budget







# Lethbridge School Division

## 2021-2022 Preliminary Budget

### Executive Summary

Lethbridge School Division has a total operating budget of \$132.51 million and provides public education services to the citizens of the City of Lethbridge, Alberta, Canada.

The School Division was established in 1886 and proudly serves a community that grown over 100,000 residents. Lethbridge School Division serves approximately 11,634 students from early education (pre-school) to grade twelve. The Division provides high quality learning experiences for students through a broad range of educational programs in twenty-four (24) schools and four (4) institutional programs.

### Division Priorities and Strategies

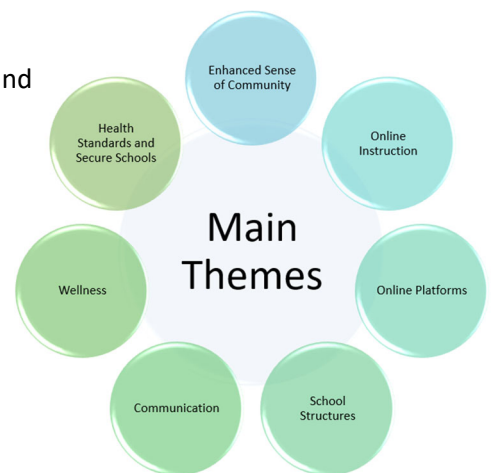
The Board of Trustees held a consultation session with the education stakeholders of the community. Although the Division typically hosts a highly successful in-person Town Hall meeting, considering the COVID19 pandemic, the Division hosted a virtual event through a Division Town Hall website and other online platforms. There were over 200 participants that joined our Virtual Town Hall. This year's consultation centered on one main question:



*In response to COVID-19, changes were made to school organization and instructional delivery. Are there changes that impacted students in a positive way that should continue and be built on?*

There were seven (7) main themes that emerged from the discussions and feedback our Division received from the Virtual Town Hall:

1. Enhanced Sense of Community
2. Online instruction
3. Online platform for communication and parent engagement
4. School structures
5. Communication
6. Wellness
7. Health standards and secure schools



The feedback assisted the Board of Trustees in establishing priorities for 2021-2022.

### **Vision:**

Learners are innovative thinkers who are successful, confident, respectful, and caring.

### **Mission:**

Lethbridge School Division is inclusive, forward-thinking, and accountable for engaging students in quality learning experiences that develop strong foundations, innovative minds and responsible citizens.

### **Guiding Principles:**

The Board believes a focus on learning builds capacity for continual improvement, innovative thinking, and confident, caring, and respectful citizens.

The following principles provide the foundation for our learning system:

#### **Learning Foundations**

- Every individual can learn.
- Learning is a lifelong activity.
- Learners that grow are resilient, adaptable and confident.
- Students learn in different ways and at different rates.
- Innovative thinkers engage critically and creatively.

#### **Cultural Foundations**

- Schools are welcoming, safe, caring, and respectful.
- Diversity is celebrated in an inclusive culture.
- Students are empathetic and responsible for the well-being of self and others.
- Schools inspire a passion for learning.

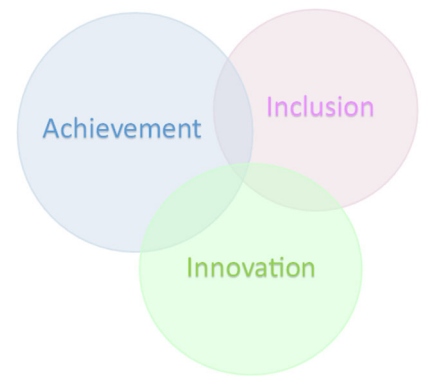
#### **System Foundations**

- Our system functions within the structure of Alberta Education.
- Priorities and decisions are further guided by collaboratively developed educational goals.
- Parents/Guardians are foundational to their children's learning.
- Quality education goes beyond the school walls and involves opportunities for engagement within the community.
- High standards result in successful school completion and transition to the adult world.

The Board of Trustees used this information to inform the development of priorities for the 2021-2022 school year and belief statements for the development of the 2021-2022 budget.

The budget allocates resources available to achieve the Division's vision through priorities which address the learning needs and achievement outcomes for all students.

The Board of Trustees developed three (3) priorities: Achievement, Inclusion, and Innovation. Although these have specific outcomes, they are highly correlated with each other; whereas, the success in one priority will likely assist in the other priorities.



### **Priority: ACHIEVEMENT**

#### **OUTCOMES:**

1. Students achieve student learning outcomes with strong foundational skills in literacy and numeracy.
2. Teachers possess a deep understanding of pedagogy that develops literacy and numeracy.
3. Students are lifelong learners possessing the skills and attributes to successfully transition within the system and to further education, credentialing or the world of work.
4. Indigenous student achievement relative to provincial standards will improve.
5. School administrators are highly skilled in all areas of the provincial School Leader Quality Standard.
6. Teachers are highly skilled in all areas of the Teaching Quality Standard.
7. Support staff possess the knowledge, skills and attributes to support student success and create optimal learning environments.
8. Effective learning and teaching is achieved through collaborative leadership and structures that build capacity to improve within and across schools.
9. A comprehensive wellness approach promotes well-being and fosters learning.
10. The education system demonstrates collaboration and engagement to further Division priorities:
  - a. Parents feel welcome, included and possess agency to be full partners in their child's education;
  - b. Community members feel ownership as collaborative partners in the education of children and youth;
  - c. Community minded organizations are engaged in collaborative delivery of programs and services to students.
11. Effective management of growth and capacity building to support learning spaces and the provision of programs.

### **Priority: INCLUSION**

#### **OUTCOMES:**

1. Schools are welcoming, caring, respectful and safe learning environments.
2. Schools are inclusive learning environments where all students are able to grow as learners.

### **Priority: INNOVATION**

#### **OUTCOMES:**

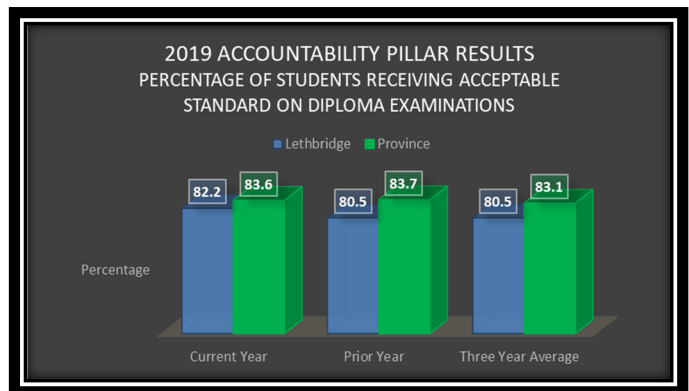
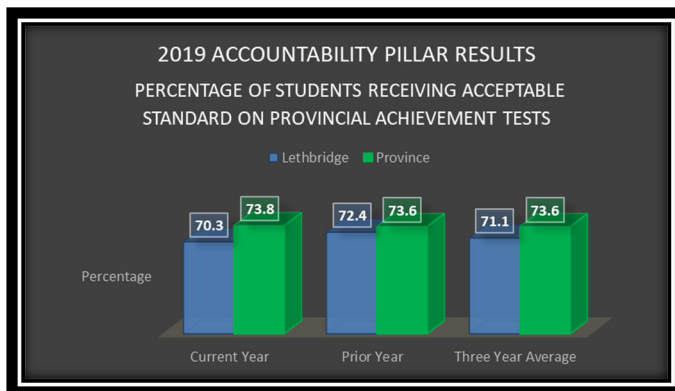
1. Learners demonstrate the attributes of innovation, creativity and critical thinking in a process based learning environment.
2. Breadth of program choice provides opportunities for students to explore and grow as learners.
3. All learners effectively use technology as creative and critical thinkers capable of accessing, sharing, and creating knowledge.

## Student Achievement

In the majority of subject areas, [Lethbridge School Division](#) students performed well in the Provincial Achievement Tests and Diploma Exams. The charts below demonstrate the 2019 Accountability Pillar student achievement results for the Division as compared to the province. School and Division staff analyze the results to develop improvement plans to further enhance student achievement in future years. The Division utilizes the data in setting priorities and establishing goals, along with developing strategies and performance measures to ensure that success for all students is obtained. Achievement results are only one measure in assessing student success. The Division defines student success in a number of ways and plans strategically to further these definitions of success including:

- **Resilience:** Learners possess the motivation, skills and confidence to fail or overcome obstacles and learn from the experience.
- **Responsibility:** Learners have an intrinsic sense of ownership and responsibility for growth in learning.
- **Achievement:** Learners possess the knowledge, skills, and attributes defined by the programs of study.
- **Wellness:** Learners are socially and emotionally well in schools where they feel safe, cared for, connected and happy.
- **Completion and Transition:** Learners complete high school and transition to the world of work or a post-secondary institution as productive members of society.

Student success in all areas can be attributed to the students who have worked hard and are engaged in their learning, their parents who provide the guidance and encouragement, and the staff in schools that put in a great effort to ensure each student has the opportunity to succeed. The budget allocates resources to assist schools in providing learning supports for all students to maximize success. The Board of Trustees continues supporting student achievement as one of the priorities for 2021-2022 and this is reflected in the development of the 2021-2022 budget. Student achievement is a consideration with continued budget support for literacy, numeracy, Inclusive Learning, FNMI, curriculum implantation, technology integration and ESL support.



*Note: 2020 Results are not yet currently available from the Province of Alberta. Due to the COVID19 pandemic, certain subject areas were not included within the 2020 Provincial Achievement Tests.*



## Meritorious Budget Award Program

Lethbridge School Division is pleased to participate in the Association of School Business Officials (ASBO) International Meritorious Budget Award Program (MBA) for presentation of the 2021-2022 budget. The Division received its first MBA for excellence in the presentation of the 2006-2007 budget and the fifteen (15) subsequent years up to and including the 2020-2021 budget. Once the budget is approved by the Board of Trustees, the Division develops the 2021-2022 comprehensive budget report for the public and for the submission to ASBO for consideration for the Meritorious Budget Award.

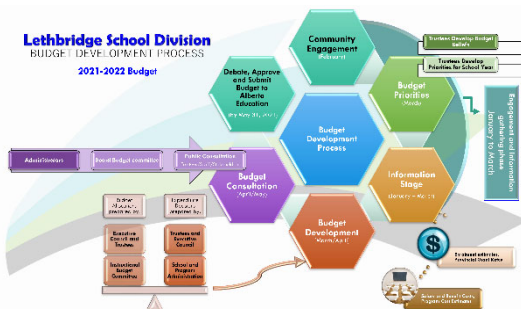
## Budget Process

The Division's budget process involves stakeholders to ensure there is involvement in the development of the budget from start to final approval. The Division undertook a number of consultations with stakeholders to discuss the current fiscal situation and to develop expenditure priorities for the 2021-2022 budget. A Virtual Town Hall meeting was held in February 2021 involving parents, students, staff, and the community, to explore and discuss one main question:

- In response to COVID-19, changes were made to school organization and instructional delivery. Are there changes that impacted students in a positive way that should continue and be built on?

The feedback on these questions influenced the development of Board priorities. The Board of Trustees developed belief statements in March 2021 and set priorities which guided the development of the 2021-2022 budget. The budget process and policies used to develop the budget remained relatively consistent from the development of the 2020-2021 budget.

Information on funding and expenditure estimates was gathered and then the budget was developed in consultation with senior administration, school and program administrators, and trustees. Stakeholders, including parents, staff members, administration and trustees, are invited to the review the online presentation of the budget in May 2021 to discuss the significant challenges in developing a fiscally responsible budget, how it relates to the priorities and strategies developed, and to gather feedback on the draft budget. Stakeholders are then encouraged to provide written comments on the budget to the Board for consideration at the budget debate May 25<sup>th</sup>, 2021. After final approval by the Board, the budget is then submitted to Alberta Education as required under legislation. Under legislation, the budget is to be submitted to Alberta Education by May 31<sup>st</sup> each year.



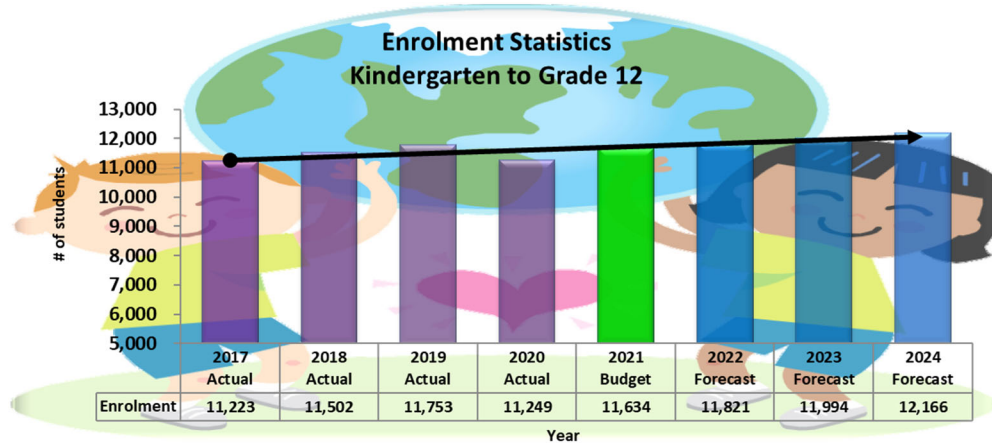
This budget is called the “Preliminary” budget version, although it is the legally adopted budget for purposes of meeting legislative requirements. The budget will be updated for actual known enrolments and other known changes as of September 30<sup>th</sup> 2021. This budget will become the budget under which the Division will operate for the 2021-2022 school year.

*See full-size copy of Budget Development Process within this report (page 4).*

## Enrolment

**Lethbridge School Division** has 11,634 students projected to be enrolled in early education (pre-school) through Grade 12 in the 2021-2022 school year as compared to 11,249 in 2020-2021. This is an increase of 385 students or 3.42%. This increase is only a partial recovery on student enrolment as a result of the COVID19 pandemic; whereas, the overall projected enrolment is still less than the student enrolment that the Division had in 2019-2020 of 11,753. Initially for the 2020-2021 school year, it was projected that the Division would increase to 12,019 students as the Division typically has seen consistent growth from year-to-year; however, as a result of the COVID19 pandemic, the enrolment decreased to 11,249 students, a decrease of 504 students from the prior year (and 770 students less than budget).

Program	Actual				Projected September 2021	Change	
	September 2017	September 2018	September 2019	September 2020			
Early Education	471	506	497	357	424	67	18.77%
Kindergarten	859	766	806	725	768	43	5.93%
Elementary (Grades 1 - 5)	4,231	4,386	4,467	4,111	4,262	151	3.66%
Middle School (Grades 6 - 8)	2,412	2,490	2,631	2,687	2,745	58	2.14%
High School (Grades 9 - 12)	3,250	3,354	3,352	3,369	3,436	67	1.99%
<b>Total</b>	<b>11,223</b>	<b>11,502</b>	<b>11,753</b>	<b>11,249</b>	<b>11,634</b>	<b>385</b>	<b>3.42%</b>
% Change		2.49%	2.18%	-4.29%	3.42%		



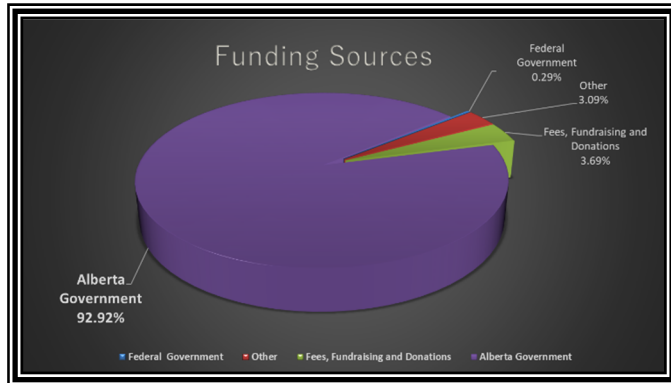
Historical enrolment data and other factors is used to predict enrolment for subsequent budget periods. The preceding chart illustrates the change in enrolment from September 2017 to September 2020 and projected enrolment over the next four years to September 2024. There has typically been an upward trend in enrolment due in part to the significant growth that the City of Lethbridge has experienced in prior years. In the four-year period 2021 to 2024 enrolments are projected to increase by 532 students or 4.57%.

