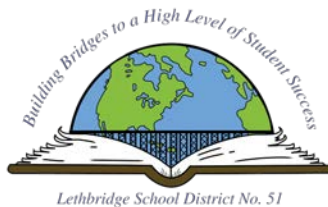


Lethbridge School District No. 51



Gilbert Paterson Middle School
Pirates of Penzance

2016-2017 Preliminary Budget



Prepared by the Division of Business Affairs
433, 15th Street South
Lethbridge, Alberta, Canada T1J 2Z4

Presentation: May 24th, 2016

For more information, visit our website at:
www.lethsd.ab.ca



Lethbridge School District No. 51

2016-2017 Operating Budget Index to Summary Information

Note the information presented in this document is summary information only. Please see the district website (www.lethsd.ab.ca) for the detailed budget document after final budget approval May 30th, 2016.

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LETHBRIDGE SCHOOL DISTRICT NO. 51

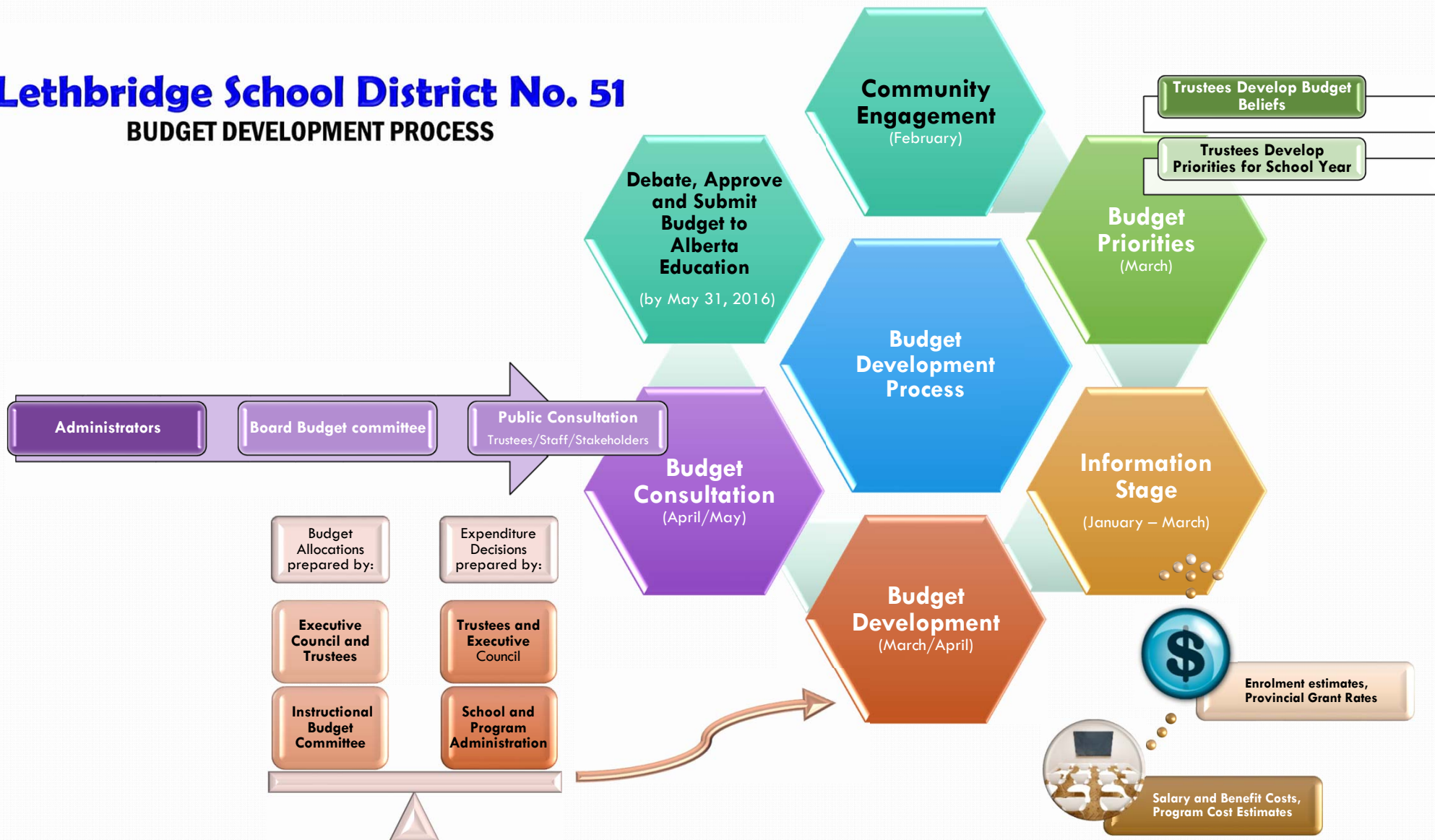
BOARD OF TRUSTEES BELIEF STATEMENTS FOR PREPARATION OF THE 2016-2017 BUDGET

Lethbridge School District No. 51 is primarily funded by Alberta Education. The Board is legally obligated to create and approve the annual district budget and to fiscally manage the District's funds in a responsible manner, ensuring that the educational needs of students are met within a balanced budget, as required by the *School Act*.

- The Board believes in a budget process that is open and transparent.
- The Board believes that the budget shall provide for staffing to facilitate educational opportunities for all our students.
- The Board believes that education at the primary level is foundational to student success, and as such is a priority.
- The Board believes that funds need to be allocated to enable each school to remain viable and to be able to promote equitable access to educational opportunities and resources for students.
- The Board believes in keeping District 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 that 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 District No. 51

BUDGET DEVELOPMENT PROCESS





Lethbridge School District No. 51

2016-2017 Operating Budget

Executive Summary

Lethbridge School District No. 51 has a total budget of \$120.6 million and provides public education services to the citizens of the City of Lethbridge, Alberta, Canada.

The School District was established in 1886 and has proudly served our community for over 125 years. **Lethbridge School District No. 51** serves over 10,573 students from early education (pre-school) to grade twelve. The District provides high quality learning experiences for students through a broad range of educational programs in twenty one schools and four institutional programs.

The executive summary presents highlights of the budget and organizational information of the school district.



A smile says it all...
Early Education Program
at Park Meadows School

District Priorities and Strategies

The Board of Trustees held a consultation session with the education stakeholders of the community. This consultation included a highly successful Town Hall meeting which provided the opportunity for approximately 200 parents, students, district staff, and community members to provide comments and feedback to the trustees. This year's consultation centered on redeveloping the District's Vision and Mission. The Board of Trustees received all the feedback

from this consultation and developed a new “draft” vision, mission, and guiding principles for the District.

Vision:

Our learners are innovative thinkers who are successful, confident, respectful, and caring.

Mission:

Lethbridge School District is inclusive, forward-thinking, and accountable for engaging students in a breadth of quality learning experiences that develop innovative minds and responsible global 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 child can learn.
- Learning is a lifelong activity.
- Learners that grow are 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.

These “draft” foundational documents have been provided to our community for further stakeholder comment before approval by the board. Although these new foundational statements are still in draft form, the Board of Trustees used this information to inform the development of priorities for the 2016-2017 school year and belief statements for the development of the 2016-2017 budget.

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

Priority: Supporting Student Achievement and closing the achievement gap.

OUTCOMES:

- Students achieve student learning outcomes with strong foundational skills in literacy and numeracy.
- Teachers possess a deep understanding of pedagogy that develops literacy and numeracy.
- Students are lifelong learners possessing the skills and attributes to successfully transition to further education, credentialing or the world of work.
- First Nations, Metis and Inuit (FNMI) student achievement will meet or exceed provincial standards.
- Teachers are highly skilled in all areas of the Teaching Quality Standard and possess a deep understanding of pedagogy that develops literacy and numeracy.
- Effective learning and teaching is achieved through collaborative leadership and structures that build capacity to improve within and across schools.

Priority: Supporting the implementation of initiatives designed to develop innovative thinkers.

OUTCOMES:

- Students demonstrate the attributes of innovation, creativity and critical thinking.
- Learning is process-based supported by instructional practices that engage students in creative and critical thinking
- A breadth of high quality programs within and outside the classroom foster innovative thinking.
- All learners effectively use technology as creative and critical thinkers capable of understanding digital information and creating knowledge.
- All learners are responsible digital citizens.
- The education system demonstrates collaboration and engagement.

Chinook High School students
preparing for *Pink Shirt Day!*

Kindness is One Size Fits All!



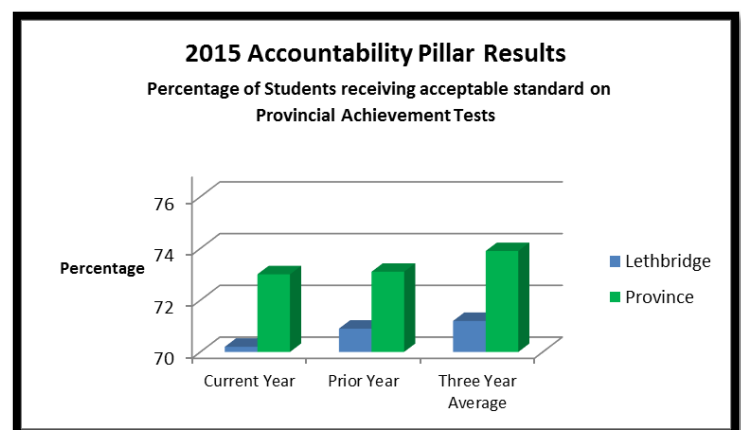
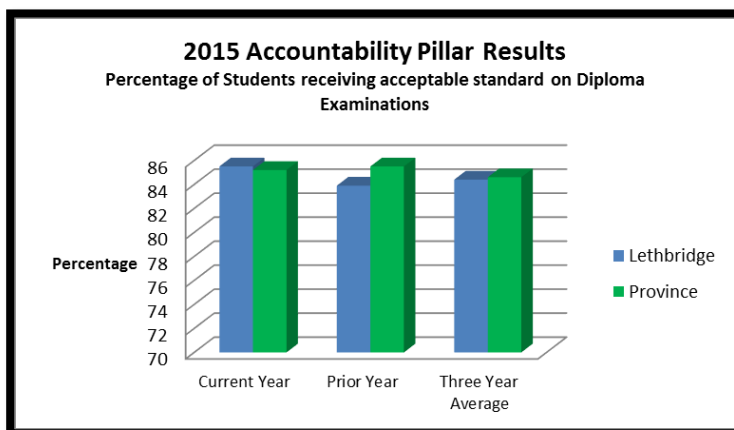
Priority: Supporting Student Diversity.

OUTCOMES:

- Schools are welcoming, caring, respectful and safe learning environments.
- Schools are inclusive learning environments.
- Students with diverse learning and social needs are supported.
- Schools are learning environments that promote healthy lifestyles.

Student Achievement

In the majority of subject areas, [Lethbridge School District No. 51](#) students performed well in the Provincial Achievement Tests and Diploma Exams. The charts below demonstrate the 2015 Accountability Pillar results for the district as compared to the province. For the Provincial Achievement Tests, [Lethbridge School District No. 51](#) and the provincial average has slightly declined in the percentage of students receiving the acceptable standard over the last three years. There has been an increase over the last two years in the percentage of students receiving the acceptable standard on Diploma Exams in the district; however the District is achieving above the provincial average for the current year. Student success can be attributed to the students who have worked hard to achieve these results, 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. School and district staff analyze the results to develop improvement plans to further enhance student achievement in future years. The District 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. The budget allocates resources to assist schools in providing learning supports for all students to maximize success. The Board of Trustees established supporting student achievement as one of the priorities for 2016-2017 and this is reflected in the development of the 2016-2017 budget. This budget allocates from one-time reserves funding to support inclusive learning, high school completion, literacy and English as a second language. Student achievement is also a consideration with budget emphasis on technology evergreening and the allocation of reserve funds to ensure Wi-Fi in secondary schools is equitable and accessible.



Meritorious Budget Award Program

[Lethbridge School District No. 51](#) is pleased to participate in the Association of School Business Officials (ASBO) International Meritorious Budget Award Program (MBA) for presentation of the 2016-2017 budget. The District received its first MBA for excellence in the presentation of the 2006-2007 budget and the nine subsequent years up to and including the 2015-2016 budget.

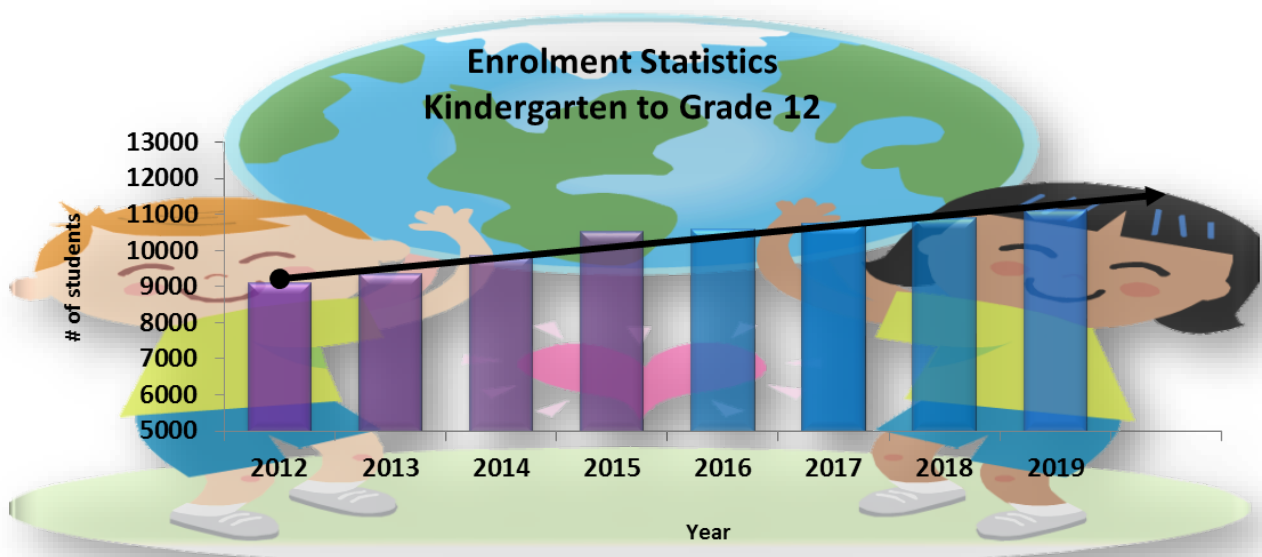
Budget Process

The District's budget process involves stakeholders to ensure there is involvement in the development of the budget from start to final approval. The District undertook a number of consultations with stakeholders to discuss the current fiscal situation and to develop expenditure priorities for the 2016-2017 budget. A town hall meeting was held in February 2016 involving parents, students, staff, and the community, to explore the development of a new vision and mission that more accurately reflect our contemporary reality. As part of the process in exploring mission (what we do in school each and every day to reach our vision) participants generated ideas that could be collated and articulated as priority areas. These ideas the development of Board priorities. The Board of Trustees developed belief statements in March 2016, and set priorities which guided the development of the 2016-2017 budget. The budget process and policies used to develop the budget were unchanged from the development of the 2015-2016 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 presentation of the budget in May 2016 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 30th, 2016. After final approval by the Board, the budget will be submitted to Alberta Education as required under legislation. Under legislation, the budget is to be submitted to Alberta Education by May 31st each year. Due to the late budget announcement by the provincial government the Minister of Education extended the deadline to June 30th for submission of the 2016-2017 budget.

Enrolment

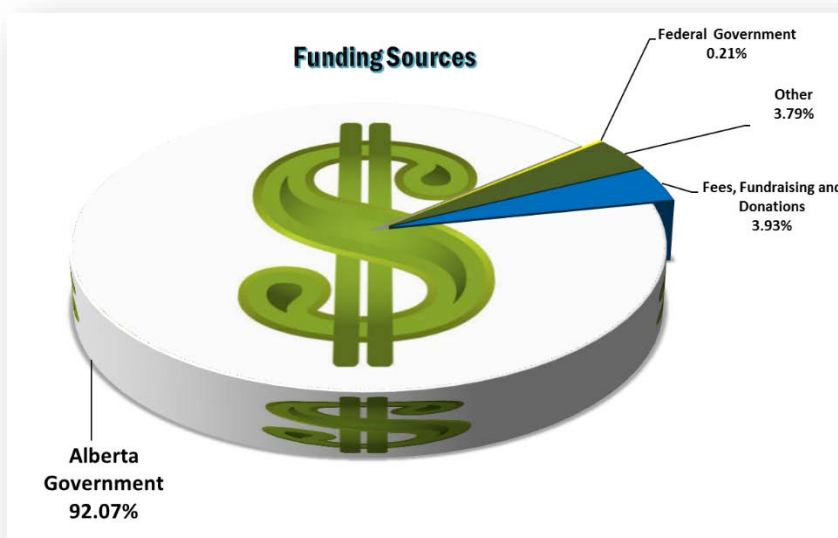
Lethbridge School District No. 51 will have 10,573 students enrolled in early education (pre-school) through Grade 12 in the 2016-2017 school year as compared to 10,494 in 2015-2016. This is an increase of 79 students or .76%. Overall, kindergarten will decrease by 50 students and grades 1 to 12 enrolment will increase by 129 students for the 2016-2017 school year. Enrolment at grades 1-5 will see the most growth at 112 students.



Historical enrolment data is used to predict enrolment for subsequent budget periods. The preceding chart illustrates the change in enrolment from September 2012 to September 2015 and projected enrolment over the next four years to September 2019. In the period from 2012 to 2013, there has been a slight increase in enrolment. Enrolment then increases significantly in September 2014 by 5.34% and by 6.85% in 2015, mainly due to the addition of Immanuel Christian Schools, two schools that were previously private schools.

Projected enrolments over the next four-year period show a slight increase of .76% in 2016 followed by an increase in 2017 of 1.31%, 1.41% in 2018 and 2.25% in 2019. There has been an upward trend in enrolment due in part to the significant growth that the City of Lethbridge has experienced in prior years, in particular Lethbridge has become home to many refugee families from other countries who have been settled in Lethbridge. Migration to the city is not the only factor in the upward trend, and the increasing trend in birth rates also has an impact on future student enrolment. In the four year period 2016 to 2019 enrolments are projected to increase by 614 students or 5.85%. Enrolment fluctuations have a significant impact on future grant revenues as 60% of the District's funding is based on the number of students enrolled as of September 30th.

Funding Sources



Lethbridge School District No. 51 is financially dependent on funding from the Province of Alberta. The school district receives 92% of its funding from government sources. The District has control over other revenues such as school fees, school generated funds, outside grants, investment revenues, and one-time reserve funds, which comprise only 8% of the District's revenue.

Total budgeted revenues for 2016-2017 are \$120.6 million. Included in these revenues is approximately \$3.9 million of prior year's reserves. Total revenues for the District increased by 2.87% over 2015-2016.

Base Grant funding is based on funded student enrolment. This funding increased by 1.47%. Base Funding is calculated on the number of students enrolled as of September 30th of each school year. Base funding did not receive a grant rate increase and the increase in funding is related to enrolment growth is .76%, along with anticipated high school credit earnings through the High School Off Campus program.

Rates for various grants under differentiated funding, such as Inclusive Education, First Nations Metis and Inuit, English as a Second Language and Socio Economic Status were frozen at 2015-2016 funding rates. Due to enrolment growth, there is an increase in differential cost funding of

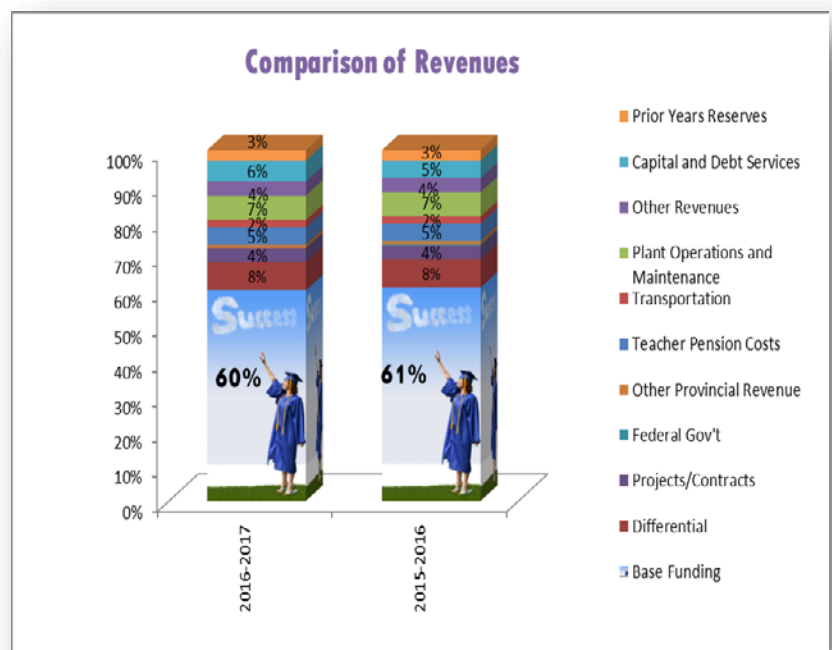
1.3%. Project/Contract funding increased by 13.89% due to an increase in Program Unit Funding based on funding received in 2015-2016 for students requiring these supports after the finalization of the 2015-2016 budget. Other Provincial revenue includes funding for the Making Connections program.

Transportation and Plant Operations and Maintenance grant rates were frozen at 2015-2016 rates and any increases are represented by enrolment growth in the 2015-2016 school year. In the Capital Block, the Infrastructure Maintenance and Renewal Grant (IMR) was increased by approximately 64% to support major maintenance upgrades to school facilities As a result overall capital block funding increased by 23.52%.

Revenues	2016-2017	2015-2016	Variance	Change %
Total Revenue	\$120,635,813	\$117,272,968	\$3,362,845	+2.87%
Base Funding	\$71,867,504	\$70,823,251	\$1,044,253	+1.47%
Differential Cost Funding	\$9,979,299	\$9,851,705	\$127,594	+1.30%
Projects/Contracts	\$5,048,224	\$4,432,672	\$615,552	+13.89%
Federal Government Revenue	\$240,312	\$240,312	\$0	0%
Other Provincial Revenue	\$1,147,732	\$1,192,332	-\$44,600	-3.74%
Teacher Pension Costs paid by Government	\$6,300,000	\$6,005,000	\$295,000	+4.91%
Transportation	\$2,486,462	\$2,478,000	\$8,462	+0.34%
Plant Operations and Maintenance	\$8,050,000	\$7,831,496	\$218,504	+2.79%
Other Revenues	\$5,221,836	\$5,239,517	-\$17,681	-0.34%
Capital Block	\$6,371,006	\$5,158,077	+\$1,212,929	+23.52%
Previous Year Reserves (one-time funds)	\$3,923,438	\$4,020,607	-\$97,169	-2.42%

The charts on this page and the following page compare budgeted revenues by major category for the District with the 2015– 2016 school year.

The Base Grant and the Class size funding grant for enrolment in kindergarten to grade three did not receive a grant rate increase. Base Funding is calculated on the number of students enrolled as of September 30th of each school year. Enrolments increased in total by .76%. Based funding is also effected by earnings from high school credit earnings and there is an anticipated increase in earnings from the High School Off Campus Program. As a result, total base grant funding will increase 1.47%. Base Grant Funding makes up 60% of district revenue.



Grant rates for Differential Funding were frozen at 2015-2016 rates. Although grant rates did not change there was an increase in differential funding due to enrolment and demographic growth. Differential Cost Funding increased by 1.30%. Differential Cost Funding makes up 8% of district revenue.