Enrolment fluctuations have a significant impact on future grant revenues as approximately 55% of the Division's funding is specifically for Base Instruction. These fluctuations have somewhat been minimized with the new Provincial Funding Framework; whereas, the Provincial funding is now based on a Weighted Moving Average (WMA) based on the following weighting for the 2021-2022 funding:

School Year	FTE	Weighting	WMA
2019-2020 Actual FTE Enrolment	10,947	20%	2,189.3
2020-2021 Estimated FTE Enrolment	10,604	30%	3,181.1
2021-2022 Projected FTE Enrolment	10,946	50%	5,472.8
<b>Weighted Moving Average (WMA) FTE Enrolment</b>			<b>10,843.2</b>
Variance from 2021-2022 FTE enrolment (unfunded students)			(102.3)

*Provincially funded Full-Time Equivalents (FTE) enrolment is factored at 0.5 FTE for Early Education and Kindergarten programs and does not include unfunded enrolment (i.e., fee paying student enrolment).*

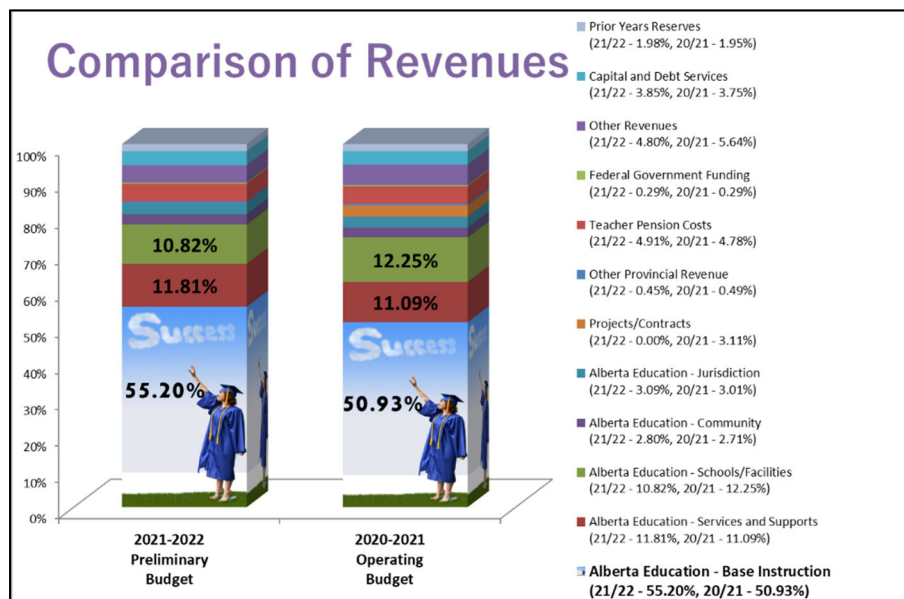
## Funding Sources



Lethbridge School Division is financially dependent on funding from the Province of Alberta. The School Division receives approximately 93% of its funding from the Provincial Government. The Division has control over other revenues such as school fees, school generated funds, outside grants, investment revenues, and one-time reserve funds, which comprise only 7% of the Division's revenue.

Total budgeted revenues and allocations for 2021-2022 are \$132.51 million. Included in these revenues is approximately \$2.6 million of prior year's reserves. Total revenues and allocations for the Division decreased by 2.48% over 2020-2021 with the removal of the one-time Safe Return to Class grant, the removal of the capital portion of the Infrastructure Maintenance and Renewal (IMR) grant, the reduction in the projected fee revenues from school generated funds (SGF), and the other changes to the Provincial Funding Framework.

Revenues and Allocations	2021-2022 Preliminary Budget	2020-2021 Operating Budget	Variance from 21-22 Prelim Budget	Change %	2020-2021 Preliminary Budget	Variance from 21-22 Prelim Budget	Change %
Alberta Education - Base Instruction	\$73,144,391	\$69,200,752	\$3,943,639	5.70%	\$71,200,508	\$1,943,883	2.73%
Alberta Education - Services and Supports	\$15,648,431	\$15,071,270	\$577,161	3.83%	\$15,740,533	(\$92,102)	-0.59%
Alberta Education - Schools/Facilities	\$14,340,654	\$16,645,620	(\$2,304,966)	-13.85%	\$16,741,922	(\$2,401,268)	-14.34%
Alberta Education - Community	\$3,708,748	\$3,687,410	\$21,338	0.58%	\$3,687,410	\$21,338	0.58%
Alberta Education - Jurisdiction	\$4,092,198	\$4,092,507	(\$309)	-0.01%	\$4,092,507	(\$309)	-0.01%
Projects/Contracts	\$0	\$4,228,129	(\$4,228,129)	-100.00%	\$62,500	(\$62,500)	-100.00%
Other Provincial Revenue	\$596,611	\$659,611	(\$63,000)	-9.55%	\$470,711	\$125,900	26.75%
Teacher Pension Costs	\$6,500,000	\$6,500,000	\$0	0.00%	\$6,500,000	\$0	0.00%
Federal Government Funding	\$388,944	\$388,944	\$0	0.00%	\$388,944	\$0	0.00%
Other Revenue	6,358,052	\$7,658,297	(\$1,300,245)	-16.98%	\$7,751,476	(\$1,393,424)	-17.98%
Capital and Debt Services	\$5,097,276	\$5,097,276	\$0	0.00%	\$5,097,276	\$0	0.00%
<b>Total Operating Revenue</b>	<b>\$129,875,305</b>	<b>\$133,229,816</b>	<b>(\$3,354,511)</b>	<b>-2.52%</b>	<b>\$131,733,787</b>	<b>(\$1,858,482)</b>	<b>-1.41%</b>
Prior Years Reserves (one-time funds)	\$2,636,431	\$2,647,749	(\$11,318)	-0.43%	\$2,717,468	(\$81,037)	-2.98%
<b>Total Revenue and Allocations</b>	<b>\$132,511,736</b>	<b>\$135,877,565</b>	<b>(\$3,365,829)</b>	<b>-2.48%</b>	<b>\$134,451,255</b>	<b>(\$1,939,519)</b>	<b>-1.44%</b>



### **Alberta Education - Base Instruction** – 55.20% of Division Revenues

As part of the Provincial Funding Framework, the Base Instruction funding is based on the Weighted Moving Average (WMA) of funded full-time equivalent (FTE) student enrolment. The 2021-2022 WMA is calculated based the following:

- 20% of actual FTE enrolments of 2019-2020,
- 30% of the estimated final FTE enrolments of 2020-2021, and
- 50% of the projected funded FTE student enrolments for 2021-2022

The WMA is set by Alberta Education for the 2021/2022 school year during the Preliminary Budget based on initial student enrolment projections; whereas, although there are still the September 30th final student enrolment counts, these updated enrolments do not take account until the following budget year as part of estimated enrolments and as part of a prior year WMA adjustment.

The COVID19 pandemic has negatively impacted student enrolment and has created additional uncertainty in estimating student enrolment. The initial student enrolment projections were estimated at recovering to the 12,019 student enrolment level; however, through obtaining additional information on enrolment and current levels of student registrations, the Division is now projecting student enrolment of 11,634 for 2021-2022. To effectively plan based on the updated enrolment, the Division has estimated a WMA adjustment relating to 2021-2022 at a total reduction of \$1.81 million, including \$927,000 specifically relating to Base Instruction funding (other funding categories also effected); whereas, although the Division will receive the funding based on the Preliminary Budget, knowing that we will have to effectively repay the WMA adjustment in the following year, the Division defers the related operating contributions for the estimated student reductions so that these deferred contributions can be applied to the following budget year. This deferral is used so that the Division does not have an extreme funding change in the following year with both reduced WMA funding for 2022-2023 and having to payback the WMA adjustment relating to 2021-2022.

Budget 2021-2022 also includes one-time transitional grants of \$2.8 million in Bridge Funding and \$3.1 million in COVID Mitigation funding in the budget year; whereas, these transitional grants are likely to be significantly reduced or eliminated in the next budget year (Bridge Funding projected to be cut in half for 2022-2023 school year and the COVID Mitigation funding is projected to be eliminated).

### **Alberta Education – Services and Supports** – 11.81% of Division Revenues

As part of the Provincial Funding Framework, the Services and Supports funding includes various grants to support the specialized learning needs and/or groups of students that may require additional supports, such as through the Specialized Learning Supports, Program Unit Funding (PUF), English as a Second Language (ESL), First Nations Metis and Inuit (FNMI), Refugee, and other Institutional Programs. Most of these grants also use the WMA to determine the funding levels.

The Provincial Funding Framework was updated in 2021-2022; whereas, there were two additional grants that were identified and separated from the Specialized Learning Supports, including a grant for Specialized Learning Supports specifically for kindergarten students with severe needs and a grant for early education/kindergarten students with a moderate language delay. These two additional grants were funded by a reallocation from the general Specialized Learning Supports grant and some additional funding was provided by the Province in this area (reallocated from other sources).

### **Alberta Education – Schools/Facilities** – 10.82% of Division Revenues

As part of the Provincial Funding Framework, the Schools/Facilities funding includes Operations and Maintenance funding, Transportation, and Infrastructure Maintenance and Renewal (IMR) funding. The Operations and Maintenance funding is allocated in a combination of the WMA enrolment and the facility space utilization. The capital portion of the Infrastructure Maintenance and Renewal (IMR) grant was removed from the funding framework (moved to the capital fund) and there were reductions to the Operations and Maintenance grant rates (2.3% reduction in per student rates).

### **Alberta Education – Community – 2.80% of Division Revenues**

As part of the Provincial Funding Framework, the Community funding is effectively a new category of Provincial Funding that includes various grants such as Socio-Economic, Geographic, and School Nutrition. These funding allocations are specific provincial allocations based on the Division's factors and indexes compared to the Province and the respective funding allocations.

### **Alberta Education – Jurisdiction – 3.09% of Division Revenues**

As part of the Provincial Funding Framework, the Jurisdiction funding is specifically separated to identify the funding specifically for the Board and System Administration. Although this funding is based on a base allocation and WMA factors, the total grant is limited to a specific adjustment factor that reduces the funding to a specified portion of the Division's budget.



Base Instruction



Services & Supports



School / Facilities



Community



Jurisdiction

The 2021-2022 Budget included the Provincial Funding Framework for School Divisions throughout the Province. The model is a "3-year funding commitment to Education" to allow for [predictability](#) and [sustainability](#).

This new Provincial Funding Framework was initially implemented in 2020-2021 and our Division is now in the 2<sup>nd</sup> year of operating within this new framework which utilizes a Weighted Moving Average (WMA) for funding enrolment and multiple other factors that impact our Division's funding.

The prior funding framework grants (36 grants) has now been modified to the new framework (now 17 grants); whereas, these new grants are not easily (or at all) comparable to the prior framework.



### **Projects/Contracts – 0.00% of Division Revenues**

Project/Contract funding is for specific one-time targeted grants that have been provided for specific projects/contracts. There are currently no one-time targeted grants that have been identified or provided for the 2021-2022 school year. The 2020-2021 Operating Budget included an additional \$4.14 million of Safe Return to School grant (federal grant flowed through the Province) to support the transition back to in-class and online learning as a result of COVID-19. There was also a two-year project grant relating to First Nations Metis and Inuit (FNMI) instruction that is being completed in 2020-2021.

### **Other Provincial Revenues – 0.45% of Division Revenues**

Other Provincial Revenue includes the Provincially funded Making Connections programs for Alberta Mental Health and the Family Resource Network.

### **Teacher Pension Costs – 4.91% of Division Revenues**

To appropriately account for current year teacher pension costs that are paid by the Province of Alberta on behalf of school boards, the Division is required to record teacher pension costs paid as part of total Division revenues along with the corresponding expenditure as part of Certificated Salaries and Benefit costs.

### **Federal Government – 0.29% of Division Revenues**

The revenues from the Federal Government relates to the funding received from Kainai Board of Education (KBE) for their students attending our Division.

### **Other Revenues – 4.80% of Division Revenues**

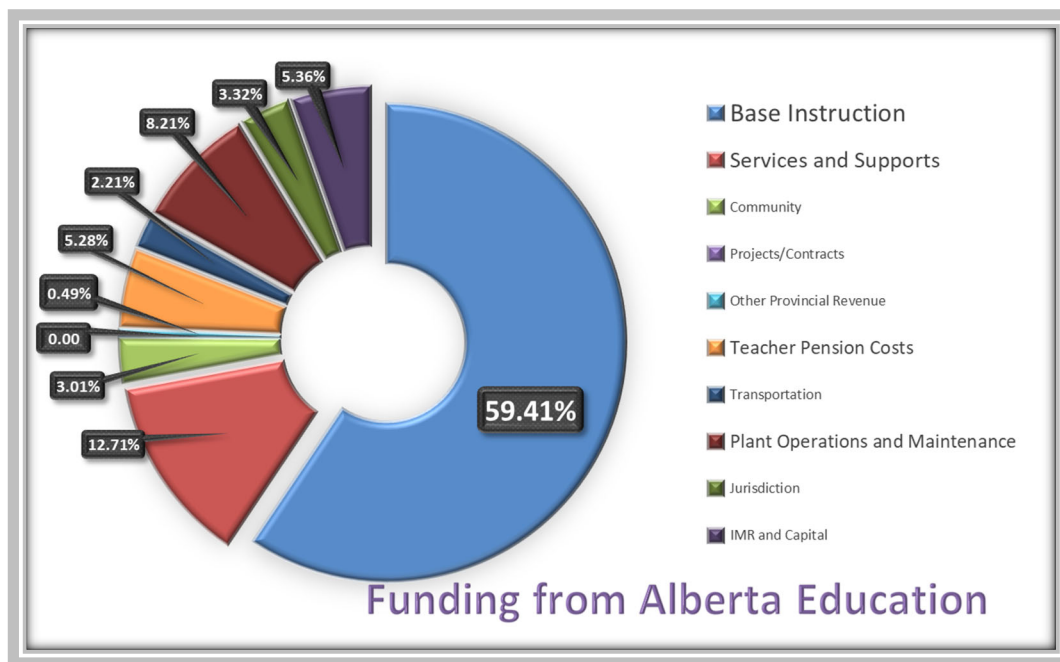
Other Revenues include donations, fees and fundraising related to school generated activities, optional course fees, early education fees, and international student tuition fees. The majority of the decrease relates to the reduction in the projected fee revenues from school generated funds (SGF) as there are likely less SGF activities that can be completed during the year as a result of the COVID19 pandemic.