Provincial grants for Projects/Contracts will increase by 13.89%. The increase is due to funding for pre-kindergarten students requiring specialized supports under the Program Unit Funding Grant (PUF) which increased in 2015-2016 due to the number of students requiring these supports. Project/Contract Revenue makes up 4% of total district revenues. Other Provincial Revenue decreased by 3.74% and reflects a revenue claw back to reduce administrative spending from 4% to 3.6% of total expenditures that was implemented in 2013-2014. Included in Other Provincial Revenue is provincial funding for the Making Connections program. Other Provincial Revenue is 1% of total district revenues.



To appropriately account for current year teacher pension costs that are paid by the Province of Alberta on behalf of school boards, the District is now required to record teacher pension costs paid as part of total district revenues along with the corresponding expenditure as part of Certificated Salaries and Benefit costs. The amount of Teacher Pension costs paid on behalf of the District is estimated to be \$6.3 million for 2016-2017, which is 5% of total district revenues.

G.S. Lakie Middle School celebrates Holi, "the Festival of Colors"

Funding from Alberta Education (excluding transportation grants and facility maintenance grants) is 83% of the District's budget. Funding provided for the transportation of students to and from school did not receive an increase, however the grant increased due to an increase in the number of eligible students in 2015-2016. Funding rates for the operation and maintenance of school facilities did not increase, however total funding increased due to student growth in 2015-2016. Infrastructure Maintenance and Renewal Funding has been increased by 64% to support major maintenance upgrades of school facilities.

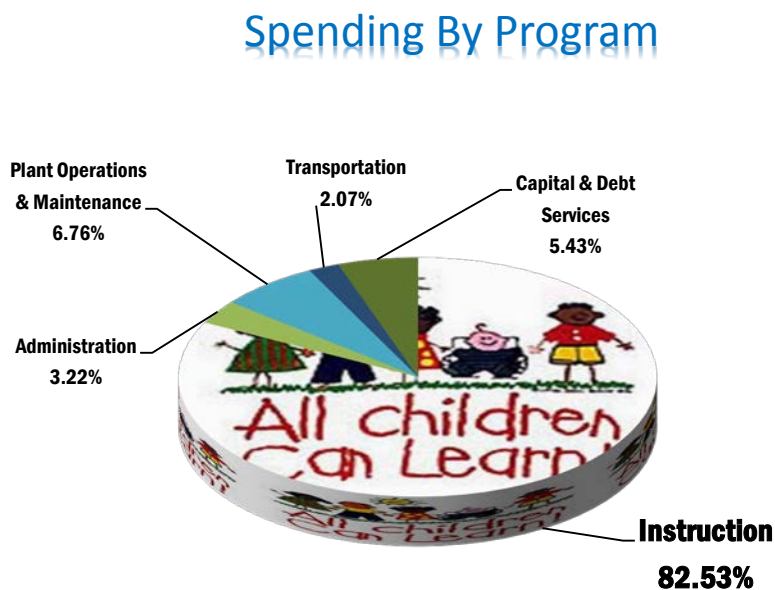


Other Revenues, which make up 4% of district revenue, include donations, fees and fundraising related to school generated activities. Other revenues also included optional course fees, early education fees, and international student tuition fees. There is a reduction in other revenues of \$230,000 as the board has eliminated the Basic Instructional Fee that was charged for grades 6 to 12. In 2011-2012 the board had eliminated the Basic Instructional Fee for grades 1-5. There is no

basic instructional fee at Kindergarten. The District does not charge a fee to transport students to and from school.

In 2015-2016, \$4 million was budgeted to be allocated from one-time reserve funds. In developing the budget for 2016-2017, \$3.9 million of one-time reserve funds will be allocated to address priorities established for 2016-2017. The District will use reserve funds for students entering our school jurisdiction that require additional support, funding to facilitate the use of technologies to increase pathways for students to access curriculum, to respond to the demand for increased access to wireless local area networks, high school completion, literacy intervention, French Immersion resources, and the costs of commissioning the new elementary school in Copperwood. School sites will allocate some one-time reserve funds to address class size concerns at the secondary level.

Spending by Program



Funding is allocated to district programs and services to ensure that programs meet the needs of students and schools to remain viable. The \$120.6 million of funding resources are allocated to five major program areas including Instruction, Plant Operations and Maintenance, Transportation, Administration, and Capital and Debt Services.

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 school district.

Some of the other instructional programs and services include the First Nations Métis and Inuit Program, Technology and a Counseling Program to provide universal counseling supports to students.

The Plant Operations and Maintenance activities relate to the District'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.

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

Administration includes Board Governance, Business and Finance, Human Resources, Office of the Superintendent, and System Instructional Support.

Capital and Debt Services includes the provision of funding for supported debenture debt payments from the Province of Alberta. Debenture debt is fully paid on behalf of the District by the Province of Alberta and does not impact the budget. Interest costs on this debt are recorded as a grant and a related expense and therefore do not impact the current or future budgets of the District. Also included in the Capital and Debt Services budget is the amortization of capital assets and the Infrastructure Maintenance Renewal Program (IMR).

Expenditures by Object

Lethbridge School District No. 51 will spend approximately \$93.4 million on staffing, which is about 77% of the District's \$120.6 million budget.

Wage increases in the budget will be 0% for 2016-2017, except for CUPE 2843 support staff that will receive a 2% increase as negotiated in the last year of their contract. Teacher negotiations have just commenced at the provincial level. Other unionized and non-union employees have not commenced compensation discussions for 2016-2017. Overall benefit costs are expect to remain the same for 2016-2017.



The chart below compares the expenditures of the 2016-2017 budget with the 2015-2016 budget.

Expenditures	2016-2017	2015-2016	Variance	Change %
Total Expenditures	\$120,635,813	\$117,272,968	\$3,362,845	+2.87%
Certificated Staffing	\$67,708,378	\$66,642,873	\$1,065,505	+1.60%
Uncertificated Staffing	\$25,661,581	\$24,797,603	\$863,978	+3.48%
Contracted and General Services	\$8,600,837	\$9,551,503	-\$950,666	-9.95%
Supplies	\$9,932,332	\$8,027,372	\$1,904,960	+23.73%
Utilities	\$1,968,137	\$1,794,450	\$143,687	+8.00%
Capital and Debt Services	\$6,545,486	\$5,366,086	\$1,179,400	+21.98%
Transfers	\$219,062	\$1,093,082	-\$874,020	-79.96%

The District expends approximately 77% of the budget on salary and benefits. Approximately \$67.7 million is expended on teaching staff (certificated staffing), which is approximately 56% of the total district budget. The District will expend **1.6%** more on teaching staff in 2016-2017. Benefit costs remain steady in 2016-2017. Additional teachers have been included in the budget to help address enrolment growth, support inclusive learning, high school completion, and class

sizes. **Overall there are approximately 12.5 FTE teachers more than in 2015-2016, which is a 2.26% increase in the number of teaching staff.**

Approximately \$25.7 million is spent on support staff, which is approximately 21% of the total District budget. There is a 2% budgeted increase in the wage rate for some support staff contracts that were negotiated 5 years ago. **Overall there is a 2 FTE or .45% decrease in support staff.**

There is a significant increase in Contracted Services and Supplies in the budget. Contracted services will see a decrease due to items such as building maintenance and other miscellaneous services budgeted with the use of one-time reserves in 2015-2016. Supplies will increase significantly due to an increase in computer purchases of \$1.8 million related to upgrading computers at the elementary school level as part of the planned evergreening cycle.

The district will experience increased costs in utilities due to the addition of new modular facilities in 2015-2016 and a new elementary school ready for commissioning in the spring of 2017. Also, due to the new carbon tax levy scheduled for January 2017 the district will experience increased heating costs.

Capital and Debt Services has increased due to a significant increase in funding for the Infrastructure Maintenance and Renewal Grant to provide for major maintenance upgrades such as roof, boiler, and window replacements for 2016-2017. The provision for the aging of the District's capital assets has increased and there is a slight reduction in spending on capital and debt services that is attributed to the province's repayment of debenture debt.



Minister of Education visits Galbraith Elementary School

In 2014-2015, the cost was approximately \$11,415 to educate a full time equivalent student in [Lethbridge School District No. 51](#) as compared to the provincial average of all public school authorities of \$12,078 per student. In 2015-2016 the cost was \$11,793, and in the 2016-2017 budget the cost is projected to be \$12,032 per full time equivalent student. This significant increase in cost per student is due in part to the use of one-time reserve funds to address priorities. The Board implements a responsible fiscal plan to ensure that resources entrusted to the District are spent efficiently, effectively, and reflects the Board's priorities to provide the best learning opportunities for [Lethbridge School District No. 51](#) students.

The Board priorities, which reflect the Board's Budget Belief Statements, were developed after extensive consultation with the education stakeholders of the community. Some of the priority areas addressed in the budget include:

- Continue with year three of allocating funds to develop teacher leaders for targeted areas of curriculum and enhanced support for the District's mentorship program.
- Through the use of one-time reserves provide additional support to ensure that all students have access to specialized supports to help them succeed. (First

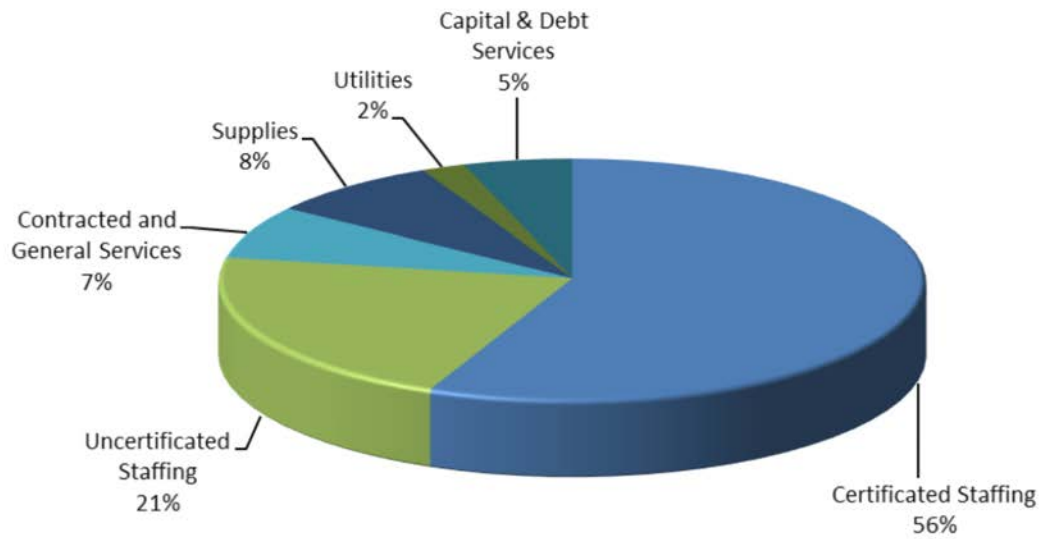
Nations Metis Inuit, English Language Learners/English as a Second Language, Early Education Programming, students with disabilities, conditions, syndromes).

- Students were engaged in discussion through the District Student Advisory Committee in 2013-2014, which comprised of student representatives from middle school and high school. These students participated in a survey about technology in their schools. In this survey, these students responded that technology was important to their learning, however one of the barriers to bringing their own device or overall satisfaction with their technology experience at school was speed and reliability of Wi-Fi access. The Board continues with the third year of allocating one-time reserve funds to explore options for improving Wi-Fi access in our schools.
- Additional support provided for Universal Counseling supports, mental health and collaborative services delivery models.
- Continued commitment to improving high school completion through the School District's Fast Forward program, distance learning, and innovative structures under the umbrella of high school redesign.
- Continued support of the District's High School Off Campus program to increase career mentorship opportunities for high school students, with a focus on Work Experience for Career Exploration.
- Funding allocated towards digital citizenship which develops personal attributes that contribute to safe, caring, and respectful learning environments, responsible technology use, empathy, and global perspectives.
- Funding allocated to develop the teaching skills necessary for the seamless integration of technology.
- Funding from one-time reserves allocated to enhancing literacy at middle school and support for English as a Second Language.
- Board Governance and Administration continues to be below the maximum amount of spending allowable despite a reduction in the spending cap from 4% to 3.6% by Alberta Education. Administration spending is 3.22% of the total budget ensuring that dollars are spent efficiently and effectively and funds are directed to support students.

Canoe construction project at Victoria Park High School

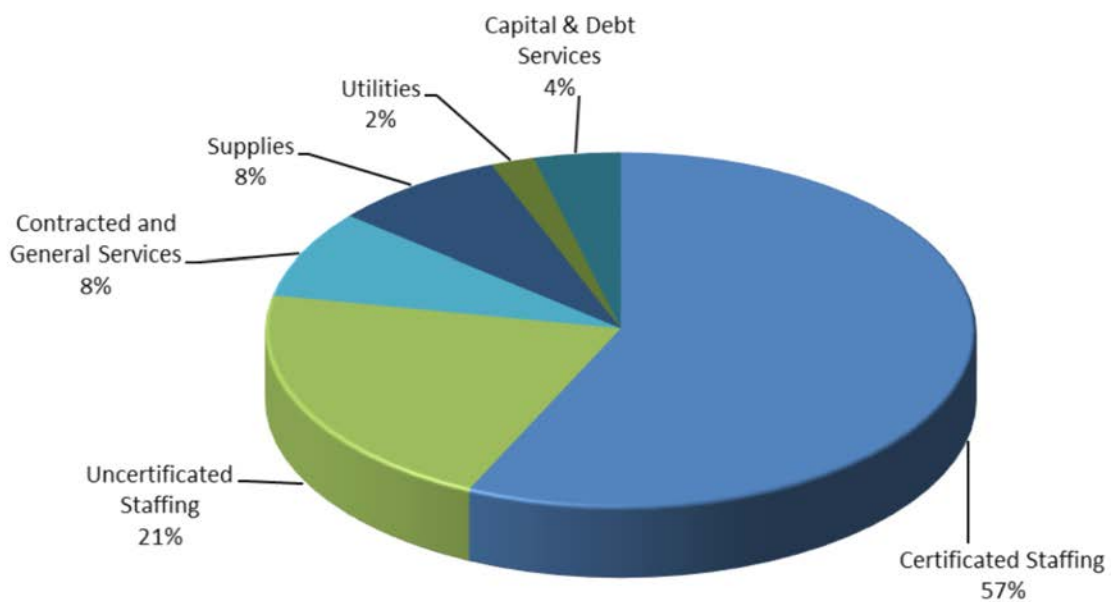


Expenditures by Object 2016-2017



Expenditures for the 2016-2017 budget are compared with budgeted expenditures from 2015-2016 to illustrate the similarity between the two years.

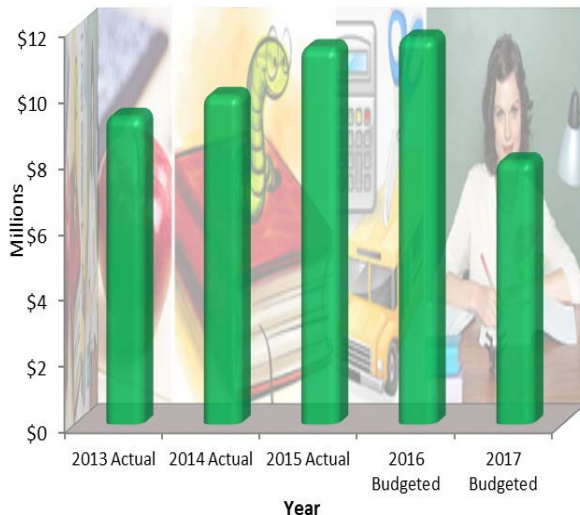
Expenditures by Object 2015-2016



Financial Impact

Accumulated Surplus from Operations

Year ended August 31
2013 to 2017 (estimated)



The District has been able to rebuild the Accumulated Surplus from Operations (ASO) in the years 2013 to 2015 as funds were being saved for the District's evergreening of computers at the secondary school level. Since 2015, funds have been accumulated for the next technology evergreening cycle in 2017. At August 31, 2013, the District had an ASO of \$9.3 million or 9.5% of operating expenditures. For the year ended August 31, 2014 ASO was \$9.9 million or 10% of expenditures. In 2014-2015 ASO increased to \$11.4 million or 11% of expenditures. Included in ASO for all years is approximately \$1.7 million of unspent school generated activity funds which are now included in ASO as required under Public Sector Accounting Standards.

In 2015-2016, due to staffing costs and expenditures being lower than originally budgeted, it is anticipated that the estimated AOS balance at August 31, 2016 will be \$11.7 million or 9.96% of expenditures. It was anticipated that there would be a draw on one-time reserves of \$4 million.

In budget 2016-2017, a total of \$3.9 million in reserve funds will be utilized to balance expenditures. The District will use reserve funds for students entering our school jurisdiction that require additional support, funding to facilitate the use of technologies to increase pathways for students to access curriculum, to respond to the demand for increased access to wireless local area networks, high school completion, literacy intervention, French Immersion resources, and the costs of commissioning the new elementary school in Copperwood. School sites will allocate some one-time reserve funds to address class size concerns at the secondary level.

The use of one-time reserves will reduce the Accumulated Surplus from Operations (ASO) of the District to approximately \$7.9 million or 6.59% of operating expenditures of which \$1.7 million is restricted for School Generated Funds. This leaves an ASO of 5.15% that is available for addressing other needs. It has been recommended that school districts maintain an ASO over 1% percent of operating expenditures in order to deal with emergent and contingent situations. If a district's ASO falls below 1%, government may consider the district's financial health to be a concern.

The District 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 District. The amount of the ASO will be dependent on future financial resources from Alberta Education and expenditure decisions made by the District.

Human Resources

District staffing has the greatest impact on the educational opportunities provided to students within [Lethbridge School District No. 51](#) and consequently makes up 77% of the District's budget. The District will employ 565 full time equivalent (FTE) teachers and 445 full time equivalents (FTE) support staff in 2016-2017. Teacher and support staff has continued to grow since 2011-2012 due to enrolment growth in the District.

The chart below illustrates the changes in class sizes over a three year period from 2014-2015 until the 2016-2017 school year.

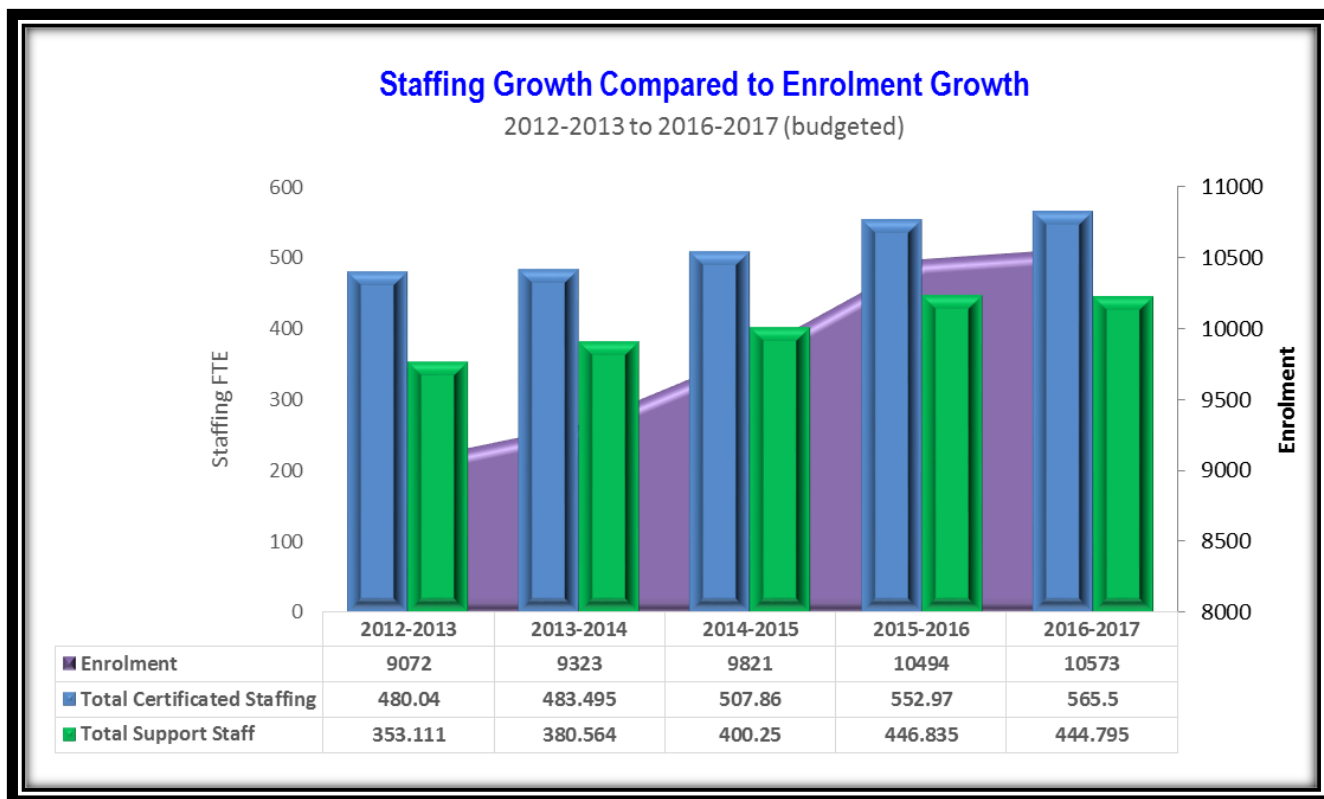
Average Class Size	K to 3			4 to 6			7 to 9			10 to 12		
	16-17	15-16	14-15	16-17	15-16	14-15	16-17	15-16	14-15	15-16	15-16	14-15
All classes LSD #51	21.6*	21.6	21.6	24.6	24.6	24.3	25.8*	25.8	25.7	26*	26	25.1

The District spends 56% of the budget on teaching staff. With no increase in grant rates, additional teaching staff have been added to address student growth only. Additional staff have been added to address priority areas of support such as ESL and Literacy through the use of one-time reserve funds. Reducing class sizes and maintaining other supports and services is a difficult balancing act. According to an Alberta School Boards Association Survey, in 2015-2016, [Lethbridge School District No. 51's](#) teaching staff have more years of experience and teacher training than the provincial average of school boards across the province. The provincial average for teacher training is 4.94 years and teacher experience is 7.86 years. The District average is 5.25 years of teacher training and 8.16 years of experience. This means that [Lethbridge School District No. 51](#) would spend approximately \$3,000 per teacher more than school districts with teaching staff at the average years of teacher training or experience. This is an additional cost of approximately \$1.6 million.



[Superintendent Cheryl Gilmore](#),
volunteering for McHappy Day!

The District spends 21% of the budget on support staff positions and overall they will decrease by 2 FTE in 2016-2017. There is a decrease of approximately 14 FTE Educational Assistant positions in the budget, however for the last few years the District has not been able to hire to the budget provided due to the number of qualified applicants and employee turnover in these positions. There is an increase in 9 support staff for the addition of the Making Connections program to the budget. There is an increase of 1.5 FTE Family School Liaison positions to support counselling needs in the District.



In the five year period from 2012-2013 total district staffing will have increased by 177.14 FTE or 21.26%. Teaching staff will have increased by 90.96 FTE, or 19.69% and support staff has increased by 85.46 FTE or 17.80%. Enrolment has grown by 1501 students since September 2012 which is a 16.55% increase. Staffing growth, in particular teaching staff, did not kept pace with enrolment growth in the period 2012-2013 to 2015-2016 due to cost increases being greater than grant revenues received. Support staff have grown significantly in the last five years. In particular Educational Assistant positions have increased by 31.5% over the last five years despite a modest reduction for 2016-2017, due to an increased number of students requiring additional supports.