### **Capital Block – 3.85% of Division Revenues**

The Capital Block funding relates to the capital allocation revenues recognized for the supported tangible capital assets; whereas, this is typically updated in the fall Operating Budget based on the most recent annual financial statements.

### **Prior Year Reserves – 1.98% of Division Revenues**

Prior Year Reserves is the amount of one-time reserves used to address priority areas. The majority relates to central instructional reserves being used to assist in the transition of the funding framework, support with an E-Learning platform, and planned utilization of carry-forward reserves from school/department.



*\*Chart and percentages above are based on total Alberta Education funding (excludes other Division revenues)*

#### **Provincial Revenue Estimates:**

(Excluding reserves and other revenue sources)

	Projected 2021-2022	September 2020-2021	Total Change	% Change
Alberta Education Operating Grants	99,598,181	99,347,172	\$251,009	0.25%
Operations and Maintenance	10,109,005	10,557,970	(\$448,965)	-4.25%
Transportation	2,723,518	2,723,518	\$0	0.00%
Capital and Debt Servicing	5,097,276	5,097,276	\$0	0.00%
Infrastructure Maintenance Renewal (IMR)	1,508,131	3,364,132	(\$1,856,001)	-55.17%
Jurisdiction	4,092,198	4,092,507	(\$309)	-0.01%
	123,128,309	125,182,575	(\$2,054,266)	-1.64%

## Funding Allocations and Programs:

Funding is allocated to Division programs and services to ensure the programs meet the needs of the students and align with the Division's priorities. Based on the available revenue sources, funding is allocated to the Division major program areas. The following is a comparison of the available revenue sources:

Revenues Sources	2021-2022 Preliminary Budget			2020-2021 Operating Budget			Variance from 21-22 Prelim Budget			
	Operating Revenues	One-time Reserves	2021-2022 Preliminary Budget	Operating Revenues	One-time Reserves	2020-2021 Operating Budget	Operating Revenues	One-time Reserves	Variance from 21-22 Prelim Budget	Change %
Alberta Government	\$123,128,309	\$0	\$123,128,309	\$125,182,575	\$0	\$125,182,575	(\$2,054,266)	\$0	(\$2,054,266)	1.64%
Fees, Fundraising and Donations	\$4,894,203	\$0	\$4,894,203	\$6,312,715	\$0	\$6,312,715	(\$1,418,512)	\$0	(\$1,418,512)	22.47%
Other Revenues	\$1,463,849	\$0	\$1,463,849	\$1,345,582	\$0	\$1,345,582	\$118,267	\$0	\$118,267	8.79%
Federal Government	\$388,944	\$0	\$388,944	\$388,944	\$0	\$388,944	\$0	\$0	\$0	0.00%
One-time Reserves	\$0	\$2,636,431	\$2,636,431	\$0	\$2,647,749	\$2,647,749	\$0	(\$11,318)	(\$11,318)	0.43%
<b>Total Allocations</b>	<b>\$129,875,305</b>	<b>\$2,636,431</b>	<b>\$132,511,736</b>	<b>\$133,229,816</b>	<b>\$2,647,749</b>	<b>\$135,877,565</b>	<b>(\$3,354,511)</b>	<b>(\$11,318)</b>	<b>(\$3,365,829)</b>	<b>-2.48%</b>

As shown above, there is a \$3.35 million net decrease in operating revenues, including \$1.86 million decrease with the removal of the capital portion of the Infrastructure Maintenance and Renewal (IMR) grant, a \$449,000 decrease to Plant Operation and Maintenance (from grant rate reductions), and the reduction in the projected fee revenues from school generated funds (SGF). The overall net effect was a decrease of \$3.37 million in funding available for allocations.

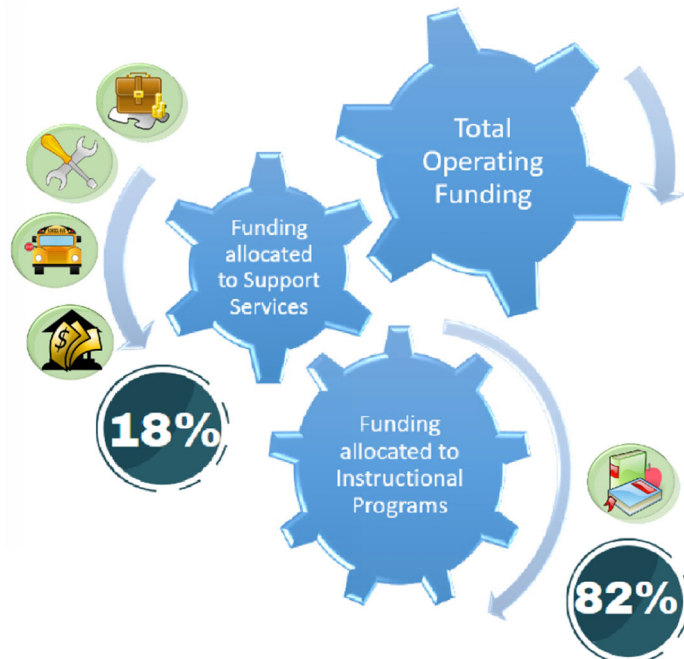
Funding Allocations	2021-2022 Preliminary Budget			2020-2021 Operating Budget			Variance from 21-22 Prelim Budget			
	Operating Revenues	One-time Reserves	2021-2022 Preliminary Budget	Operating Revenues	One-time Reserves	2020-2021 Operating Budget	Operating Revenues	One-time Reserves	Variance from 21-22 Prelim Budget	Change %
Instruction	\$105,877,787	\$2,416,431	\$108,294,218	\$107,134,815	\$2,647,749	\$109,782,564	(\$2,257,028)	(\$2,313,538)	(\$1,488,346)	1.36%
Administration	\$4,092,216	\$0	\$4,092,216	\$4,092,216	\$0	\$4,092,216	\$0	\$0	\$0	0.00%
Plant Operations and Maintenance	\$9,987,849	\$220,000	\$10,207,849	\$10,269,331	\$0	\$10,269,331	(\$281,482)	\$220,000	(\$61,482)	0.60%
Transportation	\$2,750,797	\$0	\$2,750,797	\$2,710,797	\$0	\$2,710,797	\$40,000	\$0	\$40,000	1.48%
Capital and Debt Services	\$7,166,656	\$0	\$7,166,656	\$9,022,657	\$0	\$9,022,657	(\$1,856,001)	\$0	(\$1,856,001)	20.57%
<b>Total Allocations</b>	<b>\$129,875,305</b>	<b>\$2,636,431</b>	<b>\$132,511,736</b>	<b>\$133,229,816</b>	<b>\$2,647,749</b>	<b>\$135,877,565</b>	<b>(\$3,354,511)</b>	<b>(\$11,318)</b>	<b>(\$3,365,829)</b>	<b>-2.48%</b>

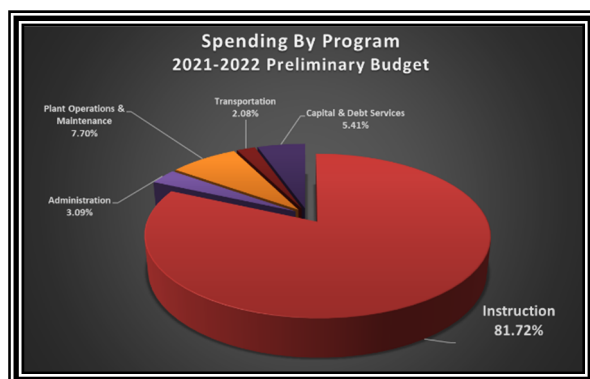
The five (5) major programs include Instruction, Administration, Plant Operations and Maintenance (POM), Transportation, and Capital and Debt Services. Many of these funding allocations are directly correlated to the types and amounts of funding provided for each area and the applicable restrictions that may be included in the funding.

The **Budget Allocation Model** first allocates the targeted/ restricted funding (as it must be used for that specific purpose), then allocates the remaining funding based on the Division and its priorities.

The **Support Services** areas of Administration, Plant Operations & Maintenance, Transportation, and Capital & Debt Services are funded by specific/ targeted Provincial funding for their respective areas of supports. These represent approximately **18% of the total operating budget**.

The **Instructional Programs** represents approximately **82% of the total operating budget**. The Instructional Programs include some specific/ targeted Provincial funding such as the Program Unit Funding (PUF), Institutional Programs, and School Nutrition Funding. The remaining operating funding is then available for allocations for schools and other institutional programs.





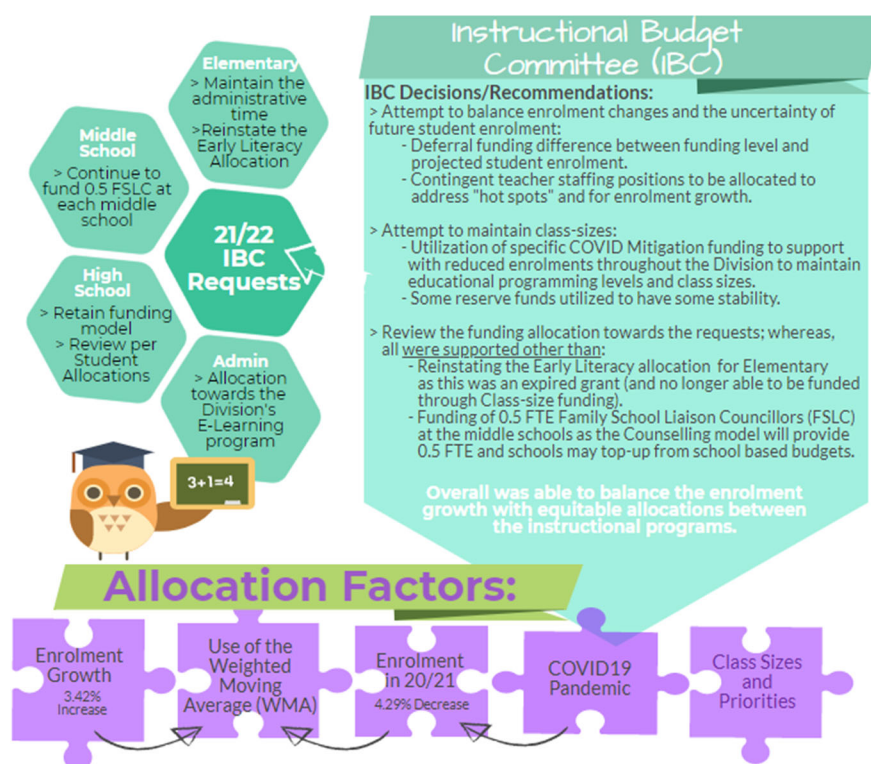
Funding is allocated to Division programs and services to ensure that programs meet the needs of students and schools to remain viable. The \$132.51 million of funding resources are allocated to five major program areas including Instruction, Plant Operations and Maintenance, Transportation, Administration, and Capital and Debt Services.

The chart below compares spending by program of the 2021-2022 Preliminary Budget, the 2020-2021 Operating Budget, and with the 2020-2021 Preliminary Budget:

Spending by Program	2021-2022 Preliminary Budget	2020-2021 Operating Budget	Variance from 21-22 Prelim Budget	Change %	2020-2021 Preliminary Budget	Variance from 21-22 Prelim Budget	Change %
Instruction	\$108,294,218	\$109,782,564	(\$1,488,346)	-1.36%	\$108,356,254	(\$62,036)	-0.06%
Administration	\$4,092,216	\$4,092,216	\$0	0.00%	\$4,092,216	\$0	0.00%
Plant Operations and Maintenance	\$10,207,849	\$10,269,331	(\$61,482)	-0.60%	\$10,269,331	(\$61,482)	-0.60%
Transportation	\$2,750,797	\$2,710,797	\$40,000	1.48%	\$2,710,797	\$40,000	1.48%
Capital and Debt Services	\$7,166,656	\$9,022,657	(\$1,856,001)	-20.57%	\$9,022,657	(\$1,856,001)	-20.57%
<b>Total Expenditures and Transfers</b>	<b>\$132,511,736</b>	<b>\$135,877,565</b>	<b>(\$3,365,829)</b>	<b>-2.48%</b>	<b>\$134,451,255</b>	<b>(\$1,939,519)</b>	<b>-1.44%</b>

### Instruction Allocations – 81.72% of Division Spending

The Budget Allocation Model is a collaborative process through the Division's Instructional Budget Committee (IBC), which includes representatives from elementary, middle, and high schools. It also includes members of Board Administration. This committee, through Board priorities and consultation with our schools/groups within the Division, determines the funding allocations for the Instructional Programs.



The IBC Committee had challenges this year with the allocation of the instructional funding as there was additional uncertainty on student enrolment which is a large factor in funding allocations.

The COVID19 pandemic and the fact that the Division had recently completed a significant school boundary change (effective for the 2021-2022 school year) adds uncertainty on student enrolment both at the Division and the school/department level allocations.

The IBC Committee was able to effectively mitigate the uncertainty of student enrolment by ensuring that the Division plans in advance for the projected student enrolment (deferring the student funding exceeding projections) while also ensuring that the Division is staffed appropriately including the allocation of contingent staffing to address "hot spots" and to support schools that have additional student enrolment growth.

Instruction is the allocation to all schools (elementary, middle, and high) and other instructional programs and services offered to provide educational opportunities to students within the Division. Some of the other instructional programs and services include the First Nations Métis and Inuit Program (FNMI), Technology and a Counseling Program to provide universal counseling supports to students.

The reduction in instructional expenses of 1.36% mostly relates to the reduction in the projected fee revenues of \$1.42 million from school generated funds (SGF) as there are likely less SGF activities that can be completed during the year as a result of the COVID19 pandemic. Overall, the Alberta Education Operating Grants (for instructional programs) had a \$251,000 increase (or 0.25%) from the prior year. Although there was the \$4.14 million decrease from the removal of the one-time Safe Return to Class grant; this reduction was more than offset by the additional \$3.14 million in COVID Mitigation one-time funding and other increases in the Services and Support grants.

Overall, the Instructional Program resulted in the following changes:

- An increase of 6.3 FTE in teaching staff (certificated staff) including 2.0 FTE additional principal/vice-principal for the new school. This includes a total of 25.6 FTE of contingent staffing to support with addressing potential “hot spots” and to support schools that have additional student enrolment growth; in which, these positions may be allocated once more information is finalized relating to student enrolment levels. There was a slight reduction in the average teacher costs.
- A net increase of 6.2 FTE in actual support staffing (uncertificated staff) including 5.4 FTE increase in actual educational assistants / advanced educational supports. Note that for 2020-2021 school year, the actual educational assistant staffing was slightly less than the operating budget as staffing was made based on actual student needs. The average costs of educational assistants had also increased from the prior year with grid movement and higher benefit costs.
- Contracted and General services had reductions in consulting costs for Occupational Therapists as part of this was reallocated to a staffing position and part was reduced as Alberta Health Services is covering some of the complex services that were previously provided by the Regional Collaborative Service Delivery (RCSD) program.
- Supplies costs decreased with the reduction in the School Generated Funds (SGF) activity costs which correlates directly with the reduced SGF fee revenues.
- Commitments decreased as the prior year included the outstanding commitments for each school; whereas, this is updated in the fall budget update.
- There was an increase in the reserve allocations of \$300,000 for the technology evergreening program; whereas, during 2020-2021 the Division enhanced this program to also include a Portable Devices phase for base levels of laptops and iPads throughout the schools.