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 in the elementary and middle school populations. Currently our schools in west Lethbridge range in utilization of 101% to 162% of capacity. The District was pleased to receive news in 2013 that one of the new K-5 elementary schools for west Lethbridge, to be located in the Copperwood subdivision, had been approved by the Province and will provide an additional 600 student spaces in 2017. In September 2014 the province approved a new middle school to provide an additional 910 student spaces in 2018 for students in grades 6 to 8 in west Lethbridge. Both of these projects are currently in progress and are on-time and on budget. There are also new subdivisions planned for the south side of the city, and elementary schools in this area have utilization rates of 101% to 174% of capacity, therefore with projected enrolments expected to increase, a new elementary school has been requested for south Lethbridge.

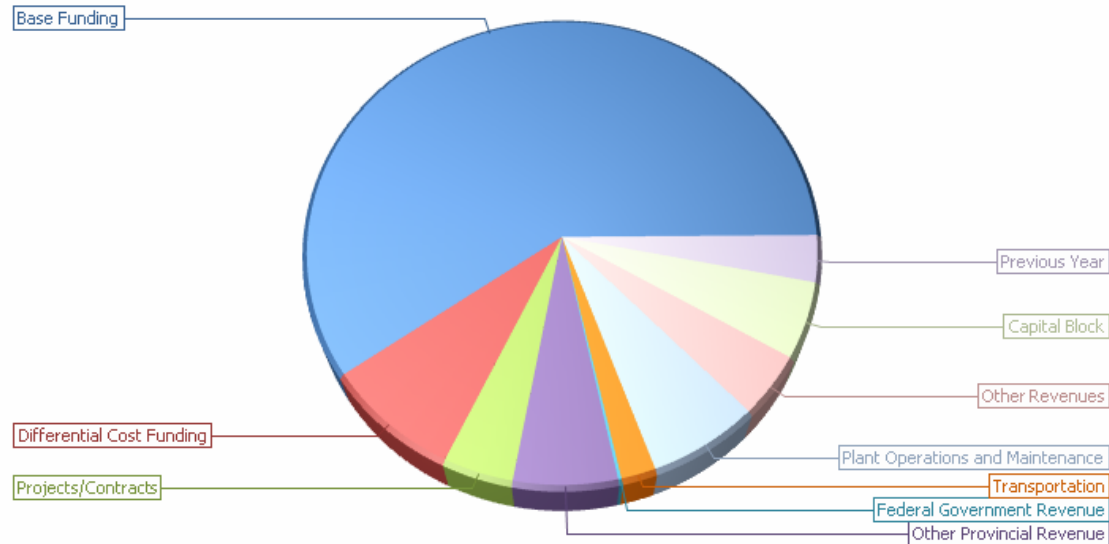
The District has also requested a number of expansion and modernization projects to upgrade school facilities for deficiencies in school buildings to ensure the health and safety of students and upgrade building structural components, mechanical and electrical services. The District received news in 2014 that funding would be provided for the modernization of Wilson Middle School. This modernization is expected to be completed in 2017. The number one priority for modernization and preservation in the 2017 capital plan is Galbraith Elementary School, which is 104 years old. Funding has also been requested for modular classroom space immediately to facilitate growth in school communities. The District received four new modular facilities in the spring of 2016 to provide additional learning space throughout the city in 2016-2017.



Information

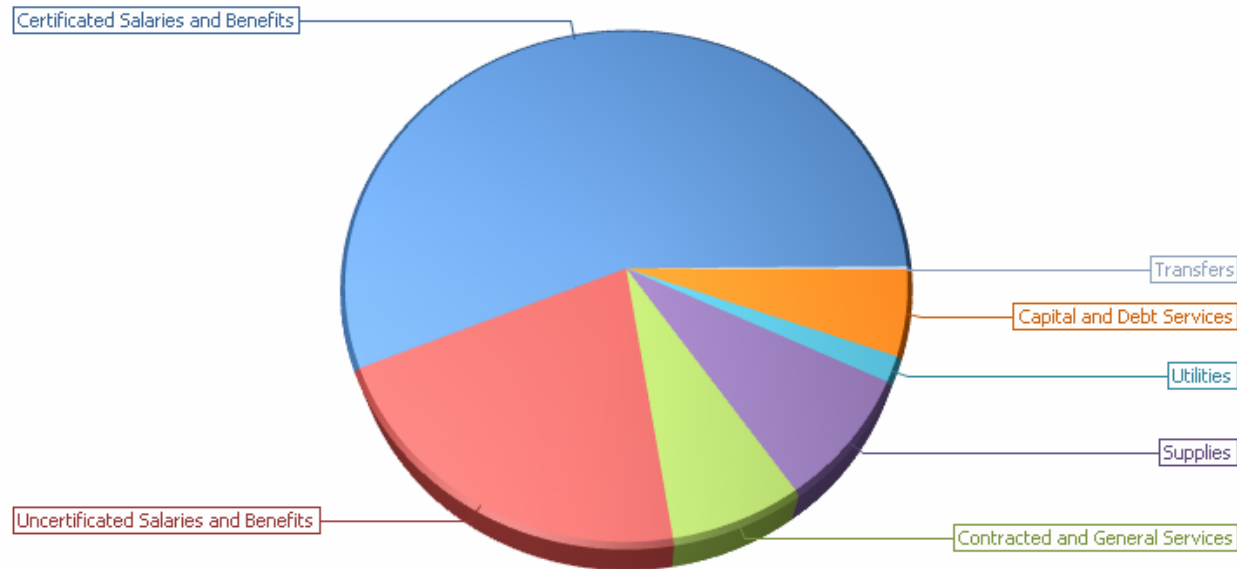
Lethbridge School District No. 51 prides itself on providing outstanding educational opportunities for the students of the City of Lethbridge and believes in its new “draft” mission “**Lethbridge School District is inclusive, forward-thinking, and accountable for engaging students in a breadth of quality learning experiences that develop innovative minds and responsible global citizens**”. For further information about Lethbridge School District No. 51 view the District’s Three Year Education Plan and Annual Education Results Report and the Audited Financial Statements on the District’s website at www.lethsd.ab.ca. The website is a great resource to provide further information about Lethbridge School District No. 51’s schools, services, and resources.

Revenue



Category	Amount	Percentage
Base Funding	\$71,867,504	60%
Differential Cost Funding	\$9,979,299	8%
Projects/Contracts	\$5,048,224	4%
Other Provincial Revenue	\$7,447,732	6%
Federal Government Revenue	\$240,312	0%
Transportation	\$2,486,462	2%
Plant Operations and Maintenance	\$8,050,000	7%
Other Revenues	\$5,221,836	4%
Capital Block	\$6,371,006	5%
Previous Year	\$3,923,438	3%
Revenue And Allocations To Budget Center	\$120,635,813	

Expenditures



Category	Amount	Percentage
Certificated Salaries and Benefits	\$67,708,378	56%
Uncertificated Salaries and Benefits	\$25,661,581	21%
Contracted and General Services	\$8,600,837	7%
Supplies	\$9,932,332	8%
Utilities	\$1,968,137	2%
Capital and Debt Services	\$6,545,486	5%
Transfers	\$219,062	0%
Expenditures	\$120,635,813	

Lethbridge School District No. 51
2016-2017 Preliminary Budget

Lethbridge School District No. 51

Revenue And Allocations To Budget Center

Base Funding	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
ECS Base Instruction Revenue	\$3,793,185	\$3,998,222
ECS Basic Grant Rate	\$3,339.90	\$3,339.90
ECS Class Size Rate	\$760.84	\$760.84
ECS in Preschool	181 students	181 students
ECS Regular Enrollment	744 students	794 students
Grade 1 to 3 Basic Instruction Revenue	\$21,061,914	\$21,037,309
Gr1-3 Class Size Rate	\$1,521.68	\$1,521.68
Grade 1 to 3 Basic Grant Rate	\$6,680	\$6,680
Grade 1 to 3 Enrollment(Excluding First Nations Students)	2,568 students	2,565 students
Grade 4 to 6 Base Instruction Revenue	\$15,591,120	\$15,183,640
Grade 4 to 6 Basic Grant Rate	\$6,680	\$6,680
Grade 4 to 6 Enrollment (Excluding First Nations Students)	2,334 students	2,273 students
Grade 7 to 9 Base Instruction Revenue	\$14,502,280	\$14,281,840
Grade 7 to 9 Basic Grant Rate	\$6,680	\$6,680
Grade 7 to 9 Enrollment (Excluding First Nations Students)	2,166 students	2,133 students
Institutional Enrollment Gr1-9	5 students	5 students
Grade 10 to 12 Base Instruction Revenue	\$16,856,032	\$16,259,267
# of CEU's to equal 1 FTE	35.000 CEU	35.000 CEU
CEU Rate	\$190.85	\$190.85
CTS Tier 2 additional Revenue	\$23,000	\$23,000
CTS Tier 3 Grant	\$208,000	\$203,000
Enrollment Contingency	0.00 fte	0.00 fte
Grade 10 -12 FTE enrollment (excluding First Nations students)	2,417 FTE	2,365 FTE
Tier 4 Revenue - Off Campus	\$480,000	\$235,000
Outreach Program Funding	\$62,973	\$62,973
Outreach Base Funding	\$62,972.76	\$62,972.76
Total Number of Outreach Sites	1 sites	1 sites
Base Funding	\$71,867,504	\$70,823,251
Revenue And Allocations To Budget Center	60%	60%

Differential Cost Funding	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Aboriginal Funding	\$900,534	\$889,939
Aboriginal Factor	0.6235 factor	0.6235 factor
Aboriginal Students Identified	765 students	756 students
Learning Grant	\$1,888	\$1,888
English as a Second Language Funding	\$726,313	\$726,313
ESL Enrollment	617 students	617 students
ESL Factor	0.6235 factor	0.6235 factor
Learning Grant	\$1,888	\$1,888
Small School by Necessity	\$110,000	\$114,000
Socio Economic Status Funding	\$1,062,453	\$1,062,453
Learning Grant	\$1,888	\$1,888
Social Economic Status Index student population	2,260 students	2,260 students
Socio Economic Status Factor	0.2490 factor	0.2490 factor
Inclusive Education Funding	\$7,180,000	\$7,059,000
Differential Cost Funding	\$9,979,299	\$9,851,705
Revenue And Allocations To Budget Center	8%	8%

Projects/Contracts	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
ECS Severely Disabled PUF Revenue	\$3,300,000	\$2,800,000
Institutional Program Grants	\$880,348	\$893,305
Lethbridge FCSS - MC#4	\$152,000	
Parent Link - MC#2	\$26,509	
Regional Collaborative Services Delivery Revenue	\$365,767	\$365,767
SuperNet Funding	\$249,600	\$249,600
Community Futures - Career Prep Grant	\$0	\$30,000
Community Wellness Grant	\$0	\$20,000
French Language Enhancement Project (FLEP)	\$74,000	\$74,000
Projects/Contracts	\$5,048,224	\$4,432,672
Revenue And Allocations To Budget Center	4%	4%

Other Provincial Revenue	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Alberta Mental Health - MC#3	\$374,400	
Equity of Opportunity Grant	\$1,005,000	\$990,000
Narrowing Teacher's Salary Gap Funding	\$90,332	\$90,332
Southwest Child and Family Services - MC#1	\$100,000	
1% lump sum payment for teachers 2015/2016	\$0	\$509,000
Grant Claw back from Alberta Education	(\$422,000)	(\$397,000)
Teacher Pension Costs Paid by Government	\$6,300,000	\$6,005,000
Other Provincial Revenue	\$7,447,732	\$7,197,332
Revenue And Allocations To Budget Center	6%	6%

Federal Government Revenue	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
First Nation's Revenue	\$170,312	\$170,312
First Nation's Gr. 10-12 Tuition Rate	\$10,032	\$10,032
First Nations 10-12 Enrollment	3 students	3 students
First Nations 1-9 Enrollment	13 students	13 students
First Nations ECS Enrollment	1 students	1 students
First Nation's ECS Tuition Rate	\$5,016	\$5,016
First Nations Gr. 1-9 Tuition Rate	\$10,400	\$10,400
French Immersion Revenue	\$70,000	\$70,000
Federal Government Revenue	\$240,312	\$240,312
Revenue And Allocations To Budget Center	0%	0%

Transportation	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
ECS Severely Disabled Transportation Revenue	\$19,976	\$10,907
Special Transportation for Disabilities Revenue	\$161,952	\$141,708
Urban Transportation Revenue	\$2,304,534	\$2,325,385
Transportation	\$2,486,462	\$2,478,000
Revenue And Allocations To Budget Center	2%	2%

Plant Operations and Maintenance	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Plant Operation and Maintenance Revenue	\$8,050,000	\$7,831,496
Plant Operations and Maintenance	\$8,050,000	\$7,831,496
Revenue And Allocations To Budget Center	7%	7%

Other Revenues	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Basic Instructional Supplies and Materials Fee (Board)	\$0	\$230,000
Early Education Program Fees	\$226,800	\$226,800
Fees for Optional Courses or Materials	\$325,219	\$296,015
Fee Revenue Collected	\$325,219	\$296,015
Fundraising Revenue	\$2,461,000	\$2,461,000
Gifts and Donations	\$390,000	\$360,000
Interest and Investment Income	\$143,000	\$143,000
Miscellaneous Sales Revenue	\$138,802	\$138,802
Rentals - Facilities	\$35,900	\$35,900
School Fees - School Generated Funds	\$1,095,000	\$1,095,000
Teacher Secondment Revenue	\$153,115	
Tuition Fees (Foreign)	\$176,000	\$176,000
Application Fees International Services	\$2,000	\$2,000
Home Stay Fees International Services	\$70,000	\$70,000
Insurance Fees International Services	\$5,000	\$5,000
Other Revenues	\$5,221,836	\$5,239,517
Revenue And Allocations To Budget Center	4%	4%

Capital Block	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Amortization of Capital Allocations	\$3,398,719	\$3,318,719
Infrastructure Maintenance and Renewal Grant Revenue	\$2,948,234	\$1,795,587
Supported Capital Interest	\$24,053	\$43,771
Capital Block	\$6,371,006	\$5,158,077
Revenue And Allocations To Budget Center	5%	4%

Previous Year	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Instruction Surplus/(Deficit) Carry Forward	\$3,923,438	\$3,866,829
Transportation Surplus/(Deficit) Carry Forward	\$0	\$65,000
Previous Year Committed funds	\$0	\$88,778
Prior Year Committed funds	\$0	\$88,778
Previous Year	\$3,923,438	\$4,020,607
Revenue And Allocations To Budget Center	3%	3%

Revenue And Allocations To Budget Center	\$120,635,813	\$117,272,968
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Expenditures

Certificated Salaries and Benefits	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Certificated Salaries and Benefits	\$67,708,378	\$66,642,873
Expenditures	56%	57%

Uncertificated Salaries and Benefits	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Uncertificated Salaries and Benefits	\$25,661,581	\$24,797,603
Expenditures	21%	21%

Contracted and General Services	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Alberta Home and School AGM Registration Fees	\$3,000	\$3,000
Board Communications	\$35,000	\$35,000
Building Maintenance	\$658,145	\$948,729
Employee Assistance	\$20,160	\$20,160
Grounds Maintenance	\$52,500	\$52,500
Insurance/Bond Premium	\$424,868	\$424,868
Multimedia Evergreen and Wi-Fi Access	\$200,000	\$200,000
District Health and Wellness Committee	\$24,000	\$24,000
Extra Curricular	\$71,393	\$71,393
Professional Learning	\$864,288	\$904,246
Auditor	\$27,500	\$27,500
Legal Services	\$25,000	\$25,000
Computer Services	\$178,868	\$163,200
Consultants	\$518,924	\$697,749
Election Expenses	\$12,000	\$12,000
Employee Assistance Expense	\$720	\$720
Postage	\$56,028	\$55,328
Telephone	\$173,909	\$200,750
Wide Area Network (WAN) Communications	\$362,000	\$321,168
Bussing Costs	\$2,096,927	\$2,067,689
Bus Pass Purchases	\$223,000	\$243,400
Bussing - Field Trips	\$106,490	\$129,184
Equipment Repair	\$127,662	\$135,477
Building Rentals	\$10,090	\$9,375
Equipment Rental/Leases	\$111,902	\$113,902
Server Evergreen	\$82,463	\$82,463
Dues/Fees	\$293,046	\$297,844
ASBA Membership Fees	\$64,957	\$64,957
Membership Zone 6	\$2,850	\$2,850
Printing	\$296,270	\$293,004
Advertising	\$33,699	\$33,699
Advertising & Recruitment of Personnel	\$6,000	\$6,000
Banquets and Lunches	\$54,953	\$46,953
Miscellaneous Services	\$1,020,536	\$1,501,036
Employee Recognition	\$10,000	\$10,000
Technology Department Costs	\$26,795	\$26,875
Multimedia Infrastructure Repairs	\$18,617	\$18,355
Travel and Subsistence	\$123,275	\$116,821
Car Allowances	\$131,388	\$112,694
Co-curricular	\$51,614	\$51,614
Contracted and General Services	\$8,600,837	\$9,551,503
Expenditures	7%	8%

Supplies	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Services, Contracts and Supplies School Generated Activities	\$4,050,000	\$4,050,000
Supplies	\$2,304,127	\$1,881,560
Media Materials	\$116,326	\$121,726
Computer Supplies and Software	\$289,026	\$546,668
Textbooks	\$202,512	\$213,937
Furniture and Equipment (Under \$5000)	\$239,106	\$278,653
Computer Purchases	\$2,731,235	\$934,828
Supplies	\$9,932,332	\$8,027,372
Expenditures	8%	7%

Utilities	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Electricity	\$1,275,000	\$1,161,000
Gas	\$500,537	\$453,850
Water and Sewer	\$192,600	\$179,600
Utilities	\$1,968,137	\$1,794,450
Expenditures	2%	2%

Capital and Debt Services	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Amortization of Capital Assets	\$3,677,694	\$3,631,627
Infrastructure Maintenance and Renewal	\$2,843,739	\$1,690,688
Interest on Capital Debt	\$24,053	\$43,771
Capital and Debt Services	\$6,545,486	\$5,366,086
Expenditures	5%	5%

Transfers	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Capital Purchases (Over \$5000)	\$20,000	\$85,000
Commitments from prior year	\$0	\$88,778
Prior Year Committed funds	\$0	\$88,778
Reserves	\$10,000	\$325,000
Contingency (Unallocated Expense)	\$189,062	\$594,304
Transfers	\$219,062	\$1,093,082
Expenditures	0%	1%

Expenditures	\$120,635,813	\$117,272,969
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Summary

	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Total Revenues and Allocations To Budget	\$120,635,813	\$117,272,969
Total Expenditures	\$120,635,813	\$117,272,969
Variance	\$0	\$0

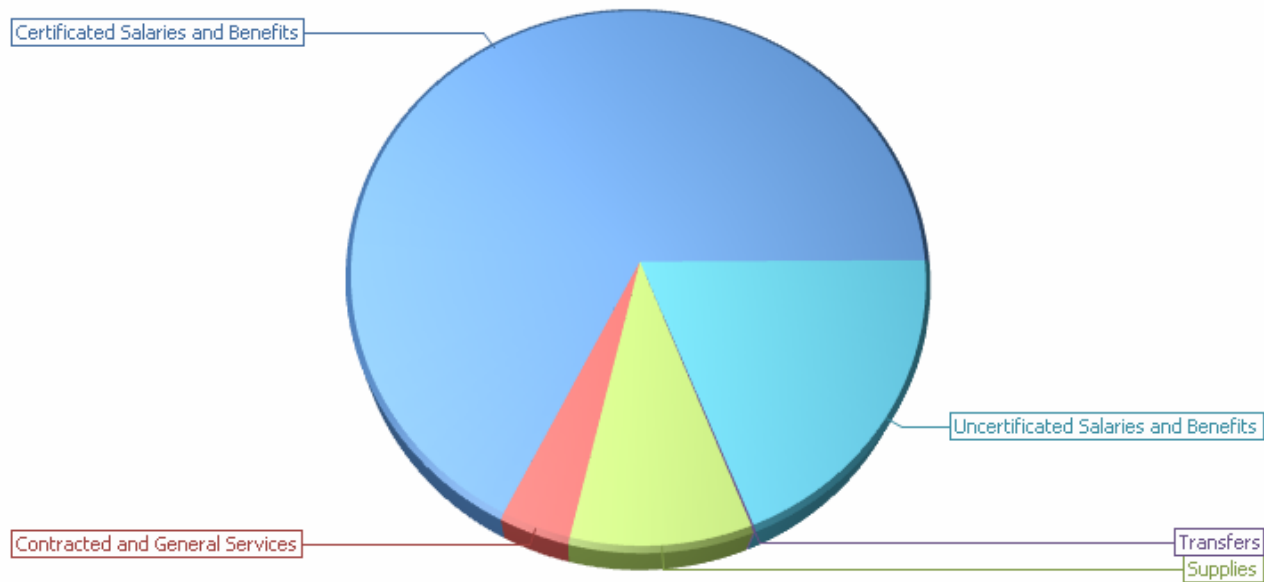
Total Instructional Programs

Total Instruction is the total allocations to and expenditure of all schools (elementary, middle and high school) and other instructional programs and services offered to provide educational opportunities to students within [Lethbridge School District No. 51](#). Some of the other instructional programs and services include such programs as Inclusive Learning Supports, Counselling, First Nations Metis and Inuit (FNMI) program, Institutional Programs, and Technology.

Celebrating First Nations Metis and Inuit Education



Total Instruction



Category	Amount	Percentage
Certificated Salaries and Benefits	\$67,020,913	67%
Contracted and General Services	\$3,676,687	4%
Supplies	\$9,609,852	10%
Transfers	\$119,662	0%
Uncertificated Salaries and Benefits	\$19,133,873	19%
Expenditures	\$99,560,986	

Total Instruction

Revenue And Allocations To Budget Center

Basic Program Allocation	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Total	\$99,560,986	\$97,643,437
Revenue And Allocations To Budget Center	100%	100%

Revenue And Allocations To Budget Center	\$99,560,986	\$97,643,437
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Expenditures

Certificated Salaries and Benefits	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Total	\$67,020,913	\$65,952,332
Expenditures	67%	68%

Uncertificated Salaries and Benefits	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Total	\$19,133,873	\$18,247,929
Expenditures	19%	19%

Contracted and General Services	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Building Maintenance	\$106,863	\$427,628
Employee Assistance	\$16,800	\$16,800
Insurance/Bond Premium	\$30,000	\$30,000
Multimedia Evergreen and Wi-Fi Access	\$200,000	\$200,000
District Health and Wellness Committee	\$24,000	\$24,000
Extra Curricular	\$71,393	\$71,393
Professional Learning	\$806,735	\$846,693
Consultants	\$387,563	\$664,749
Postage	\$42,878	\$42,178
Telephone	\$109,909	\$136,750
Wide Area Network (WAN) Communications	\$362,000	\$321,168
Bussing - Field Trips	\$106,490	\$129,184
Equipment Repair	\$76,562	\$84,377
Building Rentals	\$10,090	\$9,375
Equipment Rental/Leases	\$80,902	\$82,902
Server Evergreen	\$82,463	\$82,463
Dues/Fees	\$275,246	\$280,044
Printing	\$279,270	\$276,004
Advertising	\$7,699	\$7,699
Banquets and Lunches	\$18,453	\$18,453
Miscellaneous Services	\$330,422	\$810,922
Technology Department Costs	\$26,795	\$26,875
Multimedia Infrastructure Repairs	\$18,617	\$18,355
Travel and Subsistence	\$51,175	\$46,721
Car Allowances	\$102,748	\$84,054
Co-curricular	\$51,614	\$51,614
Total	\$3,676,687	\$4,790,401
Expenditures	4%	5%

Supplies	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Services, Contracts and Supplies School Generated Activities	\$4,050,000	\$4,050,000
Supplies	\$2,042,547	\$1,635,181
Media Materials	\$116,326	\$121,726
Computer Supplies and Software	\$287,126	\$544,768
Textbooks	\$202,512	\$213,937
Furniture and Equipment (Under \$5000)	\$205,106	\$248,653
Computer Purchases	\$2,706,235	\$909,828
Total	\$9,609,852	\$7,724,093
Expenditures	10%	8%

Transfers	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Transfers to (-) / from other sites (+)	(\$79,400)	(\$79,400)
Commitments from prior year	\$0	\$88,778
Prior Year Committed funds	\$0	\$88,778
Reserves	\$10,000	\$325,000
Contingency (Unallocated Expense)	\$189,062	\$594,304
Total	\$119,662	\$928,682
Expenditures	0%	1%

Expenditures	\$99,560,986	\$97,643,437
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Summary

	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Total Revenues and Allocations To Budget	\$99,560,986	\$97,643,437
Total Expenditures	\$99,560,986	\$97,643,437
Variance	\$0	\$0

Governance and System Administration

Total Administration includes Board Governance, Business and Finance, Human Resources, Office of the Superintendent and System Instructional Support.