### **Administration Allocations** – 3.09% of Division Spending

The allocation to Administration directly correlates to the specific Provincial funding the jurisdiction (covering Board and System Administration). There were no changes from the 2020-2021 grant funding.

Administration includes Board Governance, Business and Finance, Human Resources, Office of the Superintendent, and System Instructional Support. With the Provincial Funding Framework, the Province allocated a specific grant to cover the costs relating to the Board and System Administration (other than related amortization). Historically, administration may utilize up to 3.6% of the budget; whereas, in 2021-2022 administration only accounted for 3.09%.

Overall, there was a budgeted increase in the administrative insurance costs with increased insurance premium rates; however, these increases were able to be offset by savings in supplies and utility costs.

### **Plant Operation and Maintenance (POM) – 7.70% of Division Spending**

The allocation to Plant Operation and Maintenance (POM) directly correlates to the specific Provincial funding within the schools/facilities. Based on the 2021-2022 grant funding, the POM allocation resulted in a \$281,500 decrease as the POM grant rates were reduced from the prior year (and some decrease facility utilization). The Division is planning on utilizing \$220,000 of one-time reserves to support with these rate reductions as many of the POM costs are increasing from prior years (i.e., insurance), additional supports for COVID19 protocols will be maintained, and the Division has a new school being added in 2021-2022.

The Plant Operations and Maintenance activities relate to the Division's responsibility for the construction, operation, maintenance, safety and security of all school buildings. Expenditures also include the transfer of maintenance dollars to Lethbridge Christian School and Immanuel Christian School Societies for the maintenance of these Society owned facilities.

Overall, POM was increased in caretaking staffing of 1.0 FTE to facilitate the new school. There was an estimated \$110,500 increase in the cost of insurance on schools/facilities; whereas, the Division reduced the budget for building maintenance, utilities, and other services to cover these additional costs.

### **Transportation – 2.08% of Division Spending**

The allocation to the Transportation program directly correlates to the specific Provincial funding within the schools/facilities (for transportation). There were no changes from the 2020-2021 grant funding; however, the Division has started providing the coordination of transportation services for another school division so that both divisions can maximize the combined services (fee revenues for services).

The Transportation program relates to all activities of transporting students to, from and between schools. Funding is provided to transport students who live a walking distance of 2.4 kilometers or greater away from their resident school.

### **Capital and Debt Services – 5.41% of Division Spending**

The allocation to Capital and Debt Services directly correlates to the specific Provincial funding for Infrastructure, Maintenance and Renewal (IMR) and the specific projected capital allocation revenues for the supported tangible capital assets. There was a \$1.86 million reduction from the removal of the capital portion of the Infrastructure Maintenance and Renewal (IMR) grant.

Capital and Debt Services includes the amortization of capital assets and the Infrastructure Maintenance Renewal Program (IMR). As the IMR grants have decreased, the related costs are also decreased accordingly.

Expenditures by Program and Object	Instruction	Administration	Plant Operations and Maintenance	Transportation	Capital and Debt Services	Total
Certificated Staffing	\$74,087,140	\$723,564	\$0	\$0	\$0	\$74,810,704
Uncertificated Staffing	\$20,628,035	\$2,211,721	\$5,149,069	\$121,886	\$0	\$28,110,711
Contracted and General Services	\$3,769,009	\$986,028	\$2,390,003	\$2,566,311	\$0	\$9,711,351
Supplies	\$8,840,477	\$99,503	\$413,777	\$10,000	\$0	\$9,363,757
Utilities	\$0	\$40,100	\$2,255,000	\$0	\$0	\$2,295,100
Capital and Debt Services	\$0	\$0	\$0	\$0	\$7,166,656	\$7,166,656
Transfers - Contingency/Other	\$6,116	\$31,300	\$0	\$52,600	\$0	\$90,016
<b>Total Operating Expenditures</b>	<b>\$107,330,777</b>	<b>\$4,092,216</b>	<b>\$10,207,849</b>	<b>\$2,750,797</b>	<b>\$7,166,656</b>	<b>\$131,548,295</b>
Transfers - Reserve Allocations	\$900,000	\$0	\$0	\$0	\$0	\$900,000
Transfers - Board Funded Capital	\$63,441	\$0	\$0	\$0	\$0	\$63,441
<b>Total Expenditures and Transfers</b>	<b>\$108,294,218</b>	<b>\$4,092,216</b>	<b>\$10,207,849</b>	<b>\$2,750,797</b>	<b>\$7,166,656</b>	<b>\$132,511,736</b>

## Expenditures by Object

Lethbridge School Division will spend approximately \$102.92 million on staffing, which is about 77% of the Division's \$132.51 million budget.

Wage increases in the budget will be 0% for 2021-2022. Teacher and other unionized support groups (CUPE 2843 & CUPE 290) have finalized their collective agreement up to the end of 2019-2020, which did not include wage increases. There are no wage changes for the non-union groups. Benefit rates are expected to increase from the prior year as the premium rates have increase.

The chart below compares the expenditures of the 2021-2022 Preliminary Budget, the 2020-2021 Operating Budget, and with the 2020-2021 Preliminary Budget:

Expenditures by Object	2021-2022 Preliminary Budget	2020-2021 Operating Budget	Variance from 21-22 Prelim Budget	Change %	2020-2021 Preliminary Budget	Variance from 21-22 Prelim Budget	Change %
Certificated Staffing	\$74,810,704	\$74,269,968	\$540,736	0.73%	\$73,149,763	\$1,660,941	2.27%
Uncertificated Staffing	\$28,110,711	\$27,771,842	\$338,869	1.22%	\$27,656,990	\$453,721	1.64%
Contracted and General Services	\$9,711,351	\$9,917,566	(\$206,215)	-2.08%	\$10,051,133	(\$339,782)	-3.38%
Supplies	\$9,363,757	\$11,276,376	(\$1,912,619)	-16.96%	\$11,218,091	(\$1,854,334)	-16.53%
Utilities	\$2,295,100	\$2,329,600	(\$34,500)	-1.48%	\$2,329,600	(\$34,500)	-1.48%
Capital and Debt Services	\$7,166,656	\$9,022,657	(\$1,856,001)	-20.57%	\$9,022,657	(\$1,856,001)	-20.57%
Transfers - Contingency/Other	\$90,016	\$575,669	(\$485,653)	-84.36%	\$265,718	(\$175,702)	-66.12%
<b>Total Operating Expenditures</b>	<b>\$131,548,295</b>	<b>\$135,163,678</b>	<b>(\$3,615,383)</b>	<b>-2.67%</b>	<b>\$133,693,952</b>	<b>(\$2,145,657)</b>	<b>-1.60%</b>
Transfers - Reserve Allocations	\$900,000	\$610,408	\$289,592	47.44%	\$611,908	\$288,092	47.08%
Transfers - Board Funded Capital	\$63,441	\$103,479	(\$40,038)	-38.69%	\$145,395	(\$81,954)	-56.37%
<b>Total Expenditures and Transfers</b>	<b>\$132,511,736</b>	<b>\$135,877,565</b>	<b>(\$3,365,829)</b>	<b>-2.48%</b>	<b>\$134,451,255</b>	<b>(\$1,939,519)</b>	<b>-1.44%</b>

### **Certificated Staffing – 56.46% of Division Spending**

Approximately \$74.8 million is expended on teaching staff (certificated staffing), which includes all staff that hold a teaching certificate (i.e., classroom teachers, principals, superintendents). Average teacher costs are projected to slightly decrease from 2020-2021 Operating Budget.

**Overall, there is a budgeted increase of 6.30 FTE (or 0.99%) in teachers than in 2020-2021.** Although the Division had a reduction in student enrolment in 2020-2021, the Division was able to utilize the Safe Return to Class grant (and other cost savings) to hold the schools “harmless” in 2020-2021 so that teaching staffing could be maintained. The 2021-2022 COVID Mitigation and Bridge funding has supported the Division in maintaining these staffing levels (with some growth); whereas, within the total 643.8 FTE of certificated staffing, there is 25.6 FTE of contingent staffing to support with addressing potential “hot spots” and to support schools that have additional student enrolment growth; in which, these positions may be allocated once more information is finalized relating to student enrolment levels.

### **Uncertificated Staffing – 21.21% of Division Spending**

Approximately \$28.1 million is spent on support staff (uncertificated staffing), which includes all other support staffing (i.e. educational assistants, administrative support/assistants, caretaking, maintenance, and other support staffing). The Division expects an increase in average support staff costs in 2021-2022, the majority is of the increase relates to the increased benefit costs for staffing with increase premium costs.

**Overall, there is a budgeted increase of 8.07 FTE (or 1.71%) in support staff than in 2020-2021,** including 5.3 FTE increase in actual educational assistants, 1.0 FTE increase in caretaking staff, and other support staff throughout the Division. Note that for 2020-2021 school year, the actual educational assistant staffing was slightly less than the operating budget as staffing was made based on actual student needs.

#### **Contracted and General Services** – 7.33% of Division Spending

Contracted and General Services are expected to decrease from 2020-2021 by \$206,200 (or 2.1%). The majority of this decrease relate to decreases in building maintenance and consulting costs for Occupational Therapists (partial moved to staffing position and partial reduction); whereas, these decreases were partially offset by increases to insurance costs and the costs of transportation/bussing.

#### **Supplies** – 7.07% of Division Spending

Supplies have decreased by \$1.9 million (or 17.0%). The majority of the decrease related in the reduction in the School Generated Funds (SGF) activity costs (which correlates directly with the reduced SGF fee revenues). These was also decreases within the budgeted general supplies and computer purchases.

#### **Utilities** – 1.73% of Division Spending

The Division has been able to generate some saving in utility costs over the past couple years as a result of replacing and upgrading of related infrastructure as part of the Infrastructure Maintenance and Renewal (IMR) and Capital Maintenance & Renewal (CMR) programs.

#### **Capital and Debt Services** – 5.41% of Division Spending

Capital and Debt Services are decreased from the removal of the capital portion of the Infrastructure Maintenance and Renewal (IMR) grant (reallocated to the capital fund).

#### **Transfers – Contingency/Other** – 0.06% of Division Spending

Contingencies and Commitments are projected to be reduced as the prior year included the outstanding commitments for each school. The 2020-2021 commitments were significantly higher than prior years as there were delays in receiving resources and equipment due to the COVID19 pandemic (to be updated in the fall Operating Budget).

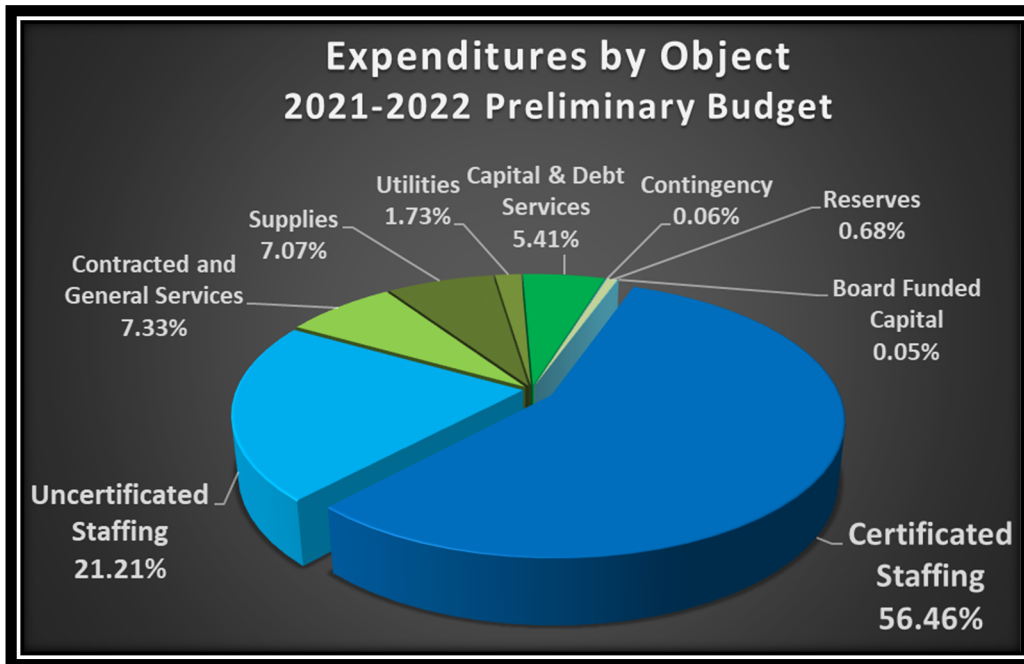
#### **Transfers – Reserve Allocations** – 0.68% of Division Spending

Reserve Allocations includes the operating funding to be set aside for future use, including the \$900,000 funding saved for the technology evergreening capital reserves (saved for future large evergreening cycles). The Division is able to obtain significant cost savings by replacing technology in large evergreening cycles (economies of scale) compared to replacing technology on an annual basis; whereas, during 2020-2021 the Division enhanced this program to also include a Portable Devices phase for base levels of laptops and iPads throughout the schools.

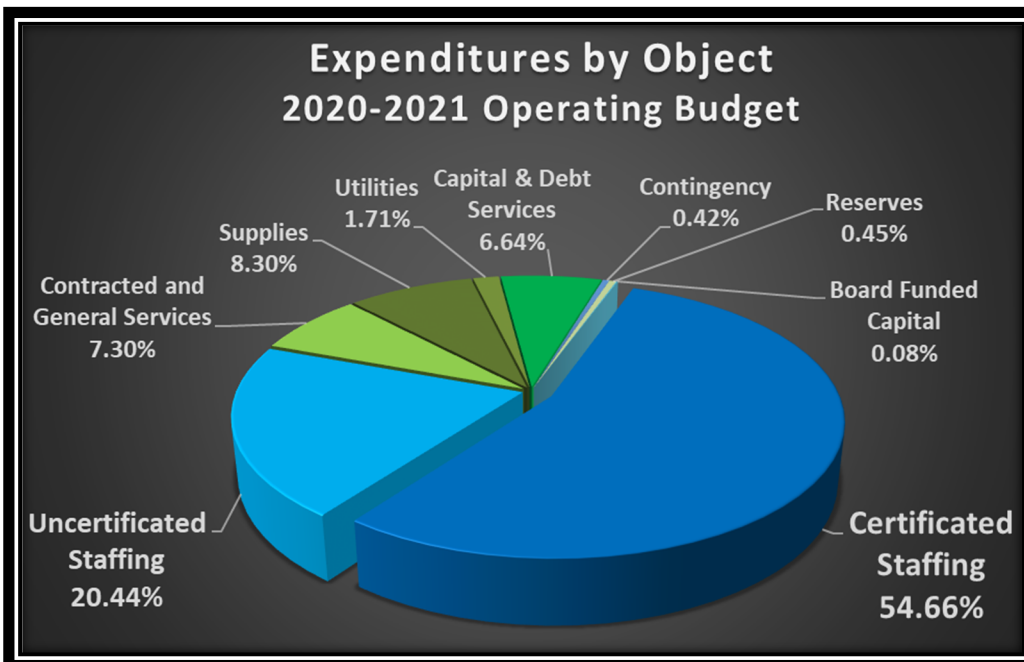
#### **Transfers – Board Funded Capital** – 0.05% of Division Spending

Board Funded Capital includes the operating funding used for Division funded capital such as major furniture and equipment replacements.