Board Governance expenses pertain to activities related to the work of the elected body responsible for all activities within the jurisdiction. They include all payments to trustees as well as payment for expenses incurred by the elected body for such things as travel, membership fees, and the cost of conducting school board elections.

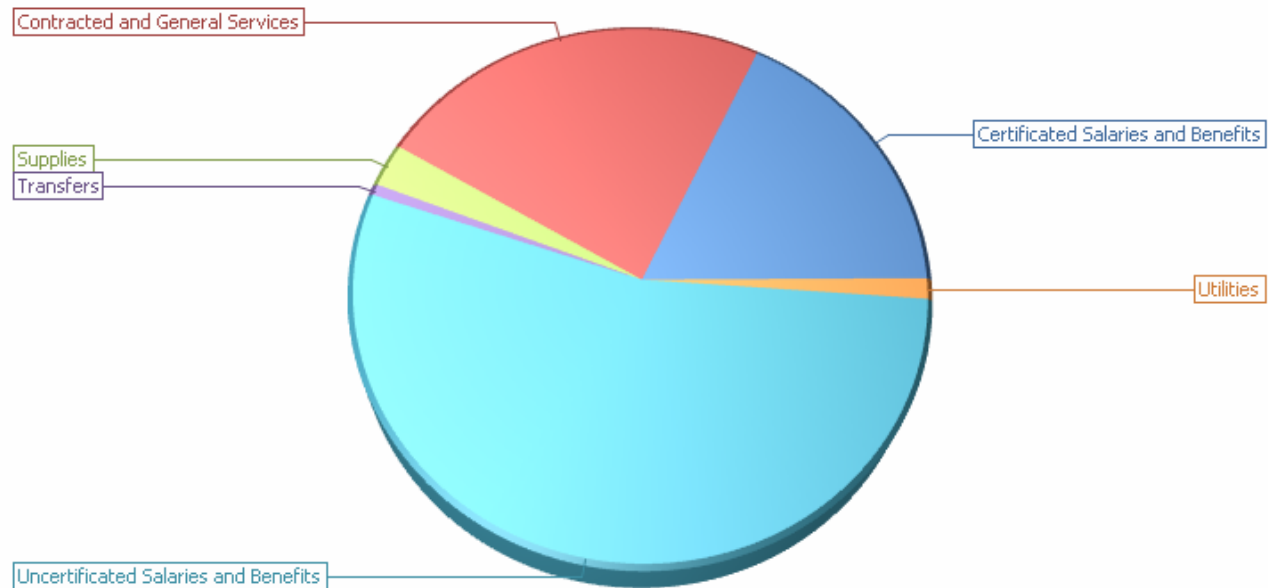
The Business and Finance department records all expenditures related to budgeting, and financial accounting including the duties performed by the Associate Superintendent of Business Affairs and related support staff. Expenditures are related to the functions of performing the duties of accounts payable, accounts receivable, payroll and internal and external audits. It also includes legal services, liability insurance, and property insurance for the administration building.

The Office of the Superintendent, Human Resources, and System Instructional Support records all expenditures related to the overall jurisdiction educational leadership and administration that include those performed by the Superintendent of schools and the Associate Superintendents to whom principals are accountable, and their related support staff. Expenditures reported under this program include such costs as system planning, instructional staffing allocations, new programming, monitoring and evaluation of programs, schools, the system, and supervision, and evaluation of principals and staff.



Built in 1928, this former school was renovated to provide much needed facility space for district administration. The Education Centre opened in July 2006.

Total Administration



Category	Amount	Percentage
Certificated Salaries and Benefits	\$687,466	18%
Contracted and General Services	\$918,249	24%
Supplies	\$102,000	3%
Transfers	\$26,300	1%
Uncertificated Salaries and Benefits	\$2,098,686	54%
Utilities	\$48,137	1%
Expenditures	\$3,880,838	

Total Administration

Revenue And Allocations To Budget Center

Basic Program Allocation	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Administration Budget Allocation	\$3,953,549	\$3,827,119
Allocation to Capital for Amortization of Assets	(\$72,712)	(\$71,005)
Total	\$3,880,838	\$3,756,114
Revenue And Allocations To Budget Center	100%	100%

Revenue And Allocations To Budget Center	\$3,880,838	\$3,756,114
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Expenditures

Certificated Salaries and Benefits	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Total	\$687,466	\$690,541
Expenditures	18%	18%

Uncertificated Salaries and Benefits	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Total	\$2,098,686	\$2,104,102
Expenditures	54%	56%

Contracted and General Services	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Alberta Home and School AGM Registration Fees	\$3,000	\$3,000
Board Communications	\$35,000	\$35,000
Building Maintenance	\$30,000	\$30,000
Insurance/Bond Premium	\$93,700	\$93,700
Professional Learning	\$33,003	\$33,003
Auditor	\$27,500	\$27,500
Legal Services	\$25,000	\$25,000
Computer Services	\$178,868	\$163,200
Consultants	\$115,361	\$17,000
Election Expenses	\$12,000	\$12,000
Employee Assistance Expense	\$720	\$720
Postage	\$13,150	\$13,150
Telephone	\$27,500	\$27,500
Equipment Repair	\$5,000	\$5,000
Equipment Rental/Leases	\$31,000	\$31,000
Dues/Fees	\$17,500	\$17,500
ASBA Membership Fees	\$64,957	\$64,957
Membership Zone 6	\$2,850	\$2,850
Printing	\$17,000	\$17,000
Advertising	\$25,000	\$25,000
Advertising & Recruitment of Personnel	\$6,000	\$6,000
Banquets and Lunches	\$36,500	\$28,500
Miscellaneous Services	\$18,000	\$18,000
Employee Recognition	\$10,000	\$10,000
Travel and Subsistence	\$67,000	\$65,000
Car Allowances	\$22,640	\$22,640
Total	\$918,249	\$794,220
Expenditures	24%	21%

Supplies	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Supplies	\$75,000	\$72,500
Furniture and Equipment (Under \$5000)	\$12,000	\$8,000
Computer Purchases	\$15,000	\$15,000
Total	\$102,000	\$95,500
Expenditures	3%	3%

Utilities	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Electricity	\$25,000	\$25,000
Gas	\$20,537	\$17,850
Water and Sewer	\$2,600	\$2,600
Total	\$48,137	\$45,450
Expenditures	1%	1%

Transfers	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Transfers to (-) / from other sites (+)	\$26,300	\$26,300
Total	\$26,300	\$26,300
Expenditures	1%	1%

Expenditures	\$3,880,838	\$3,756,114
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Summary

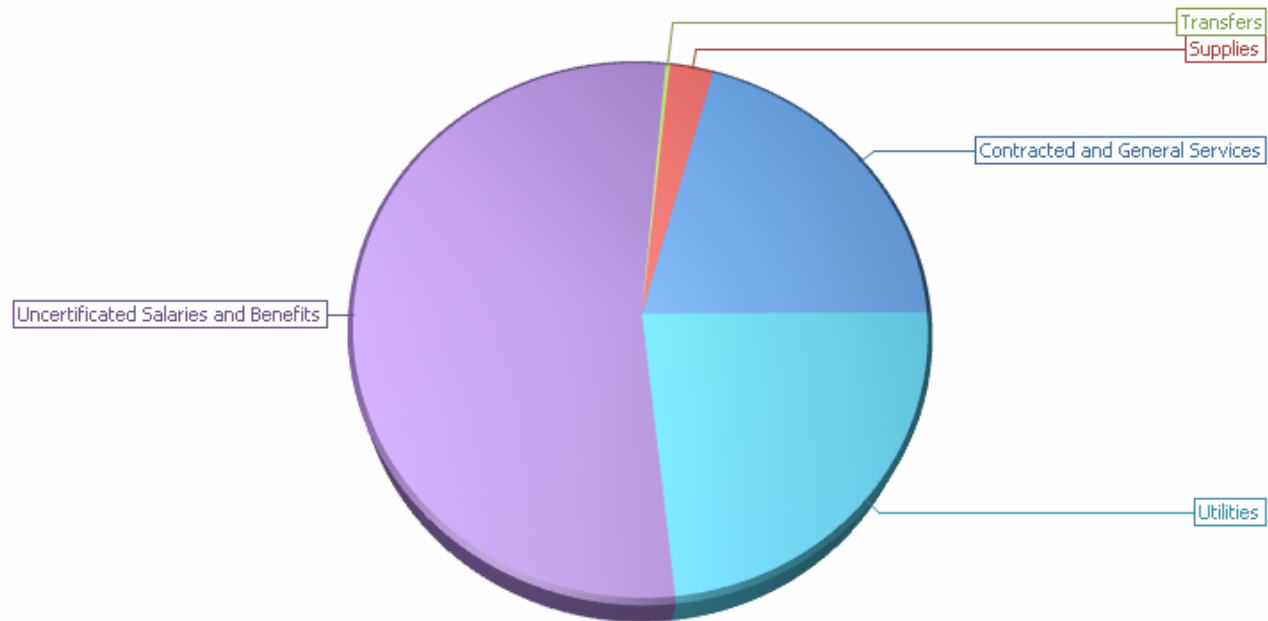
	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Total Revenues and Allocations To Budget	\$3,880,838	\$3,756,114
Total Expenditures	\$3,880,838	\$3,756,114
Variance	\$0	\$0

Plant Operations and Maintenance

The Plant Operations and Maintenance activities relate to the jurisdiction's responsibility for the construction, operation, maintenance, safety, and security of all school buildings, including costs relating directly to the supervision of this program. Costs associated with this program include the Manager of Operations and Maintenance and all clerical and support staff for this program. It also includes repair, maintenance and security of school buildings, which includes grounds maintenance, cost of custodial services, utilities, insurance, maintenance of equipment, and maintenance of school facilities. Amortization of school facilities is shown under the Capital and Debt Services budget.