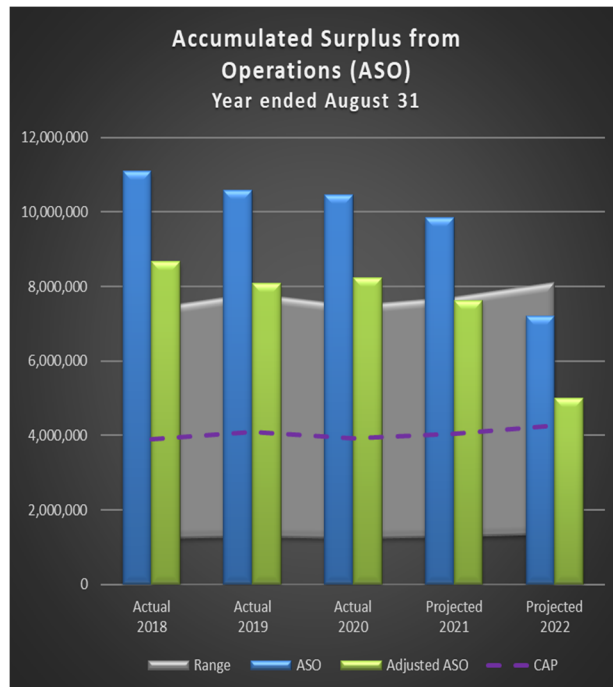
In 2018-2019, the cost was approximately \$11,932 to educate a full time equivalent (FTE) student in [Lethbridge School Division](#) as compared to the provincial average of all public school authorities of \$11,667 per student (most recent info available). In 2019-2020 the cost is projected at \$11,999 per FTE student, in 2020-2021 budget the cost is projected to be \$12,623 per FTE student, and in 2021-2022 budget the cost is projected to decreased to \$11,918 per FTE student. The Board implements a responsible fiscal plan to ensure that resources entrusted to the Division are spent efficiently, effectively, and reflects the Board's priorities to provide the best learning opportunities for [Lethbridge School Division](#) students.



Expenditures for the 2021-2022 budget are compared with budgeted expenditures from 2020-2021 to illustrate the similarity between the two years.



## Financial Impact



The Division has been able to build the Accumulated Surplus from Operations (ASO) as the Division has been fiscally responsible and set funds aside for long-term planning and future projects.

In accordance with Public Sector Accounting Standards, the unspent school generated funds (SGF) is included in the Division's ASO. The "Adjusted ASO" excludes these unspent SGF funds which are held at the schools. The Adjusted ASO is typically reviewed and compared to expenditures to review the financial health of the Division (recommended ratio is between 1% and 5%).

The Province currently is looking to put a limit/cap on reserves with a maximum Adjusted ASO of 3.15% by the end of 2022-2023. This actual limit is still to be finalized by the Province; however, the Division is planning on the establishment of these limits.

School Year	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Adjusted ASO ratio	7.01%	6.23%	6.61%	5.93%	3.69%

In budget 2020-2021, there was a total of \$2.65 million in reserve funds planned to be utilized to balance expenditures. The Division planned \$397,500 to assist with the Funding Framework changes to minimize the effects on the classroom, \$550,000 to assist with the effects of WMA Adjustment from student reductions, \$275,000 for resourcing and the start-up costs of the Dr. Robert Plaxton Elementary School (opening for the 2021-2022 school year), and operating reserves were also used to address priority areas such as Spanish resources and other carry-forward funding for specific projects. Overall, the Division was retained some staff savings, unused school contingency, and carryforward of specific project costs; therefore, the Division only was required to utilize approximately \$609,700 of these reserves. As a result, August 31, 2021 has a total projected ASO of \$9.8 million or 7.65% of planned expenditures and a projected Adjusted ASO of \$7.6 million or 5.93% of planned expenditures.

In budget 2021-2022, there was a total of \$2.64 million in reserve funds planned to be utilized to balance expenditures. The Division planned \$467,100 to assist with the Funding Framework changes to minimize the effects on the classroom, \$140,600 to support with enhanced E-Learning programming, \$220,000 to support Operations and Maintenance with funding reductions, and operating reserves were also used to address priority areas and other carry-forward funding for specific projects. There is a projected \$1.8 million of carry-forward funding from 2020-2021 that may be used in the 2021-2022 budget. The use of one-time reserves will reduce the Adjusted Accumulated Surplus from Operations (ASO) of the Division to approximately \$5.0 million or 3.69% of operating expenditures.

The Division will need to monitor the ASO in future operating budgets to ensure that it maintains an appropriate balance between meeting the needs of students and the financial health of the Division. The amount of the ASO will be dependent on future financial resources from Alberta Education and expenditure decisions made by the Division.

## Human Resources

Division staffing has the greatest impact on the educational opportunities provided to students within [Lethbridge School Division](#) and consequently makes up 77% of the Division's budget. The Division will employ 643.78 full-time equivalent (FTE) teachers and 478.85 full-time equivalents (FTE) support staff in 2021-2022.

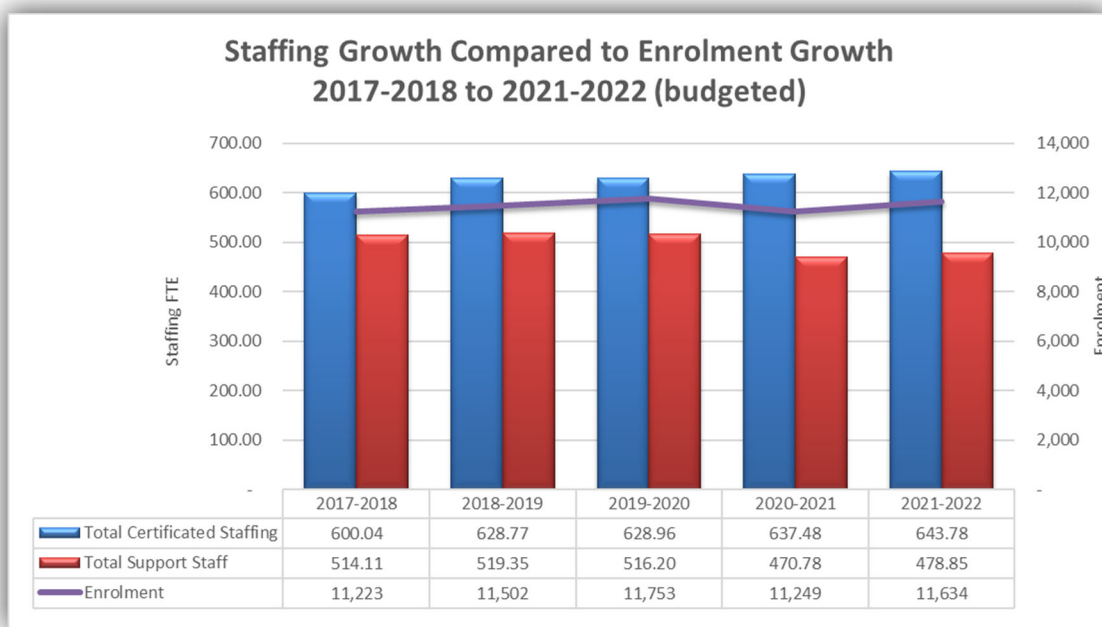


The Division spends 56% of the budget on teaching staff. Teaching staff will result in a slight increase by 6.30 FTE. The 2021-2022 COVID Mitigation and Bridge funding has supported the Division in maintaining these staffing levels (with some growth); whereas, within the total 643.78 FTE of certificated staffing, there is 25.6 FTE of contingent staffing to support with addressing potential "hot spots" and to support schools that have additional student enrolment growth; in which, these positions may be allocated once more information is finalized relating to student enrolment levels.

Teacher Staffing (Certificated):				
	2021/2022	2020/2021	FTE Change	% Change
Elementary Schools	244.25	245.75	(1.50)	(0.61%)
Middle Schools	110.75	112.70	(1.95)	(1.73%)
High Schools	159.23	158.40	0.82	0.52%
Inclusive Learning	18.60	18.65	(0.05)	(0.27%)
Other Instructional (including contingent)	43.35	36.38	6.97	19.17%
<b>Classroom Teachers</b>	<b>576.18</b>	<b>571.88</b>	<b>4.30</b>	<b>0.75%</b>
Other Certificated Staffing	67.600	65.600	2.00	3.05%
<b>Total Teacher Staffing</b>	<b>643.78</b>	<b>637.48</b>	<b>6.30</b>	<b>0.99%</b>

The Division spends 21% of the budget on support staff positions and resulted in an overall increase by 8.07 FTE in 2021-2022 including 5.4 FTE increase in actual educational assistants, 1.0 FTE increase in caretaking staff, and other support staff throughout the Division. Note that for 2020-2021 school year, the actual educational assistant staffing was slightly less than the operating budget as staffing was made based on actual student needs.

Support Staffing (Uncertificated):				
	2021/2022	2020/2021	FTE Change	% Change
Elementary Schools	131.76	133.55	(1.79)	(1.34%)
Middle Schools	37.88	38.72	(0.84)	(2.17%)
High Schools	47.49	45.71	1.78	3.89%
Program Unit Funding (PUF)	30.80	24.26	6.54	26.96%
Early Education Program (EEP)	4.00	4.35	(0.35)	(8.05%)
<b>Educational Assistants</b>	<b>251.93</b>	<b>246.59</b>	<b>5.35</b>	<b>2.17%</b>
Other Support Staffing	226.92	224.19	2.73	1.22%
<b>Total Support Staffing</b>	<b>478.85</b>	<b>470.78</b>	<b>8.07</b>	<b>1.71%</b>



## Capital Plan

All new school facilities are funded from the Province of Alberta through Alberta Education in consultation with the Department of Infrastructure. Each year, school jurisdictions submit facility needs for the next three years and await funding and approval from the province.

Lethbridge is experiencing increased growth on the west side of the city, with significant growth projected. To address the growing concern for capacity challenges and future growth, in 2018, a review of west Lethbridge Boundaries started. Current utilization and future growth in west Lethbridge and possible solutions to address growth and capacity concerns were reviewed. The boundary review recommendations were presented in January 2021 and approved for the 2021-2022 school year. These changes recognized that space needed to be made available at the elementary and high school levels. The opening of Senator Joyce Fairbairn Middle School in 2018-2019 reduced capacity concerns at middle school in west Lethbridge. Every boundary in west Lethbridge was adjusted. Significant adjustments occurred with French Immersion programming being moved from Ecole Nicholas Sheran to Ecole Agnes Davidson school in south Lethbridge. This change created an additional 220 student spaces that could be reallocated from other west Lethbridge elementary schools. With growth continuing to grow at the high school level and Chinook High School would be over capacity within a few years, the decision was made to allocated part of west Lethbridge high school boundaries to the Lethbridge Collegiate Institute (LCI) in south Lethbridge which has excess capacity. Other boundary changes impacted south Lethbridge with the opening of Dr. Robert Plaxton Elementary school, and Ecole Agnes Davidson becoming a single-track French Immersion school. Northside boundaries were also adjusted to create better alignment and balance enrolment amongst the northside elementary schools. New school boundary maps may be found on the Division Website.

[Lethbridge School Division](#) is excited about the opening of Dr. Robert Plaxton Elementary School, a 600 student K-5 elementary school in southeast Lethbridge opening in August 2021. This should also assist in reducing the high-capacity utilization rates and create capacity for future growth in south Lethbridge. The Division was pleased to receive news in February 2021 that its number one priority in the Capital Plan, a new 900 student K-5 elementary school in west Lethbridge, was approved. The new school is planned for an opening of September 2025 and will address the significant growth challenges in west Lethbridge Elementary schools and provide for a second elementary school in the north end of west Lethbridge.

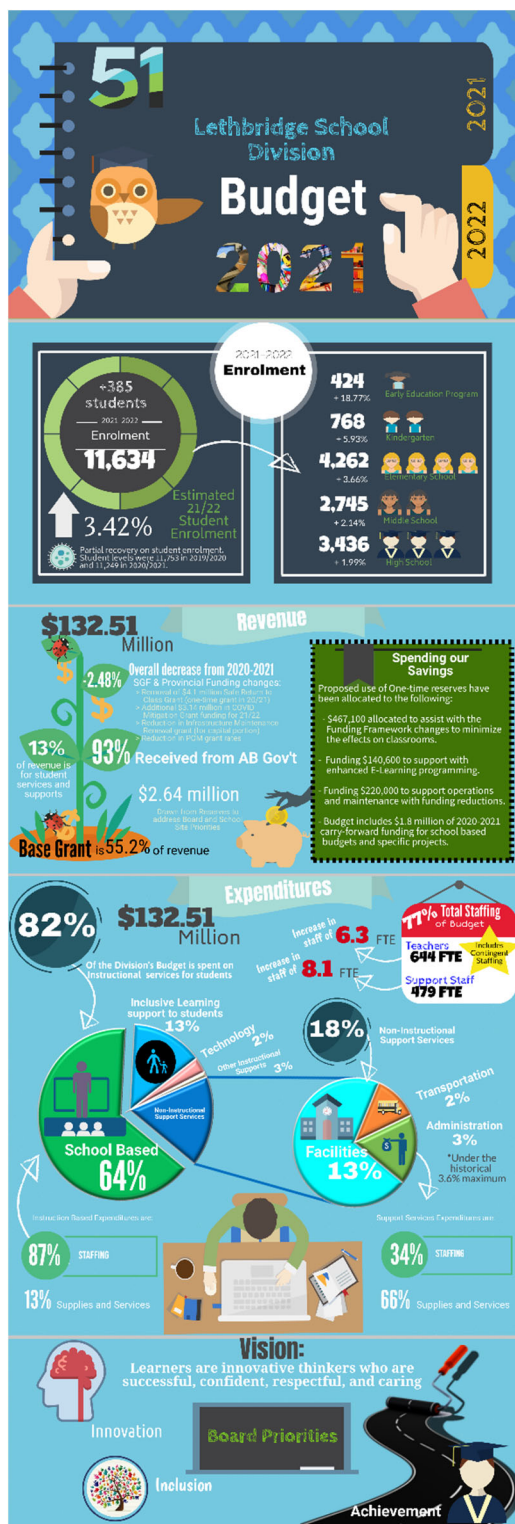


**Dr. Robert Plaxton Elementary School**  
**Construction progress**



The Division, number one modernization priority in the Capital Plan is the modernization of Galbraith Elementary School, the Divisions oldest elementary school that resides in north Lethbridge.

In 2021, the Division developed a comprehensive Three (3) Year Capital Plan (2021-2022 to 2023-2024), which provides details on the Division's capital planning processes and priorities, reviews utilization, and provides details on the Division's plans for capital projects and modernizations. The Capital Plan is available to the public on the Division's website.



## Information

### Board of Trustees

The elected board of trustees of [Lethbridge School Division](#) for the period October 2017 to October 2021:

*Mrs. Christine Light, Vice Chair*

*Mr. Tyler Demers, Vice Chair*

*Mr. Clark Bosch*

*Mrs. Jan Foster*

*Mrs. Donna Hunt*

*Mr. Doug James*

*Mrs. Lola Major*

### Senior Administration

Senior administration for [Lethbridge School Division](#):

*Dr. Cheryl Gilmore,*

*Superintendent*

*Mrs. Morag Asquith,*

*Associate Superintendent, Instructional Services*

*Mrs. Christine Lee,*

*Associate Superintendent, Business and Operations*

*Mr. Mike Nightingale,*

*Associate Superintendent, Human Resources*

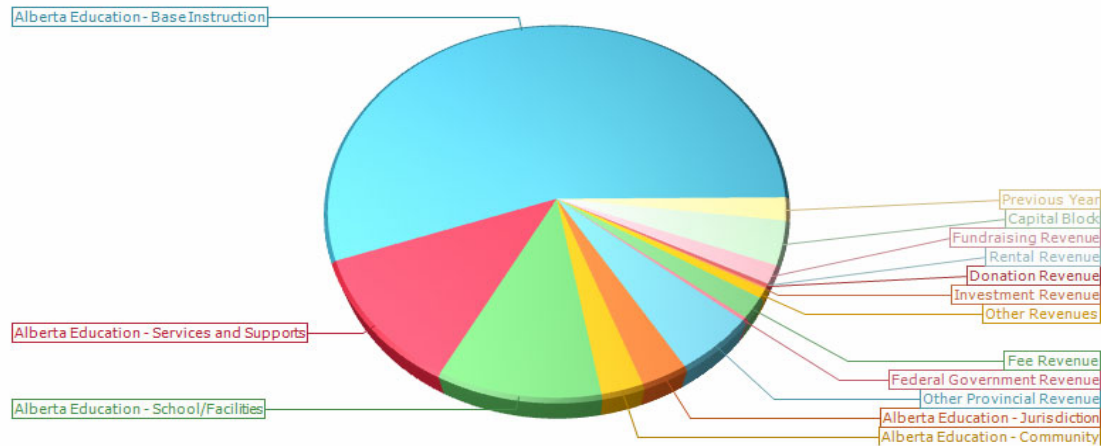
[Lethbridge School Division](#) prides itself on providing outstanding educational opportunities for the students of the City of Lethbridge and believes in its new mission “**Lethbridge School Division is inclusive, forward-thinking, and accountable for engaging students in quality learning experiences that develop strong foundations, innovative minds and responsible citizens**”. For further information about [Lethbridge School Division](#) view the Division’s Three-Year Education Plan and Annual Education Results Report and the Audited Financial Statements on the Division’s website at [www.lethsd.ab.ca](http://www.lethsd.ab.ca). The website is a great resource to provide further information about [Lethbridge School Division’s](#) schools services, and resources.

## Revenue and Allocations

Lethbridge School Division  
2021-2022 Preliminary Budget  
Lethbridge School Division

2021-2022 Preliminary Budget

### Lethbridge School Division



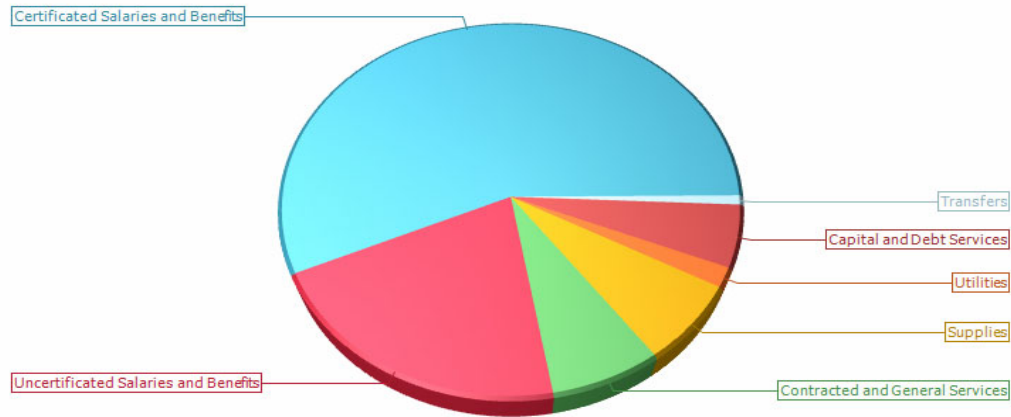
Category	Amount	Percentage
Alberta Education - Base Instruction	\$73,144,391	55%
Alberta Education - Services and Supports	\$15,648,431	12%
Alberta Education - School/Facilities	\$14,340,654	11%
Alberta Education - Community	\$3,708,748	3%
Alberta Education - Jurisdiction	\$4,092,198	3%
Projects/Contracts	\$0	0%
Other Provincial Revenue	\$7,096,611	5%
Federal Government Revenue	\$388,944	0%
Fee Revenue	\$2,499,931	2%
Other Revenues	\$1,062,417	1%
Investment Revenue	\$193,000	0%
Donation Revenue	\$408,000	0%
Rental Revenue	\$34,704	0%
Fundraising Revenue	\$2,160,000	2%
Capital Block	\$5,097,276	4%
Previous Year	\$2,636,431	2%
<b>Total Revenue and Allocations</b>	<b>\$132,511,736</b>	

## Expenditures

Lethbridge School Division  
2021-2022 Preliminary Budget  
Lethbridge School Division

2021-2022 Preliminary Budget

### Lethbridge School Division



Category	Amount	Percentage
Certificated Salaries and Benefits	\$74,810,704	56%
Uncertificated Salaries and Benefits	\$28,110,711	21%
Contracted and General Services	\$9,711,351	7%
Supplies	\$9,363,757	7%
Utilities	\$2,295,100	2%
Capital and Debt Services	\$7,166,656	5%
Transfers	\$1,053,457	1%
<b>Total Expenditures</b>	<b>\$132,511,736</b>	

# Overview - Revenues and Expenditures

**Lethbridge School Division**  
**2021-2022 Preliminary Budget**  
 Lethbridge School Division

2021-2022 Preliminary Budget

## Lethbridge School Division

### Revenue and Allocations to Budget Center

Alberta Education - Base Instruction	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Kindergarten - Base Funding	\$3,181,478	\$3,306,396
WMA Rate - ECS Base Instruction	\$3,032.00	\$3,032.00
Weighted Moving Average - ECS Students	1,049.30 FTE	1,090.50 FTE
Grades 1-9 - Base Funding	\$48,131,787	\$48,269,440
WMA Rate - G1-9 Base Instruction	\$6,064.00	\$6,064.00
Weighted Moving Average - Gr 1-9 Students	7,937.30 FTE	7,960.00 FTE
Grades 10-12 - Base Funding	\$16,647,901	\$16,570,898
G10-12 (Yr 1-3) Base Instruction	\$16,046,314	\$15,971,606
G10-12 (Yr 4) Base Instruction	\$364,871	\$380,880
G10-12 (Yr 5+) Base Instruction	\$46,526	\$45,525
Online - Full Time	\$0	\$0
Online - Part Time	\$0	\$0
Summer school	\$190,190	\$172,887
Outreach Program Funding	\$150,000	\$150,000
Total Number of Outreach Sites	1 sites	1 sites
Outreach Base Funding	\$150,000.00	\$150,000.00
Home Education	\$1,918	\$1,700
WMA Rate - Home Education	\$1,700.00	\$1,700.00
Weighted Moving Average - Home Education	1.13 FTE	1.00 FTE
Stabilization Funding	\$5,958,327	\$2,902,074
Projected WMA Clawback	(\$927,020)	(\$1,999,756)
<b>Total Alberta Education - Base Instruction</b>	<b>\$73,144,391</b>	<b>\$69,200,752</b>
<b>% of Revenue and Allocations to Budget Center</b>	<b>55%</b>	<b>51%</b>

Alberta Education - Services and Supports	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Program Unit Funding (PUF)	\$1,959,050	\$1,731,150
PUF - Standard Code 47 - Half Day	\$1,143,900	\$1,262,700
PUF - Standard Code 47 - Full Day	\$229,500	\$0
PUF - Profound Code 47 - Half Day	\$190,650	\$210,450
PUF - Profound Code 47 - Full Day	\$37,500	\$0
PUF - Code 41-46 - Half Day	\$307,500	\$258,000
PUF - Code 41-46 - Full Day	\$50,000	\$0
Specialized Learning Supports - KG Severe	\$1,318,400	
SLS-KG - Standard Code 47 - Half Day	\$734,400	
SLS-KG - Standard Code 47 - Full Day	\$145,350	
SLS-KG - Profound Code 47 - Half Day	\$122,400	
SLS-KG - Profound Code 47 - Full Day	\$23,750	
SLS-KG - Code 41-46 - Half Day	\$240,000	
SLS-KG - Code 41-46 - Full Day	\$52,500	
Specialized Learning Support	\$8,072,472	\$9,052,295
Learning Support - Multi-Disciplinary Teams	\$6,308,062	\$7,022,508
Learning Support - Mental Health	\$884,238	\$1,025,752
Learning Support - Jurisdiction Compositions	\$880,172	\$1,004,036
Moderate Language Delay (Code 48)	\$368,000	

# Overview - Revenues and Expenditures

**Lethbridge School Division**  
**2021-2022 Preliminary Budget**  
 Lethbridge School Division

2021-2022 Preliminary Budget

English as a Second Language (ESL/FSL)		\$622,320		\$627,456
WMA Rate - ESL	\$1,200.00		\$1,200.00	
Weighted Moving Average - ESL	518.60 FTE		522.88 FTE	
Refugee		\$2,069,375		\$2,350,288
WMA Rate - Refugee	\$5,500.00		\$5,500.00	
Weighted Moving Average - Refugee	376.25 FTE		427.33 FTE	
First Nations Metis and Inuit (FNMI)		\$1,095,373		\$1,118,211
FNMI Student Self Identification	\$821,280		\$871,560	
FNMI Truth & Reconciliation	\$119,094		\$87,818	
FNMI Demographics	\$154,999		\$158,833	
Institutional Program Grants		\$861,133		\$861,133
Projected WMA Clawback		(\$717,692)		(\$669,263)
<b>Total Alberta Education - Services and Supports</b>		<b>\$15,648,431</b>		<b>\$15,071,270</b>
<b>% of Revenue and Allocations to Budget Center</b>		<b>12%</b>		<b>11%</b>

<b>Alberta Education - School/Facilities</b>	<b>2021-2022 Preliminary Budget</b>		<b>2020-2021 Sept 30th Budget</b>	
Operations and Maintenance		\$9,995,009		\$10,375,896
Baseline POM Funding	\$2,647,771		\$2,749,841	
Utilized Space	\$6,010,714		\$6,355,765	
Under-utilized Space	\$1,336,524		\$1,270,290	
Transportation		\$2,723,518		\$2,723,518
SuperNet Funding		\$278,376		\$278,376
Infrastructure Maintenance and Renewal Grant Revenue		\$1,508,131		\$3,364,132
Projected WMA Clawback		(\$164,380)		(\$96,302)
<b>Total Alberta Education - School/Facilities</b>		<b>\$14,340,654</b>		<b>\$16,645,620</b>
<b>% of Revenue and Allocations to Budget Center</b>		<b>11%</b>		<b>12%</b>

<b>Alberta Education - Community</b>	<b>2021-2022 Preliminary Budget</b>		<b>2020-2021 Sept 30th Budget</b>	
Socio-Economics Status		\$2,195,676		\$2,175,900
Geographic		\$1,263,072		\$1,261,510
Nutrition		\$250,000		\$250,000
<b>Total Alberta Education - Community</b>		<b>\$3,708,748</b>		<b>\$3,687,410</b>
<b>% of Revenue and Allocations to Budget Center</b>		<b>3%</b>		<b>3%</b>

<b>Alberta Education - Jurisdiction</b>	<b>2021-2022 Preliminary Budget</b>		<b>2020-2021 Sept 30th Budget</b>	
System Administration		\$4,092,198		\$4,092,507
Overall Base Admin Funding	\$4,806,773		\$4,820,385	
Base Factor - System Admin	0.85134 Factor		0.84900 Factor	
<b>Total Alberta Education - Jurisdiction</b>		<b>\$4,092,198</b>		<b>\$4,092,507</b>
<b>% of Revenue and Allocations to Budget Center</b>		<b>3%</b>		<b>3%</b>

<b>Projects/Contracts</b>	<b>2021-2022 Preliminary Budget</b>		<b>2020-2021 Sept 30th Budget</b>	
FNMI One-time Grant		\$0		\$87,629
Safe Return to Class Funding		\$0		\$4,140,500
Safe Return to Schools Funding	\$0		\$4,140,500	
<b>Total Projects/Contracts</b>		<b>\$0</b>		<b>\$4,228,129</b>
<b>% of Revenue and Allocations to Budget Center</b>		<b>0%</b>		<b>3%</b>

# Overview - Revenues and Expenditures

Lethbridge School Division  
2021-2022 Preliminary Budget  
Lethbridge School Division

2021-2022 Preliminary Budget

Other Provincial Revenue	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Alberta Mental Health - MC#3	\$380,711	\$380,711
Family Resource Network - MC#5	\$90,000	\$90,000
French Immersion Revenue	\$125,900	\$125,900
Regional Collaborative Services Delivery Revenue	\$0	\$63,000
Teacher Pension Costs Paid by Government	\$6,500,000	\$6,500,000
<b>Total Other Provincial Revenue</b>	<b>\$7,096,611</b>	<b>\$7,159,611</b>
<b>% of Revenue and Allocations to Budget Center</b>	<b>5%</b>	<b>5%</b>

Federal Government Revenue	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
First Nation's Revenue	\$388,944	\$388,944
First Nations ECS Enrollment	0 students	0 students
First Nations 10-12 Enrollment	17 students	17 students
First Nations 1-9 Enrollment	21 students	21 students
First Nation's Gr. 10-12 Tuition Rate	\$10,032	\$10,032
First Nation's ECS Tuition Rate	\$5,016	\$5,016
First Nations Gr. 1-9 Tuition Rate	\$10,400	\$10,400
<b>Total Federal Government Revenue</b>	<b>\$388,944</b>	<b>\$388,944</b>
<b>% of Revenue and Allocations to Budget Center</b>	<b>0%</b>	<b>0%</b>

Fee Revenue	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Fees for Optional Courses or Materials	\$259,728	\$251,961
Fee Revenue Collected	\$259,728	\$251,961
School Fees - School Generated Funds	\$2,240,203	\$3,658,715
<b>Total Fee Revenue</b>	<b>\$2,499,931</b>	<b>\$3,910,676</b>
<b>% of Revenue and Allocations to Budget Center</b>	<b>2%</b>	<b>3%</b>

Other Revenues	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Early Education Program Fees	\$230,500	\$230,500
Lethbridge FCSS - MC#4	\$200,000	\$0
Miscellaneous Sales Revenue	\$138,802	\$138,802
Teacher Secondment Revenue	\$153,115	\$153,115
Transportation Consulting Services	\$40,000	
Tuition Fees (Foreign)	\$300,000	\$300,000
International Student Tuition Fees	\$300,000	\$300,000
Dual-Credit Tuition	\$0	\$129,500
Dual-Credit Enrolment - EA	0 students	0 students
Dual-Credit Enrolment - Mechanic	0 students	0 students
Dual-Credit Enrolment - Standard	100 students	100 students
Average CEU - Dual-Credit - EA	6 CEU	6 CEU
Average CEU - Dual-Credit - Mechanic	15 CEU	15 CEU
Average CEU - Dual-Credit - Standard	5 CEU	5 CEU
Dual-Credit tuition - Standard	\$0	\$259
<b>Total Other Revenues</b>	<b>\$1,062,417</b>	<b>\$951,917</b>
<b>% of Revenue and Allocations to Budget Center</b>	<b>1%</b>	<b>1%</b>

# Overview - Revenues and Expenditures

Lethbridge School Division  
2021-2022 Preliminary Budget  
Lethbridge School Division