Plant Operations and Maintenance



Category	Amount	Percentage
Contracted and General Services	\$1,666,474	20%
Supplies	\$210,980	3%
Transfers	\$20,000	0%
Uncertificated Salaries and Benefits	\$4,331,587	53%
Utilities	\$1,920,000	24%
Expenditures	\$8,149,041	

Plant Operations and Maintenance

Revenue And Allocations To Budget Center

Basic Program Allocation	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Plant Operations and Maintenance Funding Allocation	\$8,102,000	\$7,909,094
Allocation to Capital for Amortization of Assets	(\$57,454)	(\$62,661)
IMR project Consulting	\$104,495	\$104,899
Total	\$8,149,041	\$7,951,332
Revenue And Allocations To Budget Center	100%	100%

Revenue And Allocations To Budget Center	\$8,149,041	\$7,951,332
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Expenditures

Uncertificated Salaries and Benefits	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Total	\$4,331,587	\$4,347,760
Expenditures	53%	55%

Contracted and General Services	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Building Maintenance	\$521,282	\$491,101
Employee Assistance	\$3,360	\$3,360
Grounds Maintenance	\$52,500	\$52,500
Insurance/Bond Premium	\$301,168	\$301,168
Professional Learning	\$22,050	\$22,050
Telephone	\$36,500	\$36,500
Equipment Repair	\$46,100	\$46,100
Dues/Fees	\$300	\$300
Advertising	\$1,000	\$1,000
Miscellaneous Services	\$672,114	\$672,114
Travel and Subsistence	\$4,100	\$4,100
Car Allowances	\$6,000	\$6,000
Total	\$1,666,474	\$1,636,293
Expenditures	20%	21%

Supplies	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Supplies	\$187,080	\$174,379
Computer Supplies and Software	\$1,900	\$1,900
Furniture and Equipment (Under \$5000)	\$22,000	\$22,000
Total	\$210,980	\$198,279
Expenditures	3%	2%

Utilities	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Electricity	\$1,250,000	\$1,136,000
Gas	\$480,000	\$436,000
Water and Sewer	\$190,000	\$177,000
Total	\$1,920,000	\$1,749,000
Expenditures	24%	22%

Transfers	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Capital Purchases (Over \$5000)	\$20,000	\$20,000
Total	\$20,000	\$20,000
Expenditures	0%	0%

Expenditures	\$8,149,041	\$7,951,332
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Summary

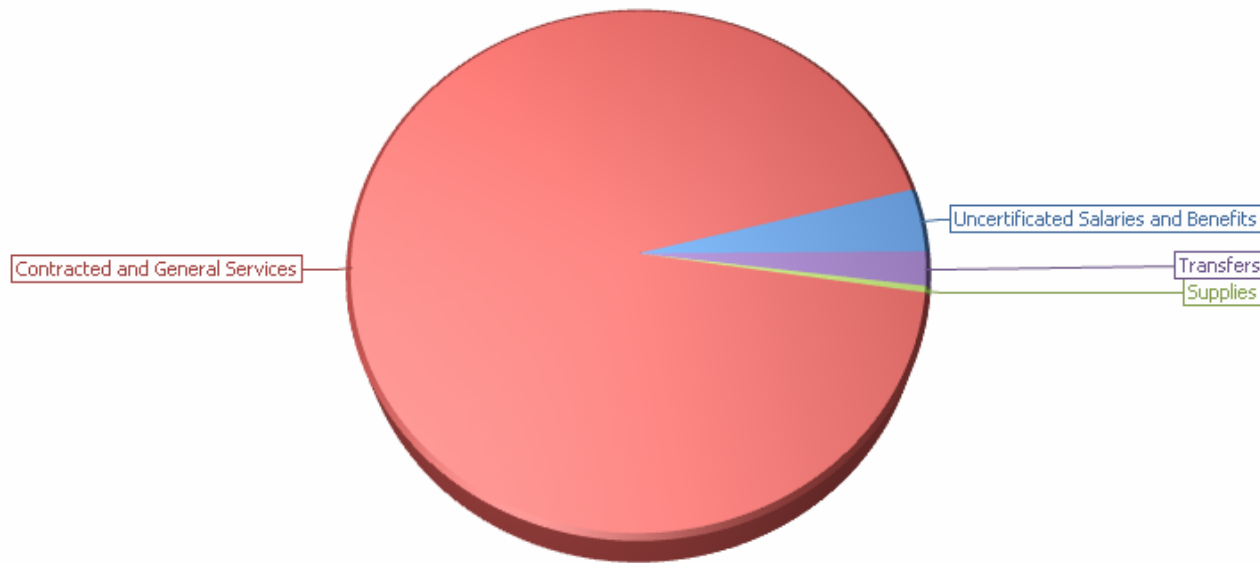
	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Total Revenues and Allocations To Budget	\$8,149,041	\$7,951,332
Total Expenditures	\$8,149,041	\$7,951,332
Variance	\$0	\$0

Transportation

The expenditures for the Transportation program are activities related to the transportation of students to, from, and between schools. Costs include the Transportation Coordinator and the conveyance of students to and from school on a regular basis where buses are contracted. Expenditures for the transportation program are basic transportation, special transportation, and ECS special needs transportation.



Transportation



Category	Amount	Percentage
Uncertificated Salaries and Benefits	\$97,435	4%
Contracted and General Services	\$2,339,427	94%
Supplies	\$10,000	0%
Transfers	\$52,600	2%
Expenditures	\$2,499,462	

Transportation

Revenue And Allocations To Budget Center

Basic Program Allocation	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Transportation Block Allocation	\$2,499,462	\$2,491,000
Surplus (Deficit) Carry forward	\$0	\$65,000
Basic Program Allocation	\$2,499,462	\$2,556,000
Revenue And Allocations To Budget Center	100%	100%

Revenue And Allocations To Budget Center	\$2,499,462	\$2,556,000
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Expenditures

Uncertificated Salaries and Benefits	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Uncertificated Salaries and Benefits	\$97,435	\$97,811
Expenditures	4%	4%

Contracted and General Services	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Professional Learning	\$2,500	\$2,500
Consultants	\$16,000	\$16,000
Bussing Costs	\$2,096,927	\$2,067,689
Bus Pass Purchases	\$223,000	\$243,400
Travel and Subsistence	\$1,000	\$1,000
Contracted and General Services	\$2,339,427	\$2,330,589
Expenditures	94%	91%

Supplies	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Computer Purchases	\$10,000	\$10,000
Supplies	\$10,000	\$10,000
Expenditures	0%	0%

Transfers	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Capital Purchases (Over \$5000)	\$0	\$65,000
Transfers to (-) / from other sites (+)	\$52,600	\$52,600
Transfers	\$52,600	\$117,600
Expenditures	2%	5%

Expenditures	\$2,499,462	\$2,556,000
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Summary

	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Total Revenues and Allocations To Budget	\$2,499,462	\$2,556,000
Total Expenditures	\$2,499,462	\$2,556,000
Variance	\$0	\$0

Capital and Debt Services

The Province of Alberta funds the approved costs of current school building projects.

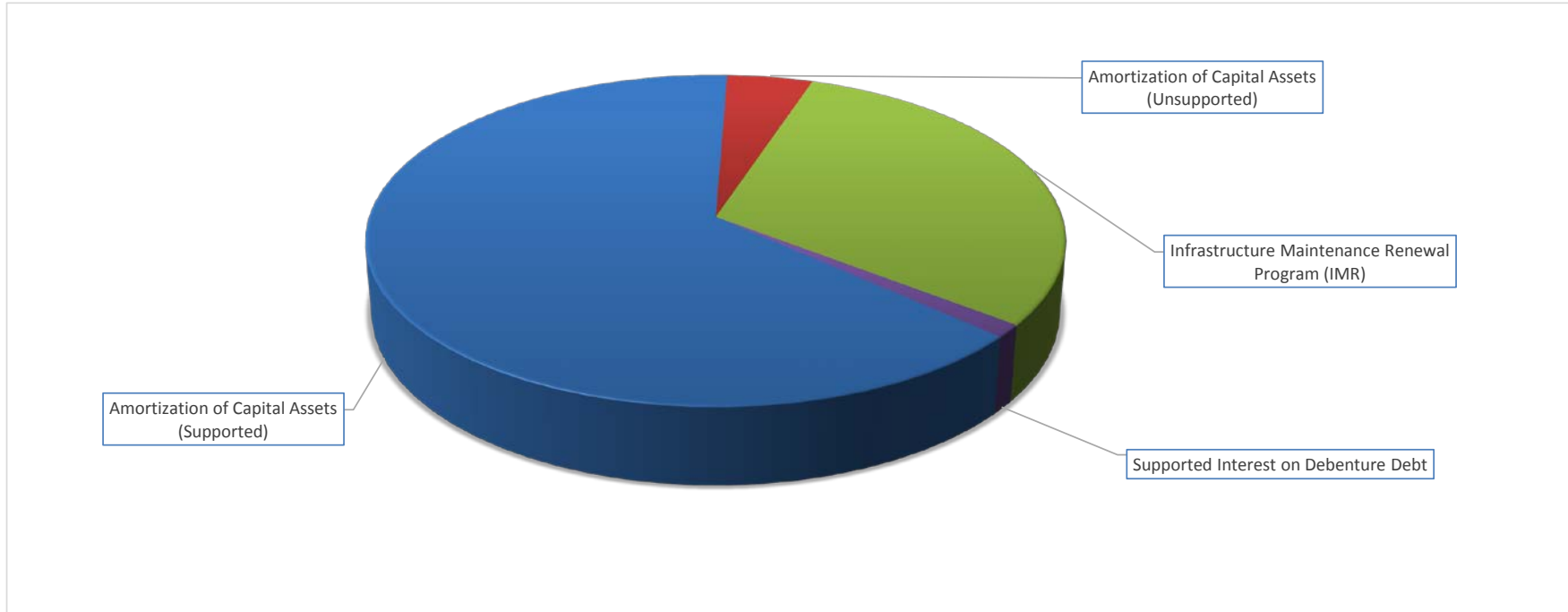
The province also funds the outstanding debt on school building projects supported by Alberta Education. Commencing in 1995-96, the annual debenture debt owing on school buildings is paid directly by Alberta Education to the Alberta Capital Finance Authority. The amount is required to be recorded on the school jurisdiction's financial statement.

The funds allocated to school boards for capital purposes cannot be transferred to other operating expenditures within the budget.

There are four categories of capital funding support for school jurisdictions:

- The Infrastructure Maintenance Renewal Program (IMR) is to upgrade building components to meet health and safety requirements or replace failed components.
- New construction projects (new schools, additions, and re-locatable classrooms) to accommodate enrolment increases.
- Modernization projects to upgrade existing facilities which are physically or functionally obsolete.
- Career and Technology Studies (CTS) program equipment for new or modernized CTS labs.

Capital and Debt Services



Category	Amount	Percentage
Amortization of Capital Assets (Supported)	\$3,398,719	52%
Amortization of Capital Assets (Unsupported)	\$278,975	4%
Infrastructure Maintenance Renewal (IMR)	\$2,843,739	43%
Supported Interest on Debenture Debt	\$24,053	0%
Total Expenditures	\$6,545,486	

Capital and Debt Services

Revenue and Allocations to Budget Center

Basic Program Allocation	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Amortization of Capital Assets	\$3,398,719	\$3,318,719
Amortization of Capital Allocations	\$3,398,719	\$3,318,719
Block Allocations for Capital Asset Amortization	\$278,975	\$312,908
IMR Revenue Allocation	\$2,948,234	\$1,795,587
Supported Debt Interest Allocation	\$24,053	\$43,771
Supported Capital Interest	\$24,053	\$43,771
IMR project Consulting	(\$104,495)	(\$104,899)
Total Basic Program Allocation	\$6,545,486	\$5,366,086
% of Revenue and Allocations to Budget Center	100%	100%

Total Revenue and Allocations to Budget Center	\$6,545,486	\$5,366,086
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Expenditures

Capital and Debt Services	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Amortization of Capital Assets	\$3,677,694	\$3,631,627
Infrastructure Maintenance and Renewal	\$2,843,739	\$1,690,688
Interest on Capital Debt	\$24,053	\$43,771
Total Capital and Debt Services	\$6,545,486	\$5,366,086
% of Expenditures	100%	100%

Total Expenditures	\$6,545,486	\$5,366,086
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Summary

	2016-2017 Preliminary Budget	2015-2016 September 30th Budget
Total Revenues and Allocations to Budget	\$6,545,486	\$5,366,086
Total Expenditures	\$6,545,486	\$5,366,086
Variance	\$0	\$0