2021-2022 Preliminary Budget

Investment Revenue	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Interest and Investment Income	\$193,000	\$193,000
<b>Total Investment Revenue</b>	<b>\$193,000</b>	<b>\$193,000</b>
<b>% of Revenue and Allocations to Budget Center</b>	<b>0%</b>	<b>0%</b>

Donation Revenue	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Gifts and Donations	\$408,000	\$408,000
<b>Total Donation Revenue</b>	<b>\$408,000</b>	<b>\$408,000</b>
<b>% of Revenue and Allocations to Budget Center</b>	<b>0%</b>	<b>0%</b>

Rental Revenue	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Rentals - Facilities	\$34,704	\$34,704
<b>Total Rental Revenue</b>	<b>\$34,704</b>	<b>\$34,704</b>
<b>% of Revenue and Allocations to Budget Center</b>	<b>0%</b>	<b>0%</b>

Fundraising Revenue	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Fundraising Revenue	\$2,160,000	\$2,160,000
<b>Total Fundraising Revenue</b>	<b>\$2,160,000</b>	<b>\$2,160,000</b>
<b>% of Revenue and Allocations to Budget Center</b>	<b>2%</b>	<b>2%</b>

Capital Block	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Amortization of Capital Allocations	\$5,097,276	\$5,097,276
<b>Total Capital Block</b>	<b>\$5,097,276</b>	<b>\$5,097,276</b>
<b>% of Revenue and Allocations to Budget Center</b>	<b>4%</b>	<b>4%</b>

Previous Year	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Instruction Surplus/(Deficit) Carry Forward	\$2,216,431	\$2,208,627
Maintenance Surplus/(Deficit) Carry Forward	\$220,000	\$0
Previous Year Committed funds	\$200,000	\$439,122
Prior Year Committed funds	\$200,000	\$439,122
<b>Total Previous Year</b>	<b>\$2,636,431</b>	<b>\$2,647,749</b>
<b>% of Revenue and Allocations to Budget Center</b>	<b>2%</b>	<b>2%</b>

<b>Total Revenue and Allocations to Budget Center</b>	<b>\$132,511,736</b>	<b>\$135,877,565</b>
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# Overview - Revenues and Expenditures

Lethbridge School Division  
2021-2022 Preliminary Budget  
Lethbridge School Division

2021-2022 Preliminary Budget

## Expenditures

Certificated Salaries and Benefits	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
<b>Total Certificated Salaries and Benefits</b>	<b>\$74,810,704</b>	<b>\$74,269,968</b>
<b>% of Expenditures</b>	<b>56%</b>	<b>55%</b>

Uncertificated Salaries and Benefits	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
<b>Total Uncertificated Salaries and Benefits</b>	<b>\$28,110,711</b>	<b>\$27,771,842</b>
<b>% of Expenditures</b>	<b>21%</b>	<b>20%</b>

Contracted and General Services	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Alberta Home and School AGM Registration Fees	\$7,000	\$7,000
Board Communications	\$6,447	\$6,447
Building Maintenance	\$868,694	\$1,054,190
Employee Assistance	\$20,160	\$20,160
Grounds Maintenance	\$91,000	\$91,000
Insurance/Bond Premium	\$1,036,750	\$898,471
District Health and Wellness Committee	\$24,000	\$24,000
Extra Curricular	\$78,485	\$78,712
Professional Learning	\$847,224	\$854,391
Auditor	\$31,500	\$31,500
Legal Services	\$30,000	\$30,000
Computer Services	\$191,000	\$192,960
Consultants	\$892,035	\$1,085,027
Election Expenses	\$12,000	\$12,000
Employee Assistance Expense	\$720	\$720
Postage	\$54,045	\$53,695
Telephone	\$206,770	\$201,850
Wide Area Network (WAN) Communications	\$321,688	\$321,688
Bussing Costs	\$2,273,785	\$2,213,785
Bus Pass Purchases	\$235,000	\$235,000
Bussing - Field Trips	\$60,615	\$72,925
Equipment Repair	\$174,873	\$154,488
Building Rentals	\$26,000	\$27,000
Equipment Rental/Leases	\$93,100	\$100,100
Server Evergreen	\$5,000	\$5,000
Dues/Fees	\$162,108	\$182,108
ASBA Membership Fees	\$67,458	\$67,458
Membership Zone 6	\$2,850	\$2,850
Printing	\$353,950	\$353,250
Advertising	\$33,700	\$33,700
Advertising & Recruitment of Personnel	\$6,000	\$6,000
Banquets and Lunches	\$69,690	\$69,690
Miscellaneous Services	\$1,075,043	\$1,066,345
Employee Recognition	\$15,000	\$15,000
Technology Department Costs	\$26,798	\$26,798
Multimedia Infrastructure Repairs	\$17,053	\$17,053
Travel and Subsistence	\$102,703	\$106,603
Car Allowances	\$114,234	\$123,729
Co-curricular	\$76,874	\$74,874
<b>Total Contracted and General Services</b>	<b>\$9,711,351</b>	<b>\$9,917,566</b>
<b>% of Expenditures</b>	<b>7%</b>	<b>7%</b>

# Overview - Revenues and Expenditures

Lethbridge School Division  
2021-2022 Preliminary Budget  
Lethbridge School Division

2021-2022 Preliminary Budget

Supplies	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Services, Contracts and Supplies School Generated Activities	\$4,894,203	\$6,312,715
Supplies	\$2,593,462	\$3,236,388
Media Materials	\$84,768	\$85,383
Computer Supplies and Software	\$628,770	\$710,391
Textbooks	\$172,279	\$192,429
Furniture and Equipment (Under \$5000)	\$399,887	\$334,524
Computer Purchases	\$390,388	\$404,546
Commitments from prior year	\$200,000	
Prior Year Committed funds	\$200,000	
<b>Total Supplies</b>	<b>\$9,363,757</b>	<b>\$11,276,376</b>
<b>% of Expenditures</b>	<b>7%</b>	<b>8%</b>

Utilities	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Electricity	\$1,550,000	\$1,565,000
Gas	\$532,500	\$552,000
Water and Sewer	\$212,600	\$212,600
<b>Total Utilities</b>	<b>\$2,295,100</b>	<b>\$2,329,600</b>
<b>% of Expenditures</b>	<b>2%</b>	<b>2%</b>

Capital and Debt Services	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Amortization of Capital Assets	\$5,658,525	\$5,658,525
Infrastructure Maintenance and Renewal	\$1,508,131	\$3,364,132
<b>Total Capital and Debt Services</b>	<b>\$7,166,656</b>	<b>\$9,022,657</b>
<b>% of Expenditures</b>	<b>5%</b>	<b>7%</b>

Transfers	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Capital Purchases (Over \$5000)	\$963,441	\$703,479
Commitments from prior year		\$439,122
Prior Year Committed funds		\$439,122
Reserves	\$0	\$10,408
Contingency (Unallocated Expense)	\$90,016	\$136,546
<b>Total Transfers</b>	<b>\$1,053,457</b>	<b>\$1,289,556</b>
<b>% of Expenditures</b>	<b>1%</b>	<b>1%</b>

<b>Total Expenditures</b>	<b>\$132,511,736</b>	<b>\$135,877,565</b>
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## Summary

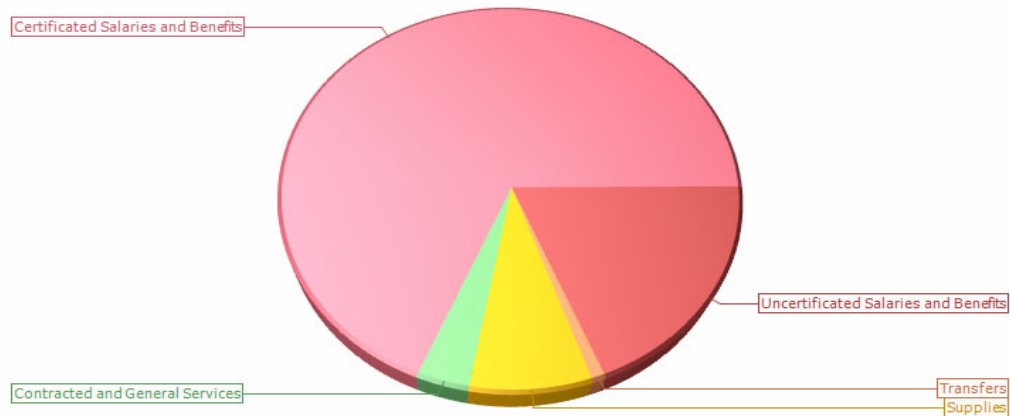
	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Total Revenues and Allocations To Budget	\$132,511,736	\$135,877,565
Total Expenditures	\$132,511,736	\$135,877,565
<b>Variance</b>	<b>\$0</b>	<b>\$0</b>

## Instruction

Lethbridge School Division  
2021-2022 Preliminary Budget  
Lethbridge School Division

2021-2022 Preliminary Budget

### Total Instruction



Category	Amount	Percentage
Capital and Debt Services	\$0	0%
Certificated Salaries and Benefits	\$74,087,140	68%
Contracted and General Services	\$3,769,009	3%
Supplies	\$8,840,477	8%
Transfers	\$969,557	1%
Uncertificated Salaries and Benefits	\$20,628,035	19%
<b>Total Expenditures</b>	<b>\$108,294,218</b>	

# Instruction

Lethbridge School Division  
2021-2022 Preliminary Budget  
Lethbridge School Division

2021-2022 Preliminary Budget

## Total Instruction

### Revenue and Allocations to Budget Center

Basic Program Allocation	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
<b>Total</b>	<b>\$108,294,218</b>	<b>\$109,782,564</b>
<b>% of Revenue and Allocations to Budget Center</b>	<b>100%</b>	<b>100%</b>

<b>Total Revenue and Allocations to Budget Center</b>	<b>\$108,294,218</b>	<b>\$109,782,564</b>
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### Expenditures

Certificated Salaries and Benefits	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
<b>Total</b>	<b>\$74,087,140</b>	<b>\$73,547,374</b>
<b>% of Expenditures</b>	<b>68%</b>	<b>67%</b>

Uncertificated Salaries and Benefits	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
<b>Total</b>	<b>\$20,628,035</b>	<b>\$20,418,483</b>
<b>% of Expenditures</b>	<b>19%</b>	<b>19%</b>

Contracted and General Services	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Building Maintenance	\$187,973	\$184,960
Employee Assistance	\$16,800	\$16,800
Insurance/Bond Premium	\$37,500	\$37,500
District Health and Wellness Committee	\$24,000	\$24,000
Extra Curricular	\$78,485	\$78,712
Professional Learning	\$777,889	\$785,056
Consultants	\$780,639	\$919,580
Postage	\$44,895	\$44,545
Telephone	\$135,270	\$130,350
Wide Area Network (WAN) Communications	\$321,688	\$321,688
Bussing - Field Trips	\$60,615	\$72,925
Equipment Repair	\$102,773	\$103,388
Building Rentals	\$26,000	\$27,000
Equipment Rental/Leases	\$62,100	\$69,100
Server Evergreen	\$5,000	\$5,000
Dues/Fees	\$138,608	\$158,608
Printing	\$321,950	\$318,750
Advertising	\$7,700	\$7,700
Banquets and Lunches	\$23,500	\$23,500
Miscellaneous Services	\$363,843	\$285,843
Technology Department Costs	\$26,798	\$26,798
Multimedia Infrastructure Repairs	\$17,053	\$17,053
Travel and Subsistence	\$43,463	\$47,363
Car Allowances	\$87,594	\$97,089
Co-curricular	\$76,874	\$74,874
<b>Total</b>	<b>\$3,769,009</b>	<b>\$3,878,182</b>
<b>% of Expenditures</b>	<b>3%</b>	<b>4%</b>

# Instruction

## Lethbridge School Division 2021-2022 Preliminary Budget

Lethbridge School Division

2021-2022 Preliminary Budget

Supplies	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Services, Contracts and Supplies School Generated Activities	\$4,894,203	\$6,312,715
Supplies	\$2,200,959	\$2,836,865
Media Materials	\$84,768	\$85,383
Computer Supplies and Software	\$566,870	\$648,491
Textbooks	\$172,279	\$192,429
Furniture and Equipment (Under \$5000)	\$356,010	\$295,524
Computer Purchases	\$365,388	\$379,546
Commitments from prior year	\$200,000	
Prior Year Committed funds	\$200,000	
<b>Total</b>	<b>\$8,840,477</b>	<b>\$10,750,953</b>
<b>% of Expenditures</b>	<b>8%</b>	<b>10%</b>

Transfers	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Capital Purchases (Over \$5000)	\$963,441	\$685,395
Transfers to (-) / from other sites (+)	(\$83,900)	(\$83,900)
Commitments from prior year		\$439,122
Prior Year Committed funds		\$439,122
Reserves	\$0	\$10,408
Contingency (Unallocated Expense)	\$90,016	\$136,546
<b>Total</b>	<b>\$969,557</b>	<b>\$1,187,572</b>
<b>% of Expenditures</b>	<b>1%</b>	<b>1%</b>

<b>Total Expenditures</b>	<b>\$108,294,218</b>	<b>\$109,782,564</b>
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### Summary

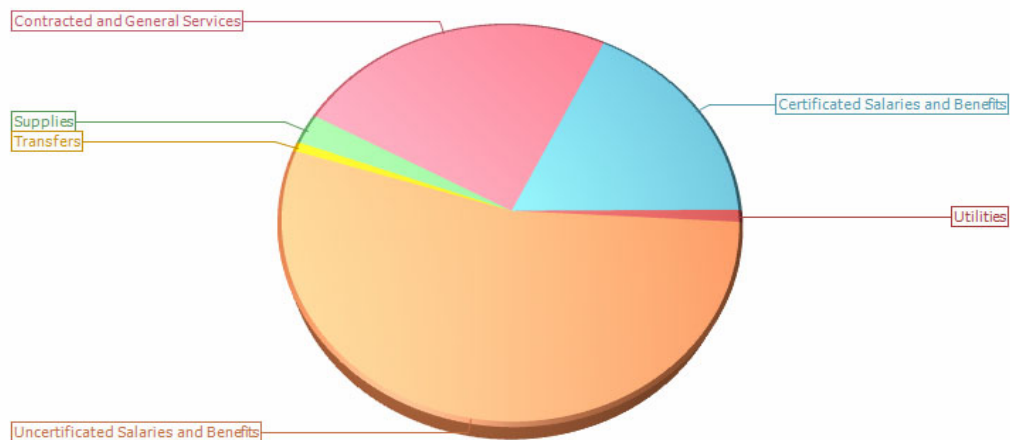
	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Total Revenues and Allocations To Budget	\$108,294,218	\$109,782,564
Total Expenditures	\$108,294,218	\$109,782,564
<b>Variance</b>	<b>\$0</b>	<b>\$0</b>

## Administration

Lethbridge School Division  
2021-2022 Preliminary Budget  
Lethbridge School Division

2021-2022 Preliminary Budget

### Total Administration



Category	Amount	Percentage
Certificated Salaries and Benefits	\$723,564	18%
Contracted and General Services	\$986,028	24%
Supplies	\$99,503	2%
Transfers	\$31,300	1%
Uncertificated Salaries and Benefits	\$2,211,721	54%
Utilities	\$40,100	1%
<b>Total Expenditures</b>	<b>\$4,092,216</b>	

# Administration

## Lethbridge School Division

### 2021-2022 Preliminary Budget

Lethbridge School Division

2021-2022 Preliminary Budget

## Total Administration

### Revenue and Allocations to Budget Center

Basic Program Allocation	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
<b>Total</b>	<b>\$4,092,216</b>	<b>\$4,092,216</b>
<b>% of Revenue and Allocations to Budget Center</b>	<b>100%</b>	<b>100%</b>

<b>Total Revenue and Allocations to Budget Center</b>	<b>\$4,092,216</b>	<b>\$4,092,216</b>
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### Expenditures

Certificated Salaries and Benefits	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
<b>Total</b>	<b>\$723,564</b>	<b>\$722,594</b>
<b>% of Expenditures</b>	<b>18%</b>	<b>18%</b>

Uncertificated Salaries and Benefits	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
<b>Total</b>	<b>\$2,211,721</b>	<b>\$2,216,913</b>
<b>% of Expenditures</b>	<b>54%</b>	<b>54%</b>

Contracted and General Services	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Alberta Home and School AGM Registration Fees	\$7,000	\$7,000
Board Communications	\$6,447	\$6,447
Building Maintenance	\$30,000	\$30,000
Insurance/Bond Premium	\$188,700	\$160,921
Professional Learning	\$43,503	\$43,503
Auditor	\$31,500	\$31,500
Legal Services	\$30,000	\$30,000
Computer Services	\$191,000	\$192,960
Consultants	\$65,870	\$65,447
Election Expenses	\$12,000	\$12,000
Employee Assistance Expense	\$720	\$720
Postage	\$9,150	\$9,150
Telephone	\$28,000	\$28,000
Equipment Repair	\$5,000	\$5,000
Equipment Rental/Leases	\$31,000	\$31,000
Dues/Fees	\$21,500	\$21,500
ASBA Membership Fees	\$67,458	\$67,458
Membership Zone 6	\$2,850	\$2,850
Printing	\$32,000	\$34,500
Advertising	\$25,000	\$25,000
Advertising & Recruitment of Personnel	\$6,000	\$6,000
Banquets and Lunches	\$43,690	\$43,690
Miscellaneous Services	\$18,000	\$18,000
Employee Recognition	\$15,000	\$15,000
Travel and Subsistence	\$52,000	\$52,000
Car Allowances	\$22,640	\$22,640
<b>Total</b>	<b>\$986,028</b>	<b>\$962,286</b>
<b>% of Expenditures</b>	<b>24%</b>	<b>24%</b>

Supplies	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Supplies	\$72,503	\$79,523
Furniture and Equipment (Under \$5000)	\$12,000	\$12,000
Computer Purchases	\$15,000	\$15,000
<b>Total</b>	<b>\$99,503</b>	<b>\$106,523</b>
<b>% of Expenditures</b>	<b>2%</b>	<b>3%</b>

# Administration

## Lethbridge School Division

### 2021-2022 Preliminary Budget

Lethbridge School Division

2021-2022 Preliminary Budget

Utilities	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Electricity	\$20,000	\$25,000
Gas	\$17,500	\$25,000
Water and Sewer	\$2,600	\$2,600
<b>Total</b>	<b>\$40,100</b>	<b>\$52,600</b>
<b>% of Expenditures</b>	<b>1%</b>	<b>1%</b>

Transfers	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Transfers to (-) / from other sites (+)	\$31,300	\$31,300
<b>Total</b>	<b>\$31,300</b>	<b>\$31,300</b>
<b>% of Expenditures</b>	<b>1%</b>	<b>1%</b>

<b>Total Expenditures</b>	<b>\$4,092,216</b>	<b>\$4,092,216</b>
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## Summary

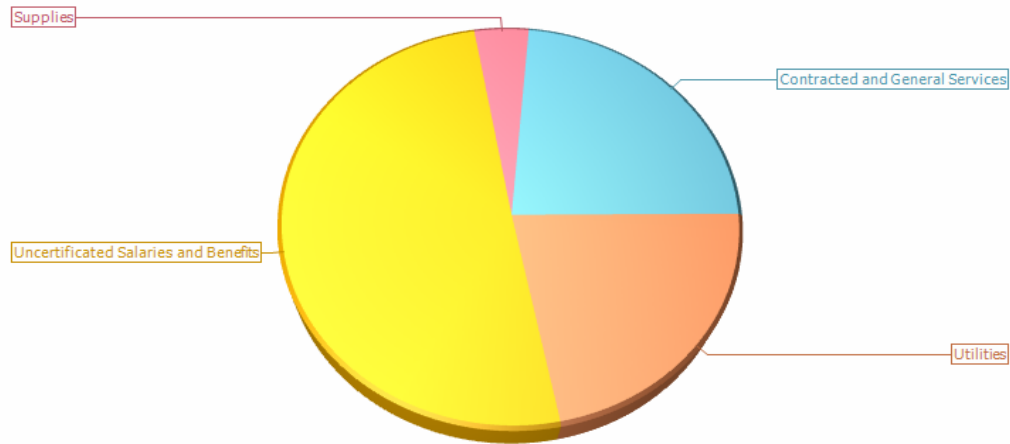
	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Total Revenues and Allocations To Budget	\$4,092,216	\$4,092,216
Total Expenditures	\$4,092,216	\$4,092,216
<b>Variance</b>	<b>\$0</b>	<b>\$0</b>

## Plant Operations and Maintenance

Lethbridge School Division  
2021-2022 Preliminary Budget  
Lethbridge School Division

2021-2022 Preliminary Budget

### Plant Operations and Maintenance



Category	Amount	Percentage
Contracted and General Services	\$2,390,003	23%
Supplies	\$413,777	4%
Transfers	\$0	0%
Uncertificated Salaries and Benefits	\$5,149,069	50%
Utilities	\$2,255,000	22%
<b>Total Expenditures</b>	<b>\$10,207,849</b>	

# Plant Operations and Maintenance

Lethbridge School Division  
2021-2022 Preliminary Budget  
Lethbridge School Division

2021-2022 Preliminary Budget

## Plant Operations and Maintenance

### Revenue and Allocations to Budget Center

Basic Program Allocation	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
<b>Total</b>	<b>\$10,207,849</b>	<b>\$10,269,331</b>
<b>% of Revenue and Allocations to Budget Center</b>	<b>100%</b>	<b>100%</b>

<b>Total Revenue and Allocations to Budget Center</b>	<b>\$10,207,849</b>	<b>\$10,269,331</b>
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### Expenditures

Uncertificated Salaries and Benefits	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
<b>Total</b>	<b>\$5,149,069</b>	<b>\$5,049,033</b>
<b>% of Expenditures</b>	<b>50%</b>	<b>49%</b>

Contracted and General Services	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Building Maintenance	\$650,721	\$839,230
Employee Assistance	\$3,360	\$3,360
Grounds Maintenance	\$91,000	\$91,000
Insurance/Bond Premium	\$810,550	\$700,050
Professional Learning	\$15,832	\$15,832
Telephone	\$43,500	\$43,500
Equipment Repair	\$67,100	\$46,100
Dues/Fees	\$2,000	\$2,000
Advertising	\$1,000	\$1,000
Banquets and Lunches	\$2,500	\$2,500
Miscellaneous Services	\$693,200	\$762,502
Travel and Subsistence	\$5,240	\$5,240
Car Allowances	\$4,000	\$4,000
<b>Total</b>	<b>\$2,390,003</b>	<b>\$2,516,314</b>
<b>% of Expenditures</b>	<b>23%</b>	<b>25%</b>

Supplies	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Supplies	\$320,000	\$320,000
Computer Supplies and Software	\$61,900	\$61,900
Furniture and Equipment (Under \$5000)	\$31,877	\$27,000
<b>Total</b>	<b>\$413,777</b>	<b>\$408,900</b>
<b>% of Expenditures</b>	<b>4%</b>	<b>4%</b>

Utilities	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Electricity	\$1,530,000	\$1,540,000
Gas	\$515,000	\$527,000
Water and Sewer	\$210,000	\$210,000
<b>Total</b>	<b>\$2,255,000</b>	<b>\$2,277,000</b>
<b>% of Expenditures</b>	<b>22%</b>	<b>22%</b>

## Plant Operations and Maintenance

Lethbridge School Division

2021-2022 Preliminary Budget

Lethbridge School Division

2021-2022 Preliminary Budget

Transfers	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Capital Purchases (Over \$5000)	\$0	\$18,084
<b>Total</b>	<b>\$0</b>	<b>\$18,084</b>
<b>% of Expenditures</b>	<b>0%</b>	<b>0%</b>

<b>Total Expenditures</b>	<b>\$10,207,849</b>	<b>\$10,269,331</b>
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### Summary

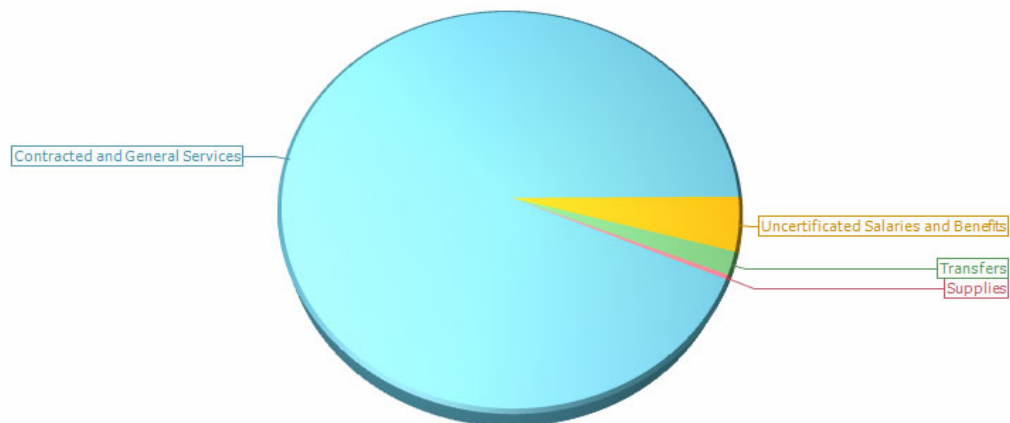
	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Total Revenues and Allocations To Budget	\$10,207,849	\$10,269,331
Total Expenditures	\$10,207,849	\$10,269,331
<b>Variance</b>	<b>\$0</b>	<b>\$0</b>

## Transportation

Lethbridge School Division  
2021-2022 Preliminary Budget  
Lethbridge School Division

2021-2022 Preliminary Budget

### Transportation



Category	Amount	Percentage
Contracted and General Services	\$2,566,311	93%
Supplies	\$10,000	0%
Transfers	\$52,600	2%
Uncertificated Salaries and Benefits	\$121,886	4%
Total Expenditures	\$2,750,797	

# Transportation

Lethbridge School Division  
2021-2022 Preliminary Budget  
Lethbridge School Division

2021-2022 Preliminary Budget

## Transportation

### Revenue and Allocations to Budget Center

Basic Program Allocation	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
<b>Total</b>	<b>\$2,750,797</b>	<b>\$2,710,797</b>
<b>% of Revenue and Allocations to Budget Center</b>	<b>100%</b>	<b>100%</b>

<b>Total Revenue and Allocations to Budget Center</b>	<b>\$2,750,797</b>	<b>\$2,710,797</b>
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### Expenditures

Uncertificated Salaries and Benefits	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
<b>Total</b>	<b>\$121,886</b>	<b>\$87,413</b>
<b>% of Expenditures</b>	<b>4%</b>	<b>3%</b>

Contracted and General Services	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Professional Learning	\$10,000	\$10,000
Consultants	\$45,526	\$100,000
Bussing Costs	\$2,273,784	\$2,213,784
Bus Pass Purchases	\$235,000	\$235,000
Travel and Subsistence	\$2,000	\$2,000
<b>Total</b>	<b>\$2,566,311</b>	<b>\$2,560,784</b>
<b>% of Expenditures</b>	<b>93%</b>	<b>94%</b>

Supplies	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Computer Purchases	\$10,000	\$10,000
<b>Total</b>	<b>\$10,000</b>	<b>\$10,000</b>
<b>% of Expenditures</b>	<b>0%</b>	<b>0%</b>

Transfers	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Transfers to (-) / from other sites (+)	\$52,600	\$52,600
<b>Total</b>	<b>\$52,600</b>	<b>\$52,600</b>
<b>% of Expenditures</b>	<b>2%</b>	<b>2%</b>

<b>Total Expenditures</b>	<b>\$2,750,797</b>	<b>\$2,710,797</b>
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### Summary

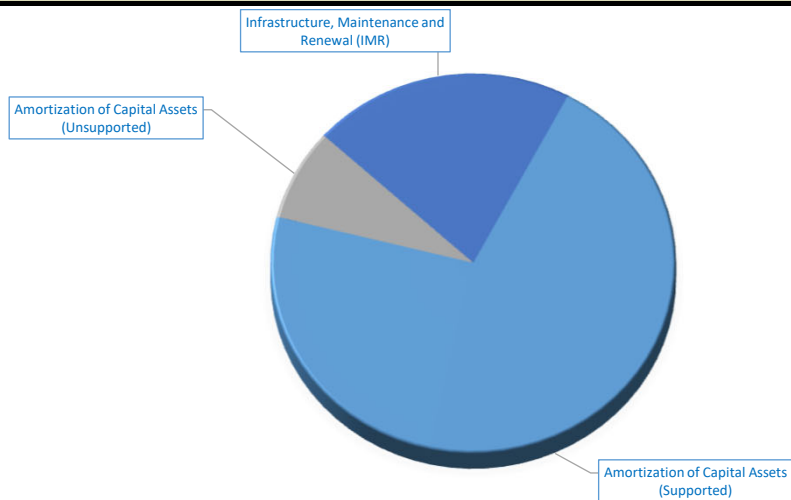
	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Total Revenues and Allocations To Budget	\$2,750,797	\$2,710,797
Total Expenditures	\$2,750,797	\$2,710,797
<b>Variance</b>	<b>\$0</b>	<b>\$0</b>

## Capital and Debt Services

Lethbridge School Division  
2021-2022 Preliminary Budget  
Lethbridge School Division

2021-2022 Preliminary Budget

### Capital and Debt Services



Category	Amount	Percentage
Amortization of Capital Assets (Supported)	\$5,097,276	71%
Amortization of Capital Assets (Unsupported)	\$561,249	8%
Infrastructure, Maintenance and Renewal (IMR)	\$1,508,131	21%
<b>Total Expenditures</b>	<b>\$7,166,656</b>	

# Capital and Debt Services

Lethbridge School Division  
2021-2022 Preliminary Budget  
Lethbridge School Division

2021-2022 Preliminary Budget

## Capital and Debt Services

### Revenue and Allocations to Budget Center

Basic Program Allocation	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Total	\$7,166,656	\$9,022,657
% of Revenue and Allocations to Budget Center	100%	100%

Total Revenue and Allocations to Budget Center	\$7,166,656	\$9,022,657
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### Expenditures

Capital and Debt Services	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Amortization of Capital Assets	\$5,658,525	\$5,658,525
Infrastructure Maintenance and Renewal	\$1,508,131	\$3,364,132
Total	\$7,166,656	\$9,022,657
% of Expenditures	100%	100%

Total Expenditures	\$7,166,656	\$9,022,657
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### Summary

	2021-2022 Preliminary Budget	2020-2021 Sept 30th Budget
Total Revenues and Allocations To Budget	\$7,166,656	\$9,022,657
Total Expenditures	\$7,166,656	\$9,022,657
Variance	\$0	\$